



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on January 16, 2014 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on December 12, 2013, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on January 16, 2014.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JANUARY 16, 2014** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Mr. Andrew Pringle, Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P1. ELECTION OF THE CHAIR AND VICE-CHAIR

Election of the Chair, Toronto Police Services Board

In accordance with section 28 of the *Police Services Act*, which provides that the Board is required to elect a Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Chair of the Toronto Police Services Board.

Councillor Michael Thompson nominated Dr. Alok Mukherjee which was seconded by Councillor Frances Nunziata. Dr. Mukherjee indicated that he accepted the nomination. There were no further nominations and nominations were closed.

The Board voted and, based upon there being only one nomination for the office of Chair, Toronto Police Services Board, Dr. Mukherjee was declared elected Chair of the Board for the year 2014 and until his successor is appointed.

Election of the Vice-Chair, Toronto Police Services Board

In accordance with section 5(4) of the Toronto Police Services Board Procedural By-Law No. 107 which provides that the Board shall elect a Vice-Chair at its first meeting in each year, the Board Administrator requested nominations for the position of Vice-Chair of the Board.

Chair Alok Mukherjee nominated Councillor Michael Thompson which was seconded by Councillor Frances Nunziata. Councillor Thompson indicated that he accepted the nomination. There were no further nominations and nominations were closed.

The Board voted and, based upon there being only one nomination for the office of Vice-Chair, Toronto Police Services Board, Councillor Thompson was declared elected Vice-Chair of the Board for the year 2014 and until his successor is appointed.

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TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P2. CENTRAL JOINT HEALTH AND SAFETY COMMITTEE

The Board was in receipt of the Minutes from the Central Joint Health and Safety Committee Meeting held on November 08, 2013. A copy of the Minutes is appended to this Minute for information.

Chair Mukherjee drew the Board's attention to point no. 7 in the Minutes with respect to the day on which the Board would sponsor the annual Occupational Health and Safety Awareness Day in the future.

The Board approved the following Motions:

- 1. THAT the Board receive the Minutes from the CJHSC meeting held on November 08, 2013; and**
- 2. THAT the Board designate the first Thursday in October of each year as the Board's Occupational Health and Safety Awareness Day as opposed to the first Wednesday in October which had been previously agreed upon by the Board (Min. No. C94/08 refers).**

Moved by: D. Noria



Central Joint Health and Safety Committee

- MEETING MINUTES -

Meeting Room
Property & Evidence Management Unit
Toronto, Ontario

Friday,
November 08, 2013
at 10:00 AM

Meeting No. 50

Members Present: Dr. Alok Mukherjee, TPSB, Committee Co-Chair
Mr. Rick Perry, TPA, Committee Co-Chair
Deputy Chief Mike Federico, TPS, Command Representative
Mr. Keith Bryan, TPA, Executive Representative

Also Present: Ms. Wendy Ryzek, Manager, Occupational Health & Safety
Mr. Rob Duncan, Safety Officer, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: Ms. Brenda Radix, Manager, Property & Evidence Management Unit *
Mr. Shawn Binnom, Property & Evidence Management Unit *
Mr. Tony Pagliaroli, Property & Evidence Management Unit *
Ms. Virginia Fry, Property & Evidence Management Unit *
Mr. Sixto Dela Cruz, Property & Evidence Management Unit *
Mr. David Bodei, Property & Evidence Management Unit *
Sgt. Mark Phair, Public Safety Unit – Emergency Management
P.C. Debbie Bland, Public Safety Unit – Emergency Management
P.C. Chris Stone, Public Safety Unit – Crowd Management

* Members of the Property & Evidence Management Unit Local Joint Health and Safety Committee

Chair for this Meeting: Dr. Alok Mukherjee, Chair, TPSB, Committee Co-Chair

Opening of the Meeting:

1. Dr. Mukherjee noted that Mr. Perry will act as the Co-Chair of the Committee on behalf of the TPA in light of the vacancy created by the recent retirement of Mr. Larry Molyneaux. Dr. Mukherjee also noted the attendance of Mr. Bryan who will participate on the Committee as the new TPA Executive Member. The Committee extended a welcome to Mr. Bryan.
2. Mr. Perry extended a welcome to the guests, provided an overview of the Committee and explained how it works in conjunction with the Local Joint Health and Safety Committees (“local JHSCs”) which are operating throughout the Toronto Police Service (TPS).
3. The Committee approved the public and confidential Minutes from its meeting held on June 13, 2013.
4. Mr. Perry requested that the Committee deviate from the sequence of the items on the agenda for today’s meeting in order to receive a presentation on a new matter pertaining to safety masks for TPS members. The Committee agreed to adjust the order of the agenda.

New Matter:

5. Safety Masks

Mr. Perry advised the Committee that he recently became aware of a new disposable respiratory protection mask that might be beneficial for TPS members who work in areas where they may be exposed to harmful contaminants. Mr. Perry said that he had invited members of the Public Safety Unit to deliver a brief presentation to the Committee on the new safety mask.

Dr. Mukherjee requested that details of the safety mask be presented in generic terms and that there be no references to a specific known product or supplier. The Committee concurred with Dr. Mukherjee’s request.

P.C. Stone delivered a presentation about a safety mask that had been demonstrated at a trade show that he had recently attended. P.C. Stone described the features of the mask that had been demonstrated and compared them to the features of the masks that are currently provided to TPS members.

Following the presentation, P.C. Stone, P.C. Bland and Sgt. Phair responded to questions by the Committee about the effectiveness of the safety masks that are currently used by officers in the Public Safety Unit. The Committee also discussed the advantages of the features of the mask that had been demonstrated and the extent to which it provides respiratory protection against harmful contaminants.

The Committee extended its appreciation to Sgt. Phair and Constables Stone and Bland for the presentation on a potential new disposable safety mask for TPS members. The Committee recommended that all the information be referred to the TPS – Clothing and Equipment Committee for consideration. Deputy Chief Federico agreed to forward this matter to the Clothing and Equipment Committee for consideration at its next meeting.

No written notes were provided with respect to this matter. Samples of the mask that was demonstrated at the trade show were provided to the Committee and have also been retained by the Recording Secretary.

Status:	Disposable Safety Masks: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

The Committee considered the following matters:

6. Barn Swallows at the Marine Unit
Update by: Deputy Chief Mike Federico, Command Representative

Deputy Chief Federico advised the Committee that the cleaning of the boat house by the City of Toronto was successful and that there are no ongoing health concerns for the members arising from the infestation of the barn swallows at the Marine Unit. It is anticipated that the netting will be installed in the early spring 2014 prior to the return of the swallows.

Written notes provided by Deputy Chief Federico with respect to this matter are attached to these Minutes for information.

Status	Barn Swallows at the Marine Unit: <u>Resolved</u>
Follow-up	The Committee agreed that this matter has been resolved and that no further action is required at this time by the Committee. The Marine Unit local JHSC will continue to monitor this matter.

7. Update on the 2013 Occupational Health and Safety Awareness Day
Update by: Ms. Wendy Ryzek, Manager, Occupational Health & Safety
Mr. Rob Duncan, Safety Officer, Occupational Health & Safety

Mr. Duncan delivered a presentation to the Committee containing an overview of the OHS Awareness Day and the results of a feedback survey that was completed by the TPS members who attended the OHS Awareness Day. A copy of Mr. Duncan's presentation is on file with the Recording Secretary.

Ms. Ryzek advised the Committee that the OHS Awareness Day is held annually at the Toronto Police College (TPC) on the first Wednesday in October which, unfortunately, conflicts with another event that is also held at the TPC at the same time. The conflict has caused delays in OHS pre-conference set-up arrangements at the TPC. Ms. Ryzek recommended that, if possible, the OHS Awareness Day be changed to the first Thursday in October in the future.

The Committee agreed to change the day to the first Thursday in October in the future subject to Board approval given that the Board had formally designated the first Wednesday in October as the Board's Occupational Health and Safety Awareness Day. Dr. Mukherjee agreed to refer this recommendation to the Board for consideration and would provide the Board's response at the next Committee meeting.

The Committee thanked Ms. Ryzek and Mr. Duncan for coordinating a highly successful OHS Awareness Day in October and recommended that, if possible, OHS coordinate additional events during the year to draw attention to the importance of ongoing health and safety awareness.

Status:	Update on the OHS Awareness Day: <u>Resolved</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

Quarterly Update:

8. TPS Wellness Initiatives

Update by: Deputy Chief Mike Federico, Command Representative

Deputy Chief Federico updated the Committee on the wellness initiatives that are in place and the new initiatives that are being developed across the TPS. Specific details of the initiatives are contained in written notes that Deputy Chief Federico provided and are attached to these Minutes for information.

Status:	Quarterly Update: TPS Wellness Initiatives: <u>Ongoing</u>
Action:	Deputy Federico will provide a further update in three months.

Other Matters:

9. Mr. Duncan discussed the following new matters with the Committee:

- Noise and Lead Assessments – recommendations arising from noise and lead assessments that were conducted at the Toronto Police College and Emergency Task Force facilities;
- Public Services Health & Safety Association (PSHSA)– TPS participation in an upcoming advertising campaign and request for use of an image; and
- Ontario Association of Designated Officers (OADO) – members of OHS have joined the OADO.

With regard to the PSHSA request for the use of an image featuring two TPS members wearing and using their assigned personal protective equipment, the Committee agreed that it did not have any concerns with respect to the use of an image as requested and noted that the PSHSA had not requested the use of the TPS name or crest.

Samples of several potential designs for the poster campaign were circulated to the Committee and remain on file with the Recording Secretary.

Specific details of the foregoing matters are contained in written notes provided by Mr. Duncan and are attached to these Minutes for information.

****Confidential Matters****

The Committee also considered several confidential matters.

Details of the Committee's discussions and decisions regarding these matters have been recorded in confidential Minutes which form part of the Minutes for this meeting.

