



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 16, 2015 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on June 18, 2015, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on July 16, 2015.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JULY 16, 2015** at 12:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Andrew Pringle, Vice-Chair
Dr. Dhun Noria, Member
Ms. Marie Moliner, Member
Mr. Chin Lee, Councillor & Member
Mr. John Tory, Mayor & Member

ABSENT:

Ms. Shelley Carroll, Councillor & 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* – Mayor Tory advised that he has a continuing interest in Rogers Communications Inc. and would not participate in the consideration of the report: *Agreements for Use of Rogers Centre during 2015 Pan American/Parapan American Games* (Min. No. P207/15 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P178. PRESENTATION: *POLICING AND MEETING THE NEEDS OF OUR
AGEING POPULATION***

Dr. Samir Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospital, and Ms. Denise Andrea Campbell, Director, Social Policy, Analysis and Research, Social Development, Finance and Administration, City of Toronto, were in attendance and delivered a presentation on *Policing and Meeting the Needs of an Ageing Population*. A copy of the PowerPoint presentation slides is on file in the Board office. A copy of correspondence (dated July 15, 2015) from Dr. Sinha which summarizes some of the recommendations directed to the Toronto Police Service arising from the Toronto Seniors Strategy is appended to this Minute for information.

Following the presentation, Dr. Sinha and Ms. Campbell responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation by Dr. Sinha and Ms. Campbell;**
- 2. THAT the Board receive the correspondence from Dr. Sinha;**
- 3. THAT the Chief of Police encourage the Community Police Liaison Committees, Chief's Consultative Committees and Chief's Advisory Council to focus on safety issues of older adults such as those that were presented to the Board today;**
- 4. THAT, with respect to the three recommendations contained in Dr. Sinha's July 15, 2015 correspondence, the Board:**
 - (a) refer recommendation no. 1 to the Chief for consideration and request that he provide a response to the Board following his review;**
 - (b) consider recommendation no. 2 on the next occasion when it will consider the Business Plan; and**
 - (c) refer recommendation no. 3 to the Chief and request that he consider designating a TPS senior officer to work with City staff to implement the Toronto Seniors Strategy actions and develop data sharing agreements.**

Moved by: M. Moliner



Office of the Director of Geriatrics

475-600 University Avenue
Toronto, Ontario, Canada M5G 1X5
t 416-586-4800 ext. 7856 f 416-586-5113

July 15, 2015

Toronto Police Services Board
Meeting July 16, 2015

Agenda Item 3: Policing and Meeting the Needs of our Ageing Population

Toronto is facing a number of demographic shifts that will have direct implications for our policies, programs and services. Growth in our rapidly aging population means that the number of Torontonians living with dementia and other age-related issues will dramatically increase over the next decade, which will require collective efforts on the part of all service providers including health, social service and policing.

In addition to leading the development of the Ontario Seniors Strategy, I also co-led the development of the Toronto Seniors Strategy with City staff, an Expert Panel and other key city stakeholders. The Strategy was unanimously adopted by Toronto City Council on May 7, 2013 (CD 20.1). It contains 91 recommended actions, and each identifies a specific lead responsible for implementation. Of those, 11 actions identify Toronto Police Service as the lead.

In the interest of meeting the needs of aging Torontonians and advancing the current Toronto Police Service recommended actions in the Strategy, I would ask the Board to:

1. Adopt the 11 recommended actions from the Toronto Seniors Strategy (see Appendix A);
2. Address issues related to an aging population in the next TPS Business Plan; and
3. Designate a senior Toronto Police Service liaison to work with City staff to implement the Toronto Seniors Strategy actions and develop data sharing agreements.

I look forward to continued partnership with the Toronto Police Service and the City of Toronto in support of all seniors, but particularly those facing increased vulnerability due to cognitive impairment, mental health or other factors associated with the challenges of aging.

Yours Sincerely,

Dr. Samir K. Sinha, MD, DPhil, FRCPC
Peter and Shelagh Godsoe Chair in Geriatrics and
Director of Geriatrics, Mount Sinai and the University Health Network Hospitals

Assistant Professor of Medicine, University of Toronto

Provincial Lead, Ontario's Seniors Strategy



Office of the Director of Geriatrics

475-600 University Avenue
Toronto, Ontario, Canada M5G 1X5
t 416-586-4800 ext. 7856 f 416-586-5113

Appendix A: Toronto Police Service Actions from the Toronto Seniors Strategy

1b. The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to develop and implement expedited data-sharing agreements to support ongoing analysis of safety and quality of life of older Toronto residents.

2a. The Chief of Police, or designate, will encourage Community-Police Liaison Committees, the Chief's Community Advisory Council, and Community Consultative Committees across the service to address the safety issues of older adults.

2b. Toronto Police Service will compile internal guides to assist front-line and investigative officers to access resources related to older adults, elder abuse and fraud.

2c. Toronto Police Service will improve the physical safety of older adults and enhance programs designed to protect them from becoming victims of violence or fraud by developing a public awareness campaign to increase community awareness on the issues and risks associated with elder abuse including financial abuse.

2d. The Chief of Police, or designate, will work in partnership with the City of Toronto through the Executive Director, Social Development, Finance and Administration to provide victimization data related to older Toronto residents on an ongoing, annual basis at a neighbourhood level of geography.

2e. The Toronto Police Service will establish a Chief's Seniors' Advisory Committee comprised of key internal and external stakeholders with the goal of enabling dialogue, problem solving and innovation.

2f. Toronto Police Service will develop and implement Officer training on effective recognition and reporting related to the abuse and neglect of older adults including the signs of physical, mental, emotional or sexual abuse, dementia, mental health crises, and lack of independence with respect to activities of daily living.

22a. Toronto Police Service will promote Crime Prevention Through Environmental Design community safety audits throughout the city.

22b. The Toronto Police Service will continue to provide a visible presence in public spaces and inform and educate older Torontonians on safety issues in their community.

22d. The Toronto Police Service will work with City and community partners to develop a guidebook for older adults in Toronto to promote safe and secure community living.

23d. The Toronto Police Service will strengthen partnerships with health, social and community support service agencies to connect vulnerable, victimized older adults to appropriate health, social and community support services.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P179. PRESENTATION: *AUDITOR GENERAL'S ROLE IN SUPPORTING THE
TORONTO POLICE SERVICES BOARD***

Ms. Beverly Romeo-Beehler, Auditor General, City of Toronto, was in attendance and delivered a presentation to the Board with respect to the role of the Auditor General within the City of Toronto and any future roles that the Board could consider inviting the Auditor General to perform consistent with section 31 (1) of the *Police Services Act* and the Board's Audit Policy.

A copy of the PowerPoint slide presentation is on file in the Board office.

Following the presentation, Ms. Romeo-Beehler responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation by Ms. Romeo-Beehler; and**
- 2. THAT the Board refer the proposals outlined on slide 9 of the Auditor General's PowerPoint presentation to the Chair for consultation with the Chief of Police and preparation of recommendations for the Board's consideration at its September 2015 meeting.**

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P180. PRESENTATION: *TORONTO POLICE SERVICE INTERNSHIP AT THE
GATEHOUSE***

The Board was in receipt of correspondence (dated July 03, 2015) from Brad Hutchinson, Executive Director, The Gatehouse, with regard to an internship-style program that could be developed at The Gatehouse for TPS officers. A copy of the correspondence is appended to this Minute for information.

Mr. Hutchinson and Arthur Lockhart, Founder of The Gatehouse, were in attendance and delivered a presentation on the proposed program. A copy of the PowerPoint slide presentation is on file in the Board office.

Following the presentation, Mr. Hutchinson and Mr. Lockhart responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation and Mr. Hutchinson's correspondence;**
- 2. THAT the Board express its support for providing the uniform members of TPS with opportunities whereby they can participate in internship-style programs with community agencies, such as The Gatehouse; and**
- 3. THAT the Chief review the intern program proposed by The Gatehouse and report to the Board for its October 2015 meeting on the feasibility of accepting the opportunity for officers to learn how the trauma of childhood sexual abuse can lead to mental health problems as an adult.**

Moved by: D. Noria

7/3/2015

Dr. Alok Mukherjee,
Chair, Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3
416-808-8080

Dear, Chair Mukherjee,

As Executive Director at The Gatehouse I am seeking a five minute deputation at the TPSB meeting on July 16th. In that deputation I would propose a program that includes Toronto Police Service Constables as part of an Intern Program at The Gatehouse. Officers would gain crucial insight on several sociological issues related to the trauma caused by childhood sexual abuse.

Police officers that choose this program will have a better understanding of the underlying issues that result from childhood trauma and will be better equipped to bring about peaceful resolutions in the face of conflict. The insight, learnings, and training on the root cause of many mental health symptoms will increase their capacity to positively respond to anti-social behaviours that stem from childhood sexual abuse.

Since 1998 The Gatehouse has been providing exceptional consultation services regarding issues of childhood sexual abuse to local, provincial, national, and international organizations. The Gatehouse provides advocacy support for children, youth and families and has been designated by Toronto Police Services as “a best practice site” for conducting investigations related to childhood sexual abuse cases.

I look forward to the opportunity to discuss further how this program might align in with the vision, philosophy, and practices of the Toronto Police Services. Please find attached an Executive Summary of the program. Thank you for your time and consideration.

Sincerely,

Brad Hutchinson,
Executive Director, The Gatehouse
3101 Lakeshore Blvd. West
Toronto, ON, M8V 3W8
(416) 255-5900
bhutchinson@thegatehouse.org

Toronto Police Services Internship

Executive Summary

The Gatehouse is a unique community based center in Etobicoke. The Gatehouse offers a wide range of vital programs for adult survivors (18+) of childhood sexual abuse including one on one support and drop-in program on Sundays, 2pm-4pm. The Gatehouse also provides advocacy support for children, youth and families. It has been designated by police services as “a best practice site” for conducting investigations related to childhood sexual abuse cases.

Recommendation

The Gatehouse would like to propose that two Toronto Police Service Constables be part of a Police Intern Program at The Gatehouse. This project will take place over the course of 4 months with up to 5 hours per week for two officers; one female and one male. Officers will have the opportunity to learn first-hand about how the trauma of childhood sexual abuse can lead to mental health problems as an adult.

Officers that choose this program would be immersed in the philosophy and practices of The Gatehouse that has transformed thousands of lives in the aftermath of childhood sexual abuse (CSA). These officers would work directly with survivors and be a part of the peer facilitated program once a week. Officers would undergo extensive facilitator training with The Gatehouse to successfully complete the support group process. This will help deliver crucial insight on several sociological issues related to the trauma caused by childhood sexual abuse and adulthood sexual assault.

As part of their practicum, Police Constables would receive training in the following areas:

- Facilitator Training Sessions
- Young Adult Support Program
- Investigation Support Program
- Compassion Fatigue and Vicarious Trauma Training Sessions

For many, conflict, anger, and anti-social behaviours—in their myriad of manifestations—are symptoms of unresolved childhood traumas. The numbers speak for themselves; 1 in 3 women and 1 in 6 men have endured some unwanted sexual act before the age of 18 years old. We know that in our correctional institutions, those numbers are higher.

Methodology

Many different communication styles will be used to address anti-social behaviors and how to bring about a non-violent resolution. Discussions with survivors will provide officers with practical ways to address situations fueled by deep seated fear. Powerful techniques to defuse a crisis situation will include addressing and debunking stereotypes and stigmas around mental health. For example, being part of the facilitation circles will help the officer understand why and

how CSA survivors' lives can become filled with continuing trauma and pain, and, in the process, become fluent in Gatehouse transformative processes.

The Gatehouse will provide officers with in-service learning exercises that involve direct contact with survivors and community mental health resources in a process that has transformed thousands of lives.

Those that have successfully done their internship can then become formal and informal coach officers to help other members of the Toronto Police Services understand what may be happening in the mind of a person in crisis, and innovative methods to de-escalate.

Outcome

Police officers with an understanding of the underlying issues that result from the childhood trauma will have greater skills to de-escalate and bring about a peaceful resolution in the face of conflict and anti-social behaviours. They will glean greater insight, learnings, training on the prevailing issue of community members manifesting mental health symptoms, including suicidal ideation, depression, substance abuse, post-traumatic stress disorder, anger, and violence.

With this internship, police officers will be engaged in a community service with exposure to people in crisis and will gain techniques to slow down a destructive course of events and de-escalate tensions in crisis situations. Officer will learn first-hand why the assumption that if a person has done nothing wrong, they have nothing to fear. Survivors of CSA often live in constant fear. As children they have been told that the abuse committed on them was their fault, not to tell anybody or they will be in trouble. When faced with an authority figure that represents power, like a police officer, that fear is on high, which can trigger the fight or flight response. In this state of mind the rational faculty and the power of choice is diminished. Shifting the energy from fight or flight to rational choice requires an understanding of the repressed trauma that is playing out. In short, on completion of their internship police officers will have an increased community capacity response to mental health situations that stem from CSA issues.

The Gatehouse

The Gatehouse provides exceptional consultation services regarding issues of childhood sexual abuse to local, provincial, national and international organizations. Some of these organizations include: Ontario Ministry of the Attorney General's Advisory Committee on Services for Male Survivors of Sexual Abuse, Toronto Police Service, The Ontario Police College, The Federal Office for Victims of Crime, Beyond Borders, Child & Youth Advocacy Centre, Cornwall Public Inquiry for Adults Victimized by Sexual Abuse, and Find Help Information Services.

Sincerely,
Brad Hutchinson,
Executive Director, The Gatehouse
3101 Lakeshore Blvd. West
Toronto, ON, M8V 3W8
(416) 255-5900
bhutchinson@thegatehouse.org

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P181. DISCLOSURE OF ATTEMPT/THREATEN SUICIDE INFORMATION
ON CPIC TO U.S. CUSTOMS AND BORDER PROTECTION**

The Board was in receipt of a report dated July 02, 2015 from Mark Saunders, Chief of Police, with respect to the disclosure of attempt/threaten suicide information on CPIC to U.S. Customs and Border Protection. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing report to its August 20, 2015 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P182. ANNUAL REPORT: 2014 TORONTO POLICE SERVICE
PERFORMANCE REPORT**

The Board was in receipt of the following report July 06, 2015 from Mark Saunders, Chief of Police:

Subject: 2014 TORONTO POLICE SERVICE PERFORMANCE REPORT

Recommendation:

It is recommended that: the Board receive the 2014 Toronto Police Service Performance Report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the results of the measurement of the Service Priorities, using the performance indicators set out in the Business Plan, as required by Ontario Regulation 3/99 (*Adequacy and Effectiveness of Police Services*). The Board has requested that the Service Performance Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

The 2014-2016 Business Plan, approved by the Board in December 2013, includes three priorities: i) safe communities and neighbourhoods, ii) economic sustainability and operational excellence, and iii) high quality, professional service to the community. Within these priorities, there were eighteen individual goals and for each of these goals, a number of performance objectives/indicators were identified (Min. No. P288/13 refers).

Results for the more than 70 performance indicators (compared, where available, to the baseline measures in 2013), are presented in the 2014 Service Performance Report. It should be noted that during 2014, the first year of the three-year Plan, more than half of the performance indicators were achieved and some longer-term performance indicators, although not completed, are well underway. Also provided in the Performance Report is information on the activities that were undertaken by Service units to address the goals and priorities.

It should be recognized that a number of factors affect the achievement, or non-achievement, of the performance objectives specified for the goals. For example, perceptions of all those surveyed may be affected by events within the community and issues being discussed in the media.

Further, while not all the Service's goals were yet fully achieved, the Service has continued to undertake new initiatives to address community safety, to improve existing programs, or simply to provide a continuing service in a more efficient or effective manner.

Conclusion:

At this time, the 2014 Toronto Police Service Performance Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

Superintendent Randolph Carter, Strategy Management, will be in attendance to answer any questions that the Board may have regarding this report.

The Board received the foregoing report.

Moved by: C. Lee

Toronto Police
Service
Performance
Report

2014

A report in accordance with Ontario Regulation 3/99 (the Adequacy Standards Regulation) on the Service's achievements in relation to the Service Priorities and Goals as outlined in the 2014-2016 Business Plan.

May 2015

2014 Service Performance - Priorities

Every three years, the Toronto Police Services Board and the Toronto Police Service decide where the Service will focus resources and activities. This is done within our commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Although we will continue to work in many areas, our Priorities represent those areas that we will give extra emphasis. The Service's Priorities for 2014-2016 are:

- Safe Communities and Neighbourhoods
- Economic Sustainability & Operational Excellence
- High Quality, Professional Service to the Community

The Priorities and Goals reaffirm the commitment of both the Board and the Service to building public trust and confidence through community engagement and addressing the needs of our community, through continuous improvement and openness to change, through effective and efficient processes and operations, and, perhaps most importantly, through the provision of bias-free, accountable, professional policing services.

This report summarizes the Goals we worked toward within in each Priority, some activities we undertook in these areas, and what we achieved.

Safe Communities & Neighbourhoods

In the Service's community surveys and consultations, people identify community and neighbourhood safety as a priority, affirming a belief that all members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. A sense of safety, whether in the home, around their neighbourhood, or on the street, has a strong positive influence on quality of life. The Service is committed to providing professional, non-biased enforcement activities to address community crime and traffic safety issues. Moreover, the Service is committed to providing services in a way that is supportive of victims of crimes, effective for people with distinct needs – in particular, emotionally disturbed persons – and encourages community cohesion and engagement.

Our Goals Were:

- ▶ Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.
- ▶ Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.
- ▶ Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.
- ▶ Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.
- ▶ Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.
- ▶ Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.

Examples of How We Are Addressing the Goals:

- ▶ Improve crime management and intelligence-led processes to better identify areas within neighbourhoods experiencing heightened level of violence (guns, gangs, drugs) and use resources effectively to prevent criminal activity, and arrest and prosecute offenders.
- ▶ Expand co-operation with criminal justice agencies and other security partners, including information sharing, training, and joint projects, to prevent and respond to violent crime.
- ▶ Develop a communication strategy using both traditional and social media to inform the public about policing activities, services, and on-going investigations.
- ▶ Implement the Victim Witness Support Plan to enhance the capacity of front-line officers to respond effectively to the needs of victims and witnesses.
- ▶ Develop an auditing process in divisions and investigative units to ensure that a Victim Services referral has been offered in each case where a victim is identified.

- ▶ Expand messaging to pedestrians, seniors, cyclists, motorists, and motorcycle operators, using both traditional and social media, to promote awareness of and provide education on road safety. Enforcement initiatives will be used to reinforce messaging.
- ▶ Identify chronic unsafe, high collision, and restricted traffic flow locations for targeted enforcement initiatives or other appropriate resolutions by the city or province.
- ▶ Strengthen Service participation in proactive neighbourhood activities and problem-solving initiatives, by involving a broader range of skills and functions (e.g. TAVIS, Community Response, Neighbourhood Officers, Traffic Services, Mounted, Communications, Corporate Communications, etc.).
- ▶ Increase investigator attendance at and active participation in neighbourhood-initiated events, such as town-halls and Community Police Liaison Committee meetings, to address concerns related to violent crime.
- ▶ Review and implement recommendations from the Honourable Frank Iacobucci's report, Police Encounters with People in Crisis, including recommendations relating to selection of police officers, training, supervision, use of force, Mobile Crisis Intervention Teams, etc.
- ▶ Continue to develop and deliver, in conjunction with external partners, training, courses, and mental health resources to all members who deal with or may potentially deal with an emotionally disturbed person.
- ▶ Continue to provide information to the public on issues such as phishing, identity theft, and Internet vulnerabilities using both traditional and social media (e.g. #Fraudchat, videos, booklets/pamphlets, etc.).
- ▶ Continue to provide information, through both traditional and social media, to Service members on risk management issues related to technology use, such as those identified by Operation ReBoot.

What We Achieved:

Table 1 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	Change	Status
Enhance prevention and enforcement activities focusing on violent crime and illegal drug activity to reduce crime and improve perceptions of safety in neighbourhoods.	decrease in rate of violent crime (per 100,000 population)	999	881	-12%	✓
	decrease in rate of property crime (per 100,000 population)	2,594	2,397	-8%	✓
	increase in number of persons charged with drug offences	6,957	4,418	-36%	✗
	increase in community perception of safety in neighbourhoods	93%	93%	-	✗
Improve support for victims and witnesses affected by crime or violence, by referral to appropriate services.	increase in number of referrals to Victim Services	6,442	7,304	+13%	✓
	increase in proportion of victims who say they received appropriate referrals from officers	84%	90%	+6%	✓
Improve road safety and traffic flow for pedestrians, cyclists, and motorists, using technology where possible.	increase in pedestrian perception of safety	72%	74%	+2%	✓
	increase in cyclist perception of safety (36% said 'don't know/NA' in 2014, 40% in 2013)	30%	27%	-3%	✗
	increase in driver perception of safety	71%	70%	-1%	✗
	increase in driver perception that traffic flow has improved	11%	13%	+2%	✓
	increase in cyclist perception that traffic flow has improved	11%	17%	+6%	✓
Contribute to and foster neighbourhood-initiated efforts to strengthen a sense of community, address signs of physical disorder, and engage more proactively with community members.	increase in proportion of community members who say they believe people in their neighbourhood look out for each other	77%	79%	+2%	✓
	increase in proportion of community members who believe that relations between police and the people in their neighbourhood have improved	15%	18%	+3%	✓

	increase in proportion of community members who say they attended a community event or meeting where police were present	12%	12%	-	✘
	increase in proportion of community members who have participated in a community improvement project/activity	17%	26%	+9%	✓
	decrease in proportion of community members concerned with signs of physical disorder in their neighbourhood (vandalism, graffiti, garbage/litter)	39%	42%	+3%	✘
Enhance officer ability to effectively interact with emotionally disturbed persons, particularly those with mental illness.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)	9%	not yet available (technical issues)	---	□
	increase in proportion of officers who say they believe that the training they have received has prepared them to effectively interact with emotionally disturbed persons	80%	82%	+2%	✓
	of those officers who dealt with an emotionally disturbed person during the year, increase in proportion who say that the training they received did help them in that situation	80%	84%	+4%	✓
Improve public and Service member awareness of vulnerabilities associated with use of the Internet and cyber devices.	increase in public awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	81%	81%	-	✘
	increase in Service member awareness of risks associated with use of Internet and cyber devices (e.g. phishing & frauds, insecure passwords or WiFi, identity theft)	93%	96%	+3%	✓

Economic Sustainability & Operational Excellence

As detailed in the *Police Services Act*, the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing these services. We will strive for operational excellence through continued review and improvement, and through support and training for our members. The Police Service must ensure that it remains accountable to the community by providing those services that are demanded by the community in the most professional, efficient, and effective a manner as possible.

