



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on May 22, 2013 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on April 25, 2013 and the special meeting held on April 29, 2013, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on May 22, 2013.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **MAY 22, 2013** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Mr. Michael Del Grande**, Councillor & Member  
**Ms. Marie Moliner**, Member  
**Dr. Dhun Noria**, Member  
**Ms. Frances Nunziata**, Councillor & Member  
**Mr. Andrew Pringle**, Member

**ABSENT:**

**Mr. Michael Thompson**, Councillor & Vice-Chair

**ALSO PRESENT:**

**Mr. William Blair**, Chief of Police  
**Mr. Albert Cohen**, City of Toronto - Legal Services Division  
**Ms. Deirdre Williams**, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P127.       INTRODUCTIONS**

The following members of the Service were introduced to the Board:

Appointed to the position of Assistant Manager, Medical Advisory Services:

Marisa Cornacchia

Promoted to the rank of Staff Superintendent:

James Ramer  
Thomas Russell

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P128. REVIEW OF SERVICES OF HOMEWOOD HUMAN SOLUTIONS**

The Board was in receipt of the following report February 21, 2013 from William Blair, Chief of Police:

Subject: REVIEW OF SERVICES OF HOMEWOOD HUMAN SOLUTIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

During negotiations for the January 1, 2011 to December 31, 2014 collective agreements between the Toronto Police Services Board (TPSB) and the Toronto Police Association (TPA), the parties agreed to conduct an independent review of the services provided by Homewood Human Solutions (HHS), which is the current Employee and Family Assistance Program (EFAP) provider. While the agreement to conduct this review was made with the TPA, the EFAP is not limited to TPA members; it is also available to all senior officers, excluded members and their families.

On April 10, 2012, a Request for Proposal to Review the Services of Homewood Human Solutions (RFP No: 1127713-12) was tendered and AON Hewitt was the sole bidder. On July 10, 2012, after the proposal was reviewed by representatives of the Toronto Police Services Board and the Toronto Police Service, it was declared that AON Hewitt met the outlined requirements and was able to work within the aggressive schedule, which was set out in the scope of the project.

The review was to be a qualitative “paper review” of documentation in the possession of the TPSB, and would assess the delivery of the services and the standards of the program as compared to what was initially proposed by HHS. The review would further determine whether the new delivery model was successful and whether it met the needs of the employees of the TPSB.

## Discussion:

The review commenced on September 14, 2012, with an initial meeting with Mr. Mike Kennedy, Vice President and National Lead, Health Strategies, AON Hewitt, to clarify the scope, priorities and timelines of the project.

The final report uses a stoplight system to demonstrate whether the program is meeting the standards that were outlined in the RFP. A copy of this report has been attached as Appendix "A". The report identifies 46 specific requirements to be reviewed. Thirty of the requirements are scored as meeting expectations (green), twelve areas were unable to be assessed (yellow), and four areas were identified as non-compliant (red). The areas where AON Hewitt was unable to assess compliance were due to the fact that either the information was not supplied, was not supplied in sufficient detail, or was outside the scope of the review. HHS was very co-operative with the process, however they were not able to provide, in detail, some of the information within the timelines requested.

The four areas where noncompliance was addressed related to the following issues:

- 1) Years of Experience – HHS Critical Incident Responders

HHS Critical Incident Responders require a minimum 10 years of critical response experience. The review reported that out of the four HHS counsellors that provided critical incident response services, only one had at least 10 years of experience.

- 2) Quality Assurance Program and means to achieve Organizational Goals

The level of detail in reports provided to TPS is inconsistent with the approach proposed by HHS regarding the provision of feedback on the number and nature of client satisfaction surveys. The reports provided to TPS are general in nature, and are inconsistent with the promise to provide feedback on both the number and nature of client feedback, along with corrective action.

- 3) EFAP Process Outcome Evaluation

The tools proposed for outcomes evaluation by HHS differ from those on which they actually reported. Information provided is high level and lacks benchmarks. None of the reporting mechanisms reviewed offered statistics as to the levels achieved by clients or change over time.

- 4) Signs of Secondary Trauma and Caregiver Fatigue Awareness amongst CIRT Peers

HHS committed to supporting the development and delivery of core training as well as specialized training. The review noted that no training has been provided in these areas to date.

The Service is currently in the process of developing an RFP for EFAP services, as the current contract with HHS concludes on May 31, 2013. Management will ensure that the RFP criteria addresses the issues identified within the AON Hewitt report, and that the successful vendor is in compliance with these requirements. Training in the area of secondary trauma and caregiver fatigue awareness amongst CIRT Peers is scheduled for April of this year, which will address item 4 above.

Conclusion:

AON Hewitt conducted a review of the current EFAP for the purpose of determining the following:

- Confirm whether HHS is providing a professional, effective and confidential EFAP;
- Confirm whether HHS is providing appropriate response to workplace critical incidents;
- Assess the delivery of the services and achievement of standards against those original proposed by HHS; and
- Determine whether the new delivery model is successfully meeting goals and whether it is meeting the needs of TPS employees.

AON Hewitt concluded that HHS is providing a professional, effective, and confidential EFAP, and is providing appropriate responses to workplace critical incidents. They stated that the new delivery model appears to be meeting the needs of TPS employees.

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

**The Board was also in receipt of a submission dated March 2013 from the Toronto Police Association (TPA) in response to the report that was prepared by AON Hewitt. A copy of the TPA's submission is attached to this Minute for information.**

**The Board received Chief Blair's report and the TPA submission. A copy of the Executive Summary to the AON Hewitt report is attached to this Minute for information. A copy of the complete report is on file in the Board office.**

**The foregoing report and the TPA submission were also considered during the Board's *in camera* meeting (Min. No. P108/13 refers).**

**Moved by: M. Del Grande**

## 1. INTRODUCTION

Homewood Human Solutions (HHS) has been providing an Employee and Family Assistance Program (EFAP) to Toronto Police Services (TPS) since 2010. Aon Hewitt was hired by TPSB to undertake a review of the program and to report its findings in the following areas:

- Confirm whether HHS is providing a professional, effective, and confidential EFAP;
- Confirm whether HHS is providing appropriate response to workplace critical incidents;
- Assess the delivery of the services and achievement of standards against those originally proposed by HHS; and
- Determine whether the new delivery model is successfully meeting goals and whether it is meeting the needs of TPS employees.




To summarize the findings, it can be confirmed that HHS is providing a professional, effective, and confidential EFAP, and that HHS is providing appropriate response to workplace critical incidents.




















Regarding the delivery of the services and achievement of standards against those originally proposed by HHS, most were being met, however, it was difficult to obtain relevant data to verify performance against some standards.

Based on satisfaction surveys, the new delivery model appears to be meeting the needs of TPS employees. From an outcomes perspective (i.e. resolution of the presenting issue) though, it is more difficult to find HHS data to confirm that the model is meeting outcome goals.

Using the headings from the RFP and the response from HHS, the chart in the following pages uses a stoplight system to show how well the program is meeting standards, and includes commentary regarding the rating. Further detail on each item can be found later in the report.

It is observed that the upcoming option of contract renewal could be used as an opportunity to discuss with HHS how data is collected and reported to ensure transparency and accountability for meeting the needs of the TPSB and those accessing the EFAP.

Requirements	 Meets requirement  Unable to assess compliance  Non-compliant	Comments
1. Minimum 3 year requirement in the public safety sector		Average of 13 years experience
2. 24-hour crisis response, 365 days a year		Can confirm 24/7/365 crisis 'support' but cannot confirm 'response'. However, due to the satisfaction with this service to date, we believe HHS is meeting requirements.
3. Toll-free numbers		Numbers are provided for both English and French speaking callers
4. Range of counseling expertise		With a diversity of clinicians we believe this requirement is being met, although were not provided clinician resumes to confirm.
5. Comprehensive service		HHS appears to be providing comprehensive counseling, treatment, referral and follow up.
6. Intake call response time		Having clinicians contact callers within 24 hours 100% of the time can be a challenging standard to achieve. The review did not allow assessment of the response standard; from the reports it seems there have been at least a couple of complaints regarding response time.
7. Quality control measures		HHS has a well formalized process for quality control, however does not provide detail regarding concerns raised by clients or whether/how they are resolved.
8. Measuring results		While client satisfaction is measured, the response rate is a fraction of the rate HHS indicated was their average. Satisfaction of TPS as a client itself does not appear to be measured. The outcomes tools proposed are not included in reporting.
9. Promotional information and activities		A wide range of materials and activities are provided to TPS
10. Immediate response to critical incidents		HHS proposed response time be between immediate and 90 minutes; however has not provided data to confirm their performance against this standard.
11. Must permit third party auditors		While open to the review, in some cases HHS was slow to provide requested details and/or could not provide the detail to validate performance
12. Requirements 12, 13, 14 - Insurance, indemnification, References		This review did not directly assess these items, but because they were a part of the contracting process they are assumed to be compliant.

Proposed Approach	 Meets requirement  Unable to assess compliance  Non-compliant	Comments
1. Work plan, implementation, and monitoring of the TPS EFAP		While not all detail was available for review, the items proposed appear to be satisfactorily delivered. (Comments regarding reporting can be found in item 17 and 18).
a. Liaison meetings via proactive biweekly Homewood reach out		Assumed achieved, no documentation was provided to confirm the biweekly standard is being met.
b. EFAP review meetings (monthly)		Meetings are not occurring monthly, but appear to be scheduled quarterly.
c. EFAP review meetings (semi-annual)		Assumed achieved, as only 1 bi-monthly report was provided for review.
d. EFAP annual review		Assumed achieved. The first annual review was in mid-2011, and the second was to have been in mid-2012.
e. Ongoing information		The variety and volume appear to be satisfactory.
2. Meeting TPS needs through Critical Incident Services		Assumed achieved. HHS offers CIS services, but unable to verify the claim or commitment.
a. Utilization of trained responders and evidence of their training		Four counselors have responded to TPS critical incidents. It appears that each has formal training, although no documentation was provided for review to confirm.
b. Minimum of 10 years' critical incident response experience		From the documentation provided, one of the 4 counselors has at least 10 years of experience.
c. Background in/working with law enforcement		Two of the 4 were not part of the proposed team, no details on background provided.
d. Response time of 90 min		Assumed achieved. No data provided to confirm.
3. Quality assurance and ongoing maintenance of Professional Counselor Network		No details provided regarding staff and qualifications.
4. Quality Assurance Program and means to achieve organizational goals		Level of detail in reports is inconsistent with the proposed approach to providing feedback on both number and nature of client feedback.
5. Qualifications of staff and ability to assess and handle crisis		No detail provided - unable to confirm.
6. Referrals outside the EFAP		Percent referred and case management are lower than the HHS average.
7. Homewood relationship with community health care providers, referral and tracking process		Appears satisfactory.



8. Homewood's external affiliations	●	Appears satisfactory.
9. Counseling, website and wellness programs	●	Satisfactory, though telephonic and online counseling appear low given TPS demographics and may be worth exploration.
10. Telephonic EFAP counseling	●	Appears satisfactory.
11. EFAP assessment and counseling process	○	Assessment of intake process was outside scope of review. HHS provided no details regarding whether the standard of a clinician call back within 24 hours is being met.
12. EFAP counseling, follow up and work re-entry programs for additions	●	Assumed compliant - scope of this project did not include clinical audits.
13. Working with volunteer contingencies	●	Assumed compliant - scope of this project did not include clinical audits.
14. Tracking employee and family member EFAP eligibility	●	Assumed compliant - scope of this project did not include clinical audits.
15. EFAP confidentiality	●	Assumed compliant - scope of this project did not include clinical audits.
16. File management system	●	Assumed compliant - scope of this project did not include clinical audits.
17. EFAP process and outcome evaluation	●	Tools proposed for outcomes evaluation differ from those reported on. Information provided is high level and lacking benchmarks.
18. EFAP reporting	○	Largely consistent with what was proposed, however, no details or benchmarking offered to compare process and overall effectiveness.
19. Provision of EFAP promotional materials, activities and training	●	Appears satisfactory.
20. Transition to an external EFAP provider	●	Scope of this project did not allow for a review of transition protocol, but we did not hear of dissatisfaction.
21. Support in selecting and evaluating CIRT responders	●	There is no documentation regarding this aspect of the proposed program.
22. Signs of secondary trauma and caregiver fatigue awareness amongst CIRT peers	●	It does not appear that these services have been provided to date.
23. Support, advice and guidance to internal CIRT responders	●	Assumed compliant, assessment of the 24/365 support promised was beyond the scope of this project.
24. Provision of CISM and other topic training for TPS	●	Three CISM sessions, as well as orientation, manager training, and wellness have been provided.
25. Homewood and TPS Steering Committee collaboration	●	Appears satisfactory.



Toronto Police Association

Analysis of the AON Hewitt Report  
"Review of the TPS Employee and Family Assistance Program"

March 2013

Board of Directors  
Toronto Police Association

## Summary

This report is an analysis and response to the AON Hewitt review of the present TPS<sup>1</sup> Employee and Family Assistance Plan (EFAP) that is currently awarded to Homewood Health Solutions (HHS).

The authors of this report have found the AON Hewitt report is poorly researched and is contradictory as follows:

1. In key points where information was not available, scores were astonishingly based on assumptions or lack of information.
2. AON Hewitt cites information was either withheld or wasn't available.
3. When lack of (or absence of) information was reported, AON Hewitt gave HHS a favorable score. This type of scoring is unsound, irrational and absurd. This actually misrepresents the accuracy of the final scoring that AON Hewitt bases it report on.
4. The basis of analysis for measurement of effectiveness of any EFAP system should include a financial analysis. The authors of this report found no mention at all of any financial findings or cost analysis. This omission is very surprising and only adds to the negative credibility of the AON Hewitt report.
5. AON Hewitt quotes that "this report is based solely on the information provided by TPSB for review."<sup>2</sup> Again this challenges the credibility of the report and implies that AON Hewitt was prevented from conducting an independent review of the present EFAP that was agreed upon in the current collective agreement.

In essence, the AON Hewitt report is flawed and if contested or audited by an external agency (e.g. university level study), it would be highly criticized as an unreliable source.

Specifically, two points to not meet the criteria of the AON Hewitt Report:

1. The report is so flawed and incomplete, cautioned should be used and it should not be relied upon for any major decisions when considering the current EFAP provider.
2. The report dated December 10, 2012 was not provided to the TPA<sup>3</sup> until February 13, 2013 (deadline for delivery was December 2012). The quality of this report suggests it was rushed in an attempt to meet the agreed upon deadline as set out in the 2011 – 2014 Memorandum of Agreement<sup>4</sup>

*"The Board will retain an independent expert to conduct a review of the Homewood EFAP. The independent expert will prepare a written report for the Board by not later than December 15, 2012. A copy of the written report will be provided to the Association by December 31, 2012."*

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<sup>1</sup> Toronto Police Service

<sup>2</sup> AON Hewitt Review of the TPS Employee and Family Assistance Plan pg20

<sup>3</sup> Toronto Police Association

<sup>4</sup> AON Hewitt Review of the TPS Employee and Family Assistance Plan pg19

## Scoring

On pages 4 to 6, AON Hewitt assigns scores as follows:

<b>GREEN</b>	<b>Meets requirements</b>
<b>YELLOW</b>	<b>Unable to assess compliance</b>
<b>RED</b>	<b>Non-compliant</b>

Scoring for the categories for comparison purposes in this report are shown as numerical ordered values that represent the green/yellow/red scoring for easy reference.  
(e.g. total values of 4 greens / 5 yellows / 5 reds = 4/5/6)

The scoring is divided into two categories:

### Requirements

Page 4, items 1 to 12 (total score of 12)

### Proposed Approach

Pages 5 to 6, items 1 to 25 with 4 sub-categories under item 1 and 4 sub-categories under item 2 for a total score of 33.

### Requirements

AON Hewitt scores 8 greens under items 1, 2, 3, 4, 5, 9, 10, 12, 13 and 14 as "Meets Requirements" with items 6, 7, 8, and 11 as "Unable to Assess Compliance."

**A score of 10/4/0**

TPA analysis:

- Item 2 was incorrectly scored as green as AON Hewitt cites they cannot confirm 24 hour crisis response
- Item 4 was incorrectly scored as green as AON Hewitt cites they cannot confirm the range of counselling expertise
- Item 10 was incorrectly scored as green as AON Hewitt cites they cannot confirm HHS performance standard
- Item 12 was incorrectly scored as green as AON Hewitt cites they assume this to be compliant although they clearly state the review did NOT have direct access to this information
- Item 13 was incorrectly scored as green as AON Hewitt cites they assume this to be compliant although they clearly state the review did NOT have direct access to this information
- Item 14 was incorrectly scored as green as AON Hewitt cites they assume this to be compliant although they clearly state the review did NOT have direct access to this information

**A revision of this score based on AON Hewitt's own guideline should be: 4/10/0**

## Proposed Approach

AON Hewitt scores 24 greens under items 1, 1a, 1b, 1c, 1d, 1e, 2, 2a, 2d, 7, 8, 9, 10, 12, 13, 14, 15, 16, 19, 20, 21, 23, 24, and 25 as "Meets Requirements"

AON Hewitt scores 6 yellows under items 2c, 3, 5, 6, 11, and 18 as "Unable to Assess Compliance."

AON Hewitt scores 4 reds under items 1b, 4, 17 and 22 as "Non-Compliant."

**A score of 24/6/4**

TPA analysis:

- Item 1 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.
- Item 1a was incorrectly scored as green as AON Hewitt cites this item assumed achieved although no proof or documentation was ever produced by HHS. This is clearly in Non-Compliance, a red score should apply.
- Item 1b was incorrectly scored as green as AON Hewitt cites this item "Meetings are not occurring monthly, but appear to be scheduled quarterly." This is clearly in Non-Compliance, a red score should apply.
- Items 1c, 1d was incorrectly scored as green as AON Hewitt cites the scores for these items are based on an assumption assumed achieved.
- Item 1e was incorrectly scored as green as AON Hewitt cites this item appear to be satisfactory.
- Item 2 was incorrectly scored as green as AON Hewitt cites the score for this item is based on an assumption assumed achieved although they were unable to verify this item HHS offers CIS services.
- Item 2d was incorrectly scored as green as AON Hewitt cites the score for this item is based on an assumption assumed achieved although no data was provided to support HHS's claim of a 90 minute response time.
- Item 7 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.
- Item 8 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.
- Item 10 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.
- Items 12, 13, 14, 15, and 16 were incorrectly scored as green as AON Hewitt cites the scores for these items were assumed compliant as the "scope of this project did not include clinical audits."
- Item 19 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.
- Item 20 was incorrectly scored as green as AON Hewitt cites this item "did not allow for a review of transition protocol, but we did not hear of dissatisfaction." The TPA respectfully cites there were many problems in the transitional process to the current provider.

- Item 21 was incorrectly scored as green as AON Hewitt cites there is no documentation in regards to this item. How can this be scored as green without proof of meeting the requirements?
- Item 23 was incorrectly scored as green as AON Hewitt cite "assumed compliant although this item "was beyond the scope of this project."
- Item 25 was incorrectly scored as green as AON Hewitt cites this item appears to be satisfactory.

A revision of this score based on AON Hewitt's own guideline should be: **2/27/5**

Both Categories combined as shown by AON Hewitt: **34/10/6**

Both Categories combined as corrected by TPA: **6/37/5**

Final scoring analysis shows that the scoring system by AON Hewitt is obviously flawed and actually misleading. Our analysis shows there are only 6 areas where the current provider is in line to AON Hewitt's definition of "generally accepted practices."<sup>5</sup>

Pages 8 to 17 of the AON Hewitt report is a detailed analysis of each item of their scoring. But it does not change the fact that their analysis is often base on "assumptions and appearances." Although information is not available and forthcoming, AON Hewitt assigns a score when no score can reasonably be assigned.

## Financial Analysis

The absence of any financial analysis further undermines the AON Hewitt review. A financial analysis is crucial to show that a), the effectiveness of the current provider with the financial means provided and b), that the contracted provider is meeting their contractual obligations while remaining within the budgeted amount quoted from the original Report for Proposal (RFP).