Next Meeting:

Date: January 2014 – date to be determined

Time:

Location:

Members of the Central Joint Health and Safety Committee:

Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board	Mr. Rick Perry, Co-Chair Toronto Police Association
Deputy Chief Mike Federico, Command Representative, Toronto Police Service	Mr. Keith Bryan, Executive Representative Toronto Police Association

Central Joint Health & Safety Committee (CJHSC)

Notes for Minutes

Date of Meeting: Friday, November 8, 2013

Time: 10:00 hrs

Location: Property & Evidence Management Unit – New Facility

Public Agenda Items

#	Item	Notes
4	Barn Swallows at Marine Unit	Facilities Management advised that City of Toronto (COT) Operations has indicated that they are ready to send out the Request for Quotes shortly. The expectation is that the netting will be installed in the early spring prior to the return of the swallows.
8	OHS Awareness Day Review	Manager Wendy Ryzek will present a summary of the successful outcome of the 2013 Occupational Health & Safety Awareness Day which took place on October 2, 2013. The summary will include a review of the results of a participant feedback survey conducted after the event, presented by PowerPoint.
9	Quarterly Wellness Update	<p>Statistics: May to August 2013</p> <p>ISTP Wellness Surveys completed on workplace health/Role Overload Study; 1,000 surveys collected, next step involves sending data in for compilation and analysis; this initiative is in partnership with Dr. Linda Duxbury from Carleton University Number of people attended the ISTP Wellness Presentation (January to September): 2097 (delivery is still on-going)</p> <p>Wellness Website Average number of monthly visits: 400 (Wellness website to be revamped and put on a more secure server early in the New Year)</p> <p>Nutrition Presentations Number: 25 (including Recruits Family Day Wellness Presentation and Platoon Training) People attended/reached: 590</p> <p>Nutrition Consults Number of consults/people reached: 84</p> <p>Fitness Pin Incentive</p>

		<p>Number of tests: 609 (583 passes; 26 fails)</p> <p>Fitness Consults Number of consults/people reached: 54</p> <p>New Wellness Program running currently: The No Bull Yoga program (pilot project at the Toronto Police College) began October 21st. The No Bull Yoga Program is an 8-week program that teaches basic yoga principles as well as breathing and meditation. This yoga program is specifically designed for First Responders who are often involved in high stress situations which can lead to a constant state of hyper-arousal and hyper-vigilance. Nicole Taylor is the instructor for No Bull Yoga. Nicole Taylor is a Certified Yoga Instructor and Registered Nurse who has a significant amount of experience in helping First Responders with Post-traumatic Stress Disorder and Critical Incident Stress by offering students tools to turn-off or mitigate these feelings. The program is being very well received. Statistics will be included in next report.</p>
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Central Joint Health & Safety Committee (CJHSC)

Notes for Minutes

Date of Meeting: Friday, November 8, 2013

Time: 10:00 hrs

Location: Property & Evidence Management Unit – New Facility

Occupational Health & Safety Unit Updates

#	Item	Notes
1	Noise & Lead Assessments	In July 2013, OHS facilitated noise and lead assessments which were conducted by Pinchin Environmental at the Toronto Police College and Emergency Task Force facilities during firing range training activities. Additionally lead assessments were conducted at the Property & Evidence Management Unit. The assessments led to a series of recommendations by OHS for the Toronto Police College and Emergency Task Force which are currently in the process of being implemented.
2	Public Services Health & Safety Association (PSHSA) Advertising Campaign	The PSHSA has requested the participation of the Toronto Police Service in an upcoming advertising campaign aimed at reminding emergency responders about the importance of wearing and using assigned personal protective equipment (PPE). The PSHSA has requested that the Service permit two members to appear in posters depicting the members wearing and/or using their issued PPE. The OHS Unit is seeking the support of the Central Joint Health & Safety Committee to gain approval to participate in the campaign.
3	Ontario Association of Designated Officers (OADO)	Members of the OHS Unit have recently joined a new organization called the Ontario Association of Designated Officers. The OADO was formed with the intention of sharing information and best practices with respect to the Designated Officer program developed by the Ontario Ministry of Health and Long Term Care. The OADO is comprised of members of emergency services including Police, Fire, and EMS, in addition to representatives from other related organizations. Participation permits the OHS Unit to ensure that TPS members receive the best standard of service under the Designated Officer program.

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**#P3. ANNUAL REPORT – 2014 REVIEW OF ONT. REGULATION 421/97
MEMBERS OF POLICE SERVICES BOARD – CODE OF CONDUCT**

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

Subject: Annual Report – 2014 Review of Ont. Regulation 421/97 *Members of Police Services Board – Code of Conduct*

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its *in camera* meeting on September 12, 2013, the Board approved the following Motion:

THAT a copy of Ont. Regulation 421/97 *Members of Police Services Board – Code of Conduct* under the *Police Services Act* be reviewed by the Board at the first meeting of each new year. (Min. No. C191/13 refers)

Discussion:

Pursuant to the Motion noted above, I have attached a copy of the *Code of Conduct* to this report for the Board to review.

Conclusion:

It is recommended that the Board receive this report.

The Board received the foregoing report and agreed that it would not be necessary to continue to conduct an annual review of the *Code of Conduct* in the future since Board members are reminded on a monthly basis.

Moved by: M. Thompson

Police Services Act
ONTARIO REGULATION 421/97

MEMBERS OF POLICE SERVICES BOARDS — CODE OF CONDUCT

1. Board members shall attend and actively participate in all board meetings. O. Reg. 421/97, s. 1.
2. Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers. O. Reg. 421/97, s. 2.
3. Board members shall undergo any training that may be provided or required for them by the Solicitor General. O. Reg. 421/97, s. 3.
4. Board members shall keep confidential any information disclosed or discussed at a meeting of the board, or part of a meeting of the board, that was closed to the public. O. Reg. 421/97, s. 4.
5. No board member shall purport to speak on behalf of the board unless he or she is authorized by the board to do so. O. Reg. 421/97, s. 5.
6. A board member who expresses disagreement with a decision of the board shall make it clear that he or she is expressing a personal opinion. O. Reg. 421/97, s. 6.
7. Board members shall discharge their duties loyally, faithfully, impartially and according to the Act, any other Act and any regulation, rule or by-law, as provided in their oath or affirmation of office. O. Reg. 421/97, s. 7.
8. Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board. O. Reg. 421/97, s. 8.
9. Board members shall discharge their duties in a manner that respects the dignity of individuals and in accordance with the *Human Rights Code* and the *Charter of Rights and Freedoms* (Canada). O. Reg. 421/97, s. 9.
10. Board members shall not use their office to advance their interests or the interests of any person or organization with whom or with which they are associated. O. Reg. 421/97, s. 10.
11. (1) Board members shall not use their office to obtain employment with the board or the police force for themselves or their family member. O. Reg. 298/05, s. 1.

(2) For the purpose of subsection (1),

“family member” means the parent, spouse or child of the person, as those terms are defined in section 1 of the *Municipal Conflict of Interest Act*. O. Reg. 421/97, s. 11 (2).

12. A board member who applies for employment with the police force, including employment on contract or on fee for service, shall immediately resign from the board. O. Reg. 421/97, s. 12.
13. Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or the police force. O. Reg. 421/97, s. 13.
14. (1) A board member whose conduct or performance is being investigated or inquired into by the Commission under section 25 of the Act or is the subject of a hearing before the Commission under that section shall decline to exercise his or her duties as a member of the board for the duration of the investigation or inquiry and hearing. O. Reg. 277/00, s. 1.
- (2) If the application of subsection (1) results in a board not having enough members able to exercise their duties in order to constitute a quorum during an investigation, inquiry or hearing under section 25 of the Act, the chair of the Commission may appoint that number of persons necessary to constitute a quorum, who shall act in the place of the members who are unable to exercise their duties. O. Reg. 277/00, s. 1.
- (3) The chair of the Commission,
 - (a) shall specify in an appointment made under subsection (2) that the appointee may only exercise such duties as are necessary for the effective operation of the board during the investigation, inquiry or hearing and, for such purpose, may specify the duties the appointee may or may not exercise; and
 - (b) shall cancel an appointment made under subsection (2) as soon as a member of the board who declined to exercise his or her duties under subsection (1) resumes exercising his or her duties or is replaced under subsection 25 (8) of the Act. O. Reg. 277/00, s. 1.
15. If the board determines that a board member has breached the Code of Conduct set out in this Regulation, the board shall record that determination in its minutes and may,
 - (a) require the member to appear before the board and be reprimanded;
 - (b) request that the Ministry of the Solicitor General conduct an investigation into the member's conduct; or
 - (c) request that the Commission conduct an investigation into the member's conduct under section 25 of the Act. O. Reg. 421/97, s. 15.

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**#P4. ADEQUATE, EFFECTIVE AND SUSTAINABLE POLICING IN
TORONTO – PROPOSAL FOR A BOARD-LED REVIEW**

The Board was in receipt of the following report January 02, 2014 from Alok Mukherjee, Chair:

Subject: ADEQUATE, EFFECTIVE AND SUSTAINABLE POLICING IN TORONTO –
PROPOSAL FOR A BOARD-LED REVIEW

Recommendations

It is recommended that the Board:

1. Seek the assistance of an external consultant with expertise in organization change to undertake a review of the results of the Chief's internal organizational review and to identify further measures to ensure that delivery of policing services in the City of Toronto is adequate, effective **as well as sustainable**;
2. Ensure that this exercise is completed in time for the consideration of operational and capital budgets for 2015;
3. Request the City of Toronto to extend financial support for the proposed review;
4. Forward a copy of this report to the Chair of the City's Budget Committee and the City Manager; and,
5. Authorize the Chair and the Vice Chair to initiate discussions with the City for its support.

Financial Implications

There will be costs associated with retaining the services of an external consultant. However, the financial impact associated with the implementation of this recommendation is not known at this time.

Background/Purpose

The purpose of this report is to propose to the Board a process for carrying out its own independent assessment of the extensive changes recommended by the internal organizational review carried out by the Chief of Police, to determine if these changes meet the Board's expectations in terms of achieving a cost of policing that is not only affordable in the short term but also sustainable over the long term, and, to that end, to identify further opportunities for change that are practical, achievable and meet the statutory threshold of adequate and effective policing.

This exercise will be carried out in the framework of the Board's statutory responsibility, among others, for the provision of adequate and effective policing services in the municipality, for setting policies for the management of the police and for establishing capital and operating budgets, as set out in the province's *Police Services Act*.

Consistent with this responsibility, the Board at its meeting on October 20, 2011, during consideration of the 2012 operating budget of the Toronto Police Service, approved a recommendation from Chief Blair that:

- (3) the Chief of Police, in consultation with the Board, develop terms of reference and a selection process to engage an external consultant to conduct an assessment of the Toronto Police Service to help identify opportunities for additional budget reductions that could be achieved in 2013, in order to meet the remaining 2012 budget reduction target:

This initiative was proposed in order to identify ways to achieve the further reduction of 5.3% in the Service's operating budget in 2013 over the 4.7% reduction that had been achieved in 2012, for a total reduction of 10% in the police budget. The Chief's report undertook that the Service "will continue to work with the Board immediately after the 2012 process, to identify any further options for achieving the remaining \$50M budget reduction for the 2013 net operating budget request. An external consultant will also be engaged by the Service to conduct an independent assessment to identify any further action that can be taken to reduce the budget in 2013."

In terms of implementation, however, this review took the form of, and was designated as, "Chief's Internal Organizational Review" or CIOR. A few external consultants were brought in to assist with some of the components of the CIOR. For the most part, the CIOR was conducted by members of the TPS chosen for the purpose. It took longer than envisaged in the Chief's October 20, 2011 report, and although the Board did achieve its 10% reduction target over 2011 and 2012, the review had a marginal impact on that effort.

The Board has now received a full report on the outcomes of the CIOR, and acknowledges that there are some important recommendations contained in it. It is expected that CIOR will result in certain operational and functional improvements, especially due to the introduction of a new IT system, but modest financial efficiencies.

Therefore, it is proposed that the Board now initiate and carry out a review of its own in the context of its statutory management responsibilities vis-à-vis the provision of adequate and effective policing services and its commitment, on behalf of the community it represents, to ensure that these services are provided in a manner that is affordable and sustainable over the long term.

Discussion

In 2011, the Board agreed with the City of Toronto that there needed to be efforts made to reverse the continuously rising trend in the cost of policing this city. To this end, the Board accepted a reduction target of 10% to be achieved over two years. It was understood and agreed

that this reduction must be permanent and, further, that such permanent reduction required systemic change in the organization and in business processes.

To this end, the Board approved a “Discussion Paper” from the Chair calling for a strategy of transformation. The Board also participated in various City-led reviews including the KPMG Core Service Review and the Ernst & Young (E&Y) Service Efficiency Review (looking at staffing levels, shift schedules, emergency management, call taking and dispatch, towing and pounds management, and school crossing guard program), as well as various function-specific reviews.