Our Goals Were:

- ▶ Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.
- ▶ Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.
- ▶ Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).
- ▶ Improve human resource management and accountability within the Service, including the development of:
 - personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance,
 - management/leadership training that enables supervisors to better manage and guide member performance, and
 - comprehensive succession planning processes for both uniform and civilian members.
- ▶ Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.
- ▶ Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.

Examples of How We Are Addressing the Goals:

- ▶ Continued review and implementation of recommendations arising from the Chief's Internal Organizational Review of internal and external processes, including potential changes in civilianization, automation, and call types attended.
- ▶ Using agreed upon core policing service requirements, develop a checklist of desirable outcomes against which all Service programs may be assessed for alignment.
- ▶ Continue to refine business processes with external partners, such as the City of Toronto's 3-1-1 service, EMS, and By-Law Enforcement, etc., to re-direct calls for more appropriate response by other city agencies and improve call handling and processing time.

- ▶ Continue implementation of the Neighbourhood Hub Model in a multi-agency collaboration to intervene in and thereby prevent opportunities for individuals to engage in criminal activities, and to ensure the appropriate social or government agency is the first responder.
- ▶ Assess opportunities for increased participation in shared services with the City of Toronto and other police agencies to increase process efficiency (purchasing processes and co-operatives, fleet management, administration, etc.).
- ▶ Establish a Working Group to develop time standards for response to calls for service by divisional Primary Response and other support units (i.e. units from Public Safety Operations and Detective Operations) that reflect staffing levels.
- ▶ Continue participation in the evaluation of the MCIT program being carried out by the Centre for Research on Inner City Health, St. Michael's Hospital.
- ▶ Establish a major case response protocol between divisions and Detective Operations which clearly defines lead and shared responsibilities for investigations falling within the mandate of a Detective Operations unit.
- ▶ Establish and staff a Human Resources & Performance Management unit to be responsible for the co-ordination, management and execution of activities such as performance evaluation and management, leadership development, professional development, succession planning, etc.
- ▶ Assess existing performance management and personnel development processes and tools to identify and address limitations, as recommended in the Chief's Internal Organizational Review.
- ▶ Conduct a pilot project to assess and evaluate the operational benefits of using body-worn cameras throughout the Toronto Police Service and the different body-worn cameras currently in the market.
- ▶ Continue to implement, upgrade, and support the Service's integrated records and information management (Versadex) and disclosure management (eJust) systems.
- ▶ Improve the ability of the public to report to police through expansion of on-line reporting capabilities and capacity, through upgrade of telephone and network infrastructure to support next generation 9-1-1, and through planning and upgrade toward text to 9-1-1 for hearing impaired community.
- ▶ Assess and implement recommendations from Operation ReBoot to maximize the efficient and effective use of cyber-technology to continually improve the quality of police investigations and services.
- ▶ Equip and staff the Computer Cyber Crime section of Intelligence Services at a level that ensures the Service's capacity to process computers and cell phones related to offences in an effective and in a timely manner.

What We Achieved:

Table 2 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change

Goal	Performance Objective/Indicator	Baseline (2013)	2014 Result	Change	Status
Align Service programs with core or priority service requirements to ensure Service resources are used most efficiently.	criteria developed for assessing program alignment	---	not yet available	---	<input type="checkbox"/>
	process developed for assessing program alignment	---	not yet available	---	<input type="checkbox"/>
	Service programs assessed	---	not yet available	---	<input type="checkbox"/>
Continue to assess and invest in operational processes and partnerships to improve effectiveness, efficiency, and sustainability of operations.	operational processes mapped and reviewed for efficiencies	---	not yet available	---	<input type="checkbox"/>
	number of operational partnerships to which resources have been allocated	---	39	---	✓
	number of recommendations implemented from various reviews to improve effectiveness, efficiency, or sustainability of operations	---	167	---	✓
Set measurable standards to optimize service delivery and resource appropriately, including, but not limited to, standards relating to response time to calls for service and resource use/deployment (for example, use of specialized teams such as MCIT, supervisors, centralized investigative units, etc.).	response time standards set	---	not yet available	---	<input type="checkbox"/>
	appropriate level of resources determined based on response time standards	---	not yet available	---	<input type="checkbox"/>
	resource use/deployment criteria reviewed and established	---	not yet available	---	<input type="checkbox"/>

<p>Improve human resource management and accountability within the Service, including the development of:</p> <ul style="list-style-type: none"> personnel evaluation and monitoring processes/tools that better reflect expectations relating to member performance, management/leadership training that enables supervisors to better manage and guide member performance, and comprehensive succession planning processes for both uniform and civilian members. 	personnel appraisal processes/tools revised	---	on-going	---	<input type="checkbox"/>
	increased proportion of members who say they understand what's expected of them	97%	96%	-1%	✘
	management/leadership training revised	---	on-going	---	<input type="checkbox"/>
	increased proportion of supervisors who say they feel better able to manage the performance of those they supervise	89%	90%	+1%	✓
	succession planning processes established	---	on-going	---	<input type="checkbox"/>
	increased proportion of members who say they believe supervisors and managers are held accountable for their actions	57%	56%	-1%	✘
<p>Use and invest in technology to support administrative, operational, and investigative improvements and efficiencies.</p>	new or upgraded technology introduced to and being used in the Service	---	14	---	<input type="checkbox"/>
	increased proportion of members who say that technology has improved their ability to carry out their work	86%	89%	+3%	✓
	increase in number of technology-related recommendations implemented to support administrative, operational, and investigative improvements and efficiencies	---	9	---	<input type="checkbox"/>
<p>Continue to develop and improve the Service's capacity to deal with crimes committed involving or using technology.</p>	increase in officer perception of Service ability to investigate crimes involving or using technology	78%	82%	+4%	✓
	increase in proportion of officers receiving training on investigation of crimes that involve or use technology	37%	42%	+5%	✓
	increase in number of occurrences flagged as 'cybercrime related'	not available	750	---	<input type="checkbox"/>

High Quality, Professional Service to the Community

Beyond the legislated requirements to provide a full range of policing services to our community, the Toronto Police Service is committed to providing the highest quality, professional services possible, both to members of our community and to members of the organization. Improving the public's trust and confidence in the Police Service is essential. The Service will continue to work to ensure that services delivered are bias-free and accountable, and we will promote internal and external service excellence through innovation, skills development, experience, and respect.

Our Goals Were:

- ▶ Continue to grow and support a diversity of perspectives within the Service.
- ▶ Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.
- ▶ Define, develop, communicate, and implement a customer service strategy.
- ▶ Deliver professional, ethical, bias-free service, both to members of the public and within the organization.
- ▶ Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.
- ▶ Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.

Examples of How We Are Addressing the Goals:

- ▶ Encourage members to provide innovative ideas that address unit-level or Service-level issues or problems by providing positive feedback and/or formal recognition.
- ▶ Establish unit-level working groups or committees to present and consider suggestions towards improvements of unit practices, processes, and wellness.
- ▶ Develop a comprehensive Service-wide inventory of member skills, abilities, and experience relevant to the organization, accessible to police managers/supervisors to facilitate a more effective use of resources.
- ▶ Encourage the practice of multi-unit case-conferencing and debriefing to share knowledge, experiences, and lessons learned from different perspectives.
- ▶ Research the most effective way to develop the organizational culture to enhance delivery, through person-to-person interactions, both between Service members and with the community, with the objective of increasing Service member

and public engagement. Based on the information collected, develop and implement a comprehensive customer service strategy.

- ▶ Develop and deliver a communication plan that tells both members of the Service and members of the community about the goals and expectations of the new customer service strategy.
- ▶ Develop corporate training standards for the customer service strategy that can be used to inform members and recruits, and encourage a different way of thinking about providing customer service.
- ▶ Continue the implementation of the recommendations from the Police and Community Engagement Review (PACER) that support professional, ethical, and bias-free service both to the community and within the Service.
- ▶ Review and implement the recommendations from the evaluation carried out by the Diversity Institute, Ryerson University, of the Human Rights Project Charter, which aimed to identify and eliminate any discrimination that may exist in Board or Service policies and practices, and to identify and eliminate any discrimination that may exist in the provision of policing services.
- ▶ Enhance, at the unit level and at the Toronto Police College, learning related to delivery of professional, bias-free service, including Fair and Impartial Policing and the Intercultural Development Program.
- ▶ Continue the implementation of the recommendations from the Police and Community Engagement Review (PACER) that address changes to governance, performance and information management, operations, training, etc.
- ▶ Ensure that supervisors are available to provide guidance and assistance to front-line members, and that supervisors hold accountable those members who behave in an inappropriate or unprofessional manner.
- ▶ Encourage unit commanders to establish career development opportunities within their units and to support member application for short-term career development positions in other units.
- ▶ Ensure that all training opportunities support the delivery of effective services and are allocated fairly and transparently to members.
- ▶ Encourage unit commanders to provide, as practicable, opportunities for members to take on more challenging projects or tasks within their current position.

What We Achieved:

Table 3 Goal, Performance Objective/Indicator, 2013 Baseline, 2014 Result, and Change

Goal	Performance Objective/ Indicator	Baseline (2013)	2014 Result	Change	Status
Continue to grow and support a diversity of perspectives within the Service.	increase in member perception that their work is valued	66%	71%	+5%	✓
	increase in member perception of management openness to suggestions for improved/alternate service provision	45%	52%	+7%	✓
	increase in management perception that members are more willing to offer suggestions for improved/alternate service provision	74%	80%	+6%	✓
Assess and use the knowledge, experiences, and skills of members to improve the delivery of services to and interactions with the community.	increase in member perception that their skills, knowledge, and experience are being used effectively	76%	77%	+1%	✓
	improvement in member perception of quality of service delivered to the community	22%	24%	+2%	✓
	increase in community satisfaction with police during contact	83%	88%	+5%	✓
	increase in victim satisfaction with the way officers dealt with the incident	73%	85%	+12%	✓
Define, develop, communicate, and implement a customer service strategy.	customer service strategy defined and developed	---	completed	---	✓
	internal and external communication plan developed and implemented	---	on-going	---	□
	customer service strategy implemented	---	on-going	---	□
	increase in member awareness of the Service's customer service strategy	---	not yet available	---	□
	increase in community awareness of the Service's customer service strategy	---	not yet available	---	□
Deliver professional, ethical, bias-free service, both to members of the public and within the organization.	decrease in number of public complaints	726	598	-18%	✓
	decrease in number of internal complaints	574	505	-12%	✓

	increase in community perception of officer professionalism during contact	82%	84%	+2%	✓
	increase in community perception of bias-free service provided by officers during contact	85%	80%	-5%	✗
	increase in victim perception of officer professionalism	83%	91%	+8%	✓
	increase in victim perception of bias-free service provided by officers	79%	85%	+6%	✓
	increase in member perception of professionalism within the Service when making requests of other members/units	89%	87%	-2%	✗
	increase in member perception of bias-free service provided by other members/units	87%	87%	-	✗
Implement organizational and operational changes that address concerns of bias, discrimination, and profiling, including racial profiling, to improve public trust and confidence.	increase in community perception that TPS officers are trustworthy	87%	86%	-1%	✗
	increase in proportion of the community who are confident that TPS officers treat people fairly	78%	79%	+1%	✓
	increase in proportion of the community who are confident that, overall, TPS officers do a good job	92%	93%	+1%	✓
	decrease in community perception that Toronto Police officers target members of minority or ethnic groups for enforcement	32%	34%	+2%	✗
Review and improve application of training and professional development processes to ensure that members have opportunities to improve and continually develop the range of skills and cultural competencies needed to police effectively within the City of Toronto.	increase in member perception of the availability of opportunities for professional development	65%	68%	+3%	✓
	increase in member perception of job enrichment opportunities	61%	65%	+4%	✓
	increase in community perception of police effectiveness in improving public safety/security	84%	85%	+1%	✓
	increase in community perception of police effectiveness in reducing crime and disorder	79%	79%	-	✗
	increase in members who attended the Toronto Police College for training who said they applied what they had learned	81%	82%	+1%	✓

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P183. ANNUAL REPORT: 2014 ACTIVITIES AND EXPENDITURES OF
CONSULTATIVE GROUPS**

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

Subject: ANNUAL REPORT: 2014 YEAR END REPORT - ACTIVITIES AND
EXPENDITURES OF CONSULTATIVE GROUPS

Recommendation:

It is recommended that 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 created in 1992.

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 Community Policing Liaison Committees, Chief's Consultative Committees, Chief's Advisory Council and the Chief's Youth Advisory (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, 2014, to December 31, 2014 (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 eighteen 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 population served by a particular policing 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.

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.

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.

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 2014. 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 Peter Sloly, Community Safety 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: C. Lee

Amendment:

The Board amended the foregoing Minute at its August 20, 2015 meeting by indicating that the Board will approve the report – as opposed to receiving it – as it was the Board’s intention to provide funds from the Special Fund for the 29 consultative groups in 2015 at a total cost of \$29,000.

Group	2014 Initiatives	Expenditures
<p><u>11 Division CPLC</u></p> <p>Superintendent Heinz Kuck</p> <p>Linda Martins</p>	<ul style="list-style-type: none"> • Anti-Bullying • Community Canvassing for Break and Enters • Community Meetings • Scadding Court Scholarship • School Art Program • Street Proofing • Street Safety 	<ul style="list-style-type: none"> • \$ 266.81 • \$ 32.00 • \$ 210.03 • \$ 150.00 • \$ 119.36 • \$ 80.00 • \$ 137.00 <p>TOTAL : \$995.20</p>
<p><u>12 Division CPLC</u></p> <p>Superintendent Scott Weidmark</p> <p>Barbara Spyropoulos</p>	<ul style="list-style-type: none"> • Bike Safety Program • Community Photo Album • Community Day • Miscellaneous (storage fee, cards, kids' Xmas gifts) • Speakers for presentations • Santa Parade • Tour de Black Creek bike race • Volunteer Appreciation Night 	<ul style="list-style-type: none"> • \$56.71 • \$280.66 • \$81.82 • \$116.99 • \$31.29 • \$78.84 • \$101.93 • \$148.72 <p>TOTAL : \$942.71</p>
<p><u>13 Division CPLC</u></p> <p>Superintendent Scott Baptist</p> <p>Civilian Co-Chair Cindy Beman</p>	<ul style="list-style-type: none"> • Proactive community relations, crime prevention and community problem solving. • Create a safer environment in which to live and work. • Build stronger relationships between Youth and Police. • Engage/involve local New Community Groups, BIAs and Faith Associations. • Engage and partner with neighbouring communities. • 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. • Traffic initiative created as a result of numerous complaints on Westmount Avenue (13 Division Initiative) 	<ul style="list-style-type: none"> • \$108.48 – CPLC Meeting • \$248.29 - CPLC Open House • \$100 - D'Arcy McGee Breakfast with Santa • \$200 - 1400 Bathurst Christmas Event • \$337.57 - 13 Division End of Year Open House and Community Event <p>TOTAL: \$994.34</p>

	<ul style="list-style-type: none"> • CPLC regularly advised of school trends. • Bar Owner Consultation Meetings, resulting in closing off of bars. • Social Media: Crime Prevention / Community and Traffic Response 	
<p><u>14 Division CPLC</u></p> <p>Supt. Frank Bergen Insp. Barbara McLean</p> <p>Cathy Byrd CPLC Civilian Co-Chair</p>	<ul style="list-style-type: none"> • 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 • 14 Div. CPLC Scholarship Fundraising • Improve awareness of Crime Prevention Initiatives • Marketing and Promoting 14 Div Youth Scholarship Fundraising Initiatives • Raising Funds through various venues i.e. BIA Donations • Reaching out to School Principals Marketing Scholarship to Schools through School Watch Officers 	<ul style="list-style-type: none"> • Coffee / Food small Snacks • Plaque & Flowers - For Cathy Byrd • \$500.00 Scadding Court .Fundraising Award Dinner • Summer BBQ meeting • Year End Meeting Catering <p>TOTAL : \$976.78</p>
<p><u>22 Division CPLC</u></p> <p>Supt. Frank Bergen/ Supt.Shaun Narine</p> <p>Marlene Cater CoChairperson</p>	<ul style="list-style-type: none"> • Reviewed membership procedures • Filling in membership gaps where there is no representation in the division • In February attended Community Fair @ Cloverdale Mall • 2 Members received a 10 yr pin & 1 member a 5 yr pin • Attended MP & MPP Annual BBQ community event to create awareness • Presented a \$400. Bursary to a student from each of 10 High schools in division • Held a Police Appreciation Service on Oct.26/14 @ Bloordale United • 8 members attended CPLC conf.@ Toronto Police College • Collected food for local food bank 2367 lbs of food + \$475.00 in gift cards(grocery stores) 	<ul style="list-style-type: none"> • \$598.90 CPLC shirts • \$130.50 Bowling Fundraiser • \$200.00 Open House Entertainment • \$235.99Town Hall exp. • \$ 25.00Parade Entry fee • \$254.25 L.S. Signs (parade banners) • \$64.97 Decorations/parade float • \$37.10 Treats Dec. meeting <p>TOTAL : \$1,546.71</p>

	+ Toy Drive	
<p><u>23 Division CPLC</u></p> <p>Superintendent Ron Taverner</p> <p>Co-Chair Donata Calitri-Bellus</p>	<ul style="list-style-type: none"> • Virtual Town Hall Meeting- December 10 2013 • Development of Compassionate Fund- to help needy families • Movie Night- June 2014 • Community events- Police Week, • Senior Thanksgiving Lunch-November 2014 • Children’s Christmas Party-December 2014 • Attendance at CPLC conference- December 2014 	<p>\$1,675.00 - Movie Night</p> <p>TOTAL : \$1,675.00</p>
<p><u>31 Division CPLC</u></p> <p>Staff Co-Chair Inspector Riyaz Hussein (TPS)</p> <p>Civilian Co-Chair Ms. Vivian Broersma (Notice of Resignation Submitted in August 2014)</p> <p>Current Civilian Co-Chair Mr. Larry Perlman (Introduced as new Co-Chair at 2014 December 01 meeting)</p>	<ul style="list-style-type: none"> • Downsview Roding/Neighbourhood Community Liaison Committee (NCPLC) meetings, Quarterly CPLC meetings, Safety Audit meetings, Best Practices Manual meetings • “Coffee With Cops” • Annual Community Open House/BBQ. • 14th Annual Bursary Awards • Seniors for a 40th Anniversary Dinner. • 15-year Neighbour’s Night Out • Ramadan Iftar Dinner, held at the Nile Academy • Community Forum with Community Assessment of Police Practices (CAPP) • Community Safety Day • Raffle providing five back-to-school backpacks filled with school supplies. • donated to the ForKICKS Program • “Survivorgirl” ladies at the Young Parents Centre. • Faith meeting at the Toronto Police College • Christmas Toy Drive, San Romanoway Revitalization Association (SRRA), • Westview Collegiate Turkey Drive 	<ul style="list-style-type: none"> • \$23.05 (CPLC) Meeting – Newsletter Printing • Refreshments • \$214.79 Annual (CPLC)/No. 31 Division Open House/BBQ - Food Supplies, Face Painting Supplies • \$11.77 (CPLC) Meeting – Refreshments • \$96.75 School Crossing Guard Appreciation Dinner, Food Supplies • \$200.84 Community Safety Day – School Supplies/Backpacks • \$59.04 (CPLC) Meeting Food Supplies • \$14.24 (CPLC) Purchase of Padlock • \$91.33 Purchase of T-shirts from Novel Graphics Design • \$243.15 Plaques and Trophies <p>TOTAL :\$954.96</p>
<p><u>33 Division CPLC</u></p> <p>Superintendent Neil Corrigan</p>	<ul style="list-style-type: none"> • Safety Expo • Open House • Town Hall • Appreciation Night 	<ul style="list-style-type: none"> • \$27.00 • \$420.00 • \$108.00