Total current cost awarded to HHS in 2009 from the original contract based on the RFP was \$481,000<sup>6</sup> (not including the \$63,000 salary cost of a Clerk Class 6 Liaison.<sup>7</sup>) A detailed analysis would show anything over budget through the current EFAP unit budget PLEAPZZ.

Without the actuals of the current EFAP provider combined with the other costs incurred by the TPS for EFAP Services, the AON Hewitt review is incomplete.

A financial analysis is a fundamental process when examining the efficiency of any program especially in times of fiscal restraint. By not providing this information implies erroneous handling of the EFAP budget or over spending.

<sup>5</sup> AON Hewitt Review of the TPS Employee and Family Assistance Plan paragraph 2, pg7.

<sup>6</sup> TPSB Minutes, P8/2012

<sup>7</sup> Salary based on Clerk Class 6 year rounded to 2014 p4 of 2011 – 2014 Memorandum of Agreement

### **Homewood EFAP Reporting**

The AON Hewitt Report indicates they received information from HHS indicating a utilization rate of 13 to 18% based on reports. An important question that has not been asked is how the actual utilization rate is calculated. This is very important as the utilization rate often dictates the cost of the program. The higher the utilization rate, the more the EFAP provider can justify higher costs. The actual financial details of the contract between HHS and the TPSB are not contained in the report so it is difficult to ascertain if HHS is under, within, or over the budgeted cost allowed under the current contract.

As an example: does HHS Services record the utilization rate per call received. If this is the case, one single person same presenting the same problem (on going client) could call multiple times and each call can be calculated in the usage. The previous EFAP program would break down calls by single events and multiple calls by the same caller as "an ongoing client" in a separate category. The method of calculating usage and how it is reported can make a significant difference in the finale statistic of usage. AON Hewitt should be aware of this as this point is of significant value to the TPSB when examining the efficiency of the overall program and when negotiating a new contract.

### **Conclusion**

The only conclusion that can be reasonably drawn from this report is that the AON Hewitt review has failed to provide an accurate report. This report upon close examination actually shows that Homewood Health Services is not meeting the needs of Service Members of their families but for some reason beyond comprehension, the report has provided contradictory conclusions and a flawed scoring system. It is the opinion of the authors of this report, that the AON Hewitt report is unprofessional and misleading. The TPSB should reconsider making any conclusive decisions based on the AON Hewitt Report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P129. BOARD POLICY: PROTECTION FOR WHISTLE BLOWERS – STATUS  
UPDATE**

The Board was in receipt of the following report May 8, 2013 from Alok Mukherjee, Chair:

Subject: BOARD POLICY: PROTECTION FOR WHISTLEBLOWERS - STATUS  
UPDATE

Recommendation:

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

Financial Implications:

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

Background/Purpose:

On February 24, 2012, I received a memo from Mr. Joe Pennachetti, City Manager, City of Toronto, advising the Board that Toronto City Council has approved the City's Whistle Blower Protection Policy, which provides protection from reprisal for all City of Toronto employees, excluding accountability officers and elected officials. The memo includes key provisions of the City's policy.

Further, Mr. Pennachetti inquired as to whether there was any Board policy with respect to this issue and if not, requested a timeline for adopting a Board policy consistent with the Council policy.

At its meeting held on July 19, 2012, the Board considered a report from me on the issue of the development of a Board policy to provide protection to whistleblowers (Min. No. P169/12 refers). This report outlined the current Service procedure and Standards of Conduct governing this area. In conclusion, I noted that I believe that the Board should entrench in policy the value it places on organizational integrity and ethical practices at all levels of the organization.

I noted that I had begun to review examples of whistleblower policies from different jurisdictions with a view to identifying good practices. In addition, I noted that I had been identifying issues and considerations that are unique to our environment in order to be able to recommend a policy or policies that would serve our needs.

The complete Minute is attached for your information.



The Board, at its meeting of confidential meeting of February 19, 2013, again discussed the issue of the anonymous reporting of discreditable conduct (Min. No. C31/13 refers). At that time, I advised the Board that I was working on a comprehensive whistleblower policy that would be ready in two to three months.

#### Discussion:

There has been a great deal of work done with respect to the development of this policy. Board staff have been reviewing similar policies in different jurisdictions and in different fields.

As part of our review, we have met with Ms. Janet Leiper, Integrity Commissioner, City of Toronto, to solicit her input on the necessary components of such a policy. As a result of this meeting, we have spent considerable time in detailing the relationships of accountability that must be incorporated into this kind of policy. It has become clear that this is a complex and difficult endeavour, due to the unique legislative framework, the roles of different oversight bodies, and the fact that the Board is made up of City Councillors (who are subject to a specific governance structure) as well as those who are not.

We have written to both the Ontario Civilian Police Commission (OCPC) and the Office of the Independent Police Director (OIPRD) to obtain details as to how a whistleblower process is administered on a practical level, including aspects of reporting, investigation and measures in place to ensure protection against reprisal. In addition, we have inquired as to how both bodies deal with anonymous complaints.

In addition, we have been advised by the City that its Whistle Blower Policy and the Fraud Prevention Policy are both currently under review. City Council has approved a new framework for a proposed Toronto Public Service By-Law which will outline the City's core employment and ethical policies. Both of these policies will fall under the ethical framework.

We have been told that City staff anticipate bringing these revised policies forward in the fall of 2013.

I understand that the review currently taking place will include some consultation with the Agencies, Boards and Commissions (ABC's) as the Public Service By-Law will apply to the City and all of the ABC's. The policy frameworks will also be applied to the ABC's and there is a note in the report that separate consideration needs to be made for the restricted boards, such as ours. It is anticipated that the consultations will likely begin in September.

I remain committed to the belief that the Board needs a comprehensive and robust whistleblower policy. However, I also believe that it is important to take the time required to examine all of the complex issues involved in the development of this policy. Further, it is critical that we work with the City as it is anticipated that our policy will in many ways mirror that of the City. As a result, I am recommending that we await the revised City policy before finalizing a Board policy on whistleblowers. Once the City has released its revised policy, most likely in the fall, the Board can then finalize a policy on whistleblowers.

Conclusion:

Therefore, I recommend that the Board receive this report for information.

**The Board received the foregoing report.**

**Moved by: A. Pringle**

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 19, 2012**

**#P169 BOARD POLICY: PROTECTION FOR WHISTLEBLOWERS**

The Board was in receipt of the following report July 03, 2012 from Alok Mukherjee, Chair:

Subject: BOARD POLICY: PROTECTION FOR WHISTLEBLOWERS

Recommendation:

It is recommended that the Board:

- (1) authorize the Chair to propose a whistleblower policy for the Board no later than October 2012; and
- (2) forward a copy of this report to Mr. Joseph Pennachetti, City Manager, City of Toronto.

Financial Implications:

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

Background/Purpose:

On February 24, 2012, I received a memo (attached) from Mr. Joe Pennachetti, City Manager, City of Toronto, advising the Board that Toronto City Council has approved the City's Whistle Blower Protection Policy, which provides protection from reprisal for all City of Toronto employees, excluding accountability officers and elected officials. The memo includes key provisions of the City's policy.

Further, Mr. Pennachetti inquired as to whether there was any Board policy with respect to this issue and if not, requested a timeline for adopting a Board policy consistent with the Council policy.

Discussion:

*Current Procedure and Standards of Conduct*

The Toronto Police Services Board recognizes it is in the public interest to foster and maintain confidence in the honesty and integrity of the Service and its members. The Board places a very high value to organizational integrity and ethical practice at all levels of the organization and believes that every Service members has a role to play in this regard.

As an organization, the Toronto Police Service already has a number of protections in place to protect whistleblowers. A preliminary review of other police organizations across Canada has shown that our scheme is among the most comprehensive and robust. In fact, in many cases, police services in Canada have no procedures or governance scheme in place to protect whistleblowers in the workplace.

Toronto Police Service Procedure 13-18 entitled “Anonymous Reporting of Discreditable Conduct” allows for anonymous, good faith reporting of criminal activity or misconduct by members of the Toronto Police Service. The procedure, which is treated as confidential, also provides for a dedicated telephone line that may be used by Service members to report misconduct.

The Toronto Police Service’s Standards of Conduct document protects members of the Service who might report misconduct from reprisal. The Standards of Conduct, in accordance with the *Police Services Act*, also define what is considered to be misconduct. The Standards of Conduct set clear standards of the ethical behaviour expected of members. They set out to “establish mandatory conduct that is applicable to members in the performance of their duties and functions.” They also “establish standards for the Service concerning appropriate disciplinary or corrective measures in respect of members.” In addition, the Standards of Conduct aim to “maintain public confidence in the Service by ensuring that members are accountable to the community in a way that is fair to Service members and to the community.”

The Standards of Conduct clearly state that “[f]ailure by members to comply with any of the provisions of the Service or Legislative Governance without lawful excuse shall be deemed to be disobeying, omitting or neglecting to carry out a lawful order and will be subject to discipline, which may include suspension and/or dismissal.” In addition, Members are required to report any contravention of the Standards of Conduct.

The issue of reprisal is clearly addressed in the Standards of Conduct with the following provision: “Members shall not harass, intimidate, or retaliate against any person who makes a report or complaint about their conduct or the conduct of another Service member.” In addition, it is stated that “[a]ny member who, in good faith, reports a breach of Service or Legislative Governance or an act of misconduct shall not be subject to reprisal for making such report.

### *Role of the City in Board Policy-Making*

The *Police Services Act* creates a legal separation between the role of the municipality and that of the Board and establishes that the municipality will deliver adequate and effective police services through the police services board. The municipality lacks the legal authority to direct the development of new policies for the police services board and lacks the legal authority to scrutinize existing policies or procedures. It is the board, rather than the municipality that is required to establish policies for the effective management of the police service

However, this is a very important issue and I believe that the Board should entrench in policy the value it places on organizational integrity and ethical practices at all levels of the organization. To this end, I have begun to review examples of whistleblower policies from different jurisdictions with a view to identifying good practices. As well, I have been identifying issues and considerations that are unique to our environment in order to be able to recommend a policy or policies that would serve our needs.

This exercise will consider whether any elements of the Service Procedure should be codified in Board policy as well as whether there are areas not currently covered by either the Procedure or the Standards of Conduct that should be addressed in such a policy.

It is my intention to bring back a further report to the Board no later than October 2012.

Conclusion:

It is, therefore, recommended that the Board:

- (1) authorize the Chair to propose a whistleblower policy for the Board no later than October 2012; and
- (2) forward a copy of this report to Mr. Joseph Pennachetti, City Manager, City of Toronto.

**The Board approved the foregoing report.**



Joseph P. Pennachetti  
City Manager

City Manager's Office  
City Hall  
100 Queen Street West  
East Tower, 11<sup>th</sup> Floor  
Toronto, Ontario M5H 2N2

## Memorandum

Tel: 416-392-3551  
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February 21, 2012

**TO:** Alok Mukherjee, Chair  
Joanne Campbell, Executive Director  
Police Services Board

**FROM:** Joseph P. Pennachetti, City Manager

**SUBJECT:** Whistle Blower Protection Policy

I am pleased to advise you of the City's Whistle Blower Protection Policy approved by Council on June 14, 2011. This policy is attached for your information and appropriate action.

The Whistle Blower Protection Policy provides protection from reprisal for all City of Toronto employees, excluding accountability officers and elected officials.

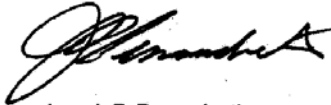
**The Whistle Blower Protection Policy includes the following provisions:**

- The policy protects from reprisal a whistle blower who, in good faith, reports wrongdoing to the appropriate authority in an attempt to have the activity brought to an end
- The policy provides that no employee, elected official or Council appointed accountability officer shall take any action in reprisal against an employee for making, or being suspected of making, a complaint or allegation of wrongdoing in good faith
- The employee responsible for the reprisal will be subject to disciplinary action up to and including dismissal
- An employee who knowingly makes a false complaint in bad faith or misleading statements that is intended to mislead the investigation of a complaint may be subject to disciplinary or legal action.

If you already have a Whistle Blower policy in place, please notify Vivien Leung at [vleung1@toronto.ca](mailto:vleung1@toronto.ca) and provide a copy of the policy by email, and we will follow up to discuss appropriate actions, including ensuring that the Board policy is consistent with this Council policy. If you do not have a policy, I would ask that you provide a timeline for adopting a Whistle Blower Policy consistent with this Council policy. Once the Policy is approved please submit a copy to Ms. Leung with the Board minute approving the policy.

Copies of the policy and other related City policies are posted on the City's Human Resources website at: <http://wi.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/65d00989d81d83f8852578b80062fbd0?OpenDocument>. If you have any questions about the policy, please contact Brad Salavich of the

Human Resources Division at: 416-392-5020, [bsalavi@toronto.ca](mailto:bsalavi@toronto.ca).



Joseph P. Pennachetti  
City Manager

**Attachment:** City of Toronto Whistle Blower Protection Policy

cc: William Blair, Chief of Police  
Tony Veneziano, CAO, Police services  
Rosanna Scotti, Director, Strategic and Corporate Policy  
Bruce Anderson, Executive Director, Human Resources  
Barbara Shulman, Director, Strategic Recruitment, Compensation & Employment Services  
Brad Salavich, Human Resources Branch  
Fiona Murray, Strategic and Corporate Policy  
Martin Herzog, Strategic and Corporate Policy  
Karen Jones, Strategic and Corporate Policy

Human Resources Policies  
Whistle Blower Protection Policy

Category: Working Environment



**Policy Statement**

The City of Toronto is committed to open, ethical, accountable and transparent local government.

It is in the public interest to maintain and enhance public confidence in the City and its employees, by providing for the disclosure of wrongdoing with respect to the City's operations.

The purpose of this policy is to provide protection from reprisal to those employees who in good faith report wrongdoing.

**Background Information**

City of Toronto employees are expected to act with integrity as they apply judgement and discretion while serving the public and council. They are expected to use City property, services and resources responsibly in the execution of their duties. The Toronto Public Service Framework and Charter of Expectations for Employees, identify standards that are to be applied when carrying out their duties.

The Fraud Prevention Policy provides guidance and mechanisms for City of Toronto employees to report suspected misuses or misappropriation of city resources and assets. The effectiveness of any Fraud Prevention Program is dependent on employees being able to report suspected cases of wrongdoing without fear of reprisal for doing so.

**Application**

This policy provides protection from reprisal for all City of Toronto employees excluding the council appointed Accountability Officers (Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman) and elected officials.

**Definitions**

**City of Toronto employees**

For the purpose of this policy, City of Toronto employees include all non-union management and exempt employees, all employees in the offices of elected officials and in the offices of the accountability officers, and all members of bargaining units.

**Wrongdoing**

Wrongdoing includes instances of fraud and waste and refers collectively to any illegal or inappropriate conduct including;

- A violation of a City policy or council direction,
- Breaches of the Lobbying by-law,
- The misuse of public funds or City assets,
- A gross mismanagement of City resources.

**Fraud**



City Solicitor, will recommend to the City Manager appropriate actions to take to stop, reverse or remedy a reprisal against an employee of the City of Toronto.

Any employee who knowingly makes a false complaint in bad faith or who knowingly makes a false or misleading statement that is intended to mislead an investigation of a complaint, may be subject to disciplinary or legal action as determined by the Executive Director of Human Resources and the City Solicitor.

**Approved by**

City Council

**Date Approved**

**Related Information**

Fraud Prevention Policy  
Conflict of Interest Policy  
Code of Conduct for Members of Council

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P130.        ADDITIONAL MEMBERS ON THE PUBLIC SECTOR SALARY  
DISCLOSURE LIST AS A RESULT OF PAID DUTY EARNINGS**

The Board was in receipt of a report dated April 17, 2013 from William Blair, Chief of Police, containing additional information requested by the Board with respect to the 2012 public sector salary disclosure. A copy of the report is on file in the Board office.

The Board deferred the foregoing report to its June 2013 meeting to consider in conjunction with the 2012 public sector salary disclosure report (Min. No. P69/13 refers).

**Moved by:    A. Mukherjee**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P131.           CONTRIBUTION LEVELS FOR CITY'S SICK LEAVE RESERVE**

The Board was in receipt of the following report May 07, 2013 from William Blair, Chief of Police:

Subject:           CONTRIBUTION LEVELS FOR CITY'S SICK LEAVE RESERVE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications arising from the recommendation in this report. Any increases in contributions to the Sick Leave Reserve will be addressed through the 2014 and future operating budget requests.

Background/Purpose:

The Toronto Police Service's (Service's) contributions to its portion of the City's Sick Leave Reserve (known as the Sick Pay Gratuity Reserve in the Service) have been less than what the Service draws from this fund on an annual basis. This has been the case for the last several years, and the Service has identified this as a pressure in its annual operating budget requests. However, each year after discussions with City Finance, the required additional contribution and corresponding increase to the Service's budget has been deferred in order to address other budget pressures.

In approving the City's 2013 operating budget, City Council approved a number of motions, including the following motion which require a response on the part of the Board:

*"345 City Council request the Chair, Toronto Police Services Board to develop a strategy prior to the 2014 Operating Budget process to increase the Service's contributions to the Sick Leave Reserve Fund in order to match annual withdrawals."*

The Toronto Police Services Board (Board), at its April 25, 2013 meeting (minutes pending), requested a report with respect to the contributions to the City's Sick Pay Gratuity Reserve that would be required to match annual withdrawals, and the impact that these contributions would have on the Service's budget in 2014 and beyond.

## Discussion:

The City's Sick Pay Gratuity Reserve is managed by the City. A sick pay gratuity is paid upon termination of employment with the Service to every member who has been in the employ of the Board for an aggregate period of at least ten years. The payment is based on the member's years of service and the number of days in his/her sick bank. The payment schedule is outlined in the collective bargaining agreements.

There are three line items in the Service's operating budget related to the Sick Pay Gratuity Reserve. Expenses, equal to the total amount of sick pay gratuities paid, are offset exactly by draws from the Reserve (for a net zero impact on the Service's operating budget). The Service also budgets for contributions to the Sick Pay Gratuity Reserve. It is the contribution amount that impacts the Service's net annual operating budget.

Historically, the City would advise the Service how much to contribute to this reserve. On October 29, 2008, through the Adequacy of Employee Benefits Reserve Fund report, City Council endorsed a plan that required Agencies, Boards and Commissions to contribute annual funding to this reserve to match budgeted withdrawals. The Service has historically withdrawn \$6 to 7 million (M) more each year than it has contributed to this reserve.

Since 2009, the Service has had a goal to increase contributions by \$6.5M. However, after discussions with the City Manager and Deputy City Manager/Chief Financial Officer (CFO), this increase has been deferred annually in order to accommodate other budget pressures. In 2011, the Service received approval from the City Manager to contribute an additional \$6.5M in-year to this reserve, and Council approved a further \$6.5M allocation from year-end surplus. This infusion of \$13M allowed the Service to defer a base-budget increase of \$6.5M in both 2012 and 2013.

Discussions have recently taken place between the Service's Chief Administrative Officer and senior City staff with respect to the health and requirements of the Sick Pay Gratuity Reserve, and both the City Manager and Deputy City Manager / CFO agreed that it would be prudent to allocate \$6.5M of the Service's 2012 surplus to the reserve. Accordingly, in the Chief's 2012 year-end variance report to the Board's April 25, 2013 meeting, the Board approved a recommendation requesting the City CFO to consider this allocation as part of his overall surplus allocation report to City Council later this year. If this allocation is approved by City Council, the Service will be able to avoid the \$6.5M budget pressure in its 2014 operating budget request.

However, this is not a sustainable solution as the contribution is a one-time allocation. Consequently, the Service will still face a budget pressure in this regard in 2015 and on-wards. The following table provides a summary of the contributions and draws from 2002 to 2012, and planned contributions and anticipated draws to 2014.