The internal organizational review (CIOR) led by Chief Blair was the mechanism through which possibilities for long term changes were to be identified and examined. Two Board members, Marie Moliner and Andy Pringle, were members of the CIOR Steering Committee in order to ensure Board’s presence and involvement in the review process.

Although the CIOR was not completed in time to have a significant impact on the 2011 and 2012 budget processes, its extensive recommendations should have a positive bearing on how the organization conducts its business. As part of this review, an external consultant was retained to determine, for the first time, what should be the right number of police officers employed by the Toronto Police Service, how the senior management levels could be de-layered, what organizational structure would be most effective and how best technology could be leveraged to do business with greater efficiency. All of these have long term implications.

The CIOR also identified changes in the collective agreement between the Board and the Toronto Police Association that could contribute to long term efficiency and sustainability.

At the same time, the Board has been working actively with the City to implement recommendations from the City-led reviews conducted by KPMG and Ernst & Young consultants.

As the Board embarks upon future capital and operating budget processes, it needs to determine its position with respect to numerous human resources, capital, business process and organizational issues in order to build upon the gains from the efforts made by the Board and the Service over the past two years. It is my view that this determination needs to be made in time to have impact on the budget processes for 2015.

This must be done to enable the Board to deal effectively with the challenge of providing truly community-based policing services in a manner that is cost effective and economically viable.

It is generally agreed that the upward trend in the cost of policing is not sustainable. At the same time, it is also recognized that policing is confronted with demands and expectations that call for a rethinking of the current model of policing.

It should be pointed out that Toronto is not alone in exploring this need for change. There is a growing public debate on the cost of policing. Organizations such as the Canadian Association of Police Governance (formerly Canadian Association of Police Boards) and the Federation of

Canadian Municipalities have raised concerns at the national level. Their provincial counterparts have done the same with provincial and territorial governments. There is now a Federal-Provincial-Territorial Ministers Table dealing with this subject. As a result, in January 2013, the federal government hosted a national summit on the economics of policing.

Earlier, in March 2012, the Ontario government hosted a provincial summit on the future of policing. As a result, there is now a provincial Future of Policing Advisory Committee (FPAC) working within the Ministry of Community Safety and Correctional Services (MCSCS). FPAC has been tasked with examining all aspects of the current model of policing to identify opportunities for finding efficiencies with or without legislative change. The City and this Board have been playing a very active role in the FPAC and all its working groups.

At the same time, Chair Mukherjee co-chairs a provincial-OAPSB committee that is working to implement a province-wide coordinated bargaining model as of 2014 to bring about discipline in collective bargaining with police associations so as to achieve contract settlements that are fiscally responsible and responsive to the community's expectations.

And finally, under the leadership of Assistant Deputy Minister Karen Maxwell, MCSCS is examining options for policing models that may be more efficient and meet current realities more effectively than what exists now.

There is thus a momentum for change based on a broad consensus that the status quo does not work and is no longer viable.

It is in this context that I believe that the Board needs to initiate a comprehensive review of its own conducted by an external resource with background in policing and organization change. The purpose of the review will be (a) to assess the extensive changes recommended by the internal organizational review carried out by the Chief of Police; (b) to determine if these changes meet the Board's expectations in terms of achieving a cost of policing that is not only affordable in the short term but also sustainable over the long term; and, to that end, (c) to identify further opportunities for change that are practical, achievable and meet the statutory threshold of adequate and effective policing.

Conclusion

Therefore, it is recommended that the Board:

1. Seek the assistance of an external consultant with expertise in organization change to undertake a review of the results of the Chief's internal organizational review and to identify further measures to ensure that delivery of policing services in the City of Toronto is adequate, effective **as well as sustainable**;
2. Ensure that this exercise is completed in time for the consideration of operational and capital budgets for 2015;
3. Request the City of Toronto to extend financial support for the proposed review;

4. Forward a copy of this report to the Chair of the City's Budget Committee and the City Manager; and,
5. Authorize the Chair and the Vice Chair to initiate discussions with the City for its support.

The Board considered the foregoing report in conjunction with a report from the Chief containing the proposed 2014 organizational chart (Min. No. P11/14 refers).

The Board was also in receipt of correspondence dated January 14, 2014 from John Sewell, Toronto Police Accountability Coalition. A copy of Mr. Sewell's correspondence is appended to this Minute for information.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board with regard to this matter.

The Board approved the foregoing report and the following Motions:

- 1. THAT the Board request the Chief to provide a public report for the February 2014 meeting on the results of the CIOR for discussion;**
- 2. THAT the two members of the Board who participated in the CIOR as observers be requested to provide a report for the February 2014 meeting; and**
- 3. THAT the Board receive the correspondence from Mr. Sewell and the deputation by Mr. Avila.**

Moved by: M. Thompson

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

January 14, 2014.

To: Toronto Police Services Board

Subject: Item 5, January 16 Board meeting
Adequate, Effective and Sustainable Policing

We note that the above item from Mr. Mukherjee proposes to retain a consultant to review two reports, namely the Chief's Internal Organizational Review and the 'Right number of officers' report.

Neither report has yet been made public. It does not serve the public interest to do a private study of private reports.

Before retaining any consultant, we urge the Board to make both studies available to the public. Once they are made public, it will then be possible to determine if they merit further review.

Recommendation:

The recommendations in Mr. Mukherjee's memorandum of January 2 be deferred until the two reports, Chief's Internal Organizational Review and the 'Right number of officers' report, are made public.

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 JANUARY 16, 2014**

**#P5. ICR - RECOMMENDATION NO. 2 – FILING POLICE SERVICE
PROCEDURES AND PROCESSES WITH THE BOARD**

The Board was in receipt of the following report December 18, 2013 from Alok Mukherjee, Chair:

Subject: ICR – RECOMMENDATION NO. 2 – FILING POLICE SERVICE
PROCEDURES AND PROCESSES WITH THE BOARD

Recommendation:

It is recommended that the Board approve the policy attached to this report entitled “Filing of Toronto Police Service Procedures.”

Financial Implications:

There are no financial implications arising out of the recommendation 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,” and approved a number of recommendations with respect to this report. (Min. No. P166/12 refers) as follows:

- (1) receive the report from the Honourable John W. Morden entitled Independent Civilian Review Into Matters Relating to the G20 Summit, and receive all 38 recommendations for implementation;*
- (2) approve the “Proposed Implementation Plan” attached to this report;*
- (3) approve, in principle, the immediate implementation of Mr. Morden’s Recommendations 2, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 21, 28, 29, 30, 36, 37 and 38, and direct the Chair to report back to the Board no later than October 2012 with proposed new policies, amendments to existing policies and changes to Board rules and practices as indicated in the Proposed Implementation Plan;*
- (4) establish a Board Implementation Working Group (BIWG) of at least 4 Board members to take necessary action or to propose action to be taken by the Board with respect to Recommendations 1, 4, 5, 6, 20, 22, 23, 24, 25, 26, 27, 31, 32, 33, 34 and 35;*
- (5) direct the BIWG to provide status reports to the Board on its work on the Recommendations referred to it no later than October 2012;*

- (6) *refer to the BIWG for consideration in conjunction with Mr. Morden's report the Toronto Police Service's After-Action Report and the Ontario Independent Police Review Director's report titled, Policing the Right to Protest; and,*
- (7) *direct the BIWG to report back to the Board on the status of its consideration of these other G20 related reports by October 2012 or as soon thereafter as possible.*

Discussion:

Recommendation No. 2 of the Morden report provides as follows:

Recommendation No. 2: Filing police service procedures and processes with the Board

All Toronto Police Service procedures and processes should be filed with the Board as a necessary step to strengthen the exercise of its monitoring and oversight responsibilities.

At its meeting of July 19, 2012, the Board approved "...in principle, the immediate implementation" of this recommendation.

As a result, please find, attached, a new Board policy entitled "Filing of Toronto Police Service Procedures" which incorporates the recommendation made by Mr. Morden.

Conclusion:

Therefore, it is recommended that the Board approved the new policy attached to this report entitled "Filing of Toronto Police Service Procedures."

The Board approved the foregoing report.

Moved by: F. Nunziata



TORONTO POLICE SERVICES BOARD

FILING OF TORONTO POLICE SERVICE PROCEDURES

DATE APPROVED	mm/dd/yy (spelled out)	Minute No: PXXX/00
DATE(S) AMENDED		
DATE REVIEWED		
REPORTING REQUIREMENT	Chief to report to the Board annually with an index of all Service procedures	
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, Recommendation No. 2</i>	

The Toronto Police Services Board (the Board) routinely approves new policies and amends existing ones, which consequently, requires the Chief to develop new Toronto Police Service (the Service) procedures or amend existing procedures.

In order to ensure that Service procedures are consistent with Board policy and as a necessary step in strengthening the exercise of the Board's monitoring and oversight responsibilities, all Service procedures and processes arising from Board direction should be filed with the Board.

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

- (1) The Chief of Police will file with the Board, for information, any procedure developed or amended as a result of Board policy;
- (2) Such filing will take place as part of a report submitted to the Board and included on a regular *in camera* meeting agenda;
- (3) In the event that the Board is of the opinion that a procedure developed or amended as a result of Board direction is not consistent with the Board policy, the Board will request the Chief to review the procedure, and to resubmit it at a future Board meeting, with amendments if necessary;
- (4) Any direction from the Board to the Chief with respect to the revision of Service procedures will be with respect to components included in the relevant Board policy and will not be of a specific operational nature;
- (5) On an annual basis, the Chief of Police will file with the Board for its information, the complete index of Service procedures, noting those procedures which arise from Board policies; and
- (6) Such filing will take place as part of a report submitted to the Board and included on a regular public meeting agenda.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

**#P6. PART V OF THE *POLICE SERVICES ACT* – CORRESPONDENCE WITH
MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL
SERVICES**

The Board was in receipt of the following report December 30, 2013 from Alok Mukherjee, Chair:

Subject: PART V OF THE *POLICE SERVICES ACT* - CORRESPONDENCE WITH
MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES

Recommendation:

It is recommended that the Board authorize the Chair to send a response to the Minister of Community Safety and Correctional Services on behalf of the Board to reiterate the Board's position that amendments to Part V of the *Police Services Act* should be made at this time.

Financial Implications:

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

Background/Purpose:

On August 29, 2013, I sent a letter to The Honourable Madeleine Meilleur, Minister of Community Safety and Correctional Service with respect to a previous invitation I had issued to Minister Meilleur to attend a future meeting of the Toronto Police Services Board to discuss the administration of Part V of the *Police Services Act*. In this correspondence, I outlined the specific issues for the proposed discussion, as follows: suspension of police officers, serving notices of hearing, and probationary period for police constables.

Discussion:

On December 9, 2013, I received a response from Minister Meilleur. This correspondence is attached for your information. In her correspondence, Minister Meilleur responded to each of the three issues I had raised.

On the issue of suspension without pay, Minister Meilleur notes in her correspondence that "...the ministry is currently working with its policing partners to review the issue of suspension without pay." She also notes that several of the issues can be raised through the ministry's Future of Police Advisory Committee (FPAC). There is no mention of amendments to the *Police Services Act* being contemplated at this time.

The Board has repeatedly raised these issues and I believe that they continue to be extremely significant. It is the Board's view that amendments to the *Police Services Act*, particularly with respect to the ability to suspend police officers without pay and to extend the probationary period for police constables, are necessary in the interest of police trust and confidence.