<p>Civilian Co-Chair Ibrahim Meru</p>	<ul style="list-style-type: none"> • Miscellaneous 	<ul style="list-style-type: none"> • \$350.00 • \$38.00 <p>TOTAL: \$943.00</p>
<p><u>41 Division CPLC</u></p> <p>Superintendent John Tanouye</p> <p>Augustre Munro</p>	<ul style="list-style-type: none"> • Community Skate Day • Food Drive • CPLC Youth Awards 	<ul style="list-style-type: none"> • \$248.60CPLC and CPO Banners • \$587.60CPLC Volunteer t-shirts • \$44.05Plaques • \$200.00Tim Cards <p>Total amount spent by TPS CPLC account \$1080.25 minus TPS GST rebate account total was \$992.70.</p>
<p><u>42 Division CPLC</u></p> <p>Supt Thomas Fitzgerald</p> <p>Dorothy Feenan (Co Chair)</p>	<ul style="list-style-type: none"> • Community Walks • Bursaries to youth groups in the identified High Risk Communities • Police Week • Sponsors Child Find Program • Sponsors Children that attend a overnight camp in Hunttsville ON from High Risk Communities in the division • Sponsored Basketball team form a High Risk Community • Sponsored Reading Program from one of our High Risk communities • Held Youth Gang Awareness Crime Conference 	<ul style="list-style-type: none"> • \$571.93 – Public Relations / Promotions • \$441.80Miscellaneous Materials <p>TOTAL \$1013.73</p>
<p><u>42 Division CCLC</u></p> <p>Insp Dave Vickers</p> <p>Tom Chang (Co-Chair)</p>	<ul style="list-style-type: none"> • Community Walks • Bursaries to youth groups in the identified High Risk Communities • Chinese New Year mall walk • Sponsors Child Find Program • Sponsors Children that attend a overnight camp in Hunttsville ON from High Risk Communities in the division • Sponsored Basketball team form a High Risk 	<ul style="list-style-type: none"> • \$760.00 – Public Relations / Promotions • \$– Miscellaneous Materials <p>TOTAL \$760.00</p>

	<p>Community</p> <ul style="list-style-type: none"> • Monthly information sessions to new Asian residents in the division - where a Guide To Police Services is shown and discussed 	
<p><u>43 Division CPLC</u></p> <p>Superintendent Mark Fenton & A/Superintendent Art Little</p> <p>Marilyn Hodge</p>	<ul style="list-style-type: none"> • Mother's Day Baskets • Skate Day • Social For Seniors • Student Bursaries-2x\$500 -fundraised Cops&Kids basketball • Community Picnic & Open House 	<ul style="list-style-type: none"> • \$114.26 • \$407.86 • \$125.00 • \$1000.00 • \$2439.29 • CPLC Cost of Picnic & Open House \$1441.29 <p>rental tables, chairs \$371.71, hot dog buns \$281.40, portable toilet rental,\$124.30, TTC bus ticket student volunteers \$46.25, Arctic Ice - \$175.00 –TOTAL \$998.66</p>
<p><u>51 Division CPLC</u></p> <p>Superintendent Elizabeth Byrnes</p> <p>Deb Devgan</p>	<ul style="list-style-type: none"> • Community Hero Award Plaques • Printing Supplies • Event Supplies • Town Hall Meeting • The Willerton Group Inc. 	<ul style="list-style-type: none"> • \$248.60 Olympic Trophies • \$106.03 Staples Printing/Copying • \$206.38 Staples/Dollarama • \$142.32 Tim Hortons/NoFrills • \$284.76 Stickers / Pins <p>TOTAL: \$988.09</p>
<p><u>52 Division CPLC</u></p> <p>Chair Superintendent Dave McCormack #4463</p> <p>Civilian Chair Tim Kocur</p>	<ul style="list-style-type: none"> • Held 4 CPLC Community Meetings. Locations hosted by members from an art gallery, a new office tower and 52 Division. Attendance regularly topped 40 members, visitors and TPS. • Hosted 1 CPLC Town Hall Meeting. At Eaton Chelsea Hotel focusing on Pan Am Games, Special Events and Impact of Road Closures on downtown Core, Paid Duty Officers and Special Events. • Police Week Fundraiser. Raised and donated \$4,600.00 for Law Enforcement Special Olympics allowing 21 Special Olympians to attend 2014 Summer Games in 	<ul style="list-style-type: none"> • \$555.87CPLC Town Hall Meeting Refreshments: • \$407.16Key ring with Safety Whistles/Flash Light: • With 52 CPLC logo for distribution at • CPLC community events. • \$29.13Appreciation Certificates: <p>TOTAL : \$992.16</p>

	<p>Vancouver. Effort featured on TPSNews</p> <ul style="list-style-type: none"> • Recruited new membership, including 12 new members and regular visitors representing schools, businesses, BIAs, and services within 52 Division. • Assisted 52 Division TPS with various initiatives, including: <ul style="list-style-type: none"> a) Cloud Gardens Park – TPS, CPLC and Ward 28 Councillor’s office coordinated with City Parks Ambassador to have a CPTED Environmental Review completed and foliage visibility/lighting improved in summer as a result. b) Graffiti removal - 52 Division secured \$3,000 from City to be used in future work with volunteers. c) Pro Action Cops and Kids – 52 Division secured \$4,400 toward a youth cycling program with TPS. 	
<p><u>53 Division CPLC</u></p> <p>S/Insp Scott Gilbert (Police Co Chair)</p> <p>Geoff Kettel (Community Co Chair)</p>	<ul style="list-style-type: none"> • SAVY Award (Scholar Athlete Volunteer Youth) student bursary for at risk youth (CPLC now offers multiple awards up to \$2000 each) • 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 • 53 Division’s annual Open House. Attracts over 1200 residents, allowing officers and CPLC members to educate public on services available and crime prevention CPLC Community BBQ held in the Orchard View neighbourhood. This year’s proceeds helped support Canadian Mental Health Association. • Kids and cops outreach / sports programs such as Paddle and Picnic • Annual Neighbours Night Out in the Thorncliffe neighbourhood. Now involves street closures and is the largest NNO in the city. • Auxiliary Officer Appreciation event to strengthen partnership between CPLC members and auxiliary officers. 	<ul style="list-style-type: none"> • \$311.13 - Open House (Costco) • \$7.75 - Open House (Staples) • \$22.00 - Open House (Peak Freans) • \$18.25 - Open House (A-1 Premium) • \$38.74 - Open House (Propane & ice) • \$48.90 - Open House (Metro) • \$10.00 - Open House (Metro) • \$15.05 - Open House (Metro) • \$2.50 - Open House (Metro) • \$4.80 - Open House (Dollarama) • \$80.00 - Open House (Face Painting honourarium) • \$55.25 - Graffiti Project community project paint over by High School Students • \$303.24 - Coffee cups from TPS Museum for promotional gifts <p>TOTAL: \$917.61</p>

	<ul style="list-style-type: none"> • Crossing Guard Appreciation Event to foster relationships with school guards and to enhance safety in the school community • Crime prevention canvassing in partnership with CRU, Auxiliary and CPLC volunteers • Seniors lectures involving a partnership with CPAT, ABCs of Fraud and divisional CPOs 	
<p><u>54 Division CPLC</u></p> <p>Supt. William Wardle</p> <p>Mary Reilly</p>	<ul style="list-style-type: none"> • CPLC Bursary Fundraising • Annual Town Hall – Chief Blair quest speaker • Emergency Preparedness Seminar – sponsorship • Auxiliary Appreciation Breakfast • Annual Seniors Symposium and Emergency Preparedness • YIPI Appreciation pizza lunch - sponsorship • CPLC Youth Sub-committee games initiative • Annual 54 CPLC Community BBQ • CRU security blinds for office bulletin boards 	<ul style="list-style-type: none"> • \$63.30 – Auxiliary Appreciation Gifts • \$415.84 – CPLC T-shirts PO 3510377 • \$202.95 – Crossing Guard Appreciation BBQ • \$179.28 – Community BBQ wieners • \$50.00 – Appreciation Gifts Town Hall musicians • \$150.00 – Pens for Senior Shoe Box Xmas Program and appreciation gifts <p>TOTAL: \$1061.37</p>
<p><u>55 Division CPLC</u></p> <p>Supt. Peter Yuen</p> <p>Nancy Culver (Co-Chair)</p>	<ul style="list-style-type: none"> • CPC Conference • Crossing Guard Appreciation BBQ • Youth Scholarship Award Ceremony • Police Week – Community Fair and BBQ • CPLC Awareness (Taste of South Asia; Jazz Festival) • Rotary Club Senior’s Christmas Breakfast and Movie • School Crossing Guards appreciation Luncheon at the end of school year • Auxiliary Officers Appreciation Breakfast • Rivertowne community summer BBQ and Christmas Party 	<p>Catering for regular meetings, Auxiliary Officers appreciation breakfast and Youth Scholarship Award Ceremony</p> <p>TOTAL: \$982.00</p>
<p><u>Aboriginal Consultative Committee</u></p> <p>S/Superintendent Tom Russell</p> <p>Inspector Rob Johnson</p>	<ul style="list-style-type: none"> • Aboriginal Awareness – National Aboriginal Month Annual celebration • June 11, 2014. Central Technical School • Continue to support the APU and the TPS by attending functions hosted by both the community and the service • Encourage the strengthening of relationships by 	<ul style="list-style-type: none"> • \$170.92 -East View Public School Annual Pizza Lunch, including juice, • \$153.22 - Bus will be coming in 2015 budget • \$72.52 August – ACC • \$34.52 Meeting/Picnic

Steve Teekens Co-Chair	supporting the annual cops and kids camp at Grundy Provincial Park with officers, youth and community members	<ul style="list-style-type: none"> • \$262.17 - Crazy Crow , kits for ACC • \$152.39 <p>Total: \$692.52</p>
<p><u>Asia Pacific Consultative Committee (APCCC)</u></p> <p>S/Supt Jane Wilcox (police co-chair)</p> <p>Mr. Rey Tolentino (civilian co-chair)</p>	<ul style="list-style-type: none"> • Filipino Youth – Victoria Basketball Tournament • HTA Session with Japanese Newcomers • APCCC Basketball team youth outreach • Ethnic Media Day and Chief’s TH at the Korean Cultural Centre • Asian Heritage Month kick -off • APCCC meeting hosted by various communities (5 meetings) 	<ul style="list-style-type: none"> • \$648.00-Refreshments (Rental fee of the Centre is waived by Mr. Lee, KCCA President) • \$250.00-Refreshments • \$101.68 <p>TOTAL: \$999.68</p>
<p><u>Black Consultative Committee</u></p> <p>S/Supt. Jim Ramer</p> <p>Civilian Co-Chair John O’Dell</p>	<ul style="list-style-type: none"> • Committee Town Hall 	<ul style="list-style-type: none"> • Catering cost \$260.00 • Misc refreshments cost \$18.97 • Plaque cost \$50.00 <p>TOTAL: \$328.97</p>
<p><u>Chinese Consultative Committee</u></p> <p>Superintendent Dave McCormack</p> <p>Civilian Co-Chair: Ben Lau</p>	<ul style="list-style-type: none"> • Chief’s Town Hall Meeting • Fundraising initiative- press conference • Community event 	<ul style="list-style-type: none"> • \$540.35 Food cost • \$272.59 Food cost • \$52.86 Plaque purchase <p>TOTAL: \$865.80</p>
<p><u>French Consultative Committee</u></p> <p>Community Co-Chair Gérard Parent</p> <p>TPS Co-Chair Director Kristine Kijewski</p>	<ul style="list-style-type: none"> • Support to La Maison – Women’s Shelter (made donation of \$1000.00 donation from FCC fundraising efforts in 2013) • Held 4thrd Internationale la Journee de la Francophonie Celebration – March 20, 2014 at HQ • Presentation at Le Club Canadien – February 2014 (community outreach) • Development of support document to advise parents of TPS lectures given to students within French schools • A presentation re FCC and banner at the Francophonie event at Glendon - March 2014 	<ul style="list-style-type: none"> • \$ 60.96 White Leather Holster • \$ 660.70 Parade Banner • \$ 70.39 Food <p>TOTAL: \$792.05</p>

<p><u>LGBTQ Community Consultative Committee</u></p> <p>Superintendent Hugh Ferguson</p> <p>Steven Solomon</p>	<ul style="list-style-type: none"> • International Day of Pink • “Let’s Talk” Trans Community Outreach Series – Charitable Gift Cards on behalf of Guest Speakers. 	<ul style="list-style-type: none"> • \$702.35Silicone Wristbands “Stop. Bullying. Now.” Cost: • \$200Gift Card Cost: • \$81.73Food Cost: <p>TOTAL: \$984.08</p>
<p><u>Muslim Consultative Committee (MCCC)</u></p> <p>S/Supt Mario DiTommaso (police co-chair)</p> <p>Mr. Osman Khan</p>	<ul style="list-style-type: none"> • Muslim Youth Tri-Sport competition – Basketball, soccer • Translated TPS pamphlet in different languages, Farsi, Hindi, Urdu and Albanian • Mental Health Forum at H.Q • Ramadan Meeting with the Community at the Imdadul Islamic Centre. • Presentation included: Traffic Safety, Domestic, Cyber bullying for the Thorncliff Park community. • Presentation for Youth: • Topics: Cyber bullying, Drug Awareness, • Career in Law Enforcement information session(TPS,RCMP,CSIS) • MCCC Diversity Celebration • (200 community members in attendance) • Miscellaneous expenses 	<ul style="list-style-type: none"> • \$159.00 – Gifts for the winning team. • \$350.00-Refreshments and Gifts for the Speakers. • \$800.00 –Refreshments. • (S/Supt Mario Di Tommaso contributed \$400 to cover the expenses for this event from Public Relation and Promotion account PLCFCAD#4084. • \$ 50.00 <p>TOTAL: \$1359.00</p>
<p><u>South and West Asian</u></p> <p>Co-Chairs S/SUPT Rick Stubbings</p> <p>Civilian Co-Chair: Zul Kassamali</p>	<ul style="list-style-type: none"> • Committee Meetings • South and West Asian Think Tank • Holiday Celebration 	<ul style="list-style-type: none"> • \$82.75 • \$200.00 • \$614.00 <p>TOTAL: \$896.75</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P184. BODY-WORN CAMERA PILOT PROJECT

The Board was in receipt of the following:

- report dated July 06, 2015 from Alok Mukherjee, Chair
re: Body-Worn Camera Pilot Project
- report dated July 02, 2015 from Mark Saunders, Chief of Police
re: Body-Worn Camera Pilot Project
- correspondence dated July 06, 2015 from Kris Langenfeld
re: Body-Worn Camera Pilot Project

Copies of the foregoing are appended to this Minute for information.

The following persons were in attendance and made deputations to the Board:

- Kris Langenfeld; and
- Miguel Avila-Velarde

The Board approved the following Motions:

- 1. THAT the Board receive the deputations;**
- 2. THAT the Board receive the Chief's report and Mr. Langenfeld's correspondence;**
- 3. THAT the Board approve the Chair's report; and**
- 4. THAT two members of the Board (Vice-Chair Pringle and Dr. Noria) participate on the Body-Worn Camera Steering Committee for the purposes of consulting with respect to a draft Board policy.**

Moved by: A. Pringle

Report dated July 06, 2015 from Chair Mukherjee:

Subject: BODY-WORN CAMERA PILOT PROJECT

Recommendations:

It is recommended that:

1. the Chief be requested to provide a monthly public report to the Board, starting with the August 2015 meeting of the Board, on the implementation of the Body-Worn Camera Pilot Project, including any issues, emerging patterns, member feedback and community response; and,
2. the Board direct the Chief to report to the Board at its September public meeting on the feasibility of deploying the cameras during all non-arrest, non-detention, informal interactions with members of the community as well as in investigative situations.

Financial Impact:

There is no known financial impact for the Board if these recommendations are approved.

Background/Purpose:

In a recent inquest, in the report prepared by the Honourable Frank Iacobucci entitled *Independent Review of the Use of Lethal Force by the Toronto Police Service*, and in its own PACER report the Toronto Police Service has been urged to consider implementation of body worn cameras, as follows:

Recommendation 28 – Jardine, Klibingaitis, Eligon Coroner’s Inquest

That the Ministry of Community Safety and Correctional Services and Toronto Police Service investigate and evaluate the adoption of improved equipment and alternative use of force measures for Primary Response Officers such as:

- a. body armour that provides officers greater protection from sharp-edged weapons*
- b. body-worn camera technology for front line officers*
- c. shields to disarm and control subjects with edged weapons*

Recommendation 59 – *Independent Review of the Use of Lethal Force by the Toronto Police Service*

TPS consider conducting a pilot project to assess the potential for expanding CEW access within the Service, with parameters such as:

- a. Supervision: at an appropriate time to be determined by the TPS, CEWs should be issued to a selection of front line officers in a limited number of divisions for a limited period of time with the use and results to be closely monitored;*

- b. *Cameras: all front line officers who are issued CEWs should be equipped either with body-worn cameras or audio/visual attachments for the devices;*

In addition, the PACER report included the following recommendation:

That the Service continue to leverage and monitor the In-Car Camera System currently installed in all marked police vehicles, as well as explore the possibility of equipping all uniform Officers with Body Worn Video (Body Cameras).

On May 18, 2015, the Toronto Police Service initiated a year-long pilot project with respect to the use of body worn cameras.

At the Board meeting of May 14, 2015, Chief Saunders was asked if the Service could provide regular reports to the Board on the implementation of the body-worn camera pilot project. In his response, Chief Saunders expressed his willingness to do so. However, at that time, the Board did not adopt a formal motion specifying the frequency of such reports.

It was evident from the discussion that Board members did not wish to receive a report at the end of the project. There was a clear view that they wanted to be able to monitor the progress of the pilot project on a continuing basis, given the Board's interest in the use of technology in policing services generally, and in its use in the area of police-community interactions in particular. From the comments made by Board members at this meeting and from subsequent discussions, I have concluded that, at least in the initial stage of the pilot, they would prefer to receive frequent reports from the Service.

In accordance with this preference, I am recommending that, effective July 2015, the Chief of Police provide a monthly public report on the implementation of the body-worn camera pilot project.

There is a second issue of considerable significance that, I believe, needs to be addressed in the early stages of the pilot project, given that there has been considerable lack of clarity on this issue. It pertains to the scope of the pilot.

At the May 14, 2015 Board meeting and in other public forums, it has been asked whether the cameras will be activated during non-investigative police-community interactions.

It will be recalled that testing of body-worn cameras was initially recommended in the report of PACER II. Subsequently, the recommendation was echoed by Justice Iacobucci in his report on police interactions with people in crisis. In both instances, the recommendation was to deploy the camera in non-arrest and non-detention situations not involving investigations and not in investigative situations only.

In an attempt to clarify the issue and be in a position to provide accurate information to any public query, on May 18, 2015, I requested Chief Saunders and Staff Superintendent Tom Russell via email to respond to the following question: *“Will the cameras be operational during*

interactions in the context of community engagement where no criminal investigation or possibility/likelihood of a criminal investigation is involved?”

I was advised that officers have been trained to activate the cameras when they make the decision to have investigative contact with a person. It was explained to me that investigative contact means any direct contact between a police officer and a member of the public where that contact is for the purpose of a police investigation.

This includes a range of circumstances, including calls for service, investigative detention, apprehension under the *Mental Health Act*, interactions with persons in crisis, arrests, crimes in progress, investigations, and public disorder issues.

It was further clarified that the default rule in the pilot project’s procedure is to activate the camera prior to arriving at a call for service or at the time of the decision to initiate investigative contact. Officers are not required by procedure to activate the cameras during non-investigative contacts or engagements.

My concern is that the scope of the pilot may not be consistent with the recommendations that are at the heart of the pilot as originally conceived or recommended. This is a significant lacuna. Further, the limitation thus imposed will result in the exclusion of a very substantial proportion of police community interactions from the pilot, and thus limit its full potential from being explored or understood.

Conclusion:

It is, therefore, recommended that:

1. the Chief be requested to provide a monthly public report to the Board, starting with the August 2015 meeting of the Board, on the implementation of the Body-Worn Camera Pilot Project, including any issues, emerging patterns, member feedback and community response; and,
2. the Board direct the Chief to report to the Board at its September public meeting on the feasibility of deploying the cameras during all non-arrest, non-detention, informal interactions with members of the community as well as in investigative situations.

Report dated July 02, 2015 from Chief Saunders:

Subject: BODY WORN CAMERA PILOT PROJECT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board at its meeting of May 14, 2015, approved the following motion:

That the Chief submit a report to the Board for its July 2015 meeting which includes an overview of the body-worn camera pilot project, the Terms of Reference for the pilot and the list of indicators and methodology that will be used to evaluate the success of the pilot. The report should also explain why these particular indicators were selected (P120/15 refers).

Discussion

“Body-worn cameras are small video cameras – typically attached to an officer’s clothing, helmet, or sunglasses - that can capture, from an officer’s point of view, video and audio recordings of activities, including traffic stops, arrests, searches, interrogations, and critical incidents such as officer-involved shootings.” [PERF 2014, p.1]

These cameras are being used or tested by an increasing number of police agencies, for a variety of reasons, many of which relate to police officer interaction with members of the public.