**City Sick Pay Reserve Fund (balance maintained by City; rounded to \$100k)**  
**History and Outlook for Sick Pay Reserve From 2002 - rounded to \$100k**

<b>Year</b>	<b>Contributions</b>	<b>Draws</b>	<b>Net Contribution (Draw)</b>	<b>Accumulated Deficit Since 2002</b>
2002	\$7,200,000	\$10,900,000	(\$3,700,000)	(\$3,700,000)
2003	\$1,500,000	\$4,700,000	(\$3,200,000)	(\$6,900,000)
2004	\$3,600,000	\$8,600,000	(\$5,000,000)	(\$11,900,000)
2005	\$3,600,000	\$9,000,000	(\$5,400,000)	(\$17,300,000)
2006	\$3,600,000	\$9,000,000	(\$5,400,000)	(\$22,700,000)
2007	\$3,600,000	\$8,500,000	(\$4,900,000)	(\$27,600,000)
2008	\$3,600,000	\$12,400,000	(\$8,800,000)	(\$36,400,000)
2009	\$3,600,000	\$9,500,000	(\$5,900,000)	(\$42,300,000)
2010	\$3,700,000	\$10,100,000	(\$6,400,000)	(\$48,700,000)
2011*	\$17,000,000	\$9,600,000	\$7,400,000	(\$41,300,000)
2012	\$4,100,000	\$10,400,000	(\$6,300,000)	(\$47,600,000)
2012 add'l**	\$6,500,000	n/a	\$6,500,000	(\$41,100,000)
2013	\$4,200,000	\$10,300,000	(\$6,100,000)	(\$47,200,000)
2014	\$4,300,000	\$10,600,000	(\$6,300,000)	(\$53,500,000)

\* 2011: additional \$13M contributions to fund required increase for 2012 and 2013

\*\* 2012: additional \$6.5M contribution currently recommended to City, to fund required increase for 2014

**Conclusion:**

The Service has attempted to increase its annual contribution amount to the Sick Pay Gratuity Reserve each year since 2009. However, budget pressures have precluded the required increases from being included in the final budget requests approved by the Board and City Council.

The Service has worked closely with the City Manager and City CFO to help temporarily address funding shortfalls by allocating a portion of the Service surpluses to the Sick Pay Gratuity Reserve. This has helped avoid a budget pressure in the Service's 2012, 2013 and 2014 budget requests. However, this is not a sustainable solution as the required additional contribution is still not in the Service's budget base, and the problem has simply been deferred to 2015 and future years.

The simplest approach to address this problem would be to increase the budgeted contributions to this reserve by \$6.5M in 2015. This would bring the Service's contribution levels to what is approximately required to meet the on-going annual funding requirements for this reserve. However, this contribution increase would result in a 0.7% increase to the Service's operating budget request in 2015. Another approach would be to gradually increase the Sick Pay Gratuity Reserve contribution over a period of say three years, thereby spreading the budget impact over a three-year period. This would, however, continue to increase the Service's share of the unfunded

portion of the City's Sick Leave Reserve, which as the above table shows will total approximately \$53.5M by 2014.

The Service will continue to work with the Board and the City to develop an action plan/strategy to help address this issue on a more sustainable basis.

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

**The Board expressed concern at the amount of the accumulating debt and concurred with Chief Blair regarding the importance of establishing an action plan/strategy to decrease, and eventually eliminate, the debt.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report and refer it the Chair to assist him in the development of the strategy that was requested by the City of Toronto; and**
- 2. THAT the strategy indicate that a contribution to the reserve in the 2014 TPS operating budget is required and that it identifies a plan of action to deal with the unfunded liability.**

**Moved by: M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P132. OCCUPATIONAL HEALTH AND SAFETY UPDATE: 2012 WSIB  
CLAIMS REDUCTION ANALYSIS**

The Board was in receipt of the following report April 24, 2013 from William Blair, Chief of Police:

Subject: OCCUPATIONAL HEALTH AND SAFETY UPDATE: 2012 WSIB CLAIMS  
REDUCTION ANALYSIS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on February 19, 2013, the Board received an update on occupational health and safety matters relating to the Service (Min. Nos. C36/2013 and P28/2013 refer). Following consideration of the reports, the Board requested the Chief of Police to provide a trends and analysis report pertaining to the reduction of 13% of 2012 WSIB claims over 2011. This report will provide the Board with an explanation for the decrease as it pertains to WSIB submitted claims.

Discussion:

The occupational health and safety year-end update reported that WSIB submitted claims for 2012 totalled 1,180 incidents, whereas claims for 2011 totalled 1,359, resulting in a net decrease of 13%.

WSIB claims must be reported when a worker receives medical attention, loses time, or is absent from work, and any recurrences due to work-related injury or illness. First aid instances do not meet the threshold for reporting to the WSIB.

The following chart indicates recurring injuries submitted as a WSIB claim as the primary reason for the decrease. The recurrence category for injury claims has declined by approximately 38.5% from 2011 to 2012. This decrease accounts for a total decline of 13% of all claimed injuries.

<b>WSIB Claims for Toronto Police Service</b>			
<b>Claim Description</b>	<b>2011</b>	<b>2012</b>	<b>Difference -%</b>
Medical (no time lost)	606	581	-4.1
Lost Time Incidents	506	447	-11.7
<b>Recurrences</b>	<b>247</b>	<b>152</b>	<b>-38.5</b>
<b>Total</b>	<b>1,359</b>	<b>1,180</b>	<b>-13.2</b>

An analysis was conducted utilizing the information reported within the recurring claims category. A recurring claim is a claim filed by a member who experiences a recurrence of a previously approved WSIB workplace injury claim. For example, a member reinjures their hand while on duty and the injury can be directly linked to previously approved claim from a work related incident. Recurring injuries can occur in various situations such as prisoner control and management, vehicular accidents, trips and falls and communicable diseases. The analysis showed a significant reduction in claims within the Specialized Operations Command (SOC). The SOC had a net reduction of 72 claims translating into a 57.6% change over the respective years.

The following chart lists the recurring claims for each Command over comparative years 2011 and 2012.

<b>WSIB Claims for Toronto Police Service - Recurring Injuries</b>			
<b>Command</b>	<b>2011</b>	<b>2012</b>	<b>Net Difference</b>
Divisional Policing Command	93	88	-5
Executive Command	7	3	-4
Human Resources Command	14	6	-8
Specialized Operations Command	125	53	-72
Administrative Command	8	2	-6
<b>Total</b>	<b>247</b>	<b>152</b>	<b>-95</b>

A closer examination of Specialized Operations Command recurring injury data reveals a heavy reduction of submissions in the following Units; Court Services, Forensic Identification Services and Police Dog Services.

The following chart provides examples of the net deductions in claims over comparative years within Specialized Operations Command.

<b>WSIB Claims for Toronto Police Service - Specialized Operations Command Recurring Injuries</b>			
<b>Unit</b>	<b>2011</b>	<b>2012</b>	<b>Net Difference</b>
Communications Services	15	9	-6
Court Services	54	27	-27
Drug Squad	5	1	-4



Emergency Task Force	5	1	-4
Forensic Identification Services	16	1	-15
Marine Unit	2	2	0
Police Dog Services	17	4	-13
Rope	1	1	0
Public Services Unit	1	1	0
Traffic Services	9	6	-3
<b>Total</b>	<b>125</b>	<b>53</b>	<b>-72</b>

The rationale pertaining to this reduction can be attributed to several factors; however, the two primary factors for the reduction are due to the management of injured members and the successful integration of back to work programs, most noticeably in Court Services, Forensic Identification Services and Police Dog Services.

Although there is no empirical data to support an absolute root cause, the number of members who have historically suffered an injury recurrence within these units has sharply declined. The information suggests that members have been reassigned to meaningful alternative positions such as non-enforcement administrative duties. In addition, process changes associated to a member's work environment can be investigated and adjusted post injury to assist the member to experience a full recovery. Reassigned tasks have supported wellness and stemmed recurrence submissions. Return to work programs both corporately and at the unit level have supported and spearheaded this balanced approach.

Member separation due to retirement or resignation contributes to the decline but with a minimal overall impact. Retirement and resignations of Service members are historically static and predictable. Fluctuations are rare and are normally identified for any given time or situation.

#### Conclusion:

In summary, this report will update the Board on the reason for the decline in WSIB injury claims submitted in 2012 over those submitted in 2011.

Deputy Chief Mike Federico, Corporate Command, will be available to respond to any questions the Board may have regarding this report.

**The Board received the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P133. TORONTO COMMUNITY HOUSING CORPORATION**

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

Subject: TORONTO COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on August 15, 2012, the Board requested “a confidential statistical report and presentation on the crimes, including homicides, shootings, and other incidents of violence, committed at and near Toronto Community Housing Corporation (TCHC) facilities and premises” (Min. No. C239/12 refers). That report and the associated appendix were presented to the Board at its meeting on January 23, 2013, and at this meeting the Board stated that “it would be helpful to see the data in Tables 1 and 2 merged with the data in Table 3 and to see the inter-relationship between the locations where violent crimes are committed and the areas in which street checks have been conducted” (Min. No. C3/13 refers).

This report will provide an overview of violent crime from January 1, 2010, to December 31, 2012, in and around the top 25 TCHC facilities based on violent calls for service in 2012. In addition to this, the top 25 TCHC facilities for violent calls for service will be compared with locations where Field Information Reports (FIRs) are completed. For the purposes of this report, violent crime is defined as confirmed shootings, street robberies (swarmings, muggings, and stabbings), assaults, homicides, and violent calls for police service (VCFS). VCFS include calls received by Communications Services where the situation found is one of the following: Homicide, Person with a Gun, Person with a Knife, Robbery, Sexual Assault, Shooting, Sound of Gunshots, Stabbing, Wounding, Assault, Assault in Progress, Assault Just Occurred, Assist PC, and Unknown Trouble.

Discussion:

The Toronto Police Service (Service) and TCHC have a working partnership to quell crime and disorder and increase safety among its residents.

## Statistical Information

### Crimes In and Around TCHC Complexes

In November 2012, the City of Toronto provided the Service, through the Divisional Policing Support Unit (DPSU), a comprehensive list of all addresses and properties associated to the TCHC. These addresses were geocoded and buffered with a radius of 50 metres in the downtown area (14 Division, 51 Division, and 52 Division) and 100 metres outside the downtown core. This was to ensure that violent crime both in and around TCHC properties were being captured. A detailed analysis of violent crime was conducted where the number of violent incidents and the TCHC properties with the highest amount VCFS were identified. The below table outlines the number of violent incidents in and around TCHC property:

**Table 1: Violent Crime In and Around TCHC Property**

Incident Type	2009		2010		2011		2012	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total
VCFS	5242	11.20%	5432	11.20%	5912	11.80%	6302	12.80%
Shootings	65	25.30%	83	32.00%	76	34.90%	57	25.45%
Robberies	315	9.30%	272	8.10%	256	7.80%	282	8.76%
Homicides	8	13.80%	16	26.20%	11	22.00%	12	22.22%
Assaults	915	8.70%	919	8.90%	880	8.70%	855	9.07%

A spatial analysis of violent crime and TCHC properties denotes a pattern in which street robberies and assaults occur just outside the TCHC radius. These incidents tend to take place on main roads close to TCHC property and not within the complex itself. Since VCFS around TCHC properties are high, this may imply that street robberies and assaults are being reported from TCHC properties, while not necessarily occurring there.

In contrast, just over one-quarter of city-wide shootings and just over one-fifth of homicides in 2012 took place in or around TCHC property. This may indicate that homicides and shooting offences are committed on TCHC property where suspects have either travelled to another TCHC property to commit the offence or committed the shooting at their home TCHC property.

A ranking of TCHC properties for violent calls for service was compiled and is identified in Table 2 below. ***Of the Top 25 TCHC complexes for VCFS, thirteen (13) are situated within the identified City of Toronto Priority Neighbourhoods.*** It is of significance to note that the presence of crime around TCHC property is a result of many variables, including, but not limited to, transient individuals, schools, and parks, and not solely due to community housing and the individuals that reside there.

**Table 2: Top 25 Toronto Community Housing Corporation Properties (based on violent calls for service 2010 to 2012)**

Rank	Division	Property Name	2010					2011					2012				
			VCFS	Shootings	Robberies	Homicides	Assaults	VCFS	Shootings	Robberies	Homicides	Assaults	VCFS	Shootings	Robberies	Homicides	Assaults
1	D51	Dan Harrison Complex	101	1	5	0	26	146	0	2	0	27	164	0	7	0	33
2	D54	Flemingdon Park	132	3	5	0	19	135	0	13	1	21	129	3	23	0	20
3	D51	William Dennison Apartments	122	0	8	0	10	114	0	3	0	12	147	0	7	0	23
4	D32	Lawrence Heights E.& W	122	10	1	0	16	142	10	8	1	13	104	7	9	3	11
5	D12	Eagle Manor	82	1	5	0	17	102	0	5	0	15	104	0	3	0	13
6	D51	Sherbourne St. (188)	84	0	4	0	22	90	0	6	0	8	90	0	8	0	12
7	D52	Simcoe St. Patrick	61	0	0	0	0	88	0	0	0	0	114	0	0	0	0
8	D51	Moss Park	82	0	2	0	18	74	0	2	0	13	93	1	1	0	6
9	D51	Regent Park (South)	120	14	4	0	22	60	4	2	0	10	66	2	6	0	12
10	D41	Warden Woods	99	1	3	0	15	70	0	3	0	15	75	2	3	1	5
11	D51	Regent Park (North)	69	4	7	0	15	83	2	3	1	15	90	1	8	0	17
12	D31	Edgeley Village Driftwood	66	4	8	0	8	76	2	6	0	14	90	2	4	2	6
13	D23	Kendleton Dr. (111)	66	0	0	0	4	88	0	1	0	6	59	0	0	0	4
13	D23	Robert J. Smith Apartments	66	0	1	0	4	88	0	1	0	6	59	0	0	0	4
15	D55	Blake Boulbee	73	0	2	0	9	70	0	3	0	8	64	3	2	0	2
16	D41	Danforth Midland	63	0	1	0	14	56	0	1	0	10	78	0	2	0	7
17	D43	Eglinton Markham	59	0	8	0	12	72	0	15	0	9	60	0	8	0	6
18	D51	Gerrard River	59	0	0	0	0	64	0	0	0	0	62	0	0	0	0
19	D55	Kingston Rd. (530)	70	0	3	0	8	60	0	3	0	4	55	0	0	0	12
20	D14	Atkinson Co-operative	65	4	2	0	9	50	0	0	0	9	64	2	5	0	11
21	D41	McClain Park Apartments	39	0	2	0	4	61	0	0	0	13	71	0	2	0	19
21	D11	Pelham Park Gardens	48	0	2	0	9	68	0	1	0	7	55	2	2	0	6
23	D43	West Hill Apartments	43	0	2	0	2	62	0	3	0	0	63	0	2	0	2
24	D31	Firgrove Crescent	43	1	4	0	6	69	4	11	0	12	52	1	11	0	8
25	D51	Sherbourne Shuter	23	0	4	0	0	59	0	6	0	0	79	0	8	0	0

### Field Information Reports

FIRs were extracted from 2010 to 2012 to determine Service Zones that experience the highest frequency of street checks and the correlation with TCHC properties.

Appended to this report is a map that depicts the zones with the highest number of FIRs relative to the Top 25 TCHC properties in Table 2. It was found that eleven (11) of the Top 25 TCHC properties are located within the top 18 FIR zones.

### Conclusion:

The identification of TCHC properties experiencing the highest frequency of violent crime will assist divisional and specialized units in the development of crime prevention initiatives and strategies. Moreover, the existing partnership between TCHC and the Service may be one of the contributing factors to the decrease in specific types of violent crime. The Service, in partnering with organizations such as TCHC, reinforces a continued commitment to fostering mutually respectful and beneficial relationships to increase community trust and public safety.

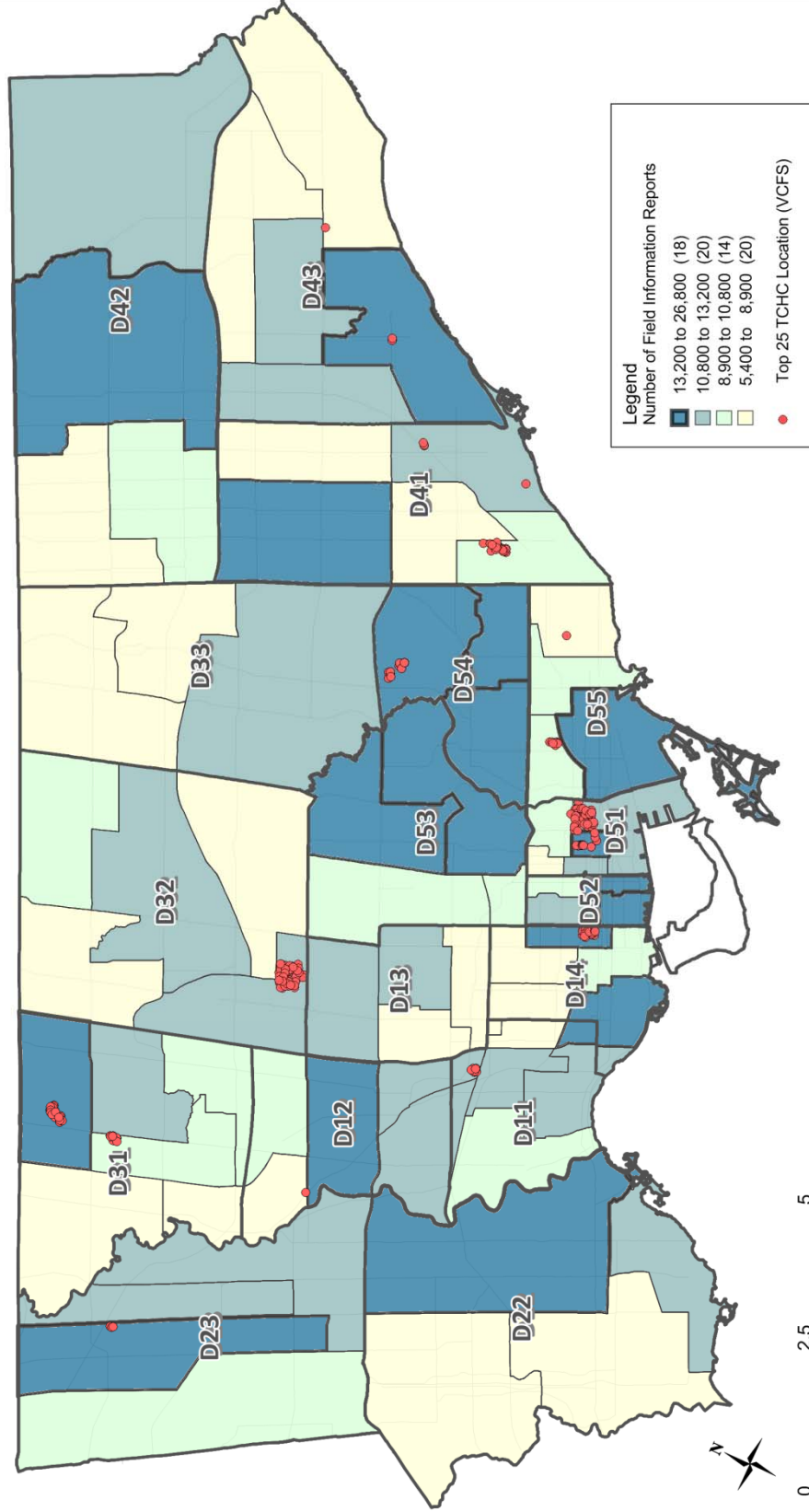
Deputy Chief Peter Sloly, Divisional Policing Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing report and noted that a copy would be provided to the TCHC Task Force that is chaired by Councillor Nunziata.**

**Moved by: F. Nunziata**



## Toronto Police Service Field Information Reports by Zone 2010 to 2012



Prepared by: N. Rebelo #82097  
Divisional Policing Support Unit  
Source: City of Toronto  
Date Prepared: 2013.03.14

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P134. CCTV INSTALLATION – WESTON COMMUNITY AND UPDATE ON  
POLE ATTACHMENT AGREEMENT NEGOTIATIONS WITH  
TORONTO HYDRO**

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

Subject: CLOSED CIRCUIT TELEVISION (CCTV) INSTALLATION – WESTON  
COMMUNITY, AND UPDATES ON POLE ATTACHMENT AGREEMENT  
NEGOTIATIONS WITH TORONTO HYDRO

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

The cost (approximately \$27,000) for the installation of Closed Circuit Television (CCTV) cameras in the Weston Community is being funded from the Service's 2013 operating budget, using cameras from within the existing inventory.