Conclusion:

Therefore, it is recommended that the Board authorize the Chair to send a response to the Minister of Community Safety and Correctional Services on behalf of the Board to reiterate the Board's position that amendments to Part V of the *Police Services Act* should be made at this time.

Chair Mukherjee discussed this report with the Board and emphasized that there is a growing consensus among the policing partners in Ontario – police services board, police services and police associations – that while these amendments to the *Police Services Act* are necessary, there is a political unwillingness to enact them.

The Board approved the foregoing report and the following Motions:

- 1. THAT the Chair provide a copy of this report to the Ontario Association of Police Services Board along with a request that it forward the report to all its members for information; and**
- 2. THAT, in his response to the Minister, the Chair convey the Board's disappointment that the Minister declined the opportunity to meet with the Board.**

Moved by: A. Mukherjee

Ministry of Community Safety
and Correctional Services

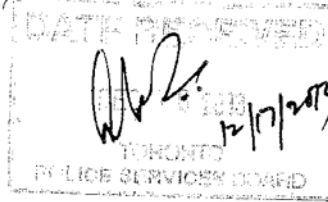
Office of the Minister

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 de la ministre

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



MC-2013-3763

DEC 09 2013

Dr. Alok Mukherjee
Chair

Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3

Dear Dr. Mukherjee:

Thank you for your letter of August 29, 2013, inviting me to attend a future meeting of the Toronto Police Services Board (the Board) to discuss the administration of Part V of the *Police Services Act* (PSA), including suspension without pay.

Suspension of Police Officers

Under the PSA, a chief of police has the authority to suspend a police officer who is suspected of, or charged with, an offence or misconduct. The suspended police officer may also face disciplinary action and/or charges after an investigation by police or a civilian oversight agency, such as the Office of the Independent Police Review Director (OIPRD) or the Special Investigations Unit.

The PSA indicates that an officer is suspended without pay if he or she receives a conviction and sentence of imprisonment, even if the conviction or sentence is being appealed. The measures for suspending officers raise complex issues, and are part of a comprehensive framework to ensure that police officers are held accountable for their actions. As you know, through your participation on the ministry's Future of Policing Advisory Committee (FPAC), the ministry is working with its policing partners to review the issue of suspension without pay.

Serving Notices of Hearing

In its systemic review of public complaints against police during the G20 Summit in June 2010, the OIPRD addressed the six-month time limit for filing/investigating public complaints given the complexity of such investigations on mass protests/large-scale events. As you know, the OIPRD's recommendation that the PSA be amended to specify the time limits for investigating complaints of police conduct at mass protests was discussed by the FPAC at its March 13, 2013, meeting. It was decided that the existing requirements under the PSA were adequate given that the Act allows police services boards to extend the six-month requirement. If the Board wishes to raise its concerns further with FPAC, it may do so during its next meeting in December 2013.

Dr. Alok Mukherjee
Page two

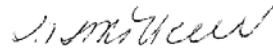
Probationary Period for Police Constables

There is currently no provision that allows an extension to the probationary period for police constables. The PSA states that a municipal police officer's probationary period begins on the day he or she is appointed and ends either one year from the day of appointment or one year from the day training is completed at the Ontario Police College, whichever is later. However, I would like to suggest that the Board adds this issue to the agenda at FPAC so that it can be included in discussions regarding professional policing practices.

In response to your invitation, I am unable to attend; however, ministry staff would be pleased to meet with you and/or your board members to discuss these matters further. To arrange a meeting, please contact Mr. Stephen Waldie, Director, External Relations Branch, at 416-325-3132.

I trust that this information will assist you and the Board. Thank you again for writing.

Sincerely,



Madeleine Meilleur
Minister

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

**#P7. REQUEST FOR A REPORT – RESPONSE TO CITY MOTIONS
PERTAINING TO COURT SECURITY, PARKING ENFORCEMENT
AND PAID DUTIES**

The Board was in receipt of the following report December 30, 2013 from Alok Mukherjee, Chair:

Subject: Request for a Report – Response to City Motions Pertaining to Court Security, Parking Enforcement and Paid Duties

Recommendation:

It is recommended that the Chief of Police provide the Board with a report for its March 2014 meeting containing:

- (a) information on the feasibility of and the financial implications arising from (a) the privatization of court security and (b) transferring the responsibility of court security to the City of Toronto;
- (b) information on the feasibility of and the financial implications arising from the outsourcing of parking enforcement; and
- (c) a briefing note on the annual costs incurred by the City of Toronto for paid duty officers and what initiatives have been taken to reduce the cost on the City's capital projects.

Financial Implications:

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

Background/Purpose:

I am in receipt of correspondence dated December 16, 2013 from Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto, containing three Motions approved by the City's Budget Committee on December 10, 11, 12 and 13, 2013.

A copy of Mr. Rossini's correspondence is attached. The Motions are also reprinted below.

That the Deputy City Manager and Chief Financial Officer provide a briefing note to the December 20, 2013 Budget Committee meeting on the feasibility of the following options regarding court security:

- Privatizing it entirely.
- Transferring security duties to City of Toronto Corporate Security.

That the City Manager provide a briefing note to the December 20, 2013 Budget Committee on the feasibility of outsourcing parking enforcement in future years.

That the Chair, Toronto Police Services Board provide a briefing note on paid duty officers and how much it is costing the City on an annual basis and what initiatives have been taken to reduce the cost on our Capital projects.

Discussion:

In his correspondence, Mr. Rossini has requested that the Board provide information and, in the matter of costs related to paid duty assignments, a briefing note, as soon as possible and at the latest by January 17, 2014.

Given the importance of the issues raised by the Budget Committee, I have advised Mr. Rossini that the Board requires additional time to provide a detailed and formal response to each of the issues. I am, therefore, recommending that the Board request the Chief of Police to submit a report for the Board's March 2014 meeting.

Conclusion:

It is recommended that the Chief of Police provide the Board with a report for its March 2014 meeting containing:

- (a) information on the feasibility of and the financial implications arising from (a) the privatization of court security and (b) transferring the responsibility of court security to the City of Toronto;
- (b) information on the feasibility of and the financial implications arising from the outsourcing of parking enforcement; and
- (c) a briefing note on the annual costs incurred by the City of Toronto for paid duty officers and what initiatives have been taken to reduce the cost on the City's capital projects.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board with regard to this matter.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report with an amendment to indicate that the report from the Chief should be provided to the Board for its May 2014 meeting as opposed to March 2014; and**
- 2. THAT the Board receive the deputation by Mr. Avila.**

Moved by: F. Nunziata



Office of the Deputy City Manager
and Chief Financial Officer
City Hall
100 Queen Street West
7th Floor, East Tower
Toronto, Ontario M5H 2N2

Roberto Rossini
Deputy City Manager and
Chief Financial Officer

Tel: 416-392-8773
Fax: 416-397-5236
rrossin@toronto.ca

December 16, 2013

Re: 2014 City of Toronto Budget Committee Deliberations and Associated Motions

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

Dear Dr. Mukherjee,

At its meeting on December 10, 11, 12 and 13, 2013, the City of Toronto Budget Committee adopted the following three motions:

- *That the Deputy City Manager and Chief Financial Officer provide a briefing note to the December 20, 2013 Budget Committee meeting on the feasibility of the following options regarding court security:*
 - *Privatizing it entirely.*
 - *Transferring security duties to City of Toronto Corporate Security.*
- *That the City Manager provide a briefing note to the December 20, 2013 Budget Committee meeting on the feasibility of outsourcing parking enforcement in future years.*
- *That the Chair, Toronto Police Services Board provide a briefing note on paid duty officers and how much it is costing the City on an annual basis and what initiatives have been taken to reduce the cost on our Capital projects.*

I kindly request that the Toronto Police Services Board consider these motions and provide information relating to the feasibility and financial impacts of the above mentioned items as soon as possible. We appreciate the efforts of your staff to provide us with some informal responses earlier this week.



HOST CITY



As you are aware, we have been in contact with your staff in an effort to bring these forward for the December 20th meeting of Budget Committee. At the very latest, they could be provided prior to the January 22nd Executive Committee consideration of the 2014 Budget. However we would need to receive the Board's response by January 17th at the latest.

Should the Board have any inquiries, please contact my office your convenience.

Yours truly,



Roberto Rossini
Deputy City Manager and Chief Financial Officer

cc. Josie La Vita, Director, Financial Planning
Judy Skinner, Manager, Financial Planning
Kenneth Quan, Manager, Financial Planning



HOST CITY



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P8. LIFEGUARD SALARY RATES - 2014

The Board was in receipt of the following report December 12, 2013 from William Blair, Chief of Police:

Subject: LIFEGUARD SALARY RATES FOR 2014

Recommendation:

It is recommended that the Board approve the revised salary levels for lifeguards for 2014.

Financial Implications:

The 2014 Service budget includes funding for the lifeguard program, including the impact of the proposed salary rate increase (\$25,800).

Background/Purpose:

Since 2001, the Toronto Police Service has been solely responsible for lifeguard services at designated beaches in the City of Toronto. Historically, the Service has matched the City of Toronto salary rates for lifeguards. The last salary increase, covering the year 2012, was approved by the Board on February 16, 2012 (Min. No. C43/12 refers). This rate has not changed.

Discussion:

In the past, there were several collective agreements governing lifeguards across the City of Toronto with varying rates for the lifeguard classification. In December 2011, a City of Toronto Arbitration Award harmonized all of the City lifeguard rates. In 2012, the Board agreed to match the City of Toronto's 2011 rates. For 2014, the hourly rate for a City lifeguard is \$14.88 and the rate for the Service's head lifeguard is \$17.28.

For now, it is recommended that the Service align its lifeguard rates with the City of Toronto's 2014 rate in order to attract the required level of skilled new hires and retain the mature experienced returning lifeguards. Failure to do so will result in the inability to attract the best lifeguards and fewer applicants will apply to staff Toronto beaches.

The following are the recommended salary rates for lifeguards and head lifeguards (with no shift bonus):

	2013 Hourly Rate	City of Toronto 2014 Hourly Rate	Recommended 2014 Hourly Rate
Lifeguard	\$ 14.55	\$14.88	\$14.88
Head Lifeguard	\$ 16.90	\$17.28	\$17.28

Conclusion:

In summary, the proposed increase in lifeguard salary rates for 2014 is necessary to ensure the Service remains in a competitive position in the labour market. The Service must be able to compete for good quality guards against, not only the City of Toronto and surrounding municipalities, but also with the private sector.

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

The Board approved the foregoing report.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

**#P9. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO -
APPOINTMENT**

The Board was in receipt of the following report December 06, 2013 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF
TORONTO SCARBOROUGH CAMPUS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

The Service received a request from the U of T, dated September 13, 2013 to appoint the following individual as a special constable:

Thomas McIlhone

Discussion:

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

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

The U of T has advised that the individual satisfies all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, Scarborough Campus' approved strength of special constables is 15; the current complement is 14.

Conclusion:

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

Deputy Chief Mark Saunders, 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. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

**#P10. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO:
RE-APPOINTMENT**

The Board was in receipt of the following report December 03, 2013 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF
TORONTO SCARBOROUGH CAMPUS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

The Service received a request from the U of T, dated September 24, 2013 to re-appoint the following individual as a special constable:

Jacek Jerzy Pienczykowski

Discussion:

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

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

The U of T has advised that the individual satisfies all of the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T, Scarborough Campus' approved strength of special constables is 15; the current complement is 14.