The intended objectives noted by police agencies include:

- target community violence and anti-social behaviours
- address public concerns about police-community interactions
- increase transparency and accountability
- reduce complaints of officer misconduct
- improve evidence for courts
- provide information for investigations of public complaints and use of force situations
- demonstrate officer professionalism in difficult situations

The Service’s Police and Community Engagement Review (PACER) produced a report in 2013, which aimed to improve community engagements and eliminate bias-based policing, and recommended:

“That the Service continue to leverage and monitor the In-Car Camera System currently installed in all marked police vehicles, as well as explore the possibility of equipping all uniform Officers with Body Worn Video (Body Cameras).” [p.58]

In the 2014 report of the review of Police Encounters with People in Crisis, the Honourable Frank Iacobucci also recommended that:

“The TPS issue body-worn cameras to all officers who may encounter people in crisis to ensure greater accountability and transparency for all concerned.” [p.263]

Given these recommendations and the increasing consideration and use of body-worn cameras (BWC) by police agencies worldwide, the Service decided to undertake a 12-month pilot project to explore the benefits, challenges, and issues surrounding the use of BWCs in Toronto.

Three vendors were initially selected through an RFP process to participate in the pilot project and to supply the BWCs required for the pilot. These were Reveal Media, Panasonic and MediaSolv. Subsequent to its selection as a participant, MediaSolv advised that it was no longer capable of providing the BWCs that it had identified in its proposal, which had formed part of the basis for selecting MediaSolv as a project participant. Consequently, in order to maintain a fair procurement process, MediaSolv was not permitted to substitute different BWCs for those that formed part of the original evaluation and was dropped from the project. The pilot project will continue with the remaining two vendors.

This project is being managed in accordance with the Service’s project management framework. To that end, an overall project manager has been appointed, as well as operational and information technology leads. A steering committee has also been established to provide oversight and guidance to the pilot project, and help deal with any issues that arise.

Guiding Principle:

By virtue of their authority, police officers are held to a higher degree of accountability by the community and must ensure that public trust is maintained.

Mission:

In keeping with its commitment to maintaining public trust, to professional and unbiased policing and to being a world leader in policing, the Service will conduct a BWC Pilot Project to test, evaluate and report on equipping front-line officers with BWCs.

Goals of the Pilot Project:

In capturing a more accurate record of police officer encounters with the public, the goals of equipping front-line officers with BWCs are to:

- Enhance public trust and police legitimacy

- Enhance public and police officer safety
- Enhance the commitment to bias free service delivery by officers to the public
- Protect officers from unwarranted accusations of misconduct
- Provide improved evidence for investigative, judicial and oversight purposes
- Provide information as to the effectiveness of Service procedures and training

Through our research and consultations, the Service recognized the importance of creating a BWC procedure that balances accountability, transparency, and privacy rights, as well as enhancing relationships between officers and the community we serve. To these points, the Service has created a comprehensive pilot procedure that provides a strong foundation from which to achieve the goals above.

Project Details

There will be approximately 100 cameras / 90 officers deployed during the pilot project utilizing the equipment from 2 vendors. The test period will operate for 12 months from (**March 2015 – March 2016**) with the following units testing all vendor equipment on a rotational basis.

- 55 Division - One PRU (D) platoon
- 43 Division - One CRU platoon
- TAVIS RRT - One team – Blue Team 2
- Traffic Services - One section – Motor Squad

There are three phases of “operations” in the pilot.

Phase 1 – Simulated Exercises

During the first 2 months of the pilot project, the Service, in collaboration with the Ministry of the Attorney General (MAG), conducted a series of simulated scenario exercises in preparation for live operations beginning on May 18, 2015.

These exercises were intended to assist both the Service and MAG to better prepare for live operations while mitigating the risk associated with a new process for both organizations. Insight gained through the simulated exercises also assisted our officers in developing familiarity and confidence in the new equipment and process, as well as allowing for adjustments, if required, to among other things, our governance, training, disclosure processes.

Phase 2 – Live

Live operations began on May 18, 2015, and continued with a gradual rollout to the 4 units. These sites provided a wide variety of operational environments across the city, suitable from which to evaluate this project.

Phase 3 – Evaluation

The pilot project evaluation is currently underway, led by staff from the Service's Strategic Planning office. The evaluation includes both pre and post metrics and will be complete with recommendations to Command in August 2016.

Project Evaluation

The pilot project will be evaluated to assess how the project was implemented and what results it achieved. If appropriate, it will offer recommendations on possible adjustments to assist in achieving the project's stated goals and assist with wider implementation, if such expansion is shown to be desirable, feasible, and cost effective.

The Service's evaluation is being assisted by an external Evaluation Advisory Committee, comprised of evaluation and data specialists. This independent panel of experts is providing advice on and monitoring the quality of the evaluation.

Briefly, the main questions the evaluation will try to address include:

- Do officers feel safer when wearing cameras?
- Do officers feel that body-worn cameras result in less confrontation in interactions with members of the public?
- Does the public feel body-worn cameras improve police accountability?
- Are fewer public complaints made against officers wearing cameras?
- Do investigators and Crown Attorneys feel that body-worn camera video is of significant value for their purposes?
- What are the optimal operating circumstances for the BWC in officer interactions with members of the community, including victims?
- Does the technology provide the desired benefits?
- Does a cost benefit analysis support moving forward with future use of BWC technology?

The questions to be addressed by the evaluation mentioned above are gleaned from the goals and objectives of the pilot project. To provide comparison, officers in similar functions and environments will also be part of the evaluation. The comparison officers are 41 and 42 Division CRUs, 55 Division PRU (A, B, C, E Platoons), Traffic Services (A, B, C, D, E Platoons), and TAVIS Rapid Response Red Teams 1 and 2, and Blue Team 1.

Using quantitative and qualitative data, the evaluation will look at how, and how well, the project was implemented, and at outcomes.

Surveys will be used to assess perceptions of officer safety, training, interaction with the public, implementation and operation, police accountability, and level of public awareness, as well as general impressions of benefits and drawbacks of BWCs.

Surveys of the officers wearing the cameras and the comparison officers were carried out in early 2015, as were surveys of the supervisors of the officers wearing the cameras and of officers in the detective office of the divisions involved in the pilot. These surveys will be repeated again in early 2016.

General questions related to BWCs were included in the 2014 versions of the Service's annual surveys – the personnel survey, the general community survey, and the follow-up survey of victims of violent crimes. These questions will be repeated in the same surveys at the end of 2015.

A survey was also delivered to 20,000 randomly selected homes and businesses in 43 and 55 Divisions (the pilot divisions) in April 2015. This survey will also be repeated in early 2016. Additionally, a link to a survey has been posted on the Service's BWCs website for ongoing community input during the pilot.

Towards the end of the pilot, more detailed information on the benefits and challenges associated with the cameras, interviews will be held with some of the officers who wore the cameras, with IT personnel, with Video Services personnel, with FOI personnel, and with Toronto Police College personnel.

Quantitative data will be collected on the following:

- officers trained
- internal and public communications
- calls to the IT Help Desk
- requests to Video Services
- FOI requests
- assaults against officers
- on-duty injuries to officers
- public complaints

For this data, where appropriate, comparisons will be made between the BWC and the comparison groups during the pilot period and for the same period in the previous year.

Internal Working Group

An internal working group was established from a multi-disciplinary cross-section of Service personnel. The role of this group was to assist in the development of the equipment requirements / RFP and Governance / Procedure for this project.

External Consultations

External consultations with MAG, the Ontario Human Rights Commission, the Office of the Information and Privacy Commissioner of Ontario and the Ontario Independent Police Review Director were commenced in 2014. Follow-up discussions were held through the fourth quarter

of 2014 and into the first quarter of 2015 to discuss key issues from the perspective of each agency.

Community Consultations

Pilot project consultations have been ongoing since late October 2014 and will continue throughout the pilot project. These consultations have been with numerous community groups, CPLCs, CCCs, Civil Liberties and Consumer Survivors, for their input into the use of BWC technology by the Service.

Conclusion

The Service recognizes that the decision to implement BWCs should not be made lightly. There is the potential, when implemented correctly, to help strengthen our profession. However, there are issues that must be considered carefully in terms of police community relationships, privacy, trust and legitimacy, cost and internal processes that impact officers.

In addition a Privacy Impact Study is ongoing, under the stewardship of the Service's Information Security and Freedom of Information units.

Care and attention will be given to ensure that the Service's BWC Pilot Project Procedure balances accountability, transparency and privacy rights, as well as protecting the important relationships that exist between officers and members of our communities.

Chief Mark Saunders will be in attendance to answer any questions that the Board may have regarding this report.

Correspondence from Mr. Langenfeld:

June 4, 2015

Toronto Police Services Board
40 College Street, Toronto

Dear Chairman Mukherjee

I write to request that the following related items be included on the agenda for the June 2015 Public Board Meeting. The subject matter arises from the Service's announcement of its pilot project on Body Worn Video (BWV). You may recall from previous submissions that I, as some board members have similarly commented, consider BWV, second perhaps only to the elimination of carding, to be the single greatest potential tool for improving policing in Toronto.

BWV, when properly implemented, serves two equally important, interconnected, and vital roles in its single function. Firstly, it strengthens the capacity for enforcement of protections for citizens against police improprieties and improves the public perception of police being held accountable to the laws they enforce, as is required in a just society. And secondly, it provides instant corroboration of police accounts, reducing unwarranted professional standards investigations, slashing court attendance costs (2015 Premium Pay budget: Court - \$11.4M [May Agenda – Item #16 – PDF Pg. 112]), easing the burden on a backlogged criminal court system, and can improve training and greatly enhance police response in emergency situations where officers require assistance.

Conversely, a poor implementation of the same program will fan the flames of distrust and confirm the perceptions of inequity in some police activities. BWV, like almost any tool in a police service's arsenal, can be used to oppress and violate rights just as easily as it can be used to empower and protect the rights of our citizens.

Where Toronto ultimately falls on that spectrum of potentialities hinges almost entirely on the Toronto Police Services Board. Most pivotal to that ultimate outcome will be the tone and precedents established now, by this Board, as it considers the societal and political implications and the fundamental purpose for this new policing tool. Disconcertingly, the pilot project has already begun without any input from the Board or the public. Other than Mr. Sewell's portending comments months ago about the need for strong public oversight of such an important project, neither the public, nor it seems the Board, has had any input whatsoever.

Of course I needn't remind you that section 31 of *Police Services Act (PSA)* sets out a police board's responsibilities including:

Responsibilities of boards

31. (1) A board is responsible for the provision of adequate and effective police services in the municipality and shall,

- (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) establish policies for the effective management of the police force;
- (e) direct the chief of police and monitor his or her performance;
- (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (i) establish guidelines for dealing with complaints under Part V, subject to subsection (1.1);
- (j) review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system. R.S.O. 1990, c. P.15, s. 31 (1); 1995, c. 4, s. 4 (7); 1997, c. 8, s. 21 (1-3); 1997, c. 17, s. 8; 2007, c. 5, s. 9 (1).

Restriction

(1.1) Guidelines in respect of complaints made by members of the public under Part V shall not be established by the board unless they are consistent with,

- (a) any procedural rules or guidelines for the handling of public complaints established under clause 56 (1) (b) by the Independent Police Review Director; and
- (b) any procedure, condition or requirement made by regulation under paragraph 26.4 of subsection 135 (1). 2007, c. 5, s. 9 (2).

The questions then flow naturally; what objectives and priorities has the Board set regarding BWV? What is the Board policy regarding BWV? How has the Board previously directed the chief of police regarding BWV; what direction from the Board is the chief of police currently operating under regarding this BWV project; and what benchmarks will the Board be using to monitor the performance of the chief of police with regard to the BWV Pilot Project? What guidelines has the Board established to deal with complaints under Part V where BWV is involved? Has the Board reviewed the current guidelines for dealing with public complaints, in situations where BWV is present, to ensure that they are consistent with any procedural rules and guidelines of the OIPRD? Has the Board reviewed its policy regarding disclosure of personal information gathered by BWV with the Privacy Commissioner; to what end? How will the Board's review of the chief's administration of the complaints system be dealing with BWV?

I think we can safely assume that the Service does not have any better answers to these questions than the Board; but, of course, it is the Board that is mandated by the *PSA* to shoulder those responsibilities and to have answers on such matters.

A specific problem appears to have arisen here from the fact that the Board did not develop a proper policy framework, within which the current BWV pilot project should operate. This spotlights a worrisome deficiency in existing Board policy with regards to Pilot Projects.

For those reasons, I ask that the Board consider two items at the June 2015 Public Board meeting:

1. That the Board develop a policy regarding Pilot Projects proposed to be undertaken by the Service. That policy should include prior public disclosure (of non-privileged information) of the planned Pilot Project, its scope, terms, limitations, goals, and the interim Board policies covering the period of that Pilot. It seems unlikely that any undertaking worthy of a Pilot Project would not be subject to some type of Board policy and oversight. It seems impossible to justify the Board not at least considering whether policy changes are potentially or immediately required, and to being the process of developing those policies, in situations where the Service does wish to commence a Pilot Project. Also needed would be a clear definition of what constitutes a Pilot Project versus the Service just 'trying something out'.
2. That the Board begin public consultation in a process to develop a thoughtful, effective, and progressive policy to govern current and future Toronto Police Service use of Body Worn Video (BWV). To be implemented at the end of the Pilot Project, should that Pilot Project results in expanded BWV use within Toronto, or to be enacted earlier if it can be finalized before the Pilot Project concludes. The obvious starting point would seem to be whatever policies or procedures the Service currently has in place for this Pilot Project; hopefully these can be included in June's agenda (and hopefully that agenda can be published at least a full week before the meeting is scheduled to start).

As always, I thank you for your time and attention; and I trust you will not hesitate to contact me if I can provide anything further.

Regards

K.R. Langenfeld

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P185. TICKETING OF VEHICLES DURING PICK UP AND DROP OFF OF
PERSONS WITH DISABILITIES**

The Board was in receipt of the following report June 14, 2015 from Mark Saunders, Chief of Police:

Subject: TICKETING OF VEHICLES DURING PICK UP AND DROP OFF OF
PERSONS WITH DISABILITIES

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

At its meeting of March 31, April 1 and April 2, 2015, City Council considered Executive Committee Item 4.13 and adopted the following:

1. City Council direct the General Manager, Transportation Services, in consultation with the Toronto Police Service, to review the current by-law provisions.
2. City Council request the Toronto Police Services Board to establish a protocol to ensure that individuals providing transportation services to persons with disabilities are not ticketed with a parking offence when actively engaged in pick up and/or drop off activities while away from the vehicle.
3. City Council request that reports be submitted to the Executive Committee on the results of the reviews in Part 1 and 2 as outlined above.

The Board subsequently received correspondence from the City Clerk's Office outlining this request and directed the Chief to provide a report for the July 2015 meeting of the Board.

Discussion:

This issue originated from the City of Toronto Disability Issues Committee meeting on February 6, 2015 Item 1.5. The associated correspondence commented that a number of incidents had been reported indicating that service to persons with disabilities, who are relying on Wheel Trans services, were being negatively impacted due to the focus on rush hour route ticketing and towing. The Committee further suggested that while this level of focus and enforcement (to peak period rush hour routes) is very important to address the chronic congestion issues facing the city, it appears to have had an unintended effect on individuals who would typically park their Wheel Trans bus, van or contracted taxicab to enter buildings to retrieve persons waiting for their service. It was suggested that the drivers of these vehicles have either received tickets, or are feeling prohibited from providing the proper level of service (i.e. posting their "missed pick-up" notices) due to the threat of impoundment.

This item was then examined by the City of Toronto Executive Committee and was ultimately forwarded to City Council for consideration.

City Council has requested the Toronto Police Services Board establish a protocol to ensure that individuals providing transportation services to persons with disabilities are not ticketed with a parking offence when actively engaged in pick up and/or drop off activities while away from the vehicle. City and Service staff will be meeting to review this issue jointly and more thoroughly.

In order to explore this, Toronto Police Service staff discussed the matter of Wheel Trans vehicles and vehicles operating on behalf of the Toronto Transit Commission (TTC) being ticketed while parked in rush hour routes with representatives of the TTC. TTC staff advised that in early 2015, at the onset of the new rush hour bylaw provisions, there were approximately ten parking tickets issued, while drivers were away from their vehicles.

No Stopping rush hour areas, are in effect in the City of Toronto and are specified in the City of Toronto Municipal Code, to provide for the safe and efficient flow of traffic in congested areas during peak traffic periods. The ongoing and joint effort of the Toronto Police Service and City Staff, in relation to rush hour route enforcement, continues to ensure safety and provide for the free flow of traffic for all users of the roads.

The existing bylaws do not allow drivers to park unless they are actually engaged in receiving or discharging passengers. The existing bylaws do, however, offer exemptions in No Stopping areas, No Standing areas and No Parking areas, in specific situations.

In particular, the City of Toronto Municipal Code, Chapter 950, provides an exemption to all public transit vehicles, including Wheel Trans, public/private ambulatory vehicles, transit vehicles of other municipalities authorized to operate in the City, and taxi-cabs and limousines who are actively engaged in boarding or discharging passengers. This exemption applies in areas signed as No Stopping, including No Stopping areas designated as peak period rush hour routes. The purpose of this bylaw provision is to allow for the quick boarding or discharging of passengers while minimizing the impact on the flow of traffic and the safety of other road users.

In addition, the City of Toronto No Standing bylaws allow any vehicle to stand momentarily while actively engaged in the boarding or discharging of such passengers. The existing No Parking bylaws offer an exemption for vehicles that are parked and display a valid accessible parking permit.

In order to work within the spirit of the bylaw, the Service has an operational practice, in which officers scan the immediate area of vehicles appearing to transport persons with disabilities, for evidence of boarding and discharging activity.

Given that the current wording of the peak period rush hour bylaw does not provide an exemption for parking for longer periods of time, while away from the vehicle, any further bylaw exemptions would require greater consideration of possible amendments to the existing bylaws. If this option is pursued, thought should be given to the many competing interests, including the free flow of traffic, the safety of all users of the roads, the fair and equitable application of the law, and the priority of keeping the traffic moving during peak periods in accordance with the City of Toronto congestion management plan. As an interim solution, in cases where longer periods of parking are required, the boarding and discharging of passengers could be undertaken on a street that is not designated as a peak period rush hour route.

Conclusion:

Service staff continues to work with City Transportation staff to ensure the safety of all road users and alleviate congestion on the roads within the City of Toronto. The existing bylaws under Chapter 950 of the Toronto Municipal Code offer exemptions to vehicles that are stopped and actively engaged in the boarding and/or discharging of passengers. Current bylaws do not offer exemptions for parking for longer periods of time during peak rush hour periods.

Although the Service uses an operating practice to assist in these situations, an exemption from parking for longer periods of time would require consideration of further bylaw exemptions.

As an interim solution, drivers could utilize areas or streets that are not designated as part of the rush hour route. This would assist with the overall safety of all road users and passengers and ensure that the free flow of traffic is not compromised, in accordance with the City of Toronto congestion management plan.

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

Mr. Gerald Parker, Executive Director, Institute of Canadian Justice, was in attendance and delivered a deputation to the Board.

Following Mr. Parker's deputation, Chief Saunders and Ms. Kim Rossi, Manager, Parking Enforcement, responded to questions by the Board.

The Board was advised that Parking Enforcement Officers have the authority to exercise discretion on the occasions when a driver is actively engaged in receiving or discharging passengers with disabilities in areas designated as No Stopping, No Standing or No Parking.

Ms. Rossi advised that when Parking Enforcement Officers locate vehicles which appear to be used for the purpose of transporting persons with disabilities but no driver is present, the officers are required by operational practice to visually scan the immediate area for any evidence of activity that may be related to the boarding or discharging of passengers with disabilities.

The Board said that it was satisfied with the efforts being made by the TPS and the City to review issues arising from drivers who are engaged in boarding or discharging persons with disabilities and that any improvements that may be made will be fair, equitable and safe.

The Board approved the following Motions:

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

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P186. BOARD POLICIES ARISING OUT OF REPORT BY THE
HONOURABLE JOHN W. MORDEN – *INDEPENDENT CIVILIAN
REVIEW INTO MATTERS RELATING TO THE G20 SUMMIT* –
DESIGNATED SPECIAL EVENTS AND MASS DETENTION CENTRES**

The Board was in receipt of the following report July 06, 2015 from Alok Mukherjee, Chair:

Subject: BOARD POLICIES ARISING OUT OF REPORT BY THE HONOURABLE
JOHN W. MORDEN - *INDEPENDENT CIVILIAN REVIEW INTO MATTERS
RELATING TO THE G20 SUMMIT* - DESIGNATED SPECIAL EVENTS AND
MASS DETENTION CENTRES

Recommendation:

It is recommended that the Board approve the new Board policies entitled “Designated Special Events” and “Mass Detention Centres” attached to this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of July 19, 2012, received the report from the Honourable John W. Morden entitled “Independent Civilian Review Into Matters Relating to the G20 Summit,” (“the Morden report”) and approved a number of recommendations with respect to the implementation of the recommendations and the creation of a working group to review and propose changes to Board rules, practices and policies. (Min. No. P166/12 refers)

Discussion:

Since this time, the Board has approved and amended a number of policies as a result of recommendations contained in the Morden report. There have also been changes to Board practices as well as the relationship amongst Board members and between the Board and the Chief. Indeed, the Morden Report has been the impetus for the development of a new approach and perspective with respect to the role of the Board.

Central to the Morden report is a discussion of “critical points” and “major events.” At this time, the recommendations pertaining to these concepts, as identified by Morden, have yet to be codified in a new Board policy or policies. Recommendations No. 5 and 6 of the Morden report provide as follows:

Recommendation No. 5: Creation of a Board policy that defines “critical points.”