The Toronto Police Service (Service) continues to review the terms, conditions and fees associated with a proposed Pole Attachment Agreement with Toronto Hydro Electric-System Limited (THESL) for the use of Hydro poles for the installation of Service CCTV networked cameras. Given that contract negotiations are ongoing, it is unknown what the final fee structure will be, or the corresponding financial implications on the Service. Once negotiations have concluded, the contract will be brought forward to the Toronto Police Services Board (Board) for consideration. Details of financial implications, if any, will be included in the report to the Board at that time.

Background/Purpose:

The Board at its meeting of January 23, 2013, considered a report from the Chief of Police entitled; TAVIS Initiatives – Weston Community, which provided the Board with an overview of the initiatives within 2011 and included the reasons for not installing security cameras that may not have been part of the program. Subsequently the Board approved two motions, one of which required further action by the Chief. (Min. No. P7/2013 refers).

1. THAT the Chief of Police provide a further report to the Board, no later than March 2013, updating the Board on the status of the installation of CCTV cameras in the Weston Community and, if necessary, seeking the Board's assistance in facilitating the necessary approvals for the installation of these cameras; and

2. THAT the Board ask Toronto City Council to request that Toronto Hydro review the terms, conditions and fees associated with its Attachment Agreement for the use of poles for the installation of TPS CCTV cameras.

The purpose of this report is to provide the Board with an update on the status of the installation of CCTV cameras in the Weston Community; and the status of contract discussions with Toronto Hydro for the Service's main CCTV optical fibre network.

Discussion:

*Status of Installation of CCTV Cameras in the Weston Community:*

In June 2011, the Service undertook to deploy Public Space – Closed Circuit Television cameras (PS-CCTV) in the Weston/Mt. Dennis community for a minimum of one year to coincide with the deployment of additional "TAVIS" officers on directed patrols throughout the summer of 2011.

As of April 2, 2013, three (3) Service owned PS-CCTV camera devices have been installed in the Weston Rd./Lawrence Ave. West area in partnership with the community (with a potential for 2 more cameras to be installed in the same manner elsewhere in the community this year). THESL has consented to allow the Service to erect the appropriate public notice signs (attachments) on their poles in these areas (as required by law) while the "Pole Attachment Agreement" contract negotiations continue.

**Weston Community CCTV Project Cost Summary:**

<b>Item</b>	<b>Cost</b>
Cameras & Recording Devices (3) – from existing inventory	\$
Installation Costs	<b>\$15,388</b>
Equipment/Hardware (enclosure boxes, routers)	<b>\$7,953</b>
<b>Total One-time Costs</b>	<b>\$23,341</b>
Ongoing Operating Costs (cable, licence fees, hydro-electricity)	<b>\$3,768</b>
<b>Total Cost</b>	<b>\$27,109</b>

The Service continues with its Private Property - CCTV initiative to leverage both community assets and partnerships in the most cost-efficient manner, for locations beyond the existing optical fibre network. This may also assist other communities in the City of Toronto that may benefit from PS-CCTV operations.

*Status of Contract Discussions with Toronto Hydro:*

The Service continues to engage in "Pole Attachment Agreement" contract discussions with THESL to reduce the costs of maintaining/expanding the main existing PS-CCTV optical fibre network. This would allow the Service to continue PS-CCTV operations at an annual cost acceptable to both the Service and the Board.



In June 2011, the Service was notified by THESL that further operations of the Service's existing PS-CCTV network (downtown core) was under review and would require a full "Pole Attachment Agreement" contract, including permits and engineered drawings to be in compliance with safety regulations and standards. This review would also suspend any new PS-CCTV projects. Further, in the summer of 2011, THESL also requested that the Service provide a detailed audit of all equipment and attachments on the existing optical fibre and PS-CCTV camera network that touched any THESL poles.

The Service completed this audit and submitted the detailed findings to THESL in the fall of 2011. The audit revealed that the existing network had attachments (cameras, fibre, junction boxes, signs etc...) that affected 582 poles. THESL determined that only 380 of these poles could be identified as THESL property.

In January 2012, the Service entered into detailed Pole Attachment Agreement (contract) discussions with THESL as it became apparent that THESL would be applying significant new costs to the Service to maintain the PS-CCTV network. THESL also required the Service to enter a Non-Disclosure Agreement (NDA) during this phase. Negotiations continued throughout 2012 and by August 2012, a draft contract was presented to the Service with detailed terms, conditions and fees that included significant unforeseen costs to the Service that would affect budget and operations.

At present, contract discussions continue with THESL. However, the Service is seeking clarification on some aspects of the fee structures that may allow the Service to be billed at lower applied industry rates, which would make the costs to maintain/or expand the Service's PS-CCTV network more feasible.

It should also be noted that at its meeting on April 3<sup>rd</sup> and 4<sup>th</sup>, 2013, City Council adopted the following motion, in response to a request from the Board, that:

*"City Council request the City Manager, in consultation with Councillor Michael Thompson, Vice-Chair, Toronto Police Services Board and Council Members of the Toronto Hydro Board, to work with Toronto Hydro to review the terms, conditions and fees associated with an Attachment Agreement for the use of poles for the installation of Toronto police Service CCTV cameras, and report back to the Executive Committee, the Toronto Police Services Board, and the Board of Toronto Hydro."*

The current contract negotiations with Toronto Hydro will very likely be impacted by the results of this review.

#### *Private Property PS-CCTV Initiative:*

During the above period of contract negotiations, the Service developed a "Private Property PS-CCTV" initiative which engages motivated private and/or governmental organizations to partner with the Service to mount PS-CCTV cameras on buildings to assist with crime management and public safety efforts. A Contract and Licencing Agreement was developed with City of Toronto

Legal/Licencing departments to facilitate these partnerships. The licence agreement allows for Service owned PS-CCTV equipment to be mounted on buildings at a one-time minimal licencing fee of only \$1.00, and a yearly electricity fee of only \$55.00 (total \$56.00/year - per location). The Licence agreement also protects the property owners from liability for the images obtained by the Service. Images will be controlled and downloaded with support infrastructure equipment at the Service's Video Service Unit and Telecom Services Unit, in accordance to prescribed standards. This initiative has the support of the Office of the Information and Privacy Commission.

The details/rates in the proposed contract with THESL for pole attachments are currently prevented from release by the non-disclosure agreement (NDA). The fees/rates would be in reference to a four year contract for all attachments (anything affixed to a THESL pole), repairs, permits for new or altered attachments, engineered drawings where applicable, insurance conditions, liabilities etc.

It is anticipated that if acceptable pole attachments rates can be finalized in the immediate future, the Service will be in position to add new cameras on poles where warranted (as poles generally provide the best vantage points for PS-CCTV images to be collected), or to alter existing PS-CCTV networked cameras to be more efficient and cost effective in the existing deployment in the downtown/entertainment gathering areas.

#### Conclusion:

The Service remains committed to utilizing technology and existing assets, where the investment will enhance community safety and security. However, achieving this goal requires an agreement with THESL at lower applied industry rates. The City Manager has been requested by City Council to review the Attachment Agreement for use of Hydro poles for the installation of Service cameras, with respect to fees to be charged as well as other terms and conditions. This review is to be done in consultation with Councillor and Board Vice-Chair Michael Thompson as well as Council Members on the Toronto Hydro Board. Upon the completion of this review, the City Manager is required to report back to the City's Executive Committee, the Toronto Police Services Board and the Toronto Hydro Board on the results of that review.

Finally, it should be noted that a cost-effective and value added PS-CCTV program, in partnership with all community agencies and resources, is one of the tools that can be used to assist the Service in achieving its public safety goals and priorities. The Service is, however, continually reviewing the CCTV program to determine for what use and in what environment/situations it would be most effective/beneficial, taking into account the one time and on-going investments that must be made in the program.

Deputy Chief Peter Sloly, Divisional Policing Command, will be in attendance to answer any questions that the Board may have.

**cont...d**

**Councillor Frances Nunziata expressed her appreciation to Chief Blair and members of the TPS for their work which led to the recent installation of Public Space-CCTV cameras in the Weston/Mount Dennis community.**

**The Board received the foregoing report.**

**Moved by: F. Nunziata**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P135.       EXTERNAL PARTICIPATION ON INFORMATION TECHNOLOGY  
PROJECT STEERING COMMITTEES**

The Board was in receipt of the following report April 30, 2013 from William Blair, Chief of Police:

Subject:       EXTERNAL PARTICIPATION ON INFORMATION TECHNOLOGY  
PROJECT STEERING COMMITTEES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. However, any costs related to the inclusion of outside representatives on project steering committees and or project teams, would be included in the respective project capital budget.

Background/Purpose:

At its meeting on September 14, 2011, the Board approved a motion that the Chief of Police review the composition of all information technology steering committees to include qualified City staff and that the Chief develop specific criteria to determine when such a process should occur and report to the Board on the total cost impact (Min. No. P223/11 refers).

The purpose of this report is to respond to the Board in this regard.

Discussion:

Information technology (IT) project steering committees are part of the Toronto Police Service's (TPS) project management framework and are formed to provide strategic oversight and overall guidance for a project or program. An IT project steering committee provides a stabilizing influence so organizational concepts and directions are established and maintained. The steering committee also ensures the goals of the project from a scope, schedule or budget perspective are attained and provides guidance and direction to the project and escalates issues when necessary.

In responding to the Board's request, all active IT projects were reviewed by ITS and the criteria with respect to determining the inclusion of an external organization representatives on a project are:

- Is the project strategic and funded from capital or otherwise high profile or high risk;

- Does it introduce new technology to the Toronto Police Service (TPS); and or
- Is it similar to an implementation, of a similar nature or technology to that at the City, agency or other external organization.

Qualifications of an external member candidate were also defined, but will depend on the nature of the assistance required. These would include:

- The individual being at a level equivalent to the level/rank of the TPS steering committee members;
- The requirement that the individual has experience with the technology and/or the nature, size or type of project;
- The individual agreeing with the established terms of reference for the project steering committee; and
- The requirement for the individual to pass a background check and take the oath of secrecy.

The above criteria was presented and approved by the TPS Information Technology Steering Committee (ITSC).

The review of all active projects reconfirmed that the Integrated Records and Information System (IRIS) project, met the criteria for inclusion of an external organization on the project steering committee. No other projects met the criteria at the time of the review.

It should be noted that the Chief Information Officer for the City of Toronto City (CIO) is a member of the IRIS Project Steering Committee. He or a representative from his office has attended meetings as of December 2011. There have been no costs incurred as a result of the CIO's participation on the IRIS Steering Committee.

Costs are not generally incurred nor anticipated with respect to the inclusion of external participation on IT project steering committees. If there were any costs associated with the use of external organization expertise or services, these would be estimated and accounted for as part of the project budget.

The Service's IT project management framework has been amended to reflect consideration of each new IT project at the concept stage when the business case is reviewed for governance and oversight. If the project meets the criteria for including external participants, the TPS Information Technology Services (ITS) Director is responsible for contacting the City CIO or other agency IT Director to request the participation of an appropriate representative. The requirement for participation of an external organization is confirmed at the project initiation stage when the steering committee composition is documented in the project charter. Any estimated costs for the City or other agency's involvement would be provided in writing to the TPS ITS Director.

The Service's IT Director shared and reviewed the criteria for inclusion of external membership on IT project steering committees with the CIO's of the City, Toronto Transit Commission (TTC) and Toronto Library Board (TLB) at their March 20, 2012 and August 27, 2012 meetings.

This now provides for a reciprocal arrangement and process, where each organization (City, TTC, TLB and the Service) can request assistance/expertise from another, where required on a particular IT project.

The above criteria, process and policy has been documented and published on the TPS intranet site as part of the Information Technology Services (ITS) project management framework toolbox.

Conclusion:

The Service has reviewed the need for the inclusion of an external representative of the City or other agency, and has developed criteria to help determine when this participation would be appropriate and of value.

The criteria and process have been agreed to with the City, TTC and Library Board and included in the Service's IT project management framework toolkit.

The review, analysis and actions taken reflect implementation of the Board's motion for the development of criteria for inclusion of an external organization on information technology project steering committees and the cost impact, if any.

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

**The Board received the foregoing report.**

**Moved by: M. Moliner**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P136. TORONTO POLICE SERVICE – RESULTS OF FOLLOW-UP OF  
PREVIOUS AUDIT RECOMMENDATIONS**

The Board was in receipt of the following report April 19, 2013 from Jeffrey Griffiths, Auditor General:

**SUMMARY**

This report provides the results of our 2013 audit recommendation follow-up process. The purpose of the follow-up process is to determine the implementation status of audit recommendations made by the Auditor General to the Toronto Police Services Board.

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

- Court Services Review, 2008
- Fleet Review, 2008
- Enterprise Case and Occurrence Processing System (eCOPS) Project Review, 2005
- Revenue Controls Review, 2002
- Vehicle Replacement Policy, 2000
- Review of Controls Relating to Overtime and Premium Pay, 2000
- Review of Parking Enforcement Unit, 2000

In addition, the Auditor General conducted an independent review of police investigation of sexual assaults in 1999, and two subsequent follow-up reviews in 2004 and 2010 respectively. These reviews are:

- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999
- The Auditor General's Follow-up Review on the October 1999 Report, 2004
- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010

Outstanding recommendations from the 2004 and 2010 Follow-up Reviews on the Police Investigation of Sexual Assaults were included in the 2013 annual audit recommendation follow-up process.

The 2013 follow-up process included the following audit reports to the Board:

- Follow-up Review on the October 1999 Report Entitled: Review of the Investigation of Sexual Assaults, 2004  
[http://www.toronto.ca/audit/2004/followupreview\\_1999\\_investigation\\_sexual\\_assaults\\_tps.pdf](http://www.toronto.ca/audit/2004/followupreview_1999_investigation_sexual_assaults_tps.pdf)

- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010  
[http://www.toronto.ca/audit/2010/report\\_april9.pdf](http://www.toronto.ca/audit/2010/report_april9.pdf)
- Review of Police Training, Opportunities for Improvement, 2006  
[http://www.toronto.ca/audit/2006/police\\_training\\_main\\_report\\_oct2006.pdf](http://www.toronto.ca/audit/2006/police_training_main_report_oct2006.pdf)
- Police Paid Duty – Balancing Cost Effectiveness and Public Safety, 2010  
<http://www.toronto.ca/audit/2011/policeservice-mar23.pdf>
- Review of Integrated Records and Information System , 2011  
<http://www.toronto.ca/audit/2011/integrated-recordsaug26.pdf>
- Parking Enforcement Review, 2011  
[http://www.toronto.ca/audit/2011/parkingenforcement\\_review.pdf](http://www.toronto.ca/audit/2011/parkingenforcement_review.pdf)

A total of 31 audit recommendations from the above six reports were included in the 2013 follow-up process. Certain of these recommendations are longer term in nature and require additional time to achieve full implementation.

Based on our 2013 follow-up results, one of the recommendations in the paid duty audit report was no longer applicable. Of the remaining 30 audit recommendations for the 2013 follow-up, 21 recommendations were determined to have been fully implemented and 9 recommendations were partially implemented.

Attachments 1 and 3 list audit recommendations that are fully implemented and recommendations no longer applicable. Audit recommendations not fully implemented, as well as management's comments and action plans, are included in Attachment 2. These outstanding recommendations will be reviewed in each future year until they are determined to be fully implemented.

## **Financial Impact**

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

## **ISSUE BACKGROUND**

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

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



## COMMENTS

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

Our verification is based on audit work conducted during the follow-up period usually between March and April each year. For recommendations verified as fully implemented by audit staff, no further work will be conducted on those recommendations in subsequent audit follow-up cycles. Ongoing implementation and maintenance of the audit recommendations, such as policy and procedure enhancements or improved controls, will rely on management's continuous efforts beyond the audit follow-up process. The Auditor General may decide to initiate a new review on subject matter previously audited. Table 1 outlines audit reports issued to the Toronto Police Services Board since 1999 that no longer have outstanding audit recommendations.

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

Report Title and Date	Total	Previously Reported	
		Fully Implemented	Not Applicable
Court Services Review (June 12, 2008)	5	5	-
Fleet Review (September 26, 2008)	4	4	-
Enterprise Case and Occurrence Processing System (eCOPS) Project Review (April 29, 2005)	32	31	1
Revenue Controls Review (January 8, 2002)	5	5	-
Vehicle Replacement Policy (June 21, 2000)	3	-	3
Review of Controls Relating to Overtime and Premium Pay (January 6, 2000)	16	15	1
Review of Parking Enforcement Unit (January 4, 2000)	27	26	1
<b>Total</b>	<b>92</b>	<b>86</b>	<b>6</b>

Table 2 outlines the results of our current follow-up review of outstanding recommendations in the six audit reports to the Toronto Police Services Board.

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

Report Title and Date	Total	Previously Reported		Results of Current Review		
		Fully Implemented	Not Applicable	Fully Implemented	Not Fully Implemented	Not Applicable
The Auditor General's Follow-up Review on the October 1999 Report Entitled: "Review of the Investigation of Sexual Assaults, Toronto Police Service" (October, 2004)	25	22	-	3	-	-
The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults (April 9, 2010)	3	2	-	1	-	-
Review of Police Training – Opportunities for Improvement (October 26, 2006)	39	34	1	3	1	-
Police Paid Duty – Balancing Cost Effectiveness and Public Safety (December 1, 2010)	10	2	-	3	4	1
Review of Integrated Records and Information System (August 26, 2011)	7	-	-	3	4	-
Parking Enforcement Review (October 3, 2011)	8	-	-	8	-	-
<b>Total</b>	<b>92</b>	<b>60</b>	<b>1</b>	<b>21</b>	<b>9</b>	<b>1</b>

The 2013 follow-up review results of the above six audit reports are summarized as follows:

#### The Auditor General's Reviews of Police Investigations of Sexual Assaults

Since 1999, the Auditor General has conducted three independent reviews of police investigations of sexual assaults. These three reviews are:

- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999
- The Auditor General's Follow-up Review on the October 1999 Report, 2004
- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010

The results of the initial 1999 review and the two subsequent follow-up reviews are provided in Table 3.

**Table 3 Results of Follow-up Reviews of Recommendations Contained in the 1999 Review of the Investigation of Sexual Assaults**

Audit Follow-Up Review	Recommendations for Follow-Up	Results of Follow-Up Review			Total for the Next Follow-up Review
		Fully Implemented	Not Fully Implemented	New Recommendations	
Review of the Investigation of Sexual Assaults, 1999	n/a	n/a	n/a	n/a	57
First Follow-Up Review, 2004	57	32	25	0	25
Second Follow-Up Review, 2010	25	19	6	3	9

A summary of the three reviews and the resulting recommendations are provided in the following:

*Initial 1999 Review and 2004 First Follow-up Review*

In 1999, the Auditor General issued a report entitled “Review of the Investigation of Sexual Assaults – Toronto Police Service”, which contained 57 recommendations pertaining to a wide range of issues in police investigation of sexual assaults.

In 2004 the Auditor General conducted a follow-up review and found that the Police Service had not addressed all of the original 57 audit recommendations. The 2004 follow-up review report contained 25 recommendations. In considering the Auditor General’s follow-up review report, the Police Services Board requested the Auditor General to conduct a further follow-up review.

*2010 Second Follow-up Review*

In June 2010 the Police Services Board received the following two reports issued by the Auditor General entitled “The Review of the Investigation of Sexual Assaults – A Decade Later, Toronto Police Service” and “The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults.” The first report provided an overview of the changes made by the Police Service over the last 10 years on handling sexual assault investigations.