Conclusion:

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

Deputy Chief Mark Saunders, 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. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P11. ANNUAL REPORT – 2014 ORGANIZATIONAL CHART

The Board was in receipt of the following report December 18, 2013 from William Blair, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve the new organizational chart for the Service.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. However, the restructuring reflected in this report will result in the realignment of various existing positions. An overall decrease in establishment is anticipated, and all impacts on establishment levels and salary dollars will be reported during the 2015 operating budget process.

Background/Purpose:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers).

At its meeting on February 16, 2012, the Board approved a new organizational chart (Min. No. P20/12 refers).

At its meeting on February 19, 2013, the Chief submitted a new organizational chart for the Board's approval. At that meeting the Board passed the following motion:

“THAT the Board defer the foregoing report on the organizational chart until the meeting at which the Board receives the CIOR report.”

In keeping with the requirement to report annually contained in Min. No. P5/01, this report is being submitted to advise the Board of recent restructuring changes which have taken place and request the Board's approval of a new organizational chart for the Service.

Discussion:

As previously reported to the Board, the Service undertook an “Organizational Structure Review” (Min. Nos. C77/13, C106/13 and C133/13 refer). As part of this review, the Service procured an outside consultant to advise on organizational structure, span of control, de-layering

and civilianization. Based on the results of the review and the recommendations of the consultant, the organizational chart has been restructured to achieve better working relationships amongst units while driving the Service's strategies forward. The following are highlights of the restructuring.

Office of the Chief of Police

- The creation of a Strategy Management unit elevates strategic management/planning. This unit reports directly to the Chief of Police as it is key to analyzing and responding to changing citizen demands and economic conditions. This:
 - provides for greater alignment among the executive team in translating strategic plans into tactics that cascade through the organization;
 - allows Command to define and develop the strategic priorities and plan, in alignment with the Service's mandate and outcome objectives; and
 - works in synergy with HR Performance Management and Corporate Communications to ensure engagement of members with the priorities of the Service.
- Customer Service Excellence is a sub-unit of Strategy Management which reports directly to the Chief of Police. This sub-unit was established to identify and implement strategies to better engage citizens and members in promoting the Service's mission and strategic direction. This new sub-unit:
 - promotes customer service priorities internally and externally, including but not limited to, aligning the vision and business strategy; integrating multiple channels for an optimized customer experience; improving internal customer service; optimizing analytics; and streamlining and automating processes.
- Corporate Projects is also a new sub-unit of Strategy Management. Corporate Projects:
 - provides oversight and awareness of enterprise level projects and programs to ensure milestones are being met and objectives and outcomes are aligned to the overall strategic direction of the Service;
 - ensures Command awareness of all projects and is responsible for ensuring corporate benefits are realized by the sharing of resources, methodologies, tools and techniques; and
 - provides the ability to balance the project portfolio across the Service and institutionalize processes for managing projects in the portfolio.
- Corporate Communications has been elevated to report directly to the Chief of Police. This allows Corporate Communications to:
 - provide better focus on business priorities;
 - drive Command priorities to all levels of the organization;
 - focus on creating opportunities for engagement, discourse, debate, and consultation with internal and external stakeholders; and
 - work directly with the Strategic Planning and Customer Service Excellence areas of the Strategy Management unit in the execution of specific activities, that support the strategic plan and direction of the Service.

Corporate Services Command

All administration and infrastructure for the Service is now found within this Command. In the new organizational chart, Corporate Services Command consists of 3 pillars: Human Resources, Finance & Business Management, and Information Technology Services.

- The Human Resources pillar was moved under this Command so that it now encompasses all administration and infrastructure for the Service.
 - Diversity Management and Psychological Services now reports to the Director, Human Resources.
 - HR & Performance Management is a new unit within this pillar. This unit is accountable for enterprise wide talent management, performance management, succession planning, employee records and staff planning.
 - Employment is now a stand-alone unit within this pillar, as Benefits and Compensation have been moved to the new Payroll & Benefits Administration unit under the Finance & Business Management pillar. The new Payroll & Benefits Administration unit will also house ownership and business functions associated with Service human resource (HRMS) and timekeeping (TRMS) systems, formerly located in the Benefits & Employment unit, thus housing all of the transactional entities within one unit.
 - The Human Resources Support Unit, formerly a stand-alone unit within the Human Resources pillar, has been eliminated and the functions within the unit have been moved as follows: Employee Records and Uniform Staff Planning have been reassigned to the new HR & Performance Management unit, EFAP and CIRT now report to Psychological Services (a sub-unit of Human Resources) and the Legal Indemnification function has been moved to Labour Relations.
- The Finance & Business Management Pillar, formerly named Finance & Administration, now includes Accounting Services, Budget & Financial Analysis, Facilities Management, Payroll & Benefits Administration and Purchasing Services.
 - Fleet & Materials Management has been moved from this pillar to the Operational Support Services pillar under Operational Support Command.
 - Accounting Services is a stand-alone unit within this pillar, consisting of the Accounting section of the former Financial Management Unit and the Central Paid Duty Office (CPDO).
 - Payroll & Benefits Administration is a new unit consisting of Payroll from the former Financial Management unit, as well as Benefits Administration, HRMS and TRMS from the former Benefits & Employment unit.

Operational Support Command

Within the new organizational chart, a Command entitled “Operational Support Command” was created which consists of 2 pillars: Operational Support Services and Corporate Risk Management.

- The Operational Support Services pillar consists of Business Intelligence & Analytics, Communications Services, Court Services, Fleet & Materials Management, Parking Enforcement, Property & Evidence Management, Records Management Services and Video Services. This pillar supports all units within the Community Safety Command and Specialized Operations Command in performing their functions.
 - Within Communications Services, what used to be the Centralized Alternate Response unit (CARU) has been re-branded and refocused as the Primary Report Intake Management and Entry (PRIME) unit. This sub-unit will continue to initiate investigations by managing occurrences reported over the telephone and on-line, thereby freeing up frontline officers to increase proactive policing. As a result of the Chief’s Internal Organizational Review, PRIME will take on the additional role of initiating, and in some cases, diverting shoplifting investigations, using online and telephone methodologies, from front-line attendance.
 - The Business Intelligence section of what used to be Corporate Planning has been moved to create a new unit entitled Business Intelligence & Analytics. The centralization and civilianization of this unit will foster a culture of intelligence-led policing and raise analytical skill sets and growth. This will increase the Service’s ability to utilize the latest technologies and improve crime and business analytics products. This unit will support divisions, the Toronto Police Operations Centre (formerly the Duty Desk) and specialized units with crime analytics and the execution of their missions.
 - Fleet & Materials Management has been relocated to this pillar from the Finance & Business Management pillar, along with Parking Enforcement, Communications Services and Court Services from the former Operational Services pillar.
- The Corporate Risk Management pillar consists of Legal Services, Professional Standards, Professional Standards Support and the Toronto Police College. This pillar, in working with Audit & Quality Assurance, which reports directly to the Deputy Chief of Operational Support Command, provides a centre of excellence for risk management for the Service.
 - Governance, formerly part of what was Corporate Planning, has become a new sub-unit of Professional Standards Support.
 - The Toronto Police College has been moved from the Human Resources pillar to the Corporate Risk Management pillar, as the primary focus of the Toronto Police College is risk mitigation and training required by the *Police Services Act* and Adequacy Standards.

Community Safety Command

Divisional Policing Command was renamed Community Safety Command to emphasize its primary mission. This command continues to have 2 pillars, entitled Area Field and Central Field, containing the divisional units of the Service. The Area Field pillar also contains the Divisional Policing Support Unit.

- The Toronto Police Operations Centre, formerly the Duty Desk, is now a stand-alone unit that reports directly to the Deputy Chief of Community Safety Command. This unit is responsible for the monitoring of city-wide policing resources 24 hours a day, 7 days a week. This provides the ability to redirect assets to high need areas as required and based on wait times, call volumes, and real time crime and intelligence analysis, to ensure efficient delivery of service to the community.
- The Toronto Anti-Violence Intervention Strategy (TAVIS) teams and the Community Mobilization Unit (CMU) were amalgamated to form the Divisional Policing Support Unit (DPSU). The DPSU continues to include a number of CMU functions that support the Ontario Association of Chiefs of Police Mobilization & Engagement Model of Community Policing adopted by the Toronto Police Service.

In addition to TAVIS, the new unit includes a number of new areas. One area, Community Engagement and Support, includes Neighbourhood Resource Officers and Youth Response Support. Members work in the communities with Community Response Unit officers from each division, and with the TAVIS Rapid Response Teams, providing expertise on community and youth engagement. Another critical area is Crime Prevention Support, where a new position was created in the area of victim and witness support. The officer in this position works with Victim Services and officers in the field to ensure the needs of victims, their families and witnesses of crime are addressed.

- DPSU provides a more effective, efficient and economical way of doing business both internally and externally, while being more operational and supportive of field units.
- The Transit Patrol unit has also been reassigned to this unit.

Specialized Operations Command

The Specialized Operations Command consists of 2 pillars: Public Safety Operations and Detective Operations. This Command supports the Community Safety Command in the delivery of services to the community.

- The Public Safety Operations pillar consists of Emergency Management & Public Order, Specialized Emergency Response and Traffic Services. Units with similar functions have been consolidated under this pillar ensuring operational efficiencies, reducing span of control and de-layering decision making.

- Emergency Management & Public Order is a new unit within this pillar. Units focused on emergency management and staffing, and planning for special and public order events (Mounted and Public Safety) have been consolidated into sub-units of this unit.
- Specialized Emergency Response is also a new unit within this pillar. Tactical support units (Emergency Task Force, Marine and Police Dog Services) for divisions and other specialized units have become sub-units of this unit which is managed by a Superintendent.
- The creation of these units contributes to an overall reduction in senior officers and more efficient emergency response service delivery.
- The Traffic Services unit has been centralized.
 - Divisional accident investigation resources are centralized to Traffic Services, generating economies of scale through intelligence-led deployment, and enhanced quality through the development of a highly skilled, specialized workforce.
 - This has created a centre of excellence for traffic management for the City of Toronto through the focused training and development of assigned resources. Further centralization of Traffic Services will enable the Service to reduce the number of officers within this role, allowing for redeployment to primary response and/or community functions.
- The Detective Operations pillar consists of Intelligence Services, Organized Crime Enforcement and Specialized Criminal Investigations. Investigative units with similar functions have been consolidated under this pillar ensuring operational efficiencies, reducing span of control, de-layering decision making, and removing the staff inspector rank.
 - Specialized Criminal Investigations is a new unit within this pillar. Forensic Identification Services, Hold-up, Homicide, and Sex Crimes have become sub-units of this unit creating opportunities to share resources, create investigative synergies and generate economies of scale.
 - Drug Squad, Financial Crimes, Integrated Gun & Gang Task Force, and Provincial ROPE, Bail & Parole and Fugitive Squad have become sub-units within the Organized Crime Enforcement unit. Financial Crimes has been included as a sub-unit within this unit due to the increasing involvement of organized crime in financial crimes.

A complete listing of all restructuring changes has been captured in chart format, and is appended to this report for the Board's information. The attached chart outlines where each of the units contained in the current organizational chart, approved on February 16, 2012 (Min. No. P20/12 refers), can be found in the new proposed organizational chart.

Next steps:

The Service reorganization required alignment of unit budgets and staff movement associated with the changes in reporting. As there are a number of new units created by the reorganization, next steps will include the creation of job descriptions, where required, the evaluation of those positions and associated staffing. Subsequent reports will be submitted to the Board for approval of these new positions.