The Board should, in consultation with the Toronto Police Service, draft a policy that defines what will constitute a “critical point” in municipal policing and identifies criteria that will be applied in determining when a “critical point” has arisen. This policy will assist both the Board and the Chief of Police in determining when operational information should be provided to the Board in advance of the “critical point.”

Recommendation No. 6: Creation of a Board policy concerning major events

The Board should determine appropriate objectives, priorities, and policies for major events, operations, and organizationally-significant issues in which the Toronto Police Service will be involved.

The development of a policy on “critical points” and “major events” has been met with a number of challenges. The Board recognized the complexities of defining “critical points” and “major events” and, as a result, at its meeting of April 25, 2012, the Board approved a recommendation that the Board authorize the Chair to retain a consultant to provide consultation and subject matter expertise with respect to the Morden recommendations pertaining to “critical points” and “major events” and to assist in drafting relevant Board policies for approval by the Board. (P102/12 refers)

Subsequently, the Chair retained Mr. Andrew Graham, Adjunct Professor, School of Policy Studies, Queen's University. As part of his work, Mr. Graham reviewed all the material related to Mr. Morden's report as well as interviewing interested Board members, Chief Blair and Board staff. The results of his review were contained in a report, outlining his recommendations. These recommendations have been incorporated into the draft policy.

As Mr. Graham notes in his report, there is:

“...an over-riding good governance reason for the Board to be both informed effectively and restrained in its use of such information: it must hold the Chief (CEO) to account both for the effective planning of the kind of events being considered here and for the effective discharge of that planning. The Board, if it fails to exercise its responsibilities in this regard, fails in the oversight responsibility that the legislation assigns to it.”

Mr. Graham emphasized a contextual look at the development of this policy in terms of the Board's general role. He focused on the following principles:

- ***Effective Risk Management:*** Major events can only be considered for special attention when the risk is clear and high. The Board needs a means of risk identification, categorization and management that is consistent, entrenched in policy and practice and transparent and coherent to the Chief and Service as well as the public.
- ***Strategic View:*** The anticipation and planning for major events is for the most part outside the power of the Board to control, except in the context of its policing oversight responsibility. The Board needs to have a future orientation that foresees those events as part of its strategic agenda.
- ***Sound Governance Practice Overall:*** No single policy will work without an underlying culture of good governance. Without that, the situation becomes either adversarial or dysfunctional. The chief characteristics of good governance are: understanding of roles, ability to set strategic direction for the organization and the ability, through formal processes, to hold the organization to account.
- ***Board and Service Working Together:*** The joint development of policy is in the mutual interests of both parties. The Toronto Police Service is well known for its depth and skills in analysis, risk management, the increasing use of information as well as the effective police management of many events that occur on a regular basis in this large city. In many services across this country, policy support and the development through engagement of policy works and works well. It permits the operational voice to advise the policy voice, producing, in the end, better policy.

The draft Designated Special Events policy incorporates the recommendations made by Mr. Graham as well as a number of a specific recommendations arising from the Morden report with respect to “major events” and “critical points.”

It should be noted that while these recommendations have not been formally codified in Board policy, they have been incorporated into the way in which the Board now conducts its business, especially in relation to major policing events. This is clearly demonstrated in the Board's handling of the upcoming Pan Am/Parapan Games, where the Board has been receiving regular detailed updates regarding the planning of the Games to allow it to effectively maintain its important oversight role.

I believe the Designated Special Events policy, as drafted, represents an important demonstration of the Board's oversight and governance role in the context of major event planning.

In addition, I am recommending that the Board approve the draft policy “Mass Detention Centres” which is also attached to this report. This draft policy incorporates additional recommendations made in the Morden report, specifically dealing with mass detention centres in the context of major events.

Conclusion:

Therefore, it is recommended that the Board approve the new Board policies entitled “Designated Special Events” and “Mass Detention Centres” attached to this report.

The Board approved the foregoing report.

Moved by: A. Pringle



TORONTO POLICE SERVICES BOARD

DESIGNATED SPECIAL EVENTS

DATE APPROVED	mm/dd/yy	Minute No:
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c)</i>	
DERIVATION	<i>Independent Civilian Review into Matters Relating to the G20 Summit, 2012</i>	

The role of the Toronto Police Services Board is to ensure adequate and effective policing for the City of Toronto. Due to its local, national and international stature, the City of Toronto regularly hosts high-profile special events. As some of these events may be large in magnitude, there is significant impact on the Toronto Police Service ("the Service").

In order for the Board to fulfil its role in ensuring adequate and efficient policing, it is the policy of the Board that the Chief of Police will ensure that organizationally-significant special events are designated as such, and that regular consultation is undertaken with the Board regarding the policing of such events, as well as the continuity of police operations through the city for their duration.

Consultation between the Board and the Chief of Police is the main process by which the Board can engage in an assessment of the adequacy and effectiveness of the policing services provided during Designated Special Events, as defined in this policy. Accordingly, this policy is intended to establish a framework for ensuring that the associated Service planning, training, and operations during Designated Special Events will involve consultation and co-ordination between the Board and the Chief of Police.

Criteria for Designated Special Events:

For the purpose of this policy, the Board will determine, on recommendation of the Chief of Police, whether a special event will be a Designated Special Event based on an evaluation of the following criteria. This recommendation will be made in a report to the Board. The Board may also, of its own accord, recommend that a special event be determined to be a Designated Special Event, in consultation with the Chief:

- a) The event is beyond the scope of day-to-day operations for the Service and has the potential to substantially disrupt public peace, order or security;
- b) The event is sponsored or hosted by the federal or provincial government, or another external entity;
- c) The time frame available for planning may negatively affect the adequacy and effectiveness of police services;
- d) The event requires extraordinary funding and reimbursement agreements with external agencies;
- e) Operational and/or planning decisions are subject to the approval of any other entity;
- f) The command and control structure involves police agencies from multiple jurisdictions;
- g) The event features extraordinary operational requirements;
- h) Requests for legislative change to accommodate the policing of the event may be required;
- i) Continuity of regular policing service may be at risk of disruption; and
- j) Any other relevant criteria.

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

Planning for Designated Special Events

1. Where the Board or Chief of Police learns of the potential for the City of Toronto to be selected as the host city for an event that is sponsored by the federal or provincial government, or another entity, and which is determined to be a Designated Special Event, the Chief of Police will make a formal request to the host/sponsor on matters relevant to the Service's participation in the Designated Special Event and will provide the information to the Board;
2. Where the Service will be involved in policing and security for a Designated Special Event, the Chief of Police, in consultation with the Board, will work to establish a framework funding agreement with the relevant entity or entities;
3. Where specific timing issues may require the Chief of Police or the Board to deviate from usual practices in order to expedite the procurement of equipment and other supplies, the Chief of Police will provide to the Board, in a timely manner, relevant information regarding any expenditures;
4. Where there is a possibility that the Designated Special Event will affect the Service's ability to deliver regular policing service in the City of Toronto, the Chief of Police will provide the Board with information demonstrating how continuity of service will be achieved.

Contribution Agreements

5. Where a contribution agreement with a government entity will determine the recovery of costs applicable to the Service's involvement in a Designated Special Event, the Chief of Police will keep the Board apprised of the negotiation of the contribution agreement;

6. The Board, if required, may obtain legal advice concerning the Board's financial exposure as a result of the contribution agreement and, in particular, whether there are any provisions that may place at risk the Board's ability to recover all funds spent in relation to the Designated Special Event;

Operational Plans

7. Where the Chief of Police is required to develop operational plans for a Designated Special Event, the Chief of Police will:
 - a) Provide the Board with confirmation that the operational plan provides for adequate and effective policing; and
 - b) Inform the Board of any barriers and/or challenges which may impede the Service's ability to provide adequate and effective policing during the Designated Special Event, including whether the amount of time available for planning is sufficient.
8. Where the circumstances of the Designated Special Event include an extraordinary operational requirement, the Chief of Police will ensure, where appropriate, that major event planning specialists and other relevant experts are engaged to assist the Service in the development of operational plans and the design of any associated specific processes:

Joint Operations

9. Where the Service is involved in a joint operation related to the policing of a Designated Special Event, the Chief of Police will provide the Board with information regarding:
 - a) The planning structure, including information regarding the Service's role in that structure and whether planning decisions by the Service are subject to the approval of any other entity; and
 - b) The command and control structure for the Designated Special Event, including information to demonstrate that it will enable the Service to provide adequate and effective police services for the Designated Special Event and for the City of Toronto generally.

Training

10. The Chief of Police will ensure the provisions of adequate and effective training of Service officers and external officers seconded to assist the Service with policing a Designated Special Event and provide confirmation to the Board that such training has been provided;
11. The information the Board receives should permit it to determine whether the training accords with the Board's existing policies and give the Board an opportunity to identify any gaps in its policies that need to be addressed prior to the Designated Special Event;

Public Communications

12. The Chief of Police will provide information to the Board with respect to significant communications issued to the public during the course of a Designated Special Event; and

Establishment of Sub-Committee

13. When considered appropriate, the Board may establish a Designated Special Event Sub-Committee to facilitate information-gathering, information-sharing and consultation between the Board, the Chief of Police and other entities, such as Toronto City Council and other levels of government.



TORONTO POLICE SERVICES BOARD

MASS DETENTION CENTRES

DATE APPROVED	mm/dd/yy (spelled out)	Minute No: PXXX/00
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT		
LEGISLATION	<i>Police Services Act, R.S.O. 1990, c.P.15, as amended, s. 31(1)(c).</i>	
DERIVATION	<i>Independent Civilian Review into Matters Relating to the G20 Summit, 2012, Recommendations 33 and 35</i>	

Mass detention centres to be used at large policing events pose unique policy concerns and operational demands. Where such a facility is required, it is important that these considerations are taken into account during its planning and design.

Therefore, it is the policy of the Toronto Police Services Board that where a mass detention centre is required, the Chief of Police will develop an operational plan which addresses the design and processes for the facility, including the development of procedures related to the care and management of prisoners, taking into account relevant legal principles and policy considerations and provide a report to the Board summarizing the key features of such an operational plan.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P187. TORONTO POLICE SERVICES BOARD: 2015 OPERATING BUDGET
VARIANCE REPORT – FOR THE PERIOD ENDING MAY 2015**

The Board was in receipt of the following report July 03, 2015 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

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

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

As at May 31, 2015, no variance is anticipated. Details are discussed below.

Salaries & Benefits

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

Non-salary Budget

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2015 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending, resulting in draws from the Reserve, will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

Data Collection and Analysis – Community Contacts

The 2015 approved budget includes \$250,000 to secure an external consultant or evaluator to determine what type of data should be collected, the retention period and scope of the data required as a result of the Board's approval of the Community Contacts Policy (Board Minute P102/14 refers). Total costs are expected to reach approximately \$338,000 and the Board will request that this expense be drawn from the Toronto Police Service Legal Reserve. Given that the Board made a further policy decision with respect to Community Contacts at its June 18, 2015 meeting and given the Province's decision to draft a Regulation with respect to such contacts, it is likely that the funds allocated for the data review will not be expended in 2015.

Other Adjustments:

The Board required additional funding for a Board-led organizational review of the Toronto Police Service, the scope of which was to undertake a review of the results of the Chief's Internal Organizational Review. At its meeting of April 10, 2014 (Min. No. P88/14 refers), the Board

approved a recommendation to contribute \$300,000 of the Toronto Police Service's 2013 operating budget surplus to the City's Tax Stabilization Reserve as a funding source for this expenditure. The contribution request was subsequently approved by City Council as a technical adjustment from the City's Innovation Reserve. The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review. The cost is currently projected to be \$253,000, \$190,000 of which was drawn in 2014 and \$63,000 of which is expected to be drawn in 2015.

In addition, the Board authorized commencing the process for a consultant retained to assist the Board with the recruitment and selection of a new Chief of Police. At my request, the City of Toronto set aside \$150,000 in its 2014 non-program accounts for this purpose, and those funds were available to the Board through its operating budget. During 2014, total costs amounted to \$90,000 and were charged back to the City's non-program accounts. The Board has incurred the remaining \$60,000; however, the Board now expects to incur an additional amount, not to exceed \$50,000, and has requested assistance from the City in identifying a source of funds for 2015.

Conclusion:

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

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P188. TORONTO POLICE SERVICE – 2015 OPERATING BUDGET
ADJUSTMENTS AND OPERATING BUDGET VARIANCE REPORT –
FOR THE PERIOD ENDING MAY 2015**

The Board was in receipt of the following report July 02, 2015 from Mark Saunders, Chief of Police:

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

Recommendations:

It is recommended that:

- (1) the Board request that the City's Budget Committee approve an increase to the 2015 budgeted contribution to the Toronto Police Service Vehicle & Equipment Reserve of \$120,000 (net zero impact); and
- (2) the Board forward a copy of this report to the City of Toronto's (City) Deputy City Manager and Chief Financial Officer for information and for inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

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

TPA Salary settlement:

The Board, at its May 14, 2015 meeting, requested the approval of a transfer of \$17.8M to the Toronto Police Service's 2015 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefit impact of the now-ratified contract with the TPA (Min. No. P126/15 refers).

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

City-requested increase to Insurance Reserve:

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

	<u>2015 Budget</u>	<u>Comments</u>
Board approved Feb. 13/15	\$952.7	
Toronto Police Association Salary Settlement	\$17.8	Board approved adjustment May14/15
Insurance Reserve Fund	<u>\$1.4</u>	Notification from City Finance
2015 Revised Net Operating Budget	\$971.8	

Increased contribution to Vehicle & Equipment Reserve for e-ticketing:

The e-ticketing project, which replaced manual provincial offences ticket writing with an electronic system, was completed in 2013. An operating budget impact of \$150,000 to maintain the printers, was included in the operating budget. At the time the 2015 operating budget was prepared, there were still ongoing discussions as to the maintenance strategy and it was subsequently determined that a significant portion of the funds should be contributed to the Vehicle & Equipment Reserve to fund future lifecycle replacements of the e-ticketing devices in 2018 and then again in 2023.

As a result, the Service is requesting a \$120,000 increase in the contribution to the Vehicle & Equipment Reserve budget. There is no impact on the 2015 operating budget as a result of this adjustment as the Service will transfer funding from the original operating budget maintenance account, to cover the required contribution.

Background/Purpose:

The purpose of this report is to request an increase to the Service’s contribution to the vehicle and equipment reserve and provide the Board with the Service’s projected year end variance as at May 31, 2015.

Discussion:

As at May 31, 2015, a \$3.3M unfavourable variance is anticipated. This amount is \$1.1M more than reported to the Board for the previous quarter (Min. No. P126/15 refers).

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow. In addition, the Service has outlined steps being taken to reduce the deficit, while balancing operational needs and public safety concerns.

Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$741.0	\$271.3	\$741.9	(\$0.9)
Premium Pay	\$41.0	\$12.2	\$43.0	(\$2.0)
Benefits	\$198.8	\$79.7	\$199.2	(\$0.4)
Materials and Equipment	\$23.5	\$8.4	\$23.5	\$0.0
Services	\$105.3	\$27.9	\$105.3	\$0.0
Total Gross	<u>\$1,109.6</u>	<u>\$399.5</u>	<u>\$1,112.9</u>	<u>(\$3.3)</u>
Revenue	(\$137.8)	(\$29.6)	(\$137.8)	\$0.0
Total Net	<u>\$971.8</u>	<u>\$369.9</u>	<u>\$975.1</u>	<u>(\$3.3)</u>

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

Salaries:

An unfavourable variance of \$0.9M is projected in the salary category, which is \$0.7M more favourable than previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$563.1	\$208.1	\$565.0	(\$1.9)
Civilian Salaries	\$177.9	\$63.2	\$176.9	\$1.0
Total Salaries	<u>\$741.0</u>	<u>\$271.3</u>	<u>\$741.9</u>	<u>(\$0.9)</u>

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

Civilian salaries are projecting favourably as the Service is behind schedule in its attempts to fill newly created positions resulting from previously approved civilianization initiatives as well as existing position vacancies. However, due to the critical nature of these positions, the Service has been utilizing premium pay to keep up with the workload and ensure critical services are not impacted.

Premium Pay:

An unfavourable variance \$2.0M is projected in the premium pay category, which is \$1.0M more than previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$11.4	\$4.1	\$11.4	\$0.0
Overtime	\$6.5	\$2.4	\$6.7	(\$0.2)
Callback	\$4.7	\$2.4	\$6.1	(\$1.4)
Lieutime Cash Payment	\$18.4	\$3.3	\$18.8	(\$0.4)
Total Premium Pay	\$41.0	\$12.2	\$43.0	(\$2.0)

Approximately \$1M of the variance is the result of additional premium pay required as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized where required to ensure deadlines are met, to maintain service levels and workload that must be addressed, and to ensure risk is mitigated and additional hard dollar costs are avoided. As vacancies are filled, the Service will place less reliance on premium pay, where possible. At this time, the projected premium pay variance has been offset by a corresponding savings in civilian salaries.

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

It is important to note that the Service is expecting additional pressures on premium pay as a result of the pre-Pan/Parapan Games Economic and Climate Change Summits. The “International Economic Forum of the Americas” was originally scheduled for October, while the “Climate Summit of the Americas” was originally to be in Ottawa. Organizers rescheduled both summits for July 7 to 10, 2015 in order to take advantage of the momentum building up to the actual Games. The Service’s activities to address safety and security requirements for these two events are planned to begin on July 4 and end on July 11, 2015, and will be based on the threat level and environment for these events. Costs are currently estimated to be up to \$1M. The Province has confirmed that the additional policing costs associated with these Summits will not be covered by the Games Cost Contribution Agreement. As a result, the Service will have to

deal with an estimated \$1M cost pressure, to ensure public order and safety are maintained during these unexpected pre-PanAm Games events.

Benefits:

An unfavourable variance of \$0.4M is projected in the benefits category. This is \$0.4M less favourable than previously reported.

Expenditure Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$39.5	\$12.0	\$40.3	(\$0.8)
OMERS / CPP / EI / EHT	\$127.7	\$56.8	\$127.7	\$0.0
Sick Pay / CSB / LTD	\$18.1	\$6.9	\$18.1	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$13.5</u>	<u>\$4.0</u>	<u>\$13.1</u>	<u>\$0.4</u>
Total Benefits	<u>\$198.8</u>	<u>\$79.7</u>	<u>\$199.2</u>	<u>(\$0.4)</u>

Year to date medical/dental costs are trending higher than expected at this time. As a result, the Service is currently projecting a \$0.8M unfavourable variance in this category. Service staff is currently monitoring and analysing this account, and will update the Board in the next variance report.

In addition, the Service is projecting a \$0.4M surplus for WSIB costs.

Materials and Equipment:

A net zero variance is projected in this category.

Expenditure Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.8	\$3.7	\$10.8	\$0.0
Uniforms	\$3.8	\$1.4	\$3.8	\$0.0
Other Materials	\$5.1	\$1.6	\$5.1	\$0.0
Other Equipment	<u>\$3.8</u>	<u>\$1.7</u>	<u>\$3.8</u>	<u>\$0.0</u>
Total Materials & Equipment*	<u>\$23.5</u>	<u>\$8.4</u>	<u>\$23.5</u>	<u>\$0.0</u>

* Approx. \$0.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is based on estimated consumption and a cost per litre as provided by City Finance. The estimated price per litre was lowered from \$1.20 to \$0.95 as a result of an overall decline in gas prices during the budget preparation and approval period. At this time, no variance from budget is projected. Since gas prices can fluctuate significantly, this account will continue to be monitored closely.

Services:

A net zero variance is projected in this category.

Expenditure Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$5.1	\$3.2	\$5.1	\$0.0
Uniform Cleaning Contract	\$1.3	\$0.3	\$1.3	\$0.0
Courses / Conferences	\$1.7	\$0.3	\$1.7	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer / Systems Maintenance	\$15.4	\$12.3	\$15.4	\$0.0
Phones / cell phones / 911	\$5.4	\$1.9	\$5.4	\$0.0
Reserve contribution	\$38.0	\$0.0	\$38.0	\$0.0
Caretaking / maintenance utilities	\$19.6	\$4.1	\$19.6	\$0.0
Other Services	<u>\$17.3</u>	<u>\$5.8</u>	<u>\$17.3</u>	<u>\$0.0</u>
Total Services*	<u>\$105.3</u>	<u>\$27.9</u>	<u>\$105.3</u>	<u>\$0.0</u>

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

The Service has limited control over the costs of legal indemnifications as these expenses are the result of defence costs for officers involved in criminal or civil proceedings, the outcomes of which cannot be predicted. In order to deal with this uncertainty, the 2015 approved budget included a \$580,000 contribution to the Legal Reserve and a \$742,100 draw for costs of independent legal services.

Normally, fluctuations in legal spending are dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets. However, due to the magnitude of the pressure this year, the Board approved a request to City Council to increase the legal expense and draw budget by \$5.0M, resulting in a net zero change (Min. No. P126/15 refers). This increase will be utilized only to the amount required based on expenditures submitted to and approved by the Board for payment. Should these trends continue, the Service may be required to increase its contribution to the legal reserve in future budget submissions.

Revenue:

A net zero variance is projected in this category, which is \$0.4M less favourable than previously reported.