The Auditor General’s Second Follow-up Review found that overall the Police Service has made significant progress to address issues raised in the 2004 follow-up report. In summary, 19 of the 25 recommendations made in 2004 were found to be fully implemented. At the time of the review, work was in progress to address the remaining six recommendations. The review also resulted in three new recommendations requiring attention by the Police Service. A total of nine recommendations resulted from the 2010 Second Follow-up Review.

### *Incorporation into the Auditor General's Annual Follow-Up Process*

In order to determine the implementation status of the nine remaining recommendations, the Auditor General included these recommendations in the annual recommendation follow-up process. This was indicated in the 2010 audit report to the Board.

As a result, all of the nine recommendations were included in the Auditor General's 2012 annual follow-up process. Of the nine recommendations assessed in 2012, five were determined to be fully implemented and four partially implemented.

### *2013 Annual Follow-Up Results*

The four partially implemented recommendations were assessed during the current 2013 audit follow-up process. All four recommendations were determined to be fully implemented as of April 2013. These recommendations are outlined in Attachment 1.

Based on the results of the 2010 second follow-up review and the 2012 and 2013 annual follow-up processes, all of the audit recommendations from the initial 1999 audit and the two subsequent follow-up reviews have been verified as fully addressed or implemented by the Police Service as of April 2013.

### Review of Police Training – Opportunities for Improvement - Toronto Police Service

In January 2007 the Auditor General issued a report entitled “Review of Police Training – Opportunities for Improvement” to the Toronto Police Services Board. The Board adopted the 39 recommendations included in the report and approved a motion for the Auditor General to perform a follow-up review. The results of the first comprehensive follow-up review process for this audit were provided to the Toronto Police Services Board in June 2010.

The results of this follow-up process found only one audit recommendation outstanding which relates to a review of applicable fees to be charged to those not affiliated with the Toronto Police Service attending training at the college. These fees would recover the costs associated with provision of training at the Toronto Police College. The Service will be submitting a report on this matter to the Toronto Police Services Board. The outstanding recommendation is listed in Attachment 2 to this report.

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

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

The audit report contained ten recommendations to improve the operating effectiveness and efficiency of the system, and officer compliance with police paid duty policies. Two of the 10 recommendations were verified as fully implemented during our 2012 follow-up process, and the remaining eight recommendations were assessed in 2013.

At the beginning of the 2013 follow-up process, police staff reported that of the eight outstanding recommendations, three have been fully implemented, four were in progress, and one recommendation was no longer applicable.

We concur with the “not applicable” status of recommendation Number 2, and verified that three recommendations have been fully implemented as reported by the Police Service. The fully implemented recommendations are listed in Attachment 1. Partially implemented recommendations along with management comments and action plans are listed in Attachment 2, and the one “not applicable” recommendation is shown in Attachment 3. All four partially implemented recommendations will be included in the next follow-up cycle.

In adopting the audit report and recommendations, the Police Services Board at its April 2011 meeting adopted additional motions regarding audit recommendation Number 9 which pertains to paid duty requirements at special events. City Council at its June 2011 meeting also adopted a motion pertaining to audit recommendation Number 4 regarding paid duty system administrative costs.

Both audit recommendation Number 4 and Number 9 were reported by management as partially implemented as of April 2013. According to staff, the Service has initiated a thorough review of the paid duty system to address the audit recommendations and identify other opportunities to improve efficiency. As a result, the implementation status of audit recommendation Number 4 and Number 9 and other efficiency improvements included in the motions by the Police Services Board and City Council will be assessed in the Auditor General’s 2014 follow-up process.

#### Review of Integrated Records and Information System

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

The audit report contained seven recommendations for action required throughout the development and conclusion of the project particularly relating to the realization of benefits and the need to quantify, track and report expected benefits. Of the seven recommendations, three were determined to be fully implemented and four partially implemented. The four outstanding audit recommendations along with management’s comments are listed in Attachment 2.

## Parking Enforcement Review

Our 2009 Audit Work Plan included a systematic review of major City revenue streams. We selected parking tag revenues because of the significant amount of funds involved. Our review was divided into two parts:

- Processing of parking tag information and the collection of parking tag revenue by the City's Revenue Services Division.
- Issuance of parking tags by the Toronto Police Service through its Parking Enforcement Unit and Municipal Law Enforcement Officers.

The first report related to processing of parking tags and revenue collection was considered by City Council at its meeting of February 2010 and is available at [www.toronto.ca/audit/reports2010\\_jan27.htm](http://www.toronto.ca/audit/reports2010_jan27.htm).

The second report related to parking enforcement and issuance of parking tags was adopted by the Toronto Police Services Board at its October 20, 2011 meeting. The report and board minutes are available at: <http://www.tpsb.ca/FS/Docs/Minutes/2011/>.

The second audit report contained eight recommendations pertaining to improvements to the management, administration and enforcement of the Provincial Offense Act II and City parking by-laws. Of these eight recommendations, four were addressed to the Police Chief and the remaining four to City staff.

Our follow-up results indicate that all eight recommendations have been implemented as of April 2013. Actions taken by the Toronto Police Service have improved processes resulting in savings of approximately \$660,000. The majority of the savings are a result of reductions in parking tag cancellations due to errors and delays. The number of tag cancellations due to errors and delays reduced by 14,300 in 2012 when compared with 2010. The estimated value of these tags is approximately \$580,000. In addition, the Parking Enforcement Unit revised its process to better monitor errors in manual tags that resulted in reduction of staff data entry time and resources by approximately \$80,000.

Our report also contained recommendations requesting the Province to amend certain legislative requirements to strengthen parking enforcement. The City has initiated communication with the Province on the amendment of legislation to allow for the following:

- Allowing Parking Enforcement Officers to enforce expired license plate violations
- Eliminating the requirement for entering license plate expiry dates on parking tags
- Forwarding parking tags to drive-away vehicle owners.

The requested amendments will enable stronger parking enforcement and provide a greater incentive to comply with parking by-laws. Stronger parking enforcement by-laws could also result in potential annual additional revenue of approximately \$5 million.

### Next Steps

The results of this follow-up on outstanding audit recommendations will be included in a consolidated report to the Audit Committee at its July 2013 meeting. The consolidated report presented to the City Audit Committee will include a summary of our review of outstanding recommendations for all City Divisions and its Agencies and Corporations.

### **CONTACT**

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**The Board received the foregoing report.**

**Moved by: F. Nunziata**

## **ATTACHMENT 1**

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

**Report Title:** The Auditor General's Follow-up Review on the October 1999 Report Entitled "Review of the Investigation of Sexual Assaults, Toronto Police Service"

**Report Date:** October, 2004

#### **Recommendations:**

- (7) The Chief of Police direct that all occurrence reports relating to sexual assault be reviewed by supervisory staff at the divisional level upon receipt of the initial reports and at the completion of the investigation. Evidence of the review be appropriately documented in the information system. Incomplete or inappropriate occurrence reports be discussed with the officer concerned and amendments made where necessary. Continued deficiencies in the preparation of occurrence reports be dealt with through existing training, and if necessary, discipline. Occurrence reports prepared by members of the Sex Crimes Unit be reviewed and approved by supervisory staff within the Unit.
- (20) The Chief of Police ensure that the project pertaining to the electronic transmission of ViCLAS data to the Provincial ViCLAS Centre in Orillia is expedited as quickly as possible. Staff responsible for this project be required to provide specific deadlines for completion. Periodic updates regarding the progress of the project be reported to the Chief of Police.
- (21) The Chief of Police, in consultation with the Sex Crimes Unit, ensure that all police officers have a clear understanding of the revised consent procedures relating to the sexual assault medical evidence kit. In particular, women who have been sexually assaulted be provided with detailed explanations pertaining to the consent form by divisional Sexual Assault Investigators only.

**Report Title:** The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults

**Report Date:** April 9, 2010

#### **Recommendations:**

- (3) The Chief of Police ensure that the new information system acquired by the Toronto Police Service to replace the existing information systems is properly designed to accurately and efficiently track records of supervisory review.



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

**Report Date: October 26, 2006**

**Recommendations:**

- (3) The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.
- (14) The Chief of Police evaluate the Human Resource Information System in order to ensure that the capabilities of the system are being used appropriately and to their full potential. Once determined, such information be communicated to all appropriate staff and, in addition, training specific to the reporting capabilities of the system be provided to all appropriate staff.
- (23) The Chief of Police ensure that all costs incurred in organizing annual international conferences are accurately and properly accounted for. Such costs to include all Toronto police officers salaries and any other administrative costs. The results of this analysis determine the viability of continuing to host international conferences. In any event, conference registration fees be determined after taking into account all organizational costs. Further, the Chief of Police review the procedure in connection with the carry forward of individual conference surpluses to future years.

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

**Report Date: December 1, 2010**

**Recommendations:**

- (3) The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system.
- (6) The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.
- (8) The Chief of Police review and enhance monitoring procedures to identify instances of non-compliance with paid duty policy requirements. Such monitoring procedures should include periodic review of regular duty schedules in conjunction with paid duty assignments. Instances of non-compliance should be addressed including disciplinary action where appropriate.

**Report Title: Review of Integrated Records and Information System**

**Report Date: August 26, 2011**

**Recommendations:**

- (1) The Chief of Police give consideration to the engagement of a Fairness Consultant in major procurements. The criteria outlined by the City of Toronto be considered by the Chief of Police in determining when Fairness Consultants should be engaged.
- (2) The Chief of Police review the composition of all Information Technology Steering Committees with a view to including qualified City staff. The Chief develop specific criteria to determine when such a process should occur.
- (4) The Chief of Police conduct a financial analysis to identify, quantify and document anticipated financial and operational benefits from the implementation of the Integrated Records and Information System. Related assumptions used in the analysis should be documented.

**Report Title: Parking Enforcement Review**

**Report Date: October 3, 2011**

**Recommendations:**

- (1) The Chief of Police review the current management reporting process in order to identify areas where reporting could be improved. Periodic reports should be produced identifying both parking tag errors for individual officers and officers not submitting tickets for processing on a timely basis. Further, reporting should be established to immediately identify malfunctioning electronic hand held ticket issuing equipment.
- (2) The City Manager, in consultation with the City Solicitor and the Chief of Police, consider the feasibility of amending the parking tag form to exclude the expiry month of each vehicle license plate. If required a request be made to the Province to amend legislation.
- (3) The Chief of Police periodically review parking ticket inventory to identify missing parking tags. Missing parking tags identified should be traced to individual officers responsible and explanations documented. Appropriate action should be taken in circumstances where explanations are inadequate or in circumstances where missing tags are identified on a recurring basis.
- (4) The City Treasurer, in consultation with the Chief of Police review and update the "Reason Code" listing. Cancellation reason codes should be specific, relevant and clear enough to facilitate analysis and reporting.

- (5) The Chief of Police take steps to ensure compliance with the process for maintaining and reviewing Parking Enforcement Officer and Municipal Law Enforcement Officer court attendance records. The Chief of Police, in consultation with the Deputy City manager responsible for Court Services develop a reporting process for Officer court attendance validation.
- (6) The City Treasurer in consultation with the Chief of Police implement a process to identify and correct parking tag management information system data entry errors in a timely manner.
- (7) The Chief of Police evaluate the need to continue with the alternate parking tag management information database.
- (8) The City Manager, in consultation with the City Solicitor and the Chief of Police, consider initiating a request to the Province to amend legislation to allow parking enforcement officers the authority to issue tickets for expired licence plates. Any amendments to legislation provide for a revenue sharing arrangements with the City.

**ATTACHMENT 2****Toronto Police Service  
Audit Recommendations – Not Fully Implemented**

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

**Report Date:** October 26, 2006

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(39) The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.	The Service is currently reconsidering its response to the collection of tuition fees from other police services.

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

**Report Date:** December 1, 2010

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(4) The Chief of Police take steps to reduce current paid duty system administrative costs. Such steps should include but not be limited to: a. Exploring the use of information technology to replace manual procedures; and b. Ensuring uniformed police resources are not used to perform clerical functions.	Financial Management has initiated a project whereby a full overhaul of the system will be undertaken, including policy changes and the implementation of an automated paid duty system. A projected implementation date of January 2, 2014 was communicated to the Board at the December 2012 meeting. However, this date cannot be finalized until a further review of resourcing requirements is performed by ITS, particularly given the current staff shortages in ITS, IRIS commitments and the inability to fill vacant positions in a timely manner.

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
<p>(5) The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.</p>	<p>The paid duty process review has commenced and a system has been identified for the Service. Review and implementation of the system will occur during 2013 and include equipment costs. However, it should be noted that tracking these costs and applying direct and indirect costs is not a simple exercise. Consequently, the Service is looking to a process that will result in a reasonable charge for these rental costs, and balance the costs of determining a more definitive cost with the cost to determine it. A status report was provided to the Board at its December 2012 meeting. The next update will be provided to the Board in mid-2013. A new process and system is expected to be in place by January 2014.</p>
<p>(9) The Chief of Police conduct a review of the current policy governing requirements for paid duty officers at special events, in consultation with representatives from Economic Development and Culture and Parks, Forestry and Recreation, with a view to:</p> <ul style="list-style-type: none"> <li>a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;</li> <li>b. Including guidelines to promote a consistent and transparent approach in determining the number of police officers, including paid-duty officers, required for special events; and</li> <li>c. Further maximizing the use of auxiliary members at special events where possible.</li> </ul>	<p>Service Procedure 20-15, Special Events was reviewed and amended on 2011.08.04. This Procedure speaks directly to when paid-duty officers should be required for special events and is applicable service-wide, thereby ensuring consistency in its application.</p> <p>Service Procedure 20-15, Special Events depicts in cases of both minor and major special events, a consistent approach to identifying who would be responsible for coordinating police officer resources, including whether officers are on duty or paid duty, as well as the staffing levels of each if applicable. This process includes a phase for recommendation of the number of police officers required, a review phase by an Event Supervisor and an approval/denial phase by a Unit Commander.</p> <p>As part of the Chief's Internal Organizational Review, specific to Special Events, a staffing matrix has been created, including all factors relating to any special event and supervisor to officer ratios and</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>costing. It is a transparent process used in determining the appropriate TPS response. This document will be consistently applied across the service for all special events. The supervisory ratios will be the same regardless of whether the officers are on duty or performing a paid duty. This staffing matrix is still being reviewed and has not yet been implemented.</p> <p>Considering the restrictions placed on when they can be deployed and the duties permitted to be performed by Auxiliary members as prescribed by the Police Services Act, Auxiliary officers are being used to the maximum when possible. Large events are planned ahead of time, giving auxiliary officers ample time to commit. Unit Commanders are engaging their auxiliary officers on a regular basis for applicable divisional events/crime management strategies.</p>
<p>(10) The Chief of Police, in conjunction with the General Manager of Economic Development and Culture and the General Manager of Transportation Services, develop criteria for determining film permit paid duty policing requirements. Such criteria be accessible to the film industry through permit documents or websites.</p>	<p>The criteria is still being developed by a working group created to discuss alternative options available for traffic direction at film locations.</p> <p>A report summarizing the efforts of this working group was completed on October 17, 2011 and was forwarded to the Toronto Film Board with the first recommendation being that it be forwarded to the Toronto Police Services Board. This report was considered by City Council on February 6, 2012 and the two recommendations that were made were adopted.</p> <p>The website where this information would be accessible by the film industry is maintained by the City of Toronto at the link "Filming in Toronto." The updating of this site is beyond the Service's control.</p>

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

**Report Date:** August 26, 2011

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(3) The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.	Building Privacy Impact Assessments (PIA) into future technology projects, specifically inclusion in the Project Management Framework is drafted but has not yet been published. The completion date is anticipated to be March 31, 2013. Information Security completed a Preliminary PIA for the IRIS Project in June 2012. The Final PIA for the project is scheduled to be completed by year end.
(5) Upon project completion, the Chief of Police report to the Toronto Police Services Board on the actual benefits achieved and where applicable, a description of anticipated benefits not realized.	<p>A project management framework has been in place and used by the Service since 2006.</p> <p>Included as an integral requirement of this formal project management framework is the completion of a project close out report that outlines project results from a budget, schedule and scope perspective, including anticipated benefits achieved and not achieved and the reasons why.</p> <p>Any lessons learned are also included in the close out report.</p> <p>Accordingly, the IRIS project close-out report will address the benefits achieved and a description of the anticipated benefits not realized.</p>

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
<p>(6) The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.</p>	<p>The process to define and articulate anticipated project objectives and outcomes is complete and documented in the Project Management Framework, Project Initiation Process and Procedure and is available to all TPS members via the ITS website in the PMO toolbox. The process to measure the project outcomes against the anticipated objectives has been drafted and it not yet published. The estimated completion date is June 30, 2013.</p>
<p>(7) Upon project completion, the Chief of Police report to the Toronto Police Services Board the objectives achieved and where applicable, a description of anticipated objectives not realized.</p>	<p>The project close-out report will address the objectives achieved and a description of the anticipated objectives not realized.</p>



## ATTACHMENT 3

### Toronto Police Service Audit Recommendations – Not Applicable

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

**Report Date:** December 1, 2010

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(2) The Chief of Police consider modifying the charging rate for a partial paid duty hour such that Toronto's charging rate is consistent with other large police services.	<p>This is a contractual issue and as such is beyond the purview of the Chief of Police. By virtue of the collective bargaining agreement that exists between the Board and the Toronto Police Association (TPA), the method in which paid duty rates are applied cannot be altered by the Chief of Police.</p> <p>Discussions have occurred between Labour Relations, Financial Management and the Toronto Police Association's legal counsel regarding the manner in which partial paid duty hours are handled. The responsibility for making this change will need to be done through negotiations between the TPA and the TPS Board.</p> <p>Therefore, it is recommended that this matter be reassigned to the TPS Board, as they are currently in negotiations with the TPA.</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P137.           REQUEST FOR FUNDS: POLICE OFFICER OF THE YEAR AWARDS**

The Board was in receipt of the following report May 03, 2013 from Alok Mukherjee, Chair:

Subject:           REQUEST FOR FUNDS – 46<sup>th</sup> POLICE OFFICER OF THE YEAR AWARDS

Recommendations:

It is recommended that:

- (1) the Board approve an expenditure from the Special Fund in the total amount of \$3,000.00 to sponsor the 2013 Police Officer of the Year Awards ceremony; and
- (2) the Board approve the purchase of a table at a reduced cost of \$500.00.

Financial Implications:

If the recommendations contained in this report are approved, the Special Fund will be reduced in the amount of \$3,500.00. The current balance in the Special Fund is approximately \$1,276,127.00.

Background/Purpose:

The Police Officer of the Year Awards was initiated in 1967 by the Toronto Board of Trade Young Professionals for the purpose of recognizing the admirable contributions by members of the Toronto Police Service who in many instances put their lives on the line due to their dedication to the community. All nominations are initiated through the Awards Co-ordinator, Professional Standards Unit and a panel of judges comprised of members of the media and representatives from the Toronto Board of Trade.

Nominees are judged according to the following criteria:

Bravery  
Humanitarianism  
Superior Investigative Work; and  
Outstanding Police Skills

The Police Officer of the Year Awards also includes a TPS Business Excellence Awards, which honours significant achievement by our civilian members.

This year's event will take place on June 5, 2013, at the Toronto Region Board of Trade, Downtown Centre. A notable keynote speaker and Master of Ceremonies are selected each year to assist in the order of events. Each year, an average of twenty four members of the Toronto Police Service are recognized for their outstanding contributions to policing our communities.

Attached is a letter from Mr. Christopher Worth, from the Toronto Board of Trade, providing details and history about the event.

Discussion:

The Police Officer of the Year Awards program is a very important initiative, which the Board has historically supported. This initiative is in keeping with provisions in the Board's Special Fund policy to recognize the work of TPS members. It is an excellent demonstration of the community and the police working together, supporting one another and celebrating community safety achievements together. These awards celebrate excellence in policing and demonstrate the immense appreciation that our community has for its police officers.