Conclusion:

In summary, this report provides the Board with the Service's new organizational chart for approval.

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 considered the foregoing report in conjunction with the report it approved for a Board-led external review of adequate, effective and sustainable policing in Toronto (Min. No. P04/14 refers).

The Board discussed the feasibility of deferring consideration of the proposed 2014 organizational chart until the review by an external consultant has been completed.

A/Chief Sloly emphasized the importance of proceeding with the proposed organizational chart at this time.

In response to questions by the Board, Mr. Karl Druckman, City of Toronto - Legal Services Division, said that the TPS needs a defined formal structure and given that hiring will resume in 2014, there could be legal implications if, in the near future, there is a reversal of some of the decisions that are being made now.

The following Motions were submitted to the Board:

- 1. THAT the Board approve the Chief's 2014 organizational chart as an interim measure through December 2014;**
- 2. THAT, if as a result of the Board's consultant's review any further efficiencies have been identified, the organizational chart be reviewed and amended as necessary; and**
- 3. THAT the Board receive the organizational chart that was submitted in February 2013 and deferred pending the results of the Chief's Internal Organizational Review (Min. No. P37/13 refers).**

A request for a recorded vote on the foregoing Motions was submitted in accordance with section 22 of the Board's Procedural By-Law No. 107.

The voting was recorded as follows:

For

Opposed

Chair Mukherjee

nil

Ms. Moliner

Councillor Nunziata

Councillor Del Grande

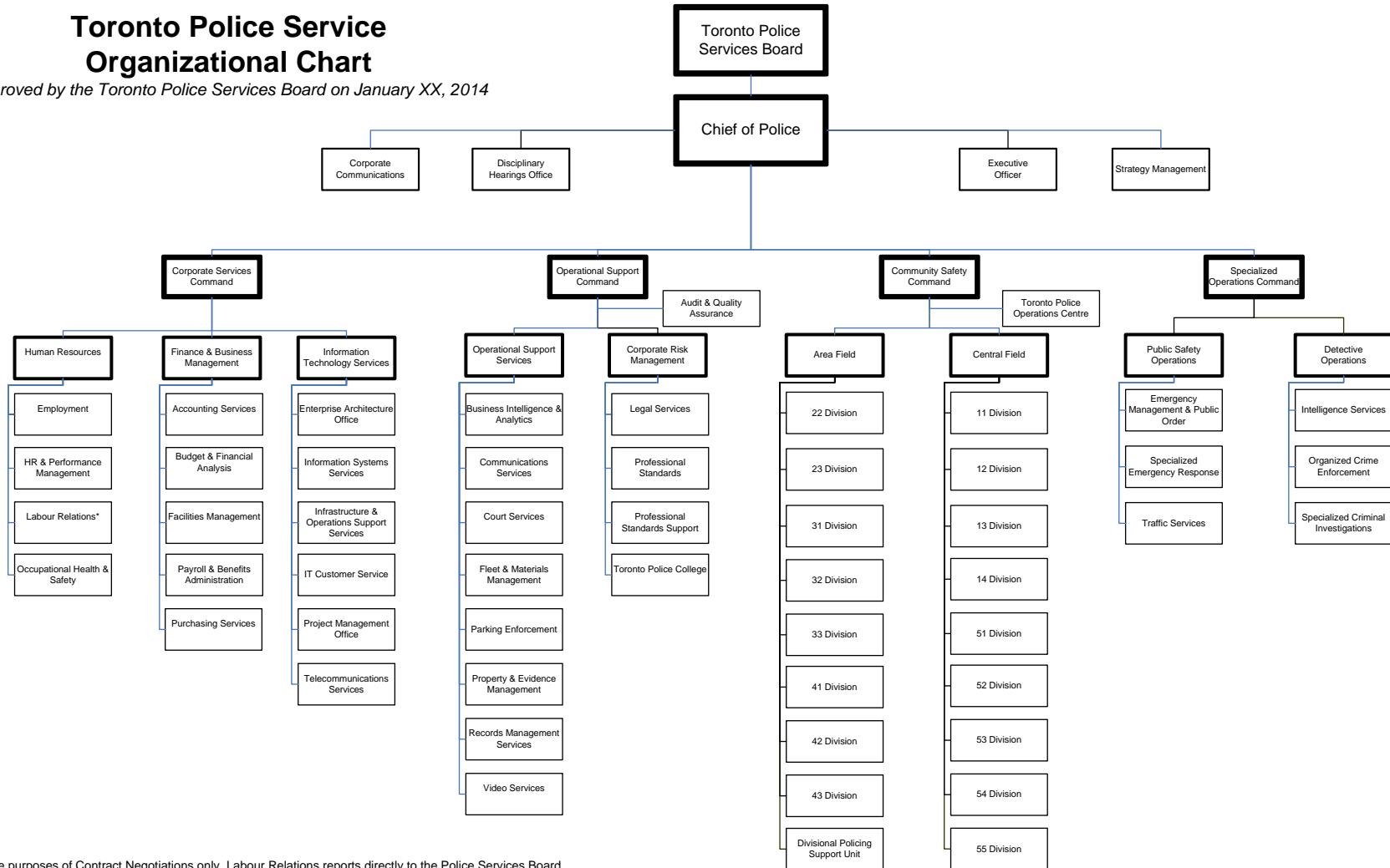
Councillor Thompson

The foregoing Motions were approved.

Moved by: M. Thompson

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on January XX, 2014



* For the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board

Current <i>(Org. Chart Approved February 16, 2012)</i>	New Organizational Chart
CHIEF OF POLICE <ul style="list-style-type: none"> Disciplinary Hearings Officer and Executive Officer reported directly to the Chief of Police 	<ul style="list-style-type: none"> Disciplinary Hearings Officer, Executive Officer, Strategy Management and Corporate Communications report directly to the Chief of Police
Disciplinary Hearings Office	<ul style="list-style-type: none"> No change
Executive Officer	<ul style="list-style-type: none"> No change
	New unit: Strategy Management <ul style="list-style-type: none"> Strategy Management is a new unit that reports directly to the Chief of Police Corporate Projects, Customer Service Excellence, and Strategic Planning are sub-units of Strategy Management
ADMINISTRATIVE COMMAND <ul style="list-style-type: none"> This command contained 2 pillars: Finance & Administration and Information Technology Audit & Quality Assurance was also under this command reporting directly to the CAO 	<ul style="list-style-type: none"> Renamed “Corporate Services Command” This command now has 3 pillars: Human Resources, Finance & Business Management and Information Technology Services
Finance & Administration <ul style="list-style-type: none"> This pillar included Budgeting & Control, Facilities Management, Financial Management, Fleet & Materials Management and Purchasing Support Services 	<ul style="list-style-type: none"> Renamed “Finance & Business Management” This pillar now includes Accounting Services, Budget & Financial Analysis, Facilities Management, Payroll & Benefits Administration and Purchasing Services
Budgeting & Control	<ul style="list-style-type: none"> Renamed “Budget & Financial Analysis”
Financial Management	<ul style="list-style-type: none"> Renamed “Accounting Services” The Payroll Services area of Financial Management has been relocated to the “Payroll & Benefits Administration” unit within the Finance &

	Business Management pillar
	<p>New unit: Payroll & Benefits Administration</p> <ul style="list-style-type: none"> • Payroll & Benefits Administration is a new unit within the Finance & Business Management pillar • This new unit includes the: <ul style="list-style-type: none"> – Payroll Services area of the former Financial Management unit; – Benefits section from the former Benefits & Employment unit; and – TRMS and HRMS administrative functions from the former Benefits & Employment unit
	<p>New Unit: HR & Performance Management</p> <ul style="list-style-type: none"> • HR & Performance Management is a new unit within the Human Resources pillar • This new unit includes the Employee Records and Staff Planning sub-units from the former Human Resources Support Services unit
Facilities Management	<ul style="list-style-type: none"> • No change
Fleet & Materials Management	<ul style="list-style-type: none"> • This unit has been relocated to Operational Support Command under the Operational Support Services pillar
Purchasing Support Services	<ul style="list-style-type: none"> • Renamed “Purchasing Services”
Information Technology <ul style="list-style-type: none"> • This pillar included Customer Service, Telecommunications Services, Infrastructure & Operations Support Services, Information System Services, Enterprise Architecture and Project Management & IT Governance 	<ul style="list-style-type: none"> • Renamed “Information Technology Services” • This pillar now includes Enterprise Architecture Office, Information Systems Services, Infrastructure & Operations Support Services, IT Customer Service, Project Management Office, and Telecommunications Services
Customer Service	<ul style="list-style-type: none"> • Renamed “IT Customer Service”
Telecommunications Services	<ul style="list-style-type: none"> • No change
Infrastructure & Operations Support Services	<ul style="list-style-type: none"> • No change
Information Systems Services	<ul style="list-style-type: none"> • No change
Enterprise Architecture	<ul style="list-style-type: none"> • Renamed “Enterprise Architecture Office”
Project Management & IT Governance	<ul style="list-style-type: none"> • Renamed “Project Management Office”

Audit & Quality Assurance	<ul style="list-style-type: none"> Relocated to Operational Support Command reporting directly to the Deputy Chief
CORPORATE COMMAND <ul style="list-style-type: none"> This command contained 4 pillars: Corporate Services, Human Resources Management, Professional Standards and Corporate Communications 	<ul style="list-style-type: none"> Renamed “Operational Support Command” Now contains 2 pillars: Operational Support Services and Corporate Risk Management Audit & Quality Assurance has been relocated to this pillar reporting directly to the Deputy Chief The Inspections Unit, formerly part of Professional Standards - Risk Management, is now a sub-unit of Audit & Quality Assurance
Corporate Services <ul style="list-style-type: none"> This pillar included Corporate Planning, Property & Evidence Management, Records Management Services, Video Services and Corporate Analytics 	<ul style="list-style-type: none"> This pillar has been renamed “Operational Support Services” and now includes Business Intelligence & Analytics, Communications Services, Court Services, Fleet & Materials Management, Parking Enforcement, Property & Evidence Management, Records Management Services and Video Services
Corporate Planning	<ul style="list-style-type: none"> Corporate Planning consisted of 3 sections: Governance Analysis, Research & Development and Business Intelligence These sections have been separated and relocated Governance Analysis has been renamed “Governance” and has become a sub-unit of Professional Standards Support within the Corporate Risk Management pillar Research & Development has been renamed “Strategic Planning” and has become a sub-unit of the Strategy Management unit which reports directly to the Chief of Police Business Intelligence has been renamed “Business Intelligence & Analytics” and is now a stand-alone unit located within the Operational Support Services pillar
Property & Evidence Management	<ul style="list-style-type: none"> No change
Records Management Services	<ul style="list-style-type: none"> No change
Video Services	<ul style="list-style-type: none"> No change
Corporate Analytics <ul style="list-style-type: none"> Although this unit is reflected on the 	

organizational chart it never became a stand-alone unit	
Human Resources Management <ul style="list-style-type: none"> This pillar included Labour Relations, Benefits & Employment, Human Resources Support Services, Occupational Health & Safety and the Toronto Police College 	<ul style="list-style-type: none"> This pillar has been renamed “Human Resources” and has been relocated to the Corporate Services Command This pillar now includes Employment, HR & Performance Management, Labour Relations, and Occupational Health & Safety Diversity Management and Psychological Services are sub-units reporting directly to the Director of Human Resources The EFAP Coordinator and Critical Incident Response Team have been moved to Psychological Services The Chaplaincy has been moved to Occupational Health & Safety
Labour Relations	<ul style="list-style-type: none"> The Legal Indemnification Coordinator position, that was formerly part of Human Resources Support Services, has been moved to this unit The Compensation and Benefits Analyst - Job Evaluations position, that was formerly part of Benefits & Employment, has been moved to this unit
Benefits & Employment	<ul style="list-style-type: none"> The Benefits section and Employment section of this unit have been separated The Benefits section (including Compensation) has been merged with Payroll, which was a sub-unit of Financial Management on the previous organizational chart, and has been renamed “Payroll & Benefits Administration” “Payroll & Benefits Administration” is now a unit within the Finance & Business Management pillar Employment has become a stand-alone unit within the Human Resources pillar The Compensation and Benefits Analyst - Job Evaluations position has been moved to Labour Relations
Human Resources Support Services	<ul style="list-style-type: none"> The functions of this unit have been incorporated into various other units and the unit itself has been eliminated The Staff Planning and Employee Records areas of this unit have been incorporated into the new HR & Performance Management unit