Revenue Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$18.4)	(\$2.3)	(\$18.4)	\$0.0
CPP and Safer Comm'y grants	(\$15.2)	(\$0.4)	(\$15.2)	\$0.0
Other Gov't grants	(\$30.8)	(\$10.8)	(\$30.8)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$12.2)	(\$4.4)	(\$12.2)	\$0.0
Secondments	(\$2.6)	(\$0.8)	(\$2.6)	\$0.0
Draws from Reserves	(\$24.2)	\$0.0	(\$24.2)	\$0.0
Other Revenues (e.g., pris return)	(\$9.7)	(\$2.4)	(\$9.7)	\$0.0
Paid Duty - Officer Portion	(\$24.7)	(\$8.5)	(\$24.7)	\$0.0
Total Revenues	(\$137.8)	(\$29.6)	(\$137.8)	\$0.0

The Community Policing Partnership (CPP) and Safer Community grants are tied to staffing levels. Previously, as a result of the lower than anticipated attrition described above, the Service was projecting a small favourable variance from the Safer Community Grants; however, with the reduction of the August class size, the Services is now projecting a net zero variance for the Safer Community grant.

Steps Being Taken to Reduce the Deficit:

The Service has already started taking steps to reduce the deficit projected against the 2015 budget. The April class size, originally scheduled for 42 recruits, was reduced by eight, to take into account the eight fewer separations at the end of 2014. Furthermore, the August class, originally scheduled for 74 recruits, was reduced by 30, to take into account lower than anticipated 2015 separations.

In addition, the Service is embarking on a full review of spending plans for all unit budgets to identify areas where expenditure avoidance or postponement is possible. It should be noted, however, that these efforts may only result in one-time cost avoidance and are likely not sustainable beyond the current year.

Conclusion:

As at May 31, 2015, the Service is projecting an unfavourable variance of \$3.3M. This projection is based on an analysis of expenditures incurred to May 31, 2015, as well as a projection of lower than anticipated uniform separations in 2015.

Monitoring and management of operating funds remains a top priority for the Service. A review is currently being conducted by all commands to identify areas that can be reduced, in order to make up for the deficit projected at this time. The Board will be kept apprised through future variance reports.

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

The Board approved the foregoing report.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P189. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2015 OPERATING BUDGET VARIANCE REPORT – FOR THE PERIOD
ENDING MAY 2015**

The Board was in receipt of the following report July 02, 2015 from Mark Saunders, Chief of Police:

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

Recommendations:

It is recommended that:

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

Financial Implications:

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

The Board, at its May 14, 2015 meeting, requested the approval of a transfer of \$0.76M to the PEU's 2015 net operating budget from the City's Non-Program operating budget, with no incremental cost to the City, to reflect the salary and benefits impact of the now-ratified contract with the TPA (Min. No. P127/15 refers), bringing the total net PEU budget to \$44.9M.

Background/Purpose:

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

The purpose of this report is to provide information on the PEU's 2015 projected year-end variance as at May 31, 2015.

Discussion:

As at May 31, 2015, a favourable variance of \$0.47M is projected at year end.

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

Category	2015 Budget (\$Ms)	Actual to May 31/15 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$29.38	\$10.64	\$28.97	\$0.41
Premium Pay	\$2.77	\$0.66	\$2.77	\$0.00
Benefits	\$7.16	\$1.84	\$7.10	\$0.06
Total Salaries & Benefits	\$39.31	\$13.14	\$38.84	\$0.47
Materials	\$1.62	\$0.34	\$1.62	\$0.00
Equipment	\$0.09	\$0.00	\$0.09	\$0.00
Services	\$5.34	\$0.85	\$5.34	\$0.00
Revenue	(\$1.48)	(\$0.14)	(\$1.48)	\$0.00
Total Non-Salary	\$5.57	\$1.05	\$5.57	\$0.00
Total Net	\$44.88	\$14.19	\$44.41	\$0.47

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

Salaries & Benefits (including Premium Pay):

A favourable variance of \$0.47M is projected in salaries and benefits. PEU generally schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2015. Current trends indicate that 2015 attrition at this time will be slightly higher than the budgeted amount resulting in a small favourable variance in parking enforcement officer salaries. In addition, a small favourable variance is projected in other support function salaries. However, the PEU is looking to fill these positions as soon as possible.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. No premium pay variance is projected at this time.

Non-salary Expenditures:

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

Conclusion:

As at May 31, 2015, the PEU operating budget is projected to be \$0.47M under spent at year end.

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

The Board approved the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P190. SETTLEMENT OF INVOICES SUBMITTED FOR LEGAL
INDEMNIFICATION PAYMENT BY DAVID BUTT**

The Board was in receipt of the following report June 25, 2015 from Alok Mukherjee, Chair:

Subject: SETTLEMENT OF INVOICES SUBMITTED FOR LEGAL
INDEMNIFICATION PAYMENT BY DAVID BUTT

Recommendation:

It is recommended that the Board approve payment of the legal account from Mr. David Butt, in the amount of \$526,421.36, for several accounts submitted by Mr. Butt to the Board for payment under the legal indemnification clause of the Uniform Collective Agreement between the Board and the Toronto Police Association (Association).

Financial Implications:

If approved, the legal indemnification claim in the amount of \$526,421.36 will be paid out of the Service's Legal Reserve, which is funded from the Service's operating budget.

Background/Purpose:

The purpose of this report is to obtain Board approval to pay Mr. David Butt for legal services provided to Service members, after a detailed review of the accounts submitted for payment by the Service's Labour Relations, external legal counsel for the Board and City Legal Services staff.

Discussion:

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

Conclusion:

Article 23:01 (a) of the Uniform Collective Agreement states:

"Subject to the other provision of this Article, a member charged with but not found guilty of a criminal or statutory offence, because of acts done in the attempted performance in good faith of his/her duties as a police officer, shall be indemnified for the necessary and reasonable legal costs incurred by the member during the investigation of the incident that resulted in those charges being laid and for the necessary and reasonable legal costs incurred by the member in the defence of such charges."

Article 23:09 of the Uniform Collective Agreement states:

“For the purpose of Article 23:01 (a), a member:

- (a) shall be deemed to have been "not found guilty" where he/she is finally acquitted, where the charges are withdrawn or where he/she is discharged following a preliminary inquiry; and*
- (b) shall be deemed to have been "found guilty" where the member is given an absolute or conditional discharge or where, if as a result of charges laid he/she is subsequently found guilty of, or pleads guilty to, other charges arising out of the same incident or incidents.”*

City Legal has deemed the costs billed as “necessary and reasonable legal costs”. Accordingly, it is recommended that the Board approve payment of Mr. Butt’s account.

Ms. Jeanette May, Director, Human Resources, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board approved the foregoing report.

Moved by: A. Pringle

Additional information with respect to this matter was also considered during the *in camera* meeting (Min. No. C160/15 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P191. AWARD OF ARCHITECTURE DESIGN AND CONSULTING SERVICES
FOR THE NEW PEER TO PEER DATA CENTRE**

The Board was in receipt of the following report July 02, 2015 from Mark Saunders, Chief of Police:

Subject: AWARD OF ARCHITECTURAL DESIGN AND CONSULTING SERVICES
FOR THE NEW PEER TO PEER DATA CENTRE

Recommendations:

It is recommended that:

- (1) the Board award the contract for architectural design and consulting services for the new Peer to Peer Data Centre to MMM Group Limited (MMM) at a fee of \$731,958 (including taxes) and estimated disbursements of \$33,900 (including taxes), for a total award of \$765,858 (including taxes); and
- (2) the Board authorize the Chair to execute the agreement for consulting services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

A new Peer to Peer facility for the Toronto Police Service (Service) was approved by the Toronto Police Services Board (Board) as part of the 2015 – 2024 Capital Program (Min. No. P262/14 refers).

The architectural design and consulting services, totalling approximately \$800K, are funded from the approved capital budget for this project.

Background/Purpose:

The Service's current peer to peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues which put this mission-critical operation at risk. The Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current distance from the primary site is seven kilometres, which is significantly less than the industry minimum standard of 25 kilometres for disaster recovery sites.

For this reason, the Service received approval as part of its 2015 – 2024 capital program to replace the existing P2P with a new facility that would better meet operational requirements. The new building would be between 25 to 40 kilometres away from the primary production data centre, and will meet the current and future P2P site objectives of sustained and improved operational resiliency, and uninterrupted mission critical systems. The space (approximately 3,500 square feet) that the Service occupies at the current location shared with the City, will revert back to the City for its use.

The goal of this project is to relocate the alternate data centre site into a new facility. The new alternate site will be a single purpose built facility providing the technological capacity, resiliency, security and green sustainability capabilities needed to replace the Service's current alternate data centre. The proposed facility will provide highly redundant (Tier 3 power, cooling and generator redundancy) and secure electronic services for the Service. The objective is to build a scalable data centre with 10,000 square feet of space: a 5,000 square feet data centre and 5,000 square feet of support and future growth space.

The purpose of this report is to request Board approval to engage the services of an Architect and Data Centre Specialist consulting team that is required to build the comprehensive data centre requirements, assist in the site selection appropriate for this facility and provide the detailed design specifications.

Discussion:

On April 22, 2015, the Service's Purchasing Services Unit issued Request for Proposal (RFP) #1151563-15 for the provision of Architect and Data Centre Specialist Consultant Team services. The RFP was advertised using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Sixty six vendors downloaded the RFP package. A total of 51 people attended the mandatory meeting held on April 30, 2015. The closing date for the RFP was May 19, 2015, and responses were received from 13 proponents.

Team submissions were received from the following organizations:

- AECOM Canada Ltd.
- Cannon Design
- CS&P Architects Inc.
- Computer Room Services Corporation
- Dialog Design
- HDR Architects Associated Inc.
- Mallen Gowing Berzins Architecture
- MMM Group Ltd.
- Rebanks Pepper Littlewood Architects
- Telstorm Corporation
- Turner Fleischer Architects Inc.

- WZMH Architects
- ZAS Architects & Interiors Inc.

The submissions were reviewed independently by the members of an evaluation committee, using a two envelope system; one for technical/management and one for price. The following evaluation criteria were used for the non-price component:

1.0 Prime Consultant (Maximum score 125)	Points
1.1 Statement of Understanding	14
1.2 Company Profile & Capability	18
1.3 Proponents Team Experience	28
1.4 Sub-Consultants Experience	27
1.5 Project Methodology & Managing Client Expectations	25
1.6 Project Experience & Client References	13
2.0 Data Centre Specialist (Maximum score 55)	
2.1 Demonstrate Data Centre Specialist lead has experience	34
2.2 Consultant Services Team Demonstrates Experience	<u>21</u>
	Total <u>180</u>

The total maximum score, which combined both the prime consultant's score and data centre specialist's score, was 180 points. Only those proponents who achieved a minimum of 80% (144/180) would move on to the next stage of the process, which involved the opening of their respective price envelope. The best value methodology consists of a technical score representing 60% of the overall score, and the weighted bid price representing 40%. After the percentage calculations were applied, the proposal with the highest combined total score, (technical/management and price bid score), would be the proposal providing optimum value, and that would therefore be recommended for award.

Purchasing Services facilitated the complete evaluation process utilizing a consensus scoring system. All of the proponents, except one, proceeded to the second stage (price envelope) in the process.

The proponent achieving the highest overall score based on the pre-established criteria in the RFP was determined to be MMM Group Ltd.

Conclusion:

The Service recently completed an evaluation of 13 submissions related to the Architect and Data Centre Consultant team for the detailed needs assessment, site selection and comprehensive design of the Service's new P2P site. Based on the results of the evaluation, MMM achieved the highest overall score and is the proposal which will provide the best value for the services required.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board.

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions by the Board.

The Board approved the following Motions:

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

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P192. PRE-QUALIFIED GENERAL CONTRACTORS – RENOVATION OF 52
DIVISION FACILITY**

The Board was in receipt of the following report July 02, 2015 from Mark Saunders, Chief of Police:

Subject: PRE-QUALIFIED GENERAL CONTRACTORS – RENOVATION OF 52
DIVISION FACILITY

Recommendation:

It is recommended that the Board approve the seven pre-qualified general contractors listed below, for the provision of tender quotations for construction services required for the renovation of the 52 Division (D52) facility.

1. Buttcon Limited;
2. MJ Dixon Construction Limited;
3. Steelcore Construction Limited;
4. DPI Construction Management Incorporated;
5. Brown Daniels Associates Incorporated;
6. Struct-Con Construction Limited;
7. The Atlas Corporation.

Financial Implications:

Funding for the 52D facility renovation project is included in the Toronto Police Service's (Service) approved 2015-2024 capital program.

Background/Purpose:

As part of its approved 2015-2024 capital program, the Service is performing a renovation of the D52 facility, to address state of good repair and other issues. This project was originally scheduled to commence in 2014. However, staff shortages in the Service's Facilities Management Unit delayed the project start to 2015.

The estimated construction value for this project falls outside of the Board-approved list of general contractors for construction values from \$0.5M to \$3.5M. As a result, the Service is proceeding with a two stage process, which includes both a pre-qualification and request for tender process.

The purpose of this report to establish a pre-qualified list of general contractors, that the Service will request tender quotations for the 52D facility construction work.

Discussion:

Purpose of Pre-Qualifying General Contractors:

The purpose of the pre-qualification process is to short list general contractors, through a competitive process, that meet the mandatory requirements to perform this renovation, and that will be invited to participate in a subsequent tendering process.

Qualified bidders must be able to handle a large, five-phase, fast tracked interior renovation project. Having pre-qualified general contractors for the D52 project allows the Service to receive actual tenders from the highest rated contractors, that are qualified, experienced and capable of handling the complexity and scope of this project.

Request for Pre-Qualification (RFPQ) Process:

On April 16th, 2015, Purchasing Services issued RFPQ #1152115-15 to select pre-qualified general contractors for construction services for the 52 Division renovation project.

The Service advertised the RFPQ using MERX, an electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Fifty four interested contractors downloaded the RFPQ package, and the Service received 25 submissions.

The objective of the RFPQ was to identify a minimum of six contractors, that can provide construction/renovation services required by the Service, for the D52 renovations.

The submissions were evaluated by members of an Evaluation Committee, using the following evaluation criteria:

- experience in large scale interior renovations in occupied spaces over the past 5 years (30 points);
- experience in law enforcement/ high security/ government facilities (25 points);
- project manager assigned (35 points);
- site superintendent assigned (35 points);
- scheduling methodology (30 points);
- quality assurance/control program (30 points) and;
- safety qualification/ policy (15 points).

The project manager and site superintendent were evaluated based on years of experience, education, training, as well as the value of projects executed.

Conclusion:

The Committee's evaluation resulted in the selection of the pre-qualified general contractors listed below, based on their achieving the highest overall score:

1. Buttcon Limited;
2. MJ Dixon Construction Limited;
3. Steelcore Construction Limited;
4. DPI Construction Management Incorporated;
5. Brown Daniels Associates Incorporated;
6. Struct-Con Construction Limited;
7. The Atlas Corporation.

As a result of a tie for 6th place, two companies were accepted, bringing the total number of pre-qualified contractors on the listing to seven.

The Service will return to the Board with a construction award recommendation, once the tender evaluation process is complete.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P193. NEW JOB DESCRIPTION – MANAGER, BUSINESS INTELLIGENCE
AND ANALYTICS**

The Board was in receipt of the following report July 02, 2015 from Mark Saunders, Chief of Police:

Subject: NEW JOB DESCRIPTION – MANAGER, BUSINESS INTELLIGENCE AND ANALYTICS

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Manager, Business Intelligence and Analytics (Z32026) and that the Manager, Corporate Planning position be deleted from the Service's civilian establishment.

Financial Implications:

The role of Manager in the Business Intelligence and Analytics Unit currently exists within Operational Support Services as Manager, Corporate Planning. The classification of the new position remains a Z32 with an annual salary range of \$130,926.47 - \$151,556.96, effective January 1, 2014. The annual salary will remain unchanged as the position is relocated to the Business Intelligence and Analytics Unit and is included in the 2015 operating budget.

The existing Manager, Corporate Planning position will be deleted, and as a result there are no financial implications from the new job description.

Background/Purpose:

In the spring of 2012, Chief William Blair introduced the Chief's Internal Organizational Review (CIOR). All members of the Service were asked to share their ideas on how to deliver policing in the most efficient, effective and economical manner.

As part of the CIOR, an external consulting company was engaged to advise on organizational structure, span of control, de-layering and civilianization. Work to this end, involved interviews and workshops with internal and external stakeholders including the Board, the Toronto Police Association and the Toronto Police Senior Officers' Organization. A final report with recommendations was presented to the Board during its April 25, 2013 Board meeting (C235/2013 refers).

As a result of the external organizational review, the three sections of the Corporate Planning unit (Operational Planning, Strategic Planning and Analysis Support) were re-aligned within new pillars and units of the Service. The Analysis Support section became the Business Intelligence and Analytics unit within the Operational Support Services pillar. This section was previously led by an Inspector reporting to the Manager of Corporate Planning. The Inspector position was re-deployed to Community Safety Command and the Manager position is re-deployed to the new Business Intelligence and Analytics unit.

Discussion:

The job description of the manager position was re-written to better reflect changes in the management of corporate analytics as recommended in the external consultant's report. Business intelligence and analytics is critical to the success of the Service, and future civilianization of roles currently held by police officers within the Business Intelligence and Analytics unit, and throughout the Service, will facilitate a greater and improved analytical capacity for the organization.

The new job description for the Manager, Business Intelligence and Analytics is attached. This position has been evaluated through the Service's job evaluation plan and has been determined to be a Z32 (35 hour) position within the Civilian Senior Officer salary scale. The current salary range for this position is \$130,926.47 - \$151,556.96 per annum, effective January 1, 2014.

Conclusion:

It is therefore recommended that the Board approve the job description and classification for the position of Manager, Business Intelligence and Analytics (Z32026) and that the existing position of Manager, Corporate Planning be deleted.

Subject to Board approval, this position will be staffed in accordance with the established procedure.

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

The Board approved the foregoing report.

Moved by: M. Moliner



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 1185
Pay Class Z32

JOB TITLE: Manager	JOB NO.: NEW
BRANCH: Operational Support Command – Operational Support Svcs.	SUPERSEDES:
UNIT: Business Intelligence & Analytics	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.12.01

DUTIES AND RESPONSIBILITIES: (cont'd)

10. Liaises with ITS for the development and support of ongoing database reporting for business intelligence requirements and subsequently manages/approves all related change requests.
11. Informs Service policy development through provision of information and analysis.
12. Responsible for the development of an annual operating budget for the unit and is accountable for the effective management of all unit expenses and for ensuring that all administrative, budgeting and procedural controls are properly implemented and maintained.
13. Performs other related duties, as required.

.../2

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



TORONTO POLICE SERVICE
JOB SPECIFICATION

Date Approved:
Board Minute No.:
Total Points: 1185
Pay Class Z32

JOB TITLE: Manager	JOB NO.: NEW
BRANCH: Operational Support Command – Operational Support Svcs.	SUPERSEDES:
UNIT: Business Intelligence & Analytics	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director	DATE PREPARED: 2014.12.01

EDUCATION:

A Masters Degree in Social or Behavioural Sciences or a related discipline or an approved equivalent combination of education, training and experience.

ADDITIONAL REQUIREMENTS:

- Must possess a minimum of ten years' experience in business intelligence and analytics or related environment, of which at least three years have been in a leadership role.
- Must possess strong analytical, research and planning skills, with well-developed management abilities.
- Requires strategic leadership with exceptional interpersonal skills.
- Must possess a proven high degree of communication skills with the ability to deal effectively with all levels of management.
- Budgetary knowledge as well as working knowledge of the *Criminal Code of Canada*, the *Police Services Act*, *Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services*, *Municipal Freedom of Information and Protection of Privacy Act*, Police Services Board Policy and Service Governance would be considered an asset.

QUALIFYING PERIOD:

One year.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P194. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION -
APPOINTMENTS**

The Board was in receipt of the following report June 08, 2015 from Mark Saunders, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
TRANSIT COMMISSION

Recommendation:

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

Financial Implications:

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

Background/Purpose

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

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

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

**Brian Lia
Tom Tsomis
David Moskowitz
Nicole Hylton-Ehlers**

Discussion:

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

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

The TTC has advised that the above individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment. The TTC's current approved complement is 39.

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P195. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO – ST. GEORGE
CAMPUS - APPOINTMENTS**

The Board was in receipt of the following report June 17, 2015 from Mark Saunders, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF
TORONTO ST. GEORGE CAMPUS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

Under Section 53 of the *Police Services Act of Ontario* (the PSA), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the University of Toronto (U of T) for the administration of special constables (Min. No. P571/94 refers).

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

The Service received a request from the U of T to appoint the following individuals as special constables:

**Stephen Callaghan
Katherine Scanlon
Lauren Weidmark**

Discussion:

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

The agreement between the Board and the U of T requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The U of T has advised that the individuals satisfy all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, St. George Campus' approved strength of special constables is 34; the current complement is 28.

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P196. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION - APPOINTMENT**

The Board was in receipt of the following report June 17, 2015 from Mark Saunders, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLE FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the appointment of the individual listed in this report as a special constable for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

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

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

The Service received a request from the TCHC to appoint the following individual as a special constable:

Andrew Imade

Discussion:

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

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

The TCHC has advised that the individual satisfies all of the appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 80.