The regular cost of the table is \$600.00, however, the Board of Trade has offered the Board a table at a reduced price of \$500.00. Each table seats eight guests and would enable all Board members to attend the event in support of our officers. Unused tickets will be distributed, via the Chiefs office, to family members of the TPS officers being honoured.

Conclusion:

It is recommended that:

- (1) the Board approve an expenditure from the Special Fund in the total amount of \$3,000.00 to sponsor the 2013 Police Officer of the Year Awards ceremony; and
- (2) the Board approve the purchase of a table at a reduced cost of \$500.00.

**Mr. Christopher Worth, Volunteer Chair, Toronto Region Board of Trade, was in attendance and delivered a deputation to the Board in support of the 2013 Police Officer of the Year Awards.**

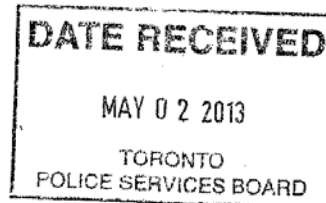
**The Board approved the foregoing report.**

**Moved by: D. Noria**



**TORONTO  
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April 26, 2013

Dr. Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College St.  
Toronto, Ontario  
M5J 2G3

The 46<sup>th</sup> Annual Police Office of the Year Awards will be taking place on June 5<sup>th</sup>, 2013 from 6:30pm – 9:30pm here at the Toronto Region Board of Trade Downtown Centre, 1<sup>st</sup> Canadian Place. Created by the Board of Trade in 1967, this annual Awards event pays tribute to the men and women of the Toronto Police Service who have made extraordinary contributions to making Toronto one of the safest cities in the world.

In previous years the Toronto Police Services Board had generously provided a \$2500 sponsorship and \$1200 in tickets. This year we intend to increase awareness to the Toronto Police Service Board and selected members of the business community to grow attendance and cover costs and additional expenses. We are respectfully requesting your support to provide \$3000 in sponsorship and purchase a table at the cost of \$500 for a total investment of \$3500.

The Toronto Region Board of Trade is very proud of this event and the impact it has on our members. Your support will ensure the strength of this event and help carry on tradition.

Thank you for your time.

Kind regards

Christopher Worth  
Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P138. AUDITOR GENERAL'S RECOMMENDATION RELATED TO 311  
PROCUREMENT: IMPACT ON SERVICE PROCESSES AND  
PRACTICES**

The Board was in receipt of the following report April 30, 2013 from William Blair, Chief of Police:

Subject: AUDITOR GENERAL'S RECOMMENDATION RELATED TO 311  
PROCUREMENT: IMPACT ON SERVICE PROCESSES AND PRACTICES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its July 11, 12 and 13, 2012 meeting considered the City's Auditor General (AG) audit report entitled "Procurement of 311 Toronto's Information Technology System - Lessons for Future Procurement Processes". At that meeting, City Council requested the City Manager to forward the Auditor General's recommendations contained in the audit report to the City's major Agencies, Boards, Commissions, and Corporations, for consideration in future procurement processes.

The Board, at its meeting of December 14, 2012 (Min. No. P315/12 refers) requested that the Chief of Police:

- (1) *"review current Service procurement processes and practices in light of the Auditor General's report on the "Procurement of 311 Toronto's Information Technology System – Lessons for Future Procurement Processes" and advise the Board whether any changes to such Service processes and practices are required as a result; and*
- (2) *indicate to the Board whether any changes to Board By-law 147 are required as a result, and, if so, recommend that the Board make those changes."*

The purpose of this report is to advise the Board with respect to recommendations made by the AG relating to purchasing processes and practices and provide information as to the status of reviewing the current approved Board Financial Control By-law No. 147.

Discussion:

By-law No. 147 (By-law) is currently being reviewed by the Service's Manager, Purchasing Support Services in consultation with City Legal and the Chief Administrative Officer. Each section of the By-law is being reviewed to ensure that the definitions and provisions reflect current best practices, legislative requirements and operational needs.

Many of the City AG's recommendations from his 311 audit report are currently being practiced by the Service. However, in our review of the By-law and purchasing procedures, the Service will take the AG's recommendations into account in order to strengthen the By-law as well as the Service's purchasing procedures/practices, where necessary and appropriate.

It should also be noted that the Service's Audit and Quality Assurance (A&QA) Unit monitors and reviews audit reports from the City's AG to the City Audit Committee, on the AG's audit of various City divisions, agencies, boards and commissions. A&QA then sends the report to the applicable area of the Service for review and to determine if any action is required to implement or enhance the Service's current processes or procedures.

Conclusion:

The current approved Board Financial Control By-law No. 147 is being reviewed in its entirety by the Service. The review will consider the Auditor General's recommendations as requested by the Board at its December 14, 2012 meeting (Min. No. P315/12 refers). The Service will report to the Board, by no later than the 4<sup>th</sup> quarter of this year on any changes required to the By-law, as a result of this review.

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

**The Board received the foregoing report.**

**Moved by: F. Nunziata**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P139. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD  
SPECIAL FUND UNAUDITED STATEMENT: JANUARY - MARCH 2013**

The Board was in receipt of the following report May 06, 2013 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL  
FUND UNAUDITED STATEMENT: JANUARY TO MARCH 2013

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Special Fund policy (Board Minute #P292/10) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period January 1 to March 31, 2013.

As at March 31, 2013, the balance in the Special Fund was \$1,628,180. During the first quarter, the Special Fund recorded receipts of \$374,778 and disbursements of \$22,725. There has been a net increase of \$352,053 against the December 31, 2012 fund balance of \$1,276,127.

Auction proceeds have been estimated for the months of January to March 2013 as the actual deposits have not yet been made.

For this quarter, the Board expenditures were minimal; however, activity will increase as the moratorium on expenditures was lifted in January 2013 (Board Min. P130/12 refers).

Conclusion:

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

**The Board received the foregoing report.**

**Moved by: D. Noria**





**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P140. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JANUARY TO MARCH 2013**

The Board was in receipt of the following report April 23, 2013 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY  
UPDATE: JANUARY 1, 2013 TO MARCH 31, 2013

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Discussion:

This quarterly update report is for the period from January 1, 2013 to March 31, 2013. This public report corresponds with additional information provided in the confidential agenda.

Accident and Injury Statistics

From January 1, 2013 to March 31, 2013, 300 members reported that they were involved in 322 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 40 recurrences of previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups ranging from specialist appointments to surgery.

A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 322 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 57 arrest incidents involving suspects
- 19 vehicle incidents (member within vehicle as driver or passenger)
- 13 assaults
- 21 cuts/lacerations/punctures
- 16 traumatic mental stress incidents
- 23 slips and falls
- 248 communicable diseases and possible exposures

The WSIB has increased the provisional administration rate by 8.2% in 2013 from 27.6% to 35.8%. As a Schedule 2 Employer, the Toronto Police Service paid \$48,092.71 in health care costs for civilian members and \$185,258.57 in health care costs for uniform members for the first quarter of 2013.

#### Critical Injuries

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

For the first quarterly report for 2013, there were seven Critical Injury Incidents reported to the Ministry of Labour. All incidents were confirmed by the MOL to be Critical Injury Incidents as defined in *Regulation 834*, which resulted from a cause in a workplace.

#### Communicable Diseases

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

<b>Reported Exposures</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>Q1 Total</b>
1. Hepatitis A, B, & C & HIV	0	5	6	11
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	3	4	5	12
4. Meningitis (All)	4	0	0	4
5. Lice and Scabies	0	0	0	0

6. Other*	59	56	106	221
<b>Total</b>	<b>66</b>	<b>65</b>	<b>117**</b>	<b>248</b>

\* This category can include, but is not limited to exposures to:

- infectious diseases not specified above including smallpox, severe acute respiratory syndrome (SARS), rubella and measles;
- respiratory condition/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA), also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, spit, vomit, etc.).

\*\* Several Divisional Units had single exposures of multiple members pertaining to Vancomycin Resistant Enterococcus (VRE) and MSRA that accounted for the spiked increase in claim submissions.

As a result of a determination made at the Central Joint Health and Safety Committee (CJHSC) meeting of March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were no reported exposures to bed bugs in the first quarter.

#### Medical Advisory Services

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

An examination of disability distribution amongst Service members revealed the following:

<b>Disability</b>	<b>January</b>	<b>February</b>	<b>March</b>
Short Term	70	64	72
Long Term - LTD	4	4	4
Long Term - CSLB	76	76	75
<b>Total Disability per Month</b>	<b>150</b>	<b>144</b>	<b>151</b>

#### Implementation of Health and Safety Policies, Including Training Policies, by Various Departments or Divisions

Currently, the Service has 392 certified members comprised of 236 worker representatives and 156 management representatives.

## Other Occupational Health and Safety Matters

### Workplace Violence and Harassment

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

- Workplace Violence/Harassment Complaints

In the first quarter of 2013, there were no documented complaints which have been categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHS Act*.

### Ontario Police Health and Safety Association

On March 26, 2013, a meeting of the Ontario Police Health and Safety Association was hosted by the Ontario Provincial Police. The main focus of the meeting was a presentation by Sergeant Ronald Bloger, of the Ontario Provincial Police, in relation to Underwater Search and Rescue safety and investigations. The meeting was concluded with a round table discussion of issues prevailing in the respective jurisdictions.

### Central Joint Health and Safety Committee

Members of the Central Joint Health and Safety Committee (CJHSC) toured the Information Technology Unit. No safety issues were brought to the attention of the CJHSC.

### Ministry of Labour Orders, Charges & Issues

There were no Ministry of Labour orders, charges, or issues during the first quarter of 2013.

### Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the first quarter in 2013.

The next quarterly report for the period of April 1, 2013 to June 30, 2013, will be submitted to the Board for its meeting in August 2012.

Deputy Chief Mike Federico, Corporate Command, will be available to respond to any questions the Board may have regarding this report.

**The Board received the foregoing report.**

**Moved by: M. Moliner**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P141. ANNUAL REPORT: 2012 ENHANCED EMERGENCY MANAGEMENT**

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

Subject: 2012 ANNUAL REPORT – ENHANCED EMERGENCY MANAGEMENT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 18, 2006, the Board agreed to receive enhanced emergency reports on an annual basis (Min. No. P163/06 refers). This report will provide an overview on the progress of the Toronto Police Service and in particular Public Safety and Emergency Management (PS&EM) and its components for the period March 1, 2012 to February 28, 2013.

Discussion:

The primary function of PS&EM is to deliver effective and appropriate emergency management services for the Toronto Police Service (TPS) that include planning, mitigation, response and recovery from emergency events.

The Enhanced Emergency Management Initiative (EEMI) commenced shortly after September 11, 2001, and includes partnerships with the City of Toronto Office of Emergency Management (OEM), Toronto Fire Services (TFS), Toronto Emergency Medical Services (EMS), along with a group of broader external agencies and community stakeholders at municipal, provincial and federal levels.

The primary focus of this initiative is to concentrate on the following components:

- Emergency management training, planning, response and recovery;
- Chemical, biological, radiological, nuclear and explosives (CBRNE) joint team;
- Heavy Urban Search and Rescue (HUSAR) joint team;
- Public Health emergencies, preparations and response and;
- Critical infrastructure/counter-terrorism

The following is an overview of some of the major developments in the Enhanced Emergency Management Program in 2012.

### **Emergency Management Planning, Training, Exercising and Response**

The TPS Emergency Preparedness Committee was established in 2008 and has since expanded its membership to be representative of all command pillars. The committee focuses a large part of its efforts on strategic oversight, reviewing, analysing and supporting the implementation of after action report recommendations.

The PS&EM Emergency Management Section provides 24/7 support to frontline personnel, responding to emergency events and working in co-operation with other first responders to facilitate a unified response to emergency situations that arise within the City of Toronto.

The following list represents some of the activities undertaken since the last reporting period:

- Co-ordination, development, reviews and revision of all TPS component plans for the Toronto Nuclear Emergency Response Plan (TNERP). Ongoing development of interagency partnerships to ensure improved interoperability between all TNERP stakeholders.
- The Incident Management Team (IMT) program has been fully implemented. Five IMT's are available for deployment for either planned events or spontaneous incidents. Teams are comprised of a designated Incident Commander(s) and dedicated personnel, all of whom are trained in accordance with Incident Management System principles to assume command and control functions. Since the last reporting period, IMT's have planned and managed seven significant events including, but not limited to: New Year's Eve, May Day (Occupy Toronto), Scotiabank Caribbean Festival (Caribana), and Grey Cup Festivities.
- Development of a corporate operational planning process began in August. The standardization of this process features enhanced comprehensiveness, the output of which is based upon the widely-used 'SMEAC' Five Point Operation Order. It includes an After Action Report (AAR) process as well as provisions for greater staffing efficiencies.
- The 5th annual Toronto Emergency Management Symposium was held at the Toronto Police College in November. Over 250 Service members and external Emergency Management partners attended the event. Planning for the 6th annual Symposium is underway.
- IMT workshops continue to be conducted at the Toronto Police College.

- PS&EM planned and/or participated in the following:
  - operational response for May Day (Occupy Toronto) activities
  - national radiological emergency exercise 'RadEx' and exercise 'REGEX-7'
  - 'Dark Water' City of Toronto EOC exercise to test and validate responses and procedures relevant to flooding in Toronto
  - joint fire/police exercise at Portlands Energy Centre
  - emergency management joint services CBRNE mock emergency drill in development of Exercise Pandemonium for IMS 300 course
  - power failure exercise at the Marine Unit testing responses and procedures regarding unit/station functionality at a reduced capacity
  - Enbridge Gas, City of Toronto, TPS and other EM partners joint exercise to validate procedures and response regarding pipeline rupture
  - one day advanced EOC inter-agency training session with the Toronto Office of Emergency Management
  - prepared TPS operational plan for City of Toronto labour disruption;
  - advised the City of Toronto Emergency Operations Centre (EOC) throughout the Union Station flood.
  - working with the Toronto Association of Police and Private Security (TAPPS) and other external business organizations, such as Commercial Real Estate-Financial, Canadian Bankers Association, and others to enhance their emergency management capabilities and the relationships to the Toronto Police Service
  - Continued partnerships with many business organizations that have backed the Toronto Operational Response Information System (TORIS) which continues to work to enhance the TPS response to our business community
  
- Major Incident Command Centre (MICC) Activation
  - 'Summer Safety' Duty Operations Centre (DOC) pilot program
  - Pride Festival
  - Canada Day Events
  - EuroCup Soccer
  - Ashbridges Bay Fireworks
  - Scotiabank Caribbean Carnival
  - Santa Claus Parade
  - Grey Cup/Vanier Cup Festivities
  - New Year's Eve Celebration

### ***Operational Continuity***

To ensure that the TPS can continue to deliver core policing services in emergencies, PS&EM maintains responsibility for overseeing the maintenance of Operational Continuity Plans (OCP) for each TPS unit. It is the responsibility of each unit commander to develop the unit specific portion of the OCP and to review and revise it annually. The OCP provides a framework to assist with facility evacuations, maintain operational continuity and facilitate an orderly return to a state of normalcy.



PS&EM maintains the central inventory of all OCPs. To further enhance TPS operational continuity preparedness, random weekly unit checks are conducted by PS&EM personnel. This exercise identifies operational and facility deficiencies while also emphasizing the operational importance of the OCP.

During 2012, 116 OCP phone consultations were conducted with various units across the Service.

### ***Operational Responses***

Throughout 2012, PS&EM was involved in operational responses ranging from hazardous material situations, gas leaks, fires, protests, searches, labour rallies, etc. The Emergency Management (EM) section of PS&EM attended scenes in order to provide on-site incident management support and guidance to frontline supervisors, ensuring the implementation of IMS principles as required.

In addition, EM on-call members conducted over 200 telephone consultations with respect to on-going emergency events, again providing support and guidance to frontline personnel.

The following are some examples of incidents that PS&EM personnel responded to in 2012:

- A large fire was reported at the Save and Secure Self Storage located at 97 Pelham Avenue in 11 Division. The on-call member of PS&EM notified and stopped all trains on the adjacent rail lines owned by CP rail. A large scale evacuation of the surrounding area was commenced. The PS&EM Emergency Management on-call team, including the unit commander, attended the scene and co-ordinated the unified response with Toronto Fire Services and other City of Toronto agencies
- Members of the on-call team attended a large gas leak that caused a large evacuation in the Distillery District, after construction workers struck and severed a 4" natural gas line. Due to the size of the line, a significant amount of gas vented into the air. Billy Bishop Airport was notified due to the volume of gas venting into the air space. PS&EM members ensured IMS compliance
- Members of the on-call team, including the unit commander, responded to the concert stage collapse at Downsview Park which resulted in one fatality and several injuries. The TPS mobile command vehicle was deployed and served as the incident command post. PS&EM members co-ordinated the unified response and ensured IMS compliance

### **Emergency Management Training**

The PS&EM Emergency Management Training Section consists of one sergeant and one constable who are responsible for all emergency management training delivered to internal

and external partners from both the public and private sector. The EM Training Section also facilitates Federal and Provincial level training for the Service's Senior Officers and Incident Commanders.

The EM Training Section continues to work with Emergency Management Ontario to develop and implement a standardized incident management system (IMS) throughout the province. The EM Training Section is also specifically working with the finalization of the IMS 300 course and is in the process of developing an IMS 400 program.

2012 key deliverables included:

- ten (10) Provincial Basic Emergency Management Courses (BEM) delivered to Service members as well as external partners
- thirteen (13) IMS 100 courses delivered to Service members as well as external partners
- all Service members were to have completed the IMS 100 program
- nine (9) IMS 200 courses delivered to Service members as well as external partners
- six (6) IMS 300 courses delivered to Service members as well as external partners, including one (1) IMS 300 course delivered to members of Toronto Emergency Medical Services
- continued instruction to Toronto Operational Response Information System (TORIS) partners

Finally, the PS&EM Emergency Management training section is partnering with Ontario Power Generation to conduct Incident Management Team exercises at its training facility.

#### Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) – Joint City of Toronto Team

The three emergency services components (TPS, TFS and EMS) of the Joint CBRNE Team operate from the PS&EM base at 4610 Finch Avenue East. This arrangement allows for greater communication and a consistent level of inter-operability amongst the three agencies.

The PS&EM component consists of four full-time members: one sergeant and three constables. The TPS CBRNE composite team components include specialists from PS&EM, Forensic Identification Services, Emergency Task Force, and the Marine Unit. In addition, a trained cadre of generalist officers drawn from Divisional Policing Command and the Transit Patrol Unit, supports these specialists. The TPS is capable of mounting an integrated CBRNE response within the City of Toronto.

Throughout 2012, members of the CBRNE section developed and delivered multiple training presentations to TPS members and external emergency response partners, these included:

- National First Responder Training Program - Advanced Level, Suffield, Alberta;
- CBRNE Incident Commanders Course (TPS/TFS/TEMS);
- CBRNE live agent training in Ottawa;

- CBRNE Generalist Courses.
- CBRNE response protocol briefing sessions were presented to a number of audiences throughout the year, including:
  - Public Order Unit (POU) Incident Commanders;
  - POU Basic Training course participants;
  - Recruit training course for TPS Communications Services;
  - Public and private partner members of the Toronto Operational Response Information System (TORIS) initiative;
  - Frontline Divisional officers
  - RCMP-MSERT officers
  - Members of the University Health Network
  - Members of the Tourism/Hospitality Industry

A number of CBRNE awareness sessions were presented to Toronto Fire Services and Emergency Medical Services new recruits .

The CBRNE section continues to participate in professional development, including participating in the development of two federally led exercises: “Conveyance” and “RadEx”.

Section members continued to provide on-call response and advisory services to support Primary Response Unit (PRU) officers in CBRNE related calls for service

Members conducted regular directed patrols at several critical infrastructure sites throughout the City as part of the 'Argus' Critical Infrastructure Protection (CIP) strategy.