	<ul style="list-style-type: none"> • The Employee and Family Assistance Program (EFAP)/Critical Incident Response Team (CIRT) functions of this unit now report to Psychological Services, a sub-unit of Human Resources • The Legal Indemnification Coordinator position has been moved to Labour Relations
Occupational Health & Safety	<ul style="list-style-type: none"> • The Chaplaincy, formerly located within the Human Resources Management office, has been moved to Occupational Health & Safety
Toronto Police College	<ul style="list-style-type: none"> • The Toronto Police College has been relocated to the Corporate Risk Management pillar of Operational Support Command
Professional Standards <ul style="list-style-type: none"> • This pillar included Investigative Unit, Risk Management Unit and Legal Services 	<ul style="list-style-type: none"> • The Professional Standards pillar has been renamed “Corporate Risk Management” and now includes Legal Services, Professional Standards, Professional Standards Support, and the Toronto Police College
Investigative Unit	<ul style="list-style-type: none"> • This unit has been renamed “Professional Standards” and is located within the Corporate Risk Management pillar
Risk Management Unit	<ul style="list-style-type: none"> • This unit has been renamed “Professional Standards Support” and is located within the Corporate Risk Management pillar • The Inspections Unit, formerly a sub-unit of the Risk Management Unit, has been moved to Audit & Quality Assurance • The Duty Desk and functions have been moved to the new unit, Toronto Police Operations Centre, located within Community Safety Command
Legal Services	<ul style="list-style-type: none"> • No change
Corporate Communications <ul style="list-style-type: none"> • Stand-alone unit under Corporate Command 	<ul style="list-style-type: none"> • This unit has been relocated and now reports directly to the Chief of Police
DIVISIONAL POLICING COMMAND <ul style="list-style-type: none"> • This command contained 2 pillars: Area Field and Central Field 	<ul style="list-style-type: none"> • Renamed “Community Safety Command”
	New Unit: Toronto Police Operations Centre <ul style="list-style-type: none"> • This new unit reports directly to the Deputy Chief of Community Safety Command • This unit includes the functions previously associated to the Duty Desk

	within Professional Standards - Risk Management
Area Field	<ul style="list-style-type: none"> No change
22 Division	<ul style="list-style-type: none"> No change
23 Division	<ul style="list-style-type: none"> No change
31 Division	<ul style="list-style-type: none"> No change
32 Division	<ul style="list-style-type: none"> No change
33 Division	<ul style="list-style-type: none"> No change
41 Division	<ul style="list-style-type: none"> No change
42 Division	<ul style="list-style-type: none"> No change
43 Division	<ul style="list-style-type: none"> No change
TAVIS/Community Mobilization	<ul style="list-style-type: none"> Renamed “Divisional Policing Support Unit” This unit now includes the Transit Patrol sub-unit which was formerly part of Traffic Services
Central Field	<ul style="list-style-type: none"> Central Field-Special Events has been relocated and is now contained in the Public Safety sub-unit of Emergency Management & Public Order
11 Division	<ul style="list-style-type: none"> No change
12 Division	<ul style="list-style-type: none"> No change
13 Division	<ul style="list-style-type: none"> No change
14 Division	<ul style="list-style-type: none"> No change
51 Division	<ul style="list-style-type: none"> No change
52 Division	<ul style="list-style-type: none"> No change
53 Division	<ul style="list-style-type: none"> No change
54 Division	<ul style="list-style-type: none"> No change
55 Division	<ul style="list-style-type: none"> No change
SPECIALIZED OPERATIONS COMMAND	<ul style="list-style-type: none"> The pillars of this command are now called “Public Safety Operations” and “Detective Operations”
<ul style="list-style-type: none"> This command had 2 pillars: Operational Services and Detective Services 	
Operational Services	<ul style="list-style-type: none"> This pillar has been renamed “Public Safety Operations” and now includes Emergency Management & Public Order, Specialized Emergency Response and Traffic Services
<ul style="list-style-type: none"> This pillar included Mounted, Police Dog & Marine Unit, Emergency Task Force, 	

Traffic Services, Communications Services, Public Safety & Emergency Management, Court Services and Parking Enforcement	
Mounted, Police Dog & Marine Unit	<ul style="list-style-type: none"> • The 3 areas of this unit (Mounted, Police Dog and Marine) have been separated • A sub-unit entitled Mounted has been created under Emergency Management & Public Order • 2 sub-units entitled Police Dog Services and Marine have been created under Specialized Emergency Response
Emergency Task Force	<ul style="list-style-type: none"> • This unit has become a sub-unit of Specialized Emergency Response
Traffic Services	<ul style="list-style-type: none"> • The Transit Patrol sub-unit has been moved to the Divisional Policing Support Unit within the Area Field pillar of Community Safety Command • Includes centralization of some divisional traffic resources to Traffic Services
Communications Services	<ul style="list-style-type: none"> • The unit has been relocated to Operational Support Command under the Operational Support Services pillar
Public Safety & Emergency Management	<ul style="list-style-type: none"> • This function is now within the Emergency Management & Public Order unit • A sub-unit entitled Public Safety has been created under Emergency Management & Public Order
	<p>New unit: Emergency Management & Public Order</p> <ul style="list-style-type: none"> • The Mounted section from the former Mounted & Police Dog Services has become a sub-unit within Emergency Management & Public Order • The Public Safety component from the former Public Safety & Emergency Management unit has also become a sub-unit within Emergency Management & Public Order • What was formerly Special Events under Central Field Command, is now a sub-unit of Public Safety
	<p>New unit: Specialized Emergency Response</p> <ul style="list-style-type: none"> • Emergency Task Force, Marine and Dog Services have become sub-

	units of this unit
Court Services	<ul style="list-style-type: none"> This unit has been relocated to Operational Support Command under the Operational Support Services pillar
Parking Enforcement	<ul style="list-style-type: none"> This unit has been relocated to Operational Support Command under the Operational Support Services pillar
Detective Services <ul style="list-style-type: none"> This pillar included Homicide Squad, Sex Crimes Unit, Financial Crimes Unit, Provincial ROPE, Forensic Identification Services, Intelligence Division and Organized Crime Enforcement 	<ul style="list-style-type: none"> This pillar has been renamed “Detective Operations” and now includes Intelligence Services, Organized Crime Enforcement and Specialized Criminal Investigations
Homicide Squad	<ul style="list-style-type: none"> This unit has been renamed “Homicide” and has become a sub-unit of Specialized Criminal Investigations
Sex Crimes Unit	<ul style="list-style-type: none"> This unit has been renamed “Sex Crimes” and has become a sub-unit of Specialized Criminal Investigations
Financial Crimes Unit	<ul style="list-style-type: none"> This unit has been renamed “Financial Crimes” and has become a sub-unit of Organized Crime Enforcement
Provincial ROPE	<ul style="list-style-type: none"> This unit has been renamed “Provincial ROPE, Bail & Parole, and Fugitive Squad” and has become a sub-unit of Organized Crime Enforcement This unit now includes what used to be the Bail and Parole Enforcement and Fugitive Squad sections of Detective Services
Forensic Identification Services	<ul style="list-style-type: none"> This unit has become a sub-unit of Specialized Criminal Investigations
Intelligence Division	<ul style="list-style-type: none"> This unit has been renamed “Intelligence Services”
	New unit: Specialized Criminal Investigations <ul style="list-style-type: none"> Homicide, Sex Crimes, Hold-up, and Forensic Identification Services have become sub-units of this unit
Organized Crime Enforcement	<ul style="list-style-type: none"> Drug Squad, Financial Crimes, Integrated Gun & Gang Task Force, and the Provincial ROPE, Bail & Parole, and Fugitive Squad have become sub-units of this unit

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

**#P12. ANNUAL REPORT – 2013 AND 2014 REVIEW OF THE
OCCUPATIONAL HEALTH AND SAFETY POLICY**

The Board was in receipt of the following report December 19, 2013 from Alok Mukherjee, Chair:

Subject: OCCUPATIONAL HEALTH AND SAFETY POLICY – 2013 ANNUAL
REVIEW

Recommendation:

It is recommended that the Board review the Occupational Health and Safety policy, as appended, and approve it with no amendments.

Financial Implications:

There are no financial implications with regard to the recommendation contained in this report.

Background/Purpose:

The Toronto Police Services Board, as the employer, is ultimately responsible for worker health and safety.

At its meeting of June 14, 2007, the Board approved a policy entitled “Occupational Health and Safety” (Min. No. P287/07 refers). At that time, it was determined that, on an annual basis, the Occupational Health and Safety Policy will be reviewed and any recommended changes will be reported to the Board for its approval. An annual review is also required under s. 25(2)(j) of the *Occupational Health and Safety Act*, a responsibility that was originally that of the Chief but has since been given to the Chair (Min. No. P148/11 refers).

Discussion:

This Board policy has not been reviewed since 2011, due to an administrative oversight as well as the fact that no legislative changes or requests for amendments have taken place since this time.

In addition, the Central Joint Health and Safety Committee, established jointly by the Board, as the employer of the members of the Toronto Police Service, and the Toronto Police Association, which represents the workers, has undertaken to review the policy at its first meeting in every new year and has not recommended any changes in 2012 or 2013.

Pursuant to the above, the Board's policy has been reviewed, in consultation with Service staff, including the Manager of Occupational Health and Safety, and no amendments to the policy are recommended at this time.

Conclusion:

It is, therefore, recommended that the Board review the Occupational Health and Safety policy, as appended, and approve it with no amendments.

The Board approved the foregoing report and noted that the review would apply for the years 2013 and 2014.

Moved by: M. Del Grande



TORONTO POLICE SERVICES BOARD

OCCUPATIONAL HEALTH AND SAFETY

DATE APPROVED	June 14, 2007	Minute No: P208/07
DATE(S) AMENDED	May 20, 2010 November 15, 2010 June 9, 2011	Minute No: P154/10 Minute No: P292/10 Minute No: P148/11
DATE REVIEWED	July 24, 2008 November 15, 2010 June 9, 2011	Minute No: P206/08 Minute No: P292/10 Minute No: P148/11
REPORTING REQUIREMENT	Chair to review the policy annually and report to Board. Chief to report to Board quarterly and as needed with respect to urgent matters.	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss. 25 (2)(j)-(k), 32.0.1-32.0.7.	
DERIVATION		

The Toronto Police Services Board, as the employer, is ultimately responsible for worker health and safety. Through the implementation of initiatives intended to eliminate occupational illnesses and injuries, the Toronto Police Services Board is dedicated to the goal of enhancing employee wellness and maintaining workplaces that are safe and healthy for the members of the Toronto Police Service.