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P197. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION - RE-APPOINTMENTS**

The Board was in receipt of the following report June 08, 2015 from Mark Saunders, Chief of Police:

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

Recommendation:

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

Financial Implications:

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

Background/Purpose

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

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

The Service received a request from the TCHC, to re-appoint the following individuals as special constables:

**Yaroslav Fanok
Allen Journeau
Alex Shefler**

Discussion:

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

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

The TCHC has advised that the individuals satisfy all of the re-appointment criteria as set out in the agreement between the Board and the TCHC for special constable appointment. The TCHC's approved strength of special constables is 83; the current complement is 78.

Conclusion:

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

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

The Board approved the foregoing report.

Moved by: C. Lee

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P198. PROVINCIAL RESPONSE - *BILL 8 – PUBLIC SECTOR AND MPP
ACCOUNTABILITY & TRANSPARENCY ACT***

The Board was in receipt of correspondence dated May 29, 2015 from Kathleen Wynne, Premier of Ontario, in response to the Board's recommendation regarding *Bill 8 – Public Sector and MPP Accountability & Transparency Act*. A copy of the Premier's correspondence is appended to this Minute for information.

The Board received the Premier's correspondence.

Moved by: A. Pringle

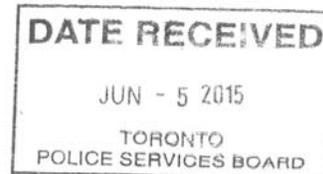
The Premier of Ontario
Legislative Building, Queen's Park
Toronto, Ontario M7A 1A1



La première ministre de l'Ontario
Édifice de l'Assemblée législative, Queen's Park
Toronto (Ontario) M7A 1A1

May 29, 2015

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



Dear Dr. Mukherjee:

Thank you for your letter regarding a report and resolution passed by the Chairs of the Big 12 Police Services Boards in Ontario seeking clarification on the application of Bill 8, and their request to enact a regulation exempting police services boards from the *Ombudsman Act*. I appreciate the time you took to share the boards' input with me.

As this issue would best be addressed by my colleague the Honourable Madeleine Meilleur, Attorney General, I have sent a copy of your correspondence to her for her review. She or a member of her ministry staff will provide you with a response.

Thank you again for writing. Please accept my best wishes.

Sincerely,

A handwritten signature in cursive script that reads "Kathleen Wynne".

Kathleen Wynne
Premier

c: The Honourable Madeleine Meilleur



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P199. LETTER OF APPRECIATION – SPECIAL OLYMPICS

The Board was in receipt of correspondence dated June 19, 2015 from Glenn MacDonell, President & CEO, Special Olympics Ontario, in response to financial assistance provided by the Board. A copy of Mr. MacDonell's correspondence is appended to this Minute for information.

The Board received Mr. MacDonell's correspondence.

Moved by: D. Noria



June 19, 2015

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

On behalf of Special Olympics Ontario, please accept our sincere thanks for \$5000 sponsorship of Law Enforcement Torch Run on 6/5/2015.

For over 40 years Special Olympics has grown from a modest program serving local athletes to become the world's largest movement dedicated to promoting respect, acceptance, inclusion, and human dignity for people with intellectual disabilities through sports.

With sports as a priority, Special Olympics has grown to be a movement that is not just about the largest disability population in the world, but about all of us. Sport is a universal language which unites people on and off the field of play, cutting across lines of race, ethnicity, education level, social status, and economic background. We desire to be the *best* and our coaches and volunteers are amongst the most dedicated and inspirational people you will ever come across. We are very fortunate that our supporters and sponsors believe in our mission and while the financial turbulence has affected everyone, donors continue to be steadfast and committed.

Special Olympics is a leader in programs that improve the health and fitness of athletes, resulting in enhanced well-being, sports performance and quality of life. If you are a coach, volunteer, donor or a sponsor, take pride in what we have accomplished - without you, nothing would be possible!

Finally, to the athletes, you inspire the rest of us to be better people - thanks for the great performance on and off the playing field.

Yours truly,

Glenn MacDonell
President & C.E.O.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P200. APPOINTMENT OF MEMBER TO THE BOARD: ANDREW PRINGLE

The Board was in receipt of correspondence dated July 13, 2015 from Ulli Watkiss, City Clerk, City of Toronto, advising that Andrew Pringle had been appointed to the Board. A copy of Ms. Watkiss' correspondence is appended to this Minute for information.

The Board received the correspondence.

Moved by: M. Moliner



City Clerk's Office
Ulli S. Watkiss, City Clerk

Public Appointments Secretariat
Toronto City Hall
100 Queen Street West
12th Floor, West Tower
Toronto, Ontario M5H 2N2

Tel: 416-397-7796
Fax: 416-392-2980
appoint@toronto.ca
www.toronto.ca/ServeYourCity

July 13, 2015

Deirdre Williams
Board Administrator, Toronto Police Services
40 College St
Toronto, Ontario
M5G 2J3

Dear Ms. Williams:

Re: Appointment of Member to the Toronto Police Services Board

This letter is to inform you that City Council, at its meeting on July 7, 8 and 9, 2015, considered the Civic Appointment Committee's Item CA9.2, entitled "Appointment of Member to the Toronto Police Services Board," and reappointed Andrew Pringle to the Toronto Police Services Board for a term of office ending on November 30, 2018 and until a successor is appointed.

We have included the confidential contact information for Mr. Pringle below. It would be appreciated if you would contact him to provide him with important information about the Toronto Police Services Board, including a meeting schedule.

Name	Address	Telephone Numbers	E-mail
Andrew Pringle	Toronto, Ontario		

Yours truly,

Ulli S. Watkiss
City Clerk

cc. Public Appointments Secretariat File

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P201. MEMORANDUM OF UNDERSTANDING FOR USE OF ONTARIO
PROVINCIAL POLICE BOATS DURING 2015 PAN
AMERICAN/PARAPAN AMERICAN GAMES**

The Board was in receipt of the following report July 08, 2015 from Mark Saunders, Chief of Police:

Subject: MEMORANDUM OF UNDERSTANDING FOR USE OF ONTARIO
PROVINCIAL POLICE BOATS DURING 2015 PAN AMERICAN / PARAPAN
AMERICAN GAMES

Recommendation:

It is recommended that the Board authorize the Chair to execute a Memorandum of Understanding (MOU) between the Ontario Provincial Police (OPP) and the Toronto Police Service (Service) that will allow the Service to borrow eight (8) OPP vessels for use during the 2015 Pan American/Parapan American Games (Games).

Financial Implications:

The Service has acquired additional insurance to cover the use of the OPP vessels, in the amount of \$1,390 plus applicable taxes. This cost was not originally identified in the Cost Contribution Agreement (CCA) with the Province, but Ministry personnel have indicated approval in principle to include this as an eligible cost for the Games.

Background/Purpose:

The Games will be held in the City of Toronto and surrounding municipalities during the months of July and August 2015. Several competitions will be held off the shores of the City of Toronto, in the inner and outer harbours of Lake Ontario.

Discussion:

The Service has identified a need for up to eight (8) additional vessels to ensure the security of the inner and outer harbours of Lake Ontario during the Games, as well as business continuity for the Specialized Emergency Response – Marine unit.

As part of the Integrated Security Unit (ISU), the OPP has agreed to lend 8 of its vessels to the Service, at no cost. A Memorandum of Understanding (MOU) between the OPP and the Service has been drafted and approved as to form by the City of Toronto, City Solicitor. The document has also been reviewed and approved by the Toronto Police Service Legal Services to ensure that

legal and operational requirements of the Service are adequately protected. The MOU is attached as Appendix "A."

The MOU contains the following indemnity clause:

The Board shall indemnify and hold harmless the Indemnified Parties from and against all liabilities, costs, damages and expenses (including legal, expert and consulting fees) and any action, claim, demand, lawsuit or other proceeding by whomever made, sustained, incurred, brought or prosecuted, arising out of, or in connection with anything done or omitted to be done by the Service related to the possession and/or use of the Vessels during the Term. The obligations in this section shall survive the termination or expiry of the MOU.

The Service has acquired additional insurance to cover any potential damage to the vessels. This insurance cost of \$1,390 plus applicable taxes has been approved in principle by Ministry personnel to be covered under the CCA.

Conclusion:

The use of the OPP vessels will allow the Service to meet the additional requirements to provide security and business continuity in the inner and outer harbours of Lake Ontario, off the shores of the City of Toronto.

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

Chair Mukherjee advised that Chief Saunders had contacted him during the previous week seeking approval of an MOU in order to deploy OPP boats for the Games immediately. Given that the approval of the MOU was considered urgent, a copy of the foregoing report was sent electronically to the Board for approval subject to ratification at its July 16, 2015 meeting. A quorum of the Board approved the Chief's report last week.

The Board, therefore, approved the following Motion:

THAT the Board ratify the decision that was made by a quorum of the Board on July 13, 2015 to approve the Chief's report.

Moved by: J. Tory

This MEMORANDUM OF UNDERSTANDING ("MOU") DATED THIS __ DAY OF _____, 2015

B E T W E E N

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO AS REPRESENTED BY
THE MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES
ONTARIO PROVINCIAL POLICE**
(hereinafter referred to as the "OPP")

a n d

TORONTO POLICE SERVICES BOARD
(hereinafter referred to as the "Board")

WHEREAS the Toronto Police Service ("TPS") has requested that the OPP provide it with the use of various marine vessels for use in connection with the 2015 Pan American Games (the "Games") waterfront event locations in Toronto;

AND WHEREAS the OPP has agreed to provide the TPS with the use of the marine vessels described in Schedule A hereto, subject to the terms and conditions contained in this MOU; and

IN CONSIDERATION of the conditions and covenants contained herein and other good and valuable consideration, the receipt of which is hereby acknowledged, the OPP and the Board (each referred to as a "Party", or collectively referred to as the "Parties") agree as follows:

Purpose

1.0 The OPP agrees to provide the TPS with the marine vessels as set out in Schedule A (the "Vessels") for the TPS use at the Games.

Representations and Warranties

2.0 The Board represents, warrants and covenants that:

- (a) it, or the TPS, has full power to fulfill its obligations under this MOU;
- (b) TPS members operating the Vessels will have, the experience, expertise and certification necessary to use the Vessels; and

- (c) it and the TPS shall comply with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of its undertakings and the use of the Vessels.

Term and Termination

- 3.0 The term of this MOU shall commence on July 10, 2015 and end on July 27, 2015 (the “Term”).
- 4.0 The Term of this MOU may be extended upon the written consent of both Parties.
- 5.0 Either Party may terminate this MOU upon fourteen (14) days’ written notice to the other Party.

Vessel Pick-up

- 6.0 The TPS will pick-up the Vessels from the OPP General Headquarters, 777 Memorial Avenue, Orillia, Ontario.
- 7.0 Prior to departing with the Vessels, the TPS and the OPP shall conduct an inventory and inspection of the Vessels for damage and safety equipment. Any damage or safety issues found during the inventory and inspection will be documented and confirmed by the Parties prior to departure.

Use, Maintenance and Repair/Replacement of Vessels

- 8.0 The OPP agrees to:
 - a) provide to the TPS, at no cost to the TPS, eight 21’ Sea Swirl training vessels, as set out in Schedule A, to use at waterfront event locations and sections of the Games;
- 9.0 The Board agrees that the TPS will:
 - a) use the Vessels solely in relation the TPS patrol and perimeter security actions for the waterfront event locations and sections of the Games in or on Toronto’s inner and outer harbour and waterways contiguous thereto; and
 - b) permit only TPS duly qualified and certified members to operate the Vessels.
- 10.0 During the Term, the Board agrees that the TPS shall maintain the Vessels in accordance with the OPP’s required maintenance and operational limitations standards for the Vessels and shall, upon request, provide the OPP with evidence, satisfactory to the OPP, that all required maintenance has been completed. The OPP shall provide the TPS with its required maintenance and operational limitations standards for the Vessels.

- 11.0 The Board shall be responsible for the repair/replacement of any of the Vessels should they be damaged or stolen while in the possession of the TPS. In the event that one or more of the Vessels requires major repairs, or one or more of the Vessels cannot be used for the intended purpose, the TPS will cease using such Vessel(s) and will make arrangements to return such Vessel(s) to the OPP.

Storage, Docking

- 12.0 The Board agrees that the TPS will launch the Vessels immediately after transport. Once launched, the Vessels will be driven from, and docked at, the TPS – Marine basin for the Term.

Return of Vessels

- 13.0 Prior to returning the Vessels to the OPP, the TPS and the OPP will conduct an inventory and inspection of the Vessels for damage and safety equipment. Any damage or safety issues found by either Party during the inventory and inspection will be documented and confirmed prior to return to , Orillia, Ontario.
- 14.0 Prior to the expiry or termination of this MOU, the TPS shall return the Vessels to the OPP, to OPP General Headquarters, 777 Memorial Avenue, Orillia Ontario, in the same condition, subject to reasonable wear and tear and documented and confirmed as indicated above, as they were when they were picked up by the TPS.

Release, Indemnity and Insurance

- 15.0 “Indemnified Parties” means each of the following and their directors, officers, advisors, agents, appointees and employees: Her Majesty the Queen in right of Ontario and the members of the Executive Council of Ontario.
- 16.0 The Board, the TPS, its agents, successors and assigns and any person claiming through or under the Board or the TPS hereby release and forever discharge the Indemnified Parties from and against any and all actions, causes of action, claims and demands which they had, now have or may hereafter have with respect to the use and operation of the Vessels while in the possession of the TPS.
- 17.0 The Board shall indemnify and hold harmless the Indemnified Parties from and against all liabilities, costs, damages and expenses (including legal, expert and consulting fees) and any action, claim, demand, lawsuit or other proceeding by whomever made, sustained, incurred, brought or prosecuted, arising out of, or in connection with anything done or omitted to be done by the TPS related to the possession and/or use of the Vessels during the Term. The obligations in this section shall survive the termination or expiry of the MOU.
- 18.0 The Board represents and warrants that it has, and will maintain for the Term, at its own cost and expense, all the necessary and appropriate insurance that a prudent person carrying out activities similar to those provided for under this MOU would maintain, including, without limiting the foregoing:

- (a) Protection & Indemnity or Marine Liability insurance with coverage equivalent to the cover provided by members of the International Group of Protection and Indemnity Associations with a limit of cover no less than CAD \$10,000,000.00 for any one event. The coverage shall include liability for collision and damage to fixed and floating objects to the extent not covered by Hull & Machinery and include coverage for bodily injury, illness or death of seamen when not covered under a compensation scheme, pollution liability, wreck removal and removal of debris for each watercraft. The policy is to include the following:
- the Indemnified Parties as additional insureds;
 - a cross-liability clause; and
 - a 30-day written notice of cancellation; and
- (b) Hull & Machinery with limits to no less than the market value of the Vessel subject to conditions limited to no less than American Institute Hull Clauses (June 2, 1977). The policy is to include the following:
- the Indemnified Parties as additional named insureds; and
 - sole loss payable

19.0 The Board will provide the OPP with certificates of insurance, or other proof as may be requested by the Province, that confirms the insurance coverage as provided for in section 18.0. Upon the request of the OPP, the TPS will make available to the OPP a copy of each insurance policy.

Notices

20.0 The following are designated as the representatives for the purposes of this MOU, and any notices shall be delivered in writing and sent to the representatives of the OPP and the TPS at the addresses outlined below by e-mail, facsimile transmission ("FAX") or by ordinary prepaid mail:

To the OPP: Superintendent Chris GILPIN
Ontario Provincial Police
777 Memorial Avenue
Orillia ON L3V 3V7
Telephone: (519) 939-6342
Fax: (705) 329-6123
Email: Chris.gilpin@opp.ca

To the TPS: Greg MacDonald
Toronto Police Service
259 Queens Quay West
Toronto, ON M5V 1A2
Telephone: 416-808-5825
Fax: 416-808-5802
Email: greg.macdonald@torontopolice.on.ca

21.0 Notices by mail shall be deemed to have been received on the fourth business day after the date of mailing. Notices by personal delivery, e-mail or FAX shall be deemed to have been received at the time of delivery or transmission. In the event of an interruption in postal service, notice shall be given by personal delivery or by FAX.

22.0 The Parties may designate in writing to each other a change of address at any time.

Amendment

23.0 This MOU may be amended, altered or added to only by written agreement between the Parties which agreement is supplemental to this MOU and thereafter forms part of this MOU.

Entire Agreement

24.0 This MOU constitutes the entire agreement between the Parties with respect to the subject matter herein. There are no other agreements, understandings, representations and warranties, collateral, oral or otherwise.

Waiver

25.0 A waiver of any failure to comply with any term of this MOU must be in writing and signed by the aggrieved Party. Each waiver must refer to specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

DATED AT _____ this ___ day of _____, 2015

ONTARIO PROVINCIAL POLICE

Witness

C.A. (Chris) GILPIN
Superintendent,
Director, Provincial Traffic Operations

DATED AT _____ this ___ day of _____, 2015

TORONTO POLICE SERVICES BOARD

Witness

Per:

Alok Mukherjee
Chair

Schedule A

Vessels

The OPP Vessels provided to the TPS comprise eight 21' Sea Swirl training vessels as set out in the following Table:

	21 Foot Sea Swirl Training Vessels	
	OPP Unit Number	Registration Number
1	56-005	C03064ON
2	56-007	C03062ON
3	56-008	C03061ON
4	56-023	C04902ON
5	56-025	C04897ON
6	56-026	C04892ON
7	56-027	C04890ON
8	56-028	C04891ON

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P202. MONTHLY REPORT – TORONTO 2015 PAN AMERICAN/PARAPAN
AMERICAN GAMES – JULY 2015**

The Board was in receipt of the following report June 12, 2015 from Mark Saunders, Chief of Police:

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

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

At its January 2015 meeting, the Board accepted the Cost Contribution Agreement (CCA) negotiated between the Ministry of Community Safety and Correctional Services and the police service agencies comprising the Integrated Security Unit (ISU) for the 2015 Toronto Pan American/Parapan American Games (Min. No. C22/15 refers). After several months of budget review and discussion, the Service and the Ministry have agreed upon the maximum funds available under the CCA, and the CCA has been executed by both the Board and the Ministry.

The CCA provides for reimbursement of all Games'-related salary and non-salary incremental expenditures through the operational and demobilization phases ending October 31, 2015.

Background/Purpose:

In 2009, the Pan American Sports Organization selected Toronto as the host city for the 2015 Pan American/Parapan American Games. More than 10,000 athletes, coaches, team officials, and delegates from the 41 participating countries have arrived in Toronto for the sports competitions taking place at the numerous venues spread across several municipalities in the Greater Golden Horseshoe Region. Many of these venues (in excess of 40) are located in clusters within the boundaries of the City of Toronto.

The Toronto Police Service (Service) began planning for the Games in 2011 with the establishment of the Service's Pan Am Games Planning Team. The number of personnel assigned to the Planning Team has grown over the past year-and-a-half due to the vastness and complexity of the Service's involvement in and responsibilities for the Games. The final days of the planning phase have drawn to a close with the Opening Ceremonies for the largest international multi-sporting event ever held in Canada having taken place on July 10, 2015.

Discussion:

The report provides a status update with respect to the Service's preparations for the operational phase of the Games. Planning for the demobilization phase has been initiated. The demobilization phase will follow the Parapan American Games (ending August 18, 2015) with a target conclusion date of October 31, 2015.

Business Continuity and Staffing for the Games

The operational phase of the Games (June 26 to August 18, 2015) will present the most significant challenges to the Service in terms of resource demands and the extensive coordination required to resolve the logistical and transportation issues that may arise.

The Pan Am Scheduling System (PASS) was developed to manage the magnitude of work assignments at the multiple venues, Games Route Network, traffic points, road events, Bus Depot, command posts, and staging areas within the City of Toronto, including the assignment of specialized resources in support of the Games.

The PASS portal was open to the Service's membership for several weeks to allow members to select from available assignments. However, despite the extension of the PASS closure date and reopening for a two-week period beginning May 20, 2015, there are a number of unfilled assignments to be addressed by the Service's Pan Am Games Planning Team – Business Continuity pillar.

Balancing the daily operational requirements of the Service with the Service's obligation to provide policing and security for the Games is a huge undertaking. The Planning Team has spent countless hours developing, implementing, adjusting, and refining staffing strategies to meet these obligations and to respond to new and unanticipated work details identified as the operational phase approached.

A contingency staffing plan to backfill members who are not able to complete assigned or chosen details has been addressed. Planning Team – Business Continuity subject matter experts have done an extensive analysis of the Service's resource availability for the months of July and August 2015 and will continue to respond to resource requirements throughout the Games' operational period.

Logistics

Logistics Planning Team members have coordinated the procurement of goods and services for the Games, in consultation with the Service's Purchasing Services. As the operational phase approached, accommodations, parking facilities, meal provisions, uniform, and equipment needs were confirmed. The requirements for command posts and staging area setup, including electrical work and cable installations, information technology requirements, furniture delivery, stationery supplies, and other site-specific acquisitions have been addressed.

Arrangements have been made for the rental of buses to transport personnel to and from staging areas and venues. The Logistic's Planning Team members have worked closely with the Service's Fleet and Materials Management Unit to coordinate the rental and provision of vehicles, as well as the procurement of specialized equipment required for the Games.

Venue maps have been distributed at staging areas and command posts. Mapping experts have validated Games Route Network (GRN) data, road event and ceremony traffic control points and routes for reference by Command and Control and supervisory personnel.

Training has been delivered to Service personnel who have elected logistics assignments within PASS (transportation drivers, staging area support). An overview of the logistics hub and staging process was provided to Command Centre staff during training sessions.

Traffic/Transportation

The Torch Relay began with the arrival of the Torch at the Toronto Harbourfront on May 30, 2015. Four members of the Service have been seconded to the Torch Relay Close Protection Team and are ambassadors for the Service as the Torch progresses along its 41-day journey. The Torch will tour Toronto from July 4 to 10, 2015, culminating at the Opening Ceremony of the Toronto 2015 Pan American Games.

The temporary High Occupancy Vehicle (HOV) lanes opened on June 29, 2015, to aid accredited Games' vehicles transporting athletes, officials, and media to and from events. These temporary lanes are open to emergency vehicles, public transit, and licensed taxis, as well as members of the public who wish to carpool during the Games. Sign installation and pavement markings are in place on routes where general purpose lanes have been converted to HOV lanes.

Members of the Service's Planning Team – Traffic/Transportation pillar have visited other locations within Canada and the United States where large-scale road events have taken place. Based on information gleaned from best practices and lessons learned, there are plans to enhance security for road events.

The Service's traffic subject matter experts and identified transportation stakeholders have participated in a number of events designed to rehearse Games'-related roles, and to test communication flow and operational readiness.

The Unified Transportation Coordination Centre has been established at a Ministry of Transportation site to facilitate cooperation between jurisdictional authorities in order to monitor traffic and coordinate responses to clear incidents that delay movement on the transportation network.

Training

Officers assigned to the Pan Am Athletes' Village were provided with training and a site tour in advance of the operational phase and the arrival of athletes, coaches, and team officials.

Service members were instructed to complete on-line training modules to provide them with Games'-specific and Toronto Police Service related information pertaining to the Games. This on-line training component included modules designed for investigators and Venue Commanders.

Motorcycle training has been delivered at the Ontario Police College, as additional support is required for the traffic plan. Training was also provided to officers who will be conducting security sweeps.

Communication Plan

During the operational phase, the communication plan will focus on Games'-related information. The Service's messaging will focus on all Toronto-specific security and public safety matters, issues, incidents, and threats, as well as traffic-related messages specific to the portions of the GRN that fall under the Service's jurisdiction.

The Pan Am Facebook and Twitter account will be used to inform the public about road closures, parking restrictions, and other situations that impede transportation networks.

Wherever possible, the Planning Team - Business and Community Liaisons will work collaboratively with Games' stakeholders to proactively share information about its Games-related communications. These agencies include the Pan/Parapan American Games Secretariat (PPAGS), Toronto 2015, the Ministry of Transportation, City of Toronto Strategic Communications, and the Integrated Security Unit established for the Games.

Information will also be disseminated via the Command and Control established structure for communication flow.

Conclusion:

The Toronto Police Service – Pan Am Games Planning Team has worked cooperatively with internal and external stakeholders and participating ISU police service agencies for many months to prepare for the Games' operational phase.

The Toronto 2015 Pan American/Parapan American Games is the largest multi-sport event ever held within the City of Toronto, and countless hours have been spent to ensure that the visitors, spectators, and Games' participants have a safe and enjoyable experience in each of the jurisdictions where training and competition events will take place.

This report is the final monthly status update for the Games, as the Games conclude on August 18, 2015. In accordance with the CCA, funding is in place through to October 31, 2015. A closeout report will be provided to the Board at its December 2015 meeting, providing an overview of the security component of the Games, lessons learned, and information pertaining to the final billing to the Ministry.

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

The Board was advised that the Pan American Games were progressing well and that there were no issues of concern related to policing at this time.

The Board received the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P203. ENCRYPTION OF POLICE RADIOS

The Board was in receipt of correspondence dated July 07, 2015 from John Sewell, Toronto Police Accountability Coalition, with respect to the encryption of police radios. A copy of Mr. Sewell's correspondence is appended to this Minute for information.

Ms. Margaret Beare, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board with respect to this matter.

Mr. Aris Marinos, EY Towing, also delivered a deputation to the Board. A written copy of Mr. Marinos' deputation is on file in the Board office.

Following the deputations, the Board inquired as to whether the TPS would establish a mechanism similar to the one developed by the Regina Police Service whereby the media can listen to police calls and, if a similar mechanism was to be established, would it be made available to members of the towing industry in Toronto.

Chief Saunders said that the TPS is currently reviewing the best practices that have been developed in other jurisdictions and that the review would include whether any information could be shared with both the media and members of the towing industry.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's correspondence; and**
- 2. THAT the Board receive the deputations.**

Moved by: C. Lee

Toronto Police Accountability Coalition
c/o Suite 206, 401 Richmond Street West, Toronto ON M5V 3A8.
416 977 5097. info@tpac.ca , www.tpac.ca

July 7, 2015.

To: Toronto Police Services Board

We wish to be listed on the agenda for the July 16 Board meeting as a deputation to speak on the matter of the encryption of police radios.

We were denied the opportunity to speak to the March 2015 Board meeting on this issue after we had made the same request in our letter of March 9, 2015, but now there is powerful evidence requiring the Board to act.

In March Toronto police service implemented encryption on police radios so that only the police can have access to the information transmitted on these radios. This was a significant change. Until then media had access to scanners so that reporters could go to police calls and report on what was happening. `Open` police radios provided real transparency so that reporters could see for themselves what was occurring, and relate this news to the public at large.

Police spokespersons said with encryption, police would provide information after events occurred but in the last week there have been three events, all of which resulted in the SIU being called, where Toronto police have maintained a careful silence and have told the media and the public nothing: July 1, when a man was killed in a backyard after the police were called; July 2, when police followed a vehicle then chased a man who was taken to the hospital with a broken arm, and perhaps more; July 5, when during an interaction with police a man in mental crisis was killed.

In our March 9 letter we stated, "Encryption means the police can carry out many of its activities without the public oversight which good reporting brings. We fear what police officers might do to individuals if they know that their activities are not overseen by those who are independent, such as reporters. It is well known from past experience that police officers rarely release any information about mistakes they have made or things that they have done improperly. Relying on police alone to say what they have done is not good enough."

The experience of the past week shows the reality of those fears.

We are not aware of any arguments made by Toronto police in the past that `open` radios caused public problems. If there are such arguments, we would like to hear them at the Board.

In Regina, the police service has provided the media with mechanisms to the encryption system so that they can listen in on police calls. At the very least, this should be done in Toronto and we ask the Board to implement such a system without delay.

Yours very truly,

A handwritten signature in black ink, appearing to read "J. Sewell". The signature is fluid and cursive, with a large initial "J" and "S".

John Sewell for
Toronto Police Accountability Coalition .

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P204. DISCLOSURE OF DISCIPLINARY RECORDS

The Board was in receipt of correspondence dated July 07, 2015 from John Sewell, Toronto Police Accountability Coalition, with respect to the disclosure of disciplinary records. A copy of Mr. Sewell's correspondence is appended to this Minute for information.

Ms. Margaret Beare, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board with respect to this matter.

Following the deputation, Chief Saunders said that the TPS is conducting an internal review of its current practice for disclosing disciplinary records. The Board recommended that the Chief consult with the Ontario Association of Chiefs of Police to determine what methods have been developed in other jurisdictions for disclosing disciplinary records.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's correspondence and Ms. Beare's deputation; and**
- 2. THAT the Chief provide a report to the Board for its September 2015 meeting on the results of the review with respect to improvements that can be made to the manner in which police disciplinary records are disclosed to prosecutors.**

Moved by: A. Pringle

Toronto Police Accountability Coalition
c/o Suite 206, 401 Richmond Street West, Toronto ON M5V 3A8.
416 977 5097. info@tpac.ca , www.tpac.ca

July 7, 2015.

To: Toronto Police Services Board

We wish to be listed on the agenda for the July 16 Board meeting as a deputation to speak on the matter of the disclosure of disciplinary records.

As reported in the Toronto Star last week, police are required to tell prosecutors about serious misconduct findings against officers which could reasonably impact on a case against an accused. This requirement flows from a 2008 Supreme Court of Canada decision: officers must provide a summary of misconduct allegations and criminal convictions. This information helps the court to assess the officer's credibility.

In most police organizations in the GTA, this summary is provided by the professional services division of the police force, but not in Toronto: in Toronto officers provide their own summary, and in the case reported by the Star, the officer did not make full disclosure.

If the officer provides his or her own summary, there is clearly the opportunity for the officer to fudge a bad record. Toronto should have a policy at least as good as other forces in the GTA, and require the professional standards division to prepare and deliver this document to the court.

We ask the Board to require the chief to make this change in policy and procedure.

Yours very truly,

A handwritten signature in black ink, appearing to read 'J. Sewell', written in a cursive style.

John Sewell for
Toronto Police Accountability Coalition .

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P205. STRATEGY FOR A SAFER ONTARIO – FUNDING FOR POLICE
SERVICES**

The Board was in receipt of correspondence dated June 30, 2015 from Yasir Naqvi, Minister of Community Safety and Correctional Services, with respect to the Strategy for a Safer Ontario. A copy of the correspondence is appended to this Minute for information.

The Board approved the following Motions:

- 1. THAT the Board receive the correspondence from Minister Naqvi; and**
- 2. THAT the Board authorize the Chair to respond to Minister Naqvi with information about the impact that the Province's changes to grant funding will have on the Toronto Police Service.**

Moved by: A. Pringle

Ministry of Community Safety
and Correctional Services

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

Ministère de la Sécurité communautaire
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél. : 416-325-0408
Télec. : 416-325-6067



MC-2015-1341

June 30, 2015

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



Dear Dr. Mukherjee:

Our government is proud of the strong partnerships we have developed with local police services, municipalities and community organizations to build safe communities and a stronger Ontario.

Over the past several years, the Ministry of Community Safety and Correctional Services has developed new programs to better assist municipalities and local police services across Ontario. These include the Community Policing Partnerships Program, and the Safer Communities – 1,000 Officers Partnership Program.

Police leaders can be proud of the fact that over the last decade, the great work done by their services, together with their partners, has resulted in Ontario's crime rate decreasing by 34 per cent. In fact, Ontario has had the lowest crime rate in all of Canada every year since 2005.

As our government moves forward with our strong plan to balance the budget by 2017-2018, the ministry will continue investing in, and working with our policing and community partners, to make our communities even safer.

Funding for police services across Ontario is increasing again this year, and I am writing to inform you that the City of Toronto and the Toronto Police Service will receive \$47,663,212 in funding for 2015-2016 to support local community safety and well-being efforts. While this is an increase of \$4,733,680 over 2014-2015, we recognize this may reflect a change in the amount previously anticipated.

This funding includes:

- \$2,633,656 for the Toronto Anti-Violence Intervention Strategy
- \$28,749,556 in court security and prisoner transportation costs
- \$7,530,000 for the Community Policing Partnerships Program, and
- \$8,750,000 for the Safer Communities - 1,000 Officers Partnership Program.

Dr. Alok Mukherjee
Page 2

Now is the time to take the next step to build even safer communities across Ontario. We must seize this opportunity.

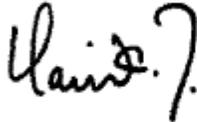
Our new Strategy for a Safer Ontario, being developed in partnership with police services, municipalities and community partners, will help build on our shared progress and move forward on the priorities outlined in my mandate letter from Premier Kathleen Wynne to build more effective, efficient and sustainable police services and even safer communities.

The new strategy focuses on developing a proactive approach to community safety and well-being that strengthens collaborative partnerships between police and other sectors, such as education, health and social services, to focus on prevention.

Working with municipalities and local police services, the ministry will use the following months to develop an outcomes-based funding model for community safety and well-being priorities to further reduce crime and build safer and healthier communities.

I, along with the ministry, look forward to working with you as we move forward with our new strategy to build even safer communities across Toronto and throughout Ontario.

Sincerely,



Yasir Naqvi
Minister

c: His Worship John Tory, Mayor
City of Toronto

Chief Mark Saunders
Toronto Police Service

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P206. REQUEST TO APPROVE SINGLE SOURCE PURCHASE ORDER TO
STEELCASE CANADA LTD.**

The Board was in receipt of the following report July 13, 2015 from Mark Saunders, Chief of Police:

Subject: REQUEST TO APPROVE SINGLE SOURCE PURCHASE ORDER TO
STEELCASE CANADA LIMITED

Recommendation:

It is recommended that the Board approve the issuance of a single source purchase order to Steelcase Canada Limited at an estimated cost of \$760,000, including taxes.

Financial Implications:

The value of the single source purchase of assorted furniture from Steelcase Canada Limited (Steelcase) is approximately \$760,000 including all applicable taxes. In order to get this report to the Board for its consideration, Steelcase was given a short timeline to provide a quote. As a result, Steelcase was only able to provide an estimate. However, the final detailed quotation is not expected to vary significantly from the estimated amount.

Funds for this purchase are available in the Service's 2015 State of Good Repair (SOGR) capital project.

Background/Purpose:

In 2012, the Toronto Police Service (Service) issued a Request for Proposal (RFP) to select a vendor of record for the supply and installation of office furniture. The objective of the RFP was to award a non-exclusive contract based on a generic performance specification. Mayhew and Associates Incorporated (Mayhew) was awarded the furniture contract, based on the provision of furniture, which met the specifications. As a result of the award, Mayhew is the current vendor of record for the supply, installation and repair of furniture. However, the contract is non-exclusive, which means that the Service and the Board are legally entitled to obtain furniture and related services from other vendors if they so choose.

Due to recent developments, Mayhew will not be able to supply the Steelcase furniture line required for the 4th Floor optimization project. Accordingly, the purpose of this report is to request that, in light of the uncertain situation with Mayhew, the Board approve a single source to Steelcase for the purchase of the required furniture for the 4th floor project.

Discussion:

The 4th floor space optimization project was on the Service's SOGR work-plan in 2014. However, staff shortages in the Facilities Management Unit required that the project be delayed to the current year. The project is important for the Records Management area because it optimizes and more effectively configures workspace for staff working with the Service's new operational system. The project timelines are further complicated by the fact that furniture for the phased areas is required at specific intervals of time to ensure that all activities associated with this renovation continue as planned. The design and floor plan work, along with the timing of construction contract award and furniture order must adhere closely to the project plan in order to meet the project completion date. Delaying the project will create an impact not only to the project schedule, but also the project budget because of additional design and modification costs and construction delay costs.

In order to deliver this project within the expected timelines, the Service recently awarded the construction contract to Steelcore Construction Ltd., one of the nine pre-qualified general contractors previously approved by the Board (Min. No. P96/14 refers). The construction work began in early July.

Due to the uncertain situation with the Service's furniture vendor of record, Mayhew, the only viable option at this time that will allow the project to proceed and be completed within the required time-line, is to single source the furniture for this particular project to Steelcase. It should be noted that Steelcase is the manufacturer of the furniture standard currently utilized by the Service, and that as previously indicated, this option is available to the Service and the Board as the contract with Mayhew is non-exclusive.

The single source purchase will allow the Service to proceed with the current project work plan and time frames, and avoid additional floor plan and design costs. In addition, other modification costs for power, data and lighting, as well as construction delay costs resulting from the time required to source new furniture and make the design modifications, would also be avoided.

Additional information was provided to the Board in the confidential part of the meeting.

Conclusion:

As a result of unforeseen recent developments associated with the Service's furniture provider (Mayhew) and to avoid delay and other cost increases, the Service has an immediate need to procure furniture for the 4th floor space optimization project outside of the current non-exclusive vendor of record arrangement. For this reason, the Board is requested to approve a single source purchase of furniture from Steelcase, at an estimated cost of \$760,000, including all applicable taxes.

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

The Board approved the foregoing report.

Moved by: C. Lee

Additional information with respect to this matter was also considered during the *in camera* meeting (Min. No. C164/15 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P207. AGREEMENTS FOR USE OF ROGERS CENTRE DURING 2015 PAN
AMERICAN/PARAPAN AMERICAN GAMES**

Declaration of Interest under the *Municipal Conflict of Interest Act* – Mayor Tory advised that he has a continuing interest in Rogers Communications Inc. and did not participate in the consideration of the following report.

The Board was in receipt of the following report dated July 15, 2015 from Mark Saunders, Chief of Police:

Subject: AGREEMENTS FOR USE OF ROGERS CENTRE DURING 2015 PAN
AMERICAN / PARAPAN AMERICAN GAMES

Recommendations:

It is recommended that:

- (1) the Board authorize the Chief of Police to execute an Agreement (Agreement1) between the Rogers Stadium Limited Partnership (RSLP) and the Toronto Police Service (Service) that allows the Service to formally secure the Rogers Centre garage for the opening and closing ceremonies of the 2015 Pan American/Parapan American Games (Games); and
- (2) the Board authorize the Chief of Police to execute an Agreement (Agreement2) between the RSLP and the Service that allows the Service to conduct security sweeps on levels 300 and 400 of the Rogers Centre.

Financial Implications:

The cost to have full access to the Rogers Centre garage for the opening and closing ceremonies is expected to be \$29,200 plus applicable taxes. The final cost could be less, as the price will be reduced by the value of any parking spots reserved by RSLP for their own use.

The cost to secure levels 300 and 400 of the Rogers Centre is estimated at \$6,800 from July 8, 2015 to July 10, 2015.

These costs have been included in the Cost Contribution Agreement with the Ministry of Community Safety and Correctional Services.

Background/Purpose:

The Games will be held in the City of Toronto and surrounding municipalities during the months of July and August 2015. The responsibility for the security of the Games within the boundaries of the City of Toronto falls to the Service.

Discussion:

Agreement1 - Securing the Rogers Centre Garage

The Toronto Organizing Committee for the 2015 Pan American and Parapan American Games (TO2015) contracted with RSLP to reserve the Rogers Centre for the opening and closing ceremonies. TO2015 did not require the use of the Rogers Centre garage and therefore did not include this in its contract with RSLP.

Subsequently, the Service identified the need to secure the underground garage from a security perspective. It is therefore necessary to enter into Agreement1 with RSLP for the use of the Rogers Centre garage solely for the Service in preparation of and during the opening and closing ceremonies. The benefits of this arrangement are twofold – to ensure security of the facility and to provide a location for specialized equipment required during the Games.

The cost to have full access to the Rogers Centre garage for the opening and closing ceremonies is expected to be \$29,200 plus applicable taxes. The final cost could be less, as the price will be reduced by the value of any parking spots reserved by RSLP for their own use.

Agreement2 - Security Sweeps of Levels 300 and 400 of Rogers Centre

TO2015 reserved the Rogers Centre in preparation of the opening ceremonies. The Service required access to parts of the Rogers Centre prior to when TO2015 obtained access, to ensure security sweeps could be conducted in time for the opening ceremony. It is therefore necessary to enter into Agreement2 with RSLP in order for the Service to obtain access to the Rogers Centre to conduct security sweeps and subsequently secure levels 300 and 400.

The cost of securing these levels during the sweeps and up to the time the levels are to be taken over by TO2015 is based on the cost of security guards provided by RSLP, and is estimated to be \$6,800 for the period from July 8, 2015 to July 10, 2015.

Both agreements are under review. There are key components to each of the agreements that are still under negotiation between the Service and RSLP. Once these details are finalized, the City of Toronto, City Solicitor will review the agreements and approve as to form. The Service's Legal Services will conduct a final review the documents to ensure that legal and operational requirements of the Service are adequately protected.

Agreement1 and Agreement2 both contain the following indemnity clause, and therefore require Board approval for the Chief to enter into the Agreements:

The Board shall indemnify, defend and hold harmless the RSLP, Rogers Blue Jays Baseball Partnership and their respective officers, directors, agents and employees from and against any and all claims, losses, costs and expenses that the Club and/or RSLP may incur (collectively, the "Costs") as a result of or in connection with (a) the actions or omissions of any of the Board, the TPS, or their respective members, officers, directors, employees, agents (including any members of other police services as are acting on behalf of the TPS), contractors or volunteers, in connection with this Agreement or (b) any breach of this Agreement by the Board, except to the extent such Costs are caused by the negligence or willful misconduct of RSLP or RBJBP.

Conclusion:

Access to the specified areas in the Rogers Centre will allow the Service to meet its requirements to provide security in preparation of and during the opening and closing ceremonies of the Games.

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

The Board approved the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

**#P208. CENTRAL JOINT HEALTH & SAFETY COMMITTEE – SCHEDULING
TRAFFIC COURT**

Chair Alok Mukherjee proposed the following Motion arising from his attendance at a Central Joint Health and Safety Committee meeting that was held on June 12, 2015:

THAT the Board authorize the Chair to sign, jointly with Co-Chair Keith Bryan, a letter to the Chief requesting that he:

- determine whether any improvements can be made to the way in which traffic court is scheduled in order to increase the time between the end of a midnight shift and the commencement of traffic court and/or apply a 15.5 hour rule to regular and court duties worked in one day, similar to the 15.5 hour rule pertaining to regular and paid duties.

Chair Mukherjee said that that it is the position of the CJHSC that this issue affects the wellness of officers and has potential safety implications.

The Board approved the foregoing Motion.

Moved by: J. Tory

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P209. *IN CAMERA MEETING – JULY 16, 2015*

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

The following members attended the *in camera* meeting:

Dr. Alok Mukherjee, Chair
Mr. Andrew Pringle, Vice-Chair
Mr. Chin Lee, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Mr. John Tory, Mayor & Member

Absent: Ms. Shelley Carroll, Councillor & Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 16, 2015**

#P210. ADJOURNMENT

Alok Mukherjee
Chair