The Board recognizes that the local Joint Health and Safety Committees and the Central Joint Health and Safety Committee play an integral role in helping the Board achieve this goal. Joint Health and Safety Committees throughout the Service will be the framework within which Management and the Toronto Police Association will work cooperatively to develop and implement the internal responsibility system that is the key to an effective health and safety program.

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

1. The Chief of Police will promote efforts that lead to a safe and healthy environment through the provision of initiatives, information, training and through ongoing program evaluation to assess the effectiveness of the Toronto Police Service's efforts to ensure compliance with occupational health and safety legislation;

2. The Chief of Police will ensure that members with supervisory responsibilities are held accountable for promoting and implementing available health and safety programs, for complying with the *Occupational Health and Safety Act* and for ensuring that workplaces under their supervision are maintained in a healthy and safe condition;
3. The Board acknowledges that every member must actively participate in helping the Board meet its commitment to health and safety by protecting his or her own health and safety by working in compliance with the *Occupational Health and Safety Act*, adopting the safe work practices and procedures established by the Service and reporting to their supervisor any unsafe or unhealthy workplace conditions or practices;
4. The Chair will review annually the Occupational Health and Safety policy as required by the *Occupational Health and Safety Act*. Any recommended amendments are to be reported to the Board for approval;
5. The Chief of Police will post at a conspicuous location in the workplace a copy of the Occupational Health and Safety policy;
6. The Chief of Police will provide quarterly Occupational Health and Safety reports to the Board (Minute No. C9/05 refers); and
7. It is recognized that from time to time, occupational health and safety matters may arise that must be brought to the Board's attention on an urgent basis. The Chief of Police will report such matters to the Board in a timely fashion (Minute No. C9/05 refers).

Workplace Violence and Harassment

The Toronto Police Services Board is committed to providing a safe and healthy work environment for its members and is committed to the prevention of workplace violence and harassment. The Board recognizes that unwanted behaviours in the workplace must be addressed early to minimize the potential for workplace harassment to lead to workplace violence. Workplace violence and harassment is serious conduct that may constitute a violation of Canada's *Criminal Code*, the *Ontario Human Rights Code* and/or the *Occupational Health and Safety Act*.

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

8. The Chief of Police will ensure that the relevant procedures and programs are developed as prescribed by law;
9. The Chief of Police will ensure that such procedures and programs include components that state that individual or institutional retaliation will not be tolerated; and
10. The Chief of Police will ensure that measures are in place to address the risk of domestic violence in the workplace.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P13. SEARCHES OF PERSONS - LEVEL 3 SEARCHES

During its *in camera* meeting today, the Board agreed to add a new matter to the public meeting regarding comments that were allegedly made by a police officer while attending court. The comments that were attributed to the police officer were publicly reported in the print media (Min. No. C15/14 refers).

The Board referred to a newspaper article in which the officer allegedly admitted that he had conducted hundreds of level 3 searches.

The Board expressed its concern about the alleged comments given that searches of persons is a matter of importance for the Board and has been reviewed many times during the past few years. The Board referred to the policy it established governing searches of persons and noted that it includes the requirement for an annual report from the Chief of Police on, *inter alia*, the number of level 3 searches that have been conducted.

Chair Mukherjee advised that immediately upon publication of the newspaper report, he had requested the Chief, in writing, to provide a report to the Board. He understood that a report was being prepared.

The Board approved the following Motions:

- 1. THAT the Board request the Chief to provide a report to the Board for its February 2014 meeting containing a response to the Chair's December 30, 2013 memo with regard to level 3 searches; and**
- 2. THAT the Chief provide the annual report on level 3 searches pursuant to the Board's policy on Searches of Persons.**

Moved by: M. Thompson

A copy of the December 30, 2013 memo is appended to this Minute for information.



INTERNAL CORRESPONDENCE

MTP 649/91

TO: William Blair FROM: Alok Mukherjee
Chief Chair
DATE: 13-12-30
YY/MM/DD
RE: Concerns Regarding Level 3 Searches

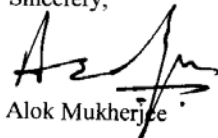
Chief Blair,

On December 29, 2013, the *Toronto Star* published an article entitled "Toronto police officer strips naked "hundreds" of people." I have attached this article for your information.

This article raises some concerns about strip searches, or Level 3 searches. As a result, I am requesting the following information:

1. Statistics - Comparative annual data since November 15, 2010 when the Board policy entitled "Search of Persons" was substantively amended, showing a) the number of Level 3 searches conducted by year and b) the results of these searches.
2. Training and Education - The specific training received by officers with respect to the Board policy and Service procedures on this subject, including the manner in which officers are trained to exercise their discretion in determining whether to conduct a Level 3 search; and
3. Supervision - The measures in place to ensure proper accountability and supervision. Specifically, how do supervising officers ensure that officers are following the relevant Board policy and Service procedures in conducting Level 3 searches, and what action is taken when a search is found not to be in compliance with such policy and procedures?

Sincerely,


Alok Mukherjee

cc. Board Members

att.

News / Crime

Toronto police officer strips naked "hundreds" of people

Const. Sasa Sljivo told court on Dec. 11 he has stripped "hundreds" of people completely naked, which is against police policy as laid out by the Supreme Court.



METROLAND MEDIA TORONTO FILE PHOTO

Police officers Sasa Sljivo, right, and Tim Lee stop to chat to a local resident at Fifth Street in 22 Division in March 2012. Sljivo told court recently he has stripped "hundreds" of people naked while doing routine searches after arrests.

By: Liam CaseyGTA, Published on Sun Dec 29 2013

A Toronto police officer recently testified in court that he has stripped "hundreds" of people completely naked as part of routine searches, despite police policy stating that must not be done.

Const. Sasa Sljivo's shocking admission came during a trial for Lerondo Smith, charged with drug trafficking and breaching conditions.

To strip someone completely naked is against rules laid out by the Supreme Court in 2001. Any evidence discovered during a fully naked search can be deemed a breach of charter rights and tossed from court, thereby jeopardizing a case.

The Star sent an extensive email to police with a dozen questions about Sljivo's testimony. Police spokesman Mark Pugash told the Star that "investigators are looking into this case. We will take whatever action is necessary."

Repeated attempts to reach Sljivo were unsuccessful.

On Dec. 13, the Crown dropped the charges against Smith when the judge tossed the evidence — 6.5 grams of crack that Smith had allegedly stashed in his buttocks — on the grounds of unlawful arrest, stemming from "significant inconsistencies in police testimony."

While the strip search didn't weigh in her decision, Justice Bonnie Croll did voice concern about it.

Sljivo, a beat cop in 22 Division, told court on Dec. 11 he had Smith strip naked after being arrested on July 9, 2012. He then said this was standard procedure.

“In the hundreds of (strip) searches, sir, it's been your practice to have the prisoner be completely naked?” asked Smith's lawyer, Erec Rolfe.

“Yes,” Sljivo replied.

The officer said he was unaware of the court case that laid out the proper procedure.

Under questioning by Crown attorney Maryse Nassar, Sljivo confirmed his strip-search method and the reasons for it.

“So that there's never any concealment method,” he replied. “If somebody is wearing an extra-long shirt, per se, that might cover an area where we need to check and we might miss something.”

“You indicated you had done about 200 strip searches or did you say —”

“Hundreds,” Sljivo said, interrupting Nassar.

“I'm sorry, OK,” Nassar said. “Have you ever done it any other way in all the strip searches you've done?”

“No,” Sljivo said.

He told court he was trained by his coach officer, a police mentor, to strip-search people fully naked.

The Supreme Court put in place its rules so as to maintain a suspect's dignity and to prevent a demeaning and humiliating experience in violation of charter rights.

Toronto police adopted those rules in its procedure information sheet regarding “searches of person.”

Its policy states exactly how “level 3” searches should be conducted: in a private room with closed doors, with officers of the same sex, and without videotaping. Once a piece of clothing is removed, the person is searched along with the clothing; then it must be replaced and the next piece removed, and so on.

In April, a judge threw out a case against a 12-year-old boy who brought a gun to an elementary school because he had been stripped naked after his arrest.

Sljivo and Const. Tim Lee arrested Smith for being too close to the intersection of Lake Shore Blvd. W. and Islington Ave. in violation of conditions from a previous arrest.

The officers told court they recalled an image of Smith on the “bail board” at 22 Division. They arrested Smith, then took him into the station, where they received authorization from their boss to conduct a “level 3” strip search, which is normal for those joining the general population in jail.

“It’s for officer safety to make sure Mr. Smith isn’t carrying any further weapons or any other evidence,” Sljivo told court.

The officers asked Smith to remove clothing, which they searched, until he was completely naked. At that point Smith pulled 6.5 grams of crack from his buttocks, Sljivo testified. The officers then told Smith to spread his buttocks to make sure he wasn’t hiding anything else, Sljivo told court. Smith was charged with trafficking and breach of conditions.

Rolfe, Smith’s lawyer, called the officer’s testimony “very problematic.”

“It’s shameful that more than a decade after the Supreme Court ruling police are still doing this,” he told the Star. “It’s a humiliating procedure. I hope this case results in a change in police training.”

In an email, the Star asked Pugash whether Sljivo or Lee have ever been disciplined, whether the completely naked strip searches are pervasive, and what strip-search training is given to officers. It’s also not known if Sljivo’s “hundreds” of improper strip searches have jeopardized other cases.

Pugash did not answer those specific questions.

The force has come under fire this year about the sheer number of strip searches being conducted. The police board now requires the chief to report the number of “level 3” and “level 4” strip searches annually.

lcasey@thestar.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 16, 2014**

#P14. POLICE BACKGROUND REFERENCE CHECKS

During its *in camera* meeting today, the Board agreed to add a new matter to the public meeting regarding the length of time that it takes the TPS to complete a police background reference check (Min. No. C14/14 refers).

Councillor Michael Del Grande advised the Board that he had concerns about the length of time it takes the TPS to complete a police background reference check. Councillor Del Grande said that while the responsibility for conducting background checks is not a core service for the TPS, a lengthy delay in obtaining a background check can seriously affect an applicant's ability to continue in education or obtain employment. Councillor Del Grande also said that he believes the TPS should develop strategies to improve the time it takes to complete a background check in order to ensure that the public is well served.

A/Chief Peter Sloly responded to Councillor Del Grande's concerns and emphasized the importance of conducting a comprehensive background check.

The Board approved the following Motions:

- 1. THAT the Chief provide a report for the March 2014 meeting on options to improve the efficiency of responding to requests for background checks and, in order to ensure that the public is well served, the strategies that will be implemented by the TPS to ensure that a background check is completed within two weeks or a timeline that is possible; and**
- 2. THAT an update report be provided for the February 2014 meeting on how the TPS will clear the current backlog of background checks that have been requested.**

Moved by: M. Del Grande

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#P15. IN-CAMERA MEETING – JANUARY 16, 2014

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

The following members attended the in-camera meeting:

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

Absent: Mr. Andrew Pringle, Member

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#P16. ADJOURNMENT

Alok Mukherjee
Chair