### ***New Initiatives***

The CBRNE team has created a special operations introductory CBRNE course. This course is a precursor to the intermediate CBRNE course which is presently offered in Ottawa. This training course will be offered several times per year to internal and external agencies. This presents a new level of capacity building between municipal emergency services and allows for greater inter-operability to mitigate CBRNE related events and will benefit the Service as we prepare for the Pan Am games in 2015.

In partnership with the federal government, the CBRNE team participated in a regional exercise in April 2012, with the DND Canadian Joint Incident Response Unit (CJIRU) and the RCMP National CBRNE Response team. The exercise, named REGEX 7, enabled TPS to enhance its response capabilities and inter-agency response to CBRNE events.

### **Heavy Urban Search and Rescue (HUSAR) – Joint Team**

The Heavy Urban Search and Rescue Team – Canada Task Force 3 (CANTF3) is a Toronto Fire Services led initiative that is comprised of representatives from all emergency services and Toronto Water. The HUSAR team is trained to respond, search, and rescue victims from collapsed structures.

In June 2012, TPS members deployed to Elliot Lake, Ontario, as part of the HUSAR response to the Algo Mall roof collapse. Team members will be participating in the on-going Provincial Inquiry taking place in Elliot Lake in the coming months.

All team members completed their training in 2012 and continue to provide search expertise as a key component of the team.

#### Critical Infrastructure/Counter Terrorism (CI/CT)

PS&EM and the Intelligence Division work in conjunction to identify, document and analyse critical infrastructure sites across the city. Once identified, the appropriate action can be taken to ensure that risks to these sites are minimized through education, information sharing, resiliency measures and, if appropriate, target-hardening activities. The goal is to help ensure that key core city services are maintained or restored as quickly as possible in the event that critical infrastructure is affected by an emergency situation.

In conjunction with this priority tasking, PS&EM and Communications Services have continued with the TORIS (Toronto Operational Response Information System) initiative, a database developed to strengthen the Toronto Police Service public and private sector partnerships through the exchange of relevant site and facility information.

The TORIS initiative was the recipient of the 2012 CACP-Motorola Award for Excellence in Emergency Preparedness.

#### Emergency Management Symposium

In November 2012, PS&EM in partnership with the City Office of Emergency Management and other external stakeholders organized and hosted the 5<sup>th</sup> Annual Emergency Management Symposium held at the Toronto Police College. The symposium focused on various aspects of emergency management and featured several subject matter experts who presented to over 250 attendees. The symposium is an excellent opportunity to network and share best practices with both public and private sector agencies.

#### External Partnerships

The TPS has executive standing on many external emergency preparedness entities at the local, provincial and national levels. These entities include:

- The Joint Operations Steering Committee (JOSC) which is comprised of Deputy Chief level representation from the TPS, EMS, TFS and the Director of the City Office of Emergency Management. This group meets to facilitate and harmonize emergency operations between the three major emergency response agencies which includes but are not limited to; CBRNE, HUSAR, Pandemic Planning, Provincial Nuclear Emergency Response Plan and the Provincial Liquid Emergency Response Plan.

- The Provincial Incident Management System (IMS) Committee Police Sector Working Group to implement IMS for the Province of Ontario.
- The City of Toronto Emergency Management Program Committee (TEMPC) which consists of executive level members of all city boards, agencies and commissions to enhance city-wide emergency preparedness, while also being able to provide strategic level emergency management response.
- The Ontario Association of Chiefs of Police Emergency Preparedness Committee which supports an integrated Ontario police service approach to preparing for large scale events.
- The Canadian Association of Chiefs of Police Emergency Management Committee who promote an integrated and operationalized national framework for emergency management.
- The Canadian Association of Chiefs of Police Counter Terrorism Committee which has a stated mandate: “to harmonize the work of Canadian Law Enforcement Agencies in identifying, preventing, deterring and responding to terrorism and other national security threats”.

#### Conclusion:

The Toronto Police Service recognizes the value of effective emergency management practices and partnerships in order to ensure the resiliency of the Service; safeguarding our ability to protect the safety of our communities. The TPS continues to strive to develop new and innovative methods that engage and mobilize the resources necessary to appropriately plan, mitigate, respond and recover from emergency events.

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

**The Board received the foregoing report.**

**Moved by: A. Mukherjee**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P142. ANNUAL REPORT: GRANT APPLICATIONS AND CONTRACTS –  
APRIL 2012 TO MARCH 2013**

The Board was in receipt of the following report May 08, 2013 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: APRIL 1, 2012 TO MARCH 31, 2013 - GRANT  
APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Grant funding fully or partially subsidizes the program for which the grant is intended. Grants with confirmed annual funding at the time of budget development are included in the Service's operating and capital budgets. Grants that are awarded in year result in a budget adjustment to both expenditure and revenue accounts, with a net zero impact on budgets. Any program costs not covered by grants are accounted for in the Toronto Police Service's (Service's) capital and operating budgets.

Background/Purpose:

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

At its meeting of November 24, 2011, the Board approved that the Chief report annually on grant applications and contracts, instead of the previous semi-annual requirement (Min. No. P295/11 refers). This annual report covers the period of April 1, 2012 to March 31, 2013.

Discussion:

During the current reporting period, April 1, 2012 to March 31, 2013, the Chair of the Police Services Board signed twelve grant contracts and one contract amendment. Appendix A provides the details of grant applications submitted by the Service. Appendix B provides the details of new grants awarded and/or contracts and contract amendments signed by the Chair of the Police Services Board.

*Active Grants:*

As of March 31, 2013, the Service had a total of twenty two (22) active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M, annually)
- Safer Communities – 1,000 Officers Partnership Program (\$8.8M, annually)
- Toronto Anti-Violence Intervention Strategy (\$5.0M annually for two years ending June 30, 2013)
- Police Officers Recruitment Fund (\$2.8M annually for five years ending March 31, 2013)
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$349,782 annually for two years ending March 31, 2013)
- Youth In Policing Initiative and Youth In Policing - After School Program (\$733,000 for year ending March 31, 2013, awarded annually)
- Civil Remedies Grant – Asset Forfeiture Unit – Equipment and Subject Matter Expert Training (\$25,000 – one-time funding)
- Civil Remedies Grant – Forensic - Thermoprint Cyanoacrylate Fuming Chambers (\$4,500 – one-time funding)
- Civil Remedies Grant – Vriendschap (\$29,800 – one-time funding)
- Civil Remedies Grant – Intelligence Training – Gang and Organized Crime (\$12,240 – one-time funding)
- Civil Remedies Grant – Tracking of Violent Repeat Offenders (\$13,194 – one-time funding)
- Civil Remedies Grant – Integrated Gun and Gang Task Force Training (\$14,300 – one-time funding)
- Civil Remedies Grant – Enhance Youth & Family Violence Office – Education and Training (\$4,545 – one-time funding)
- Reduce Impaired Driving Everywhere (RIDE) (\$172,005 – one-time funding, awarded annually)
- Provincial Electronic Surveillance Equipment Deployment Program (PESEDP) Refresh – Toronto (\$100,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – F.O.C.U.S. Rexdale (Furthering our Communities – Uniting Services) (\$100,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – Closed Circuit Television (CCTV) (\$35,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – Child and Youth Advocacy Centre (CYAC) (\$80,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – Gun Amnesty (\$50,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant (\$100,000 – one-time funding)
- Proceeds of Crime Front-line Policing Grant – Guns, Drugs, & Gangs (GDG) and Drug Market Initiative (DMI) Research (\$170,000 – one-time funding)

- Proceeds of Crime Front-line Policing Grant – TRIDENT – An Integrated Police Response to Targeting Gun, Gang and Drug Related Violence (\$50,000 – one-time funding)

Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the period of April 1, 2012 to March 31, 2013, as well as the active grants in place as at the same date.

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

**The Board received the foregoing report.**

**Moved by: D. Noria**



## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Proceeds of Crime Front-line Policing Grant – Forensic Accounting</b> <ul style="list-style-type: none"> <li>Funding for forensic accounting services in investigations involving criminal organizations to further objectives to dismantle complex organized criminal groups.</li> </ul>	\$100,000	n/a	Application submitted to Ministry of Community Safety and Correctional Services in June, 2012. Application was not successful.
<b>Proceeds of Crime Front-line Policing Grant – F.O.C.U.S. Rexdale (Furthering our Communities – Uniting Services)</b> <ul style="list-style-type: none"> <li>Funding to build a risk-based community safety model that focuses on prevention prior to occurrence in partnership with academics, community organizations, and governmental agencies.</li> </ul>	\$100,000	April 1, 2012 to March 31, 2013 with extension to May 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in June, 2012. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant – Closed Circuit Television (CCTV)</b> <ul style="list-style-type: none"> <li>Funding to install CCTV cameras at the exterior of two transit facilities (Lawrence West and Yorkdale Stations) in the City of Toronto for situational crime prevention and opportunity reduction.</li> </ul>	\$35,000	January 1, 2013 to March 31, 2014	Application submitted to Ministry of Community Safety and Correctional Services in June, 2012. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant – Child and Youth Advocacy Centre (CYAC)</b> <ul style="list-style-type: none"> <li>Funding to support the setup of the CYAC – a Centre that brings the professionals involved in child abuse investigation and protection into one location.</li> </ul>	\$80,000	January 1, 2013 to December 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in August, 2012. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant – Gun Amnesty</b> <ul style="list-style-type: none"> <li>Funding to support a Gun Amnesty initiative which focuses on reducing the number of unlawfully possessed firearms and the number of registered firearms at risk of diversion to illegal gun and gang-related activity by encouraging the public to surrender firearms to the police.</li> </ul>	\$50,000	January 1, 2013 to December 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in August, 2012. Funding approved – see Appendix B.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Proceeds of Crime Front-line Policing Grant – Duty Operations Centre</b> <ul style="list-style-type: none"> <li>Funding for premium pay, equipment, social media software and training in support of the project with the aim to use all available sources of information, in conjunction with current real time social media, to monitor real time potential violent incidents involving guns and gangs activities.</li> </ul>	\$100,000	January 1, 2013 to December 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in August, 2012. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant – Guns, Drugs, &amp; Gangs (GDG) and Drug Market Initiative (DMI) Research</b> <ul style="list-style-type: none"> <li>Funding to support the GDG component of the project which is a combined Specialized Operations Command and Divisional Policing Command intelligence driven initiative that focuses efforts in geographic areas that have or are anticipated to experience illegal gun, drug and gang-related activity; and the DMI Research component of the project with the aim to investigate the potential for success of a strategy to combat street-level drug trafficking wherein suspects are provided support and assistance to change their criminal lifestyle in lieu of charges.</li> </ul>	\$170,000	January 1, 2013 to December 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in August, 2012. Funding approved – see Appendix B.
<b>Proceeds of Crime Front-line Policing Grant – TRIDENT – An Integrated Police Response to Targeting Gun, Gang and Drug Related Violence</b> <ul style="list-style-type: none"> <li>Funding to increase co-ordination among Greater Toronto Area police services and the Ontario Provincial Police by establishing the Integrated Gun and Gang Task Force GTA Support Team with the goals to reduce gun, gang and drug related violence and to increase GTA community safety.</li> </ul>	\$50,000	January 1, 2013 to December 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services in August, 2012. Funding approved – see Appendix B.
<b>Reduce Impaired Driving Program (RIDE)</b> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$172,005	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Community Safety and Correctional Services June, 2012. Funding approved - see Appendix B.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - Self/Peer Exploitation ("SPEX") Education</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to educate youths and their support networks about the risks of 'SPEX'.</li> </ul>	\$30,000	n/a	Application submitted to Ministry of the Attorney General in August, 2012. Application was not successful.
<b>Civil Remedies Grant Program - Developing a Multidisciplinary Team for a Child &amp; Youth Advocacy Centre</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to support the development of a Multidisciplinary Team for the Child &amp; Youth Advocacy Centre.</li> </ul>	\$25,500	n/a	Application submitted to Ministry of the Attorney General in August, 2012. Application was not successful.
<b>Civil Remedies Grant Program - Asset Forfeiture Unit – Equipment and Subject Matter Expert Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training in civil and criminal asset forfeiture matters and the purchase of equipment.</li> </ul>	\$25,000	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.
<b>Civil Remedies Grant Program - Forensic – Thermoprint Cyanoacrylate Fuming Chambers</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase a portable cyanoacrylate fuming chamber.</li> </ul>	\$4,500	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.
<b>Civil Remedies Grant Program - Vriendschap</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training on a digital forensic processing tool and the purchase of the software that supports the tool.</li> </ul>	\$29,800	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - Intelligence Training – Gang and Organized Crime</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training pertaining to gangs and organized crime.</li> </ul>	\$12,240	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.
<b>Civil Remedies Grant Program - Tracking of Violent Repeat Offenders</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase tracking devices to monitor the movements and activities of identified repeat violent offenders.</li> </ul>	\$13,194	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.
<b>Civil Remedies Grant Program - Organized Crime Enforcement – Biker Enforcement Unit Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to enable attendance at a meeting as a Tier Three member to the Canadian Association of Chiefs of Police National Outlaw Motorcycle Gang Strategy.</li> </ul>	\$1,500	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved; however, the grant funds were not accepted as the training date was delayed beyond the term of the grant.
<b>Civil Remedies Grant Program - Integrated Gun and Gang Task Force Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training to maintain and establish expert witness status.</li> </ul>	\$14,300	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.
<b>Civil Remedies Grant Program - Enhance Youth &amp; Family Violence Office – Education and Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training for improved victim support.</li> </ul>	\$4,545	April 1, 2012 to March 31, 2013	Application submitted to Ministry of Attorney General in August, 2012. Funding approved – see Appendix B.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - S.M.A.R.T. – Social Media Analysis Response Team</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase hardware, software licenses and the training required by the pilot team, SMART.</li> </ul>	\$96,500	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Online Undercover Investigations</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase hardware, software and the training required by the officers in undercover operations to conduct online undercover investigations using social media.</li> </ul>	\$67,400	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Witness Assistance and Relocation Training Opportunity in Risk and Threat Assessment and Management</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training pertaining to threat assessment.</li> </ul>	\$12,300	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Western Robbery Conference</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training.</li> </ul>	\$7,600	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Asian Organized Crime Subject Matter Expert Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training to establish expert witness status and to enhance investigative techniques.</li> </ul>	\$9,600	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - Biker Enforcement Unit Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training to develop expert witness status.</li> </ul>	\$20,200	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Asset Forfeiture Unit – Subject Matter Expert Training &amp; Forensic Accounting</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training and to utilize the services of Forensic Accountants to assist with the financial aspects of investigating and dismantling complex organized crime groups.</li> </ul>	\$151,800	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Our Diversity Story – The Changing Face of City and the Toronto Police Service Journey</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for the production of a publication that will promote and enhance the way the Service engages, reaches out to and works with diverse communities.</li> </ul>	\$35,000	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Professional Standards Unit Training Initiative</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training.</li> </ul>	\$20,800	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Civil Remedies Grant Program - General Change – Protecting and Educating our Youth</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to support the Generation Change Program in educating youth/students, parents, community members, school board members and other stakeholders on 'intimidation' related to human trafficking/prostitution/bullying .</li> </ul>	\$25,000	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Implementing a Multidisciplinary Team for a Child &amp; Youth Advocacy Centre</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to support the implementation of a Multidisciplinary Team for the Child &amp; Youth Advocacy Centre.</li> </ul>	\$70,600	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Civil Remedies Grant Program - Report Homophobic Violence, Period (RHVP) - Toronto</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to support the launching of the RHVP program in 5 at-risk communities and to produce outreach/ reporting materials.</li> </ul>	\$70,000	April 1, 2013 to March 1, 2014	Application submitted to Ministry of Attorney General in September, 2012. Awaiting approval.
<b>Canadian Safety and Security Program – Critical Infrastructure Information Collection and Analysis System</b> <ul style="list-style-type: none"> <li>Funding to develop a robust and secure system that ensures a standardized approach to the collection of Critical Infrastructure, Key Resources, and Potential Terrorist Targets; information starting from the Municipal level and accessible by all levels of government to respond to emerging events that require collaboration and coordination.</li> </ul>	\$1,000,000	n/a	Application submitted to Defence Research & Development Canada – Centre for Security Science in October, 2012. Application was not successful.

## Appendix A

### Grant Applications April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<b>Youth In Policing Initiative and the Youth In Policing Initiative After School Program</b> <ul style="list-style-type: none"><li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li></ul>	\$946,700	April 1, 2013 to March 31, 2014	Budget and Service Description Schedules were submitted to the Ministry of Children and Youth Services in March, 2013. Awaiting approval.



## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Civil Remedies Grant Program – Organized Crime Enforcement (Amendment)</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training.</li> </ul>	\$8,550	April 1, 2012 to July 3, 2012	The Chair signed an amendment to the contract in July, 2012 to use unspent funds from the 2011/12 grant in 2012/13 fiscal year.
<b>Youth In Policing Initiative</b> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$614,000	April 1, 2012 to March 31, 2013	The Chair signed the contract in July, 2012.
<b>Youth In Policing Initiative (Amendment)</b> <ul style="list-style-type: none"> <li>A program to provide summer and after school employment opportunities for youth who are reflective of the cultural diversity of the community.</li> </ul>	\$119,000	April 1, 2012 to March 31, 2013	An amendment for the expansion of the Youth In Policing Initiative to provide after school employment opportunity for youth. The amendment is not yet signed.
<b>Reduce Impaired Driving Program (RIDE)</b> <ul style="list-style-type: none"> <li>A program to reduce impaired driving.</li> </ul>	\$172,005	April 1, 2012 to March 31, 2013	The Chair signed the contract in September, 2012.
<b>Community Policing Partnership (CPP) Program Grant</b> <ul style="list-style-type: none"> <li>Funding provided for the purpose of maintaining the increased number of sworn officers of the Toronto Police Service for enhanced police visibility.</li> </ul>	\$7,530,000	April 1, 2012 to March 31, 2014	The Chair signed the contract in November, 2012.
<b>Safer Communities – 1,000 Officers Partnership Program</b> <ul style="list-style-type: none"> <li>Funding to enhance community policing and seven targeted areas identified by the Ontario government: youth crime, guns and gangs, organized crime and marijuana grow ops, dangerous offenders, domestic violence, protecting children from Internet luring and child pornography and court efficiencies.</li> </ul>	\$8,750,000	April 1, 2012 to March 31, 2014	The Chair signed the contract in November, 2012.

## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Proceeds of Crime Front-line Policing Grant – F.O.C.U.S. Rexdale (Furthering our Communities – Uniting Services)</b> <ul style="list-style-type: none"> <li>Funding to build a risk-based community safety model that focuses on prevention prior to occurrence in partnership with academics, community organizations, and governmental agencies.</li> </ul>	\$100,000	April 1, 2012 to March 31, 2013 with extension to May 31, 2013	The Chair signed the contract in November, 2012.
<b>Proceeds of Crime Front-line Policing Grant – Closed Circuit Television (CCTV)</b> <ul style="list-style-type: none"> <li>Funding to install CCTV cameras at the exterior of two transit facilities (Lawrence West and Yorkdale Stations) in the City of Toronto for situational crime prevention and opportunity reduction.</li> </ul>	\$35,000	January 1, 2013 to March 31, 2014	The Chair signed the contract in November, 2012.
<b>Proceeds of Crime Front-line Policing Grant – Child and Youth Advocacy Centre (CYAC)</b> <ul style="list-style-type: none"> <li>Funding to support the setup of the CYAC – a Centre that brings the professionals involved in child abuse investigation and protection into one location.</li> </ul>	\$80,000	January 1, 2013 to December 31, 2013	The Chair signed the contract in November, 2012.
<b>Proceeds of Crime Front-line Policing Grant – Gun Amnesty</b> <ul style="list-style-type: none"> <li>Funding to support a Gun Amnesty initiative which focuses on reducing the number of unlawfully possessed firearms and the number of registered firearms at risk of diversion to illegal gun and gang-related activity by encouraging the public to surrender firearms to the police.</li> </ul>	\$50,000	January 1, 2013 to December 31, 2013	The Chair signed the contract in November, 2012.

## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Proceeds of Crime Front-line Policing Grant – Duty Operations Centre</b> <ul style="list-style-type: none"> <li>Funding for premium pay, equipment, social media software and training in support of the project with the aim to use all available sources of information, in conjunction with current real time social media, to monitor real time potential violent incidents involving guns and gangs activities.</li> </ul>	\$100,000	January 1, 2013 to December 31, 2013	The Chair signed the contract in November, 2012.
<b>Proceeds of Crime Front-line Policing Grant – Guns, Drugs, &amp; Gangs (GDG) and Drug Market Initiative (DMI) Research</b> <ul style="list-style-type: none"> <li>Funding to support the GDG component of the project which is a combined Specialized Operations Command and Divisional Policing Command intelligence driven initiative that focuses efforts in geographic areas that have or are anticipated to experience illegal gun, drug and gang-related activity; and the DMI Research component of the project with the aim to investigate the potential for success of a strategy to combat street-level drug trafficking wherein suspects are provided support and assistance to change their criminal lifestyle in lieu of charges.</li> </ul>	\$170,000	January 1, 2013 to December 31, 2013	The Chair signed the contract in November, 2012.
<b>Proceeds of Crime Front-line Policing Grant – TRIDENT – An Integrated Police Response to Targeting Gun, Gang and Drug Related Violence</b> <ul style="list-style-type: none"> <li>Funding to increase co-ordination among Greater Toronto Area police services and the Ontario Provincial Police by establishing the Integrated Gun and Gang Task Force GTA Support Team with the goals to reduce gun, gang and drug related violence and to increase GTA community safety.</li> </ul>	\$50,000	January 1, 2013 to December 31, 2013	The Chair signed the contract in December, 2012.

## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Provincial Electronic Surveillance Equipment Deployment Program (PESEDP) Refresh - Toronto</b> <ul style="list-style-type: none"> <li>Funding for equipment used in the investigation of organized and serious crime in support of PESEDP.</li> </ul>	\$100,000	September 1, 2012 to March 31, 2013	The Chair signed the contract in February, 2013.
<b>Civil Remedies Grant Program - Asset Forfeiture Unit – Equipment and Subject Matter Expert Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training in civil and criminal asset forfeiture matters and the purchase of equipment.</li> </ul>	\$25,000	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.
<b>Civil Remedies Grant Program - Forensic – Thermoprint Cyanoacrylate Fuming Chambers</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase a portable cyanoacrylate fuming chamber.</li> </ul>	\$4,500	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.
<b>Civil Remedies Grant Program - Vriendschap</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training on a digital forensic processing tool and the purchase of the software that supports the tool.</li> </ul>	\$29,800	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.
<b>Civil Remedies Grant Program - Intelligence Training – Gang and Organized Crime</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training pertaining to gangs and organized crime.</li> </ul>	\$12,240	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.

## Appendix B

### New Grants Awarded (Contracts May or May not Be Signed) April 1, 2012 to March 31, 2013

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<b>Civil Remedies Grant Program - Tracking of Violent Repeat Offenders</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to purchase tracking devices to monitor the movements and activities of identified repeat violent offenders.</li> </ul>	\$13,194	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.
<b>Civil Remedies Grant Program - Integrated Gun and Gang Task Force Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training to maintain and establish expert witness status.</li> </ul>	\$14,300	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.
<b>Civil Remedies Grant Program - Enhance Youth &amp; Family Violence Office – Education and Training</b> <ul style="list-style-type: none"> <li>A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training for improved victim support.</li> </ul>	\$4,545	April 1, 2012 to March 31, 2013	Contract is under review and is not yet signed.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P143.           ANNUAL REPORT: 2012 PROFESSIONAL STANDARDS**

The Board was in receipt of the following report April 22, 2013 from William Blair, Chief of Police:

Subject:           ANNUAL REPORT: PROFESSIONAL STANDARDS - 2012

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Professional Standards Annual Report fulfils Toronto Police Service compliance with reporting requirements regarding public complaints, civil litigation, charges under the *Police Services Act*, use of force, Special Investigations Unit (SIU), and suspect apprehension pursuits. It also reports on the achievements of members of the Service as recognized through Service awards. Attached is the Professional Standards Annual Report for 2012.

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

Discussion:

The Professional Standards Annual Report will show a decrease in public complaints received. Other trends the report will detail are: a slight increase in the notification of potential claims against the Toronto Police Services Board, the Toronto Police Service and its members, a decrease in the number of officers facing Police Services Act charges, a slight increase in the number of Use of Force incidents and Use of Force reports, an increase in the number of incidents in which the Special Investigations Unit invoked its mandate and a slight decrease in the number of Suspect Apprehension Pursuits.

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January 1 and December 31, 2012.

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

**The Board received the foregoing report.**

**A copy of the Executive Summary to the 2012 Annual Professional Standards Report is attached to this Minute for information. A copy of the complete report is on file in the Board office.**

**Moved by: A. Pringle**

# Executive Summary

Professional Standards (PRS) provides effective support to the Toronto Police Service (TPS), ensuring that prescribed TPS standards concerning the administration, promotion and support of professionalism are upheld. These standards include the practices, conduct, appearance, ethics and integrity of TPS members, with a goal to strengthen public confidence.

Under the direction of the Staff Superintendent, Professional Standards is comprised of the Investigative Unit (INV), Legal Services (LSV), and the Risk Management Unit (RMU).

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

Legal Services is comprised of the following sub units:

- Main Office which includes Counsel, a Legal Researcher and Law Clerks.
- Court Process Office
- Civil Litigation Section
- Human Rights Section

The Risk Management Unit is comprised of the following sub-units: Awards, Information Security, Inspections Unit, Prosecution Services, Special Investigations Unit (SIU) Liaison, Analysis & Assessment, and the Duty Desk. The unit performs a number of essential duties for the TPS including, pro-actively analyzing and reviewing trends and patterns in relation to high risk behavioural factors, conducting inspections, liaising with the SIU, and preparing and prosecuting disciplinary charges against police officers.

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

## PRS Unit Initiatives

### The Investigative Unit

In 2012, the Investigative Unit (INV) continued to track side issues identified during investigations. The process includes a requirement for Unit Commanders to respond to the Unit Commander-INV and advise of actions taken to address identified side issues. In 2012, members of INV continued to deliver on-going training, guidance, and support to Unit Complaint Coordinators (UCC) at all TPS Divisions and Units. This training has been expanded to include presentations to frontline officers. These presentations are in response to identified trends and issues regarding conduct concerns that appear to be common throughout the Service.

### Complaints Administration

The Complaints Administration sub-unit implemented a number of changes in 2012 to improve the efficiency of its processes. The unit has also expanded its use of the Professional Standards Information System (PSIS) to improve the reporting relationship with the OIPRD. To ensure a consistent approach in *Police Services Act (PSA)* investigations, PRS and the Toronto Police College (TPC) initiated a comprehensive training program for PRS investigators. Due to the success of this initiative, police agencies from across the province have taken advantage of this highly specialized training.

### Prosecutions

In 2012, Prosecution Services continued to liaise with the Investigative Unit and the Risk Management Unit regarding trends in conduct issues. These same units also met quarterly to review the status of suspended and restricted officers with a view to returning the officers to full duties tempered against the principles of specific and general deterrence.

### Information Security

Throughout 2012, the Information Security Unit continued their security awareness campaign by providing training sessions and by publishing monthly security messages. Subjects covered included information privacy, identity theft, password security and other topical security issues. In November a "Computer Security Day" was held in the lobby of Police Headquarters during which Service members were tested on their information security knowledge by participating in an interactive contest.

The Information Security Section conducted a Preliminary Privacy Impact Assessment on the new records management system and presented it to the Integrated Records and Information System (IRIS) Steering Committee. A member of the Information Security Section has been assigned to the IRIS project to prepare the Logical Privacy Impact Statement which is due in 2013.

### Awards

The Awards section administers the TPS Awards Program, recognizing outstanding achievements by Service members and the Public. The section also monitors and administers external awards that Service members may be eligible to receive.



### **SIU Liaison Unit**

The SIU Liaison Unit works with the SIU to facilitate SIU-mandated investigations. The SIU Liaison Unit lectured to Coach Officers and to a group of Court Officers who were assigned to Divisional Booking duties commencing in September of 2012. These presentations emphasized the frontline officer and booking officer roles and responsibilities when involved in incidents where the SIU mandate has been or may be invoked.

### **Analysis & Assessment**

In 2012, the Analysis and Assessment Unit provided trend analysis and statistical information to various TPS units relating to the evaluation of work performance, compliance with TPS procedures, pursuit training and use of force training. Enhancements were made to the Early Intervention (EI) Reports to provide a more comprehensive analysis to assist supervisors in developing risk reduction strategies when dealing with identified trends.

### **Inspections Unit**

In 2012, the Inspections Unit provided a pro-active monitoring function to identify, analyze, and respond to risk issues associated with members' non-compliance with TPS governance. In the first full year of the Inspections Unit's new approach to conducting risk-management inspections, assessments were made of a number of potentially high-risk issues across the TPS as a whole.

### **Legal Services**

Legal Services continues to provide advice, direction, and guidance to the Chief of Police, Command Officers and members of the TPS in relation to all aspects of criminal, civil and corporate law, including managing all new and outstanding civil actions and external human rights applications.

### **Highlights**

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

### **Awards**

In 2012, 610 awards were presented to members of the TPS, the community, and other police services by the Toronto Police Services Board and the Chief of Police. This is an increase from 518 awards presented in 2011 and 391 awards presented in 2010. TPS members also received 737 awards from external agencies in 2012.

### **Public Complaints**

Public complaints made against TPS officers are processed by the TPS Professional Standards Complaints Administration Unit. In 2012, a total of 764 public complaints were re-

ceived concerning the conduct of uniform members and/or the policies/services of the TPS, a decrease of 10% from 2011. In an attempt to reduce the number of investigations and to improve customer service, the unit also provides information and training sessions to front-line supervisors on local resolution options. There were 13 successful local resolutions in 2012, compared with just five in 2011.

### **Police Services Act Charges**

Prosecution Services reviews conduct investigations to determine the appropriateness of holding hearings and prosecutes disciplinary charges against officers. In 2012, there was a decrease in the number of new cases and officers charged. Of the charges dealt with at the Tribunal, there was an increase in the number of findings of guilt.

### **Inspections Unit**

In 2012, the Inspections Unit conducted Service-wide inspections in the areas of firearms, paid duties, and in-car cameras. The unit will continue to focus on and assess areas of potential high risk across the Service.

### **Use of Force**

Officers are required to submit the Ministry standard Use of Force Form 1 report (UFR) when they use force in the performance of their duties. In 2012, there was an increase in the number of incidents during which officers reported force was used. There was also an increase in the number of incidents in which a conducted energy weapon (CEW) was used in full deployment.

### **SIU Investigations**

The Ontario SIU is a civilian law enforcement agency, independent of the police, that investigates circumstances involving police and civilians which have resulted in serious injury, including sexual assault, or death. In 2012, the SIU invoked its mandate to investigate ten deaths in which TPS officers were involved. In all ten cases the involved officers were exonerated.

### **Suspect Apprehension Pursuits**

The Ontario Ministry of Community Safety and Correctional Services has established detailed guidelines regarding police pursuits, including when and how they are to be initiated, continued, and abandoned.

In 2012, there was a decrease in the number of pursuits initiated, consistent with a five year declining trend. This trend can be attributed to training initiatives undertaken by the Police Vehicle Operations unit to educate TPS members about the risks involved in pursuing vehicles and to offer alternative strategies to engaging in pursuits. In the interest of public safety, officers and/or supervisors continue to call off the majority of pursuits.

## Public Contact

Community-based policing is a priority for the TPS. Service members have extensive contact with members of the community in order to ensure public safety. In 2012, TPS Communications Services received over 2 million calls for service, officers issued over 580,000 provincial offence tickets, completed over 400,000 field information reports (FIRs), and made more than 54,000 arrests. In total, TPS officers had more than 3 million documented contacts with members of the public last year. As well, many positive interactions between the police and the community were not formally documented.

It is important to consider the amount of interaction TPS members have with members of the public when evaluating the statistics presented in this report. At a minimum, Service members made over 3 million community contacts in 2012. With 764 public complaints, only a very small fraction (less than 0.1%) of those contacts resulted in a complaint. When considering 1,401 use-of-force incidents relative to 54,000 arrests, force was required in less than 3% of arrests made. The SIU invoked its mandate on 78 occasions relative to 54,000 arrests made in 2012, or approximately once every 692 arrests.

## Moving Forward

PRS will continue to proactively identify strategic issues, goals and actions to build upon the initiatives underway in 2012.

PRS will continue to educate members to raise their awareness of the potential risks they face and ways to mitigate those risks. Complaints Administration, for example, is developing an information package for dissemination to all Unit Complaint Coordinators (UCCs) within the TPS. This package contains a comprehensive list of legal authorities to assist and guide the UCCs when conducting their investigations.

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

PRS is also currently participating in a number of initiatives with the Canadian Association of Chiefs of Police and the Ontario Association of Chiefs of Police. PRS is working with police services across Canada to identify commonalities and trends in public complaints to assist in targeting and preventing specific behaviour and compliance issues.

Commencing January 2013, PRS began tracking judicial complaints of officer misconduct or dishonesty and these will be reported on in future PRS annual reports.

PRS is committed to identifying and rectifying areas of risk exposure to the TPS. To this end, Information Security has undertaken the development of an analysis tool and report framework to complete Privacy Impact Assessments on all new programs, systems and/or service delivery where personal information is collected, used and disclosed.

The initiatives cited above, and others that the unit is planning, support the PRS commitment to promoting professional and ethical conduct.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P144. BOARD POLICY: SEARCH OF PERSONS**

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

Subject: BOARD POLICY: SEARCH OF PERSONS

Recommendation:

It is recommended that the Board approve the revised policy entitled “Search of Persons.”

Financial Implications:

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

Background/Purpose:

*Review of Service Procedure*

At its March 23, 2006 meeting, the Board considered a report from the Chief as well as submissions from Mr. John Sewell regarding the procedure governing search of persons. (Min. No. P77/06 refers). The Board referred the Chief’s report and Mr. Sewell’s submissions to the Chair along with a request that he review the search procedure in conjunction with Mr. Sewell’s recommendations. The Board also requested that the Chair provide a final report on this matter to the Board following his review.

In December 2001, the Supreme Court of Canada released its decision in the case of *R. v. Golden*, which imposed limitations on the right of police officers to search individuals. Over the last several years, the Board and the Service have been in the process of reviewing and amending both the Service procedure and the Board policy governing searches of persons (Toronto Police Service Policy and Procedure Directive 01-02, *Search of Persons*). The chronology can be found in “Appendix A.”

Another review process was initiated in response to a direction from the Ontario Civilian Commission on Police Services (OCCPS) contained in an OCCPS Review Panel decision with respect to a complaint about the “strip search” of a 14-year old boy.

The Board has paid a great deal of attention to ensuring that the Service procedure is consistent with the decision in *R. v. Golden*. Following a comprehensive review by both Board staff and City of Toronto – Legal Services Division, which included a consideration of deputations and submissions made by the community, a recommendation was made that the existing procedure be amended to “...remove the automatic Level 3 search for persons held in custody pending a

Show Cause hearing and insert, instead, a requirement that officers engage in a case-by-case analysis prior to a person being subject to a Level 3 search as a consequence of being introduced into the prison population.” (Min. No. P148/06 refers)

This amendment has since been made by the Chief and the revised procedure is now in use.

At its meeting on April 7, 2011, the Board heard a deputation from Mr. John Sewell with respect to the Search of Persons Procedure.

At that same meeting, the Board requested that the Chief:

**Review the Search of Persons Procedure that is posted on the TPS website to determine whether or not it should be modified in light of the comments raised by the deputant; and**

**Provide a report on the annual number of searches that are conducted, including level 3 and level 4 searches, and that the report also include the procedure that must be followed by police officers prior to authorizing a search to be conducted (Min. No. P74/11 refers).**

At its meeting of July 21, 2011, the Board considered a report from the Chief on this issue (Min. No. P183/11 refers). The report noted that, as requested, a review of the Search of Persons Procedure Information Sheet contained on the Service’s website was conducted. It was determined that while the Service’s Search of Persons Procedure addresses and complies with the direction provided by the Supreme Court of Canada in the matter of *R. v. Golden*, this was not reflected in the Procedure Information Sheet. In light of Mr. Sewell’s comments, the Procedure Information Sheet was amended.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance at this meeting and delivered a deputation to the Board. The Board approved a number of motions, including the following:

**THAT the Chief of Police provide a report to the Board on:**

- **whether or not there is an opportunity to use videotape when individuals are advised of the reasons for conducting a search**
- **the number of complaints that are filed about searches compared to the number of searches that are conducted**

**THAT the Board’s policy and the Service Procedure regarding searches of persons be reviewed.**

At its meeting of October 20, 2011, the Board received a report from the Chief (Min. No. P265/11 refers). The report discussed the issue of videotaping of searches and includes a chart that shows the total number of level 3 and level 4 searches conducted during 2009 and 2010 and

the number of complaints identified. It also noted that Procedure 01-02 “Search of Persons” was reviewed as a result of the Board’s motion and that the procedure remains in compliance with the direction provided by the Supreme Court of Canada in *R. v. Golden*. The report also noted that Service Procedure 01-02 “Search of Persons” will continue to be reviewed and evaluated on an ongoing basis.

### *Review of Board Policy*

As noted above, one of the motions approved by the Board at its meeting of July 21, 2011 in response to Mr. Sewell’s deputation to the Board, which outlined concerns he had with the Board policy, including his belief that the current policy is not in compliance with the Supreme Court of Canada decision in *R. v. Golden*, was that the Board policy on this issue should be reviewed.

As part of my review, I met with Mr. Sewell, along with other representatives of the Toronto Police Accountability Coalition (TPAC), to discuss these concerns. I subsequently drafted a revised policy.

In July 2012, the Board considered this revised policy (Min. No. P168/12 refers). At that time, Mr. Sewell was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission.

The Board noted that the Chair’s report was prepared prior to receiving the benefit of the comments made by Mr. Sewell.

I noted that the process of developing this revised policy included consultation with Mr. Sewell and other representatives of the TPAC and that the proposed policy amendments arise from the consultation with TPAC.

After considering the item, the Board approved the following Motion:

**THAT the Board defer further consideration of the foregoing report and Mr. Sewell’s deputation to its next meeting and that, in the meantime, Chair Mukherjee undertake a further review of the policy in light of Mr. Sewell’s deputation and written submission.**

As a result of this motion and a considerable amount of subsequent review and research, including consultation with Service members and representatives from City of Toronto –Legal Services Division, and a further review of Mr. Sewell’s recommendations, additional amendments were made and the Board, at its meeting of February 19, 2013, again considered a draft policy (Board Min. P26/13 refers). Mr. Sewell was in attendance and delivered a deputation to the Board.

In addition, I advised the Board that the Acting Chief of Police had recently expressed some legal concerns about the attached revised policy and, in light of those concerns, requested a further opportunity to review the policy to ensure that it will be consistent with the direction from the Supreme Court of Canada in its decision in *R. v. Golden* and related case law.

At that time, the Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's deputation and written submission; and**
- 2. THAT the Board refer the foregoing report back to the Chair for a further review in light of new legal issues that were recently raised by the Acting Chief of Police and that the Chair submit a report containing a revised proposed policy following his review.**

Discussion:

As a result of these motions, a further review was conducted. The concerns of the Acting Chief were canvassed in detail and some additional changes were incorporated into the revised policy. These changes dealt with specific legal concerns, as well as issues with respect to the level of operational detail contained in the policy.

At the same time, the issues raised by Mr. Sewell and general issues of public interest were kept in the forefront at this stage of redrafting. We appreciate what we have heard from the community. I believe that it is important that the policy underscores the fact that, as is stated in the draft policy's preamble, the Board "...is committed to the principle that every person has a right to receive police services in accordance with relevant legislation and Board policy, in a manner which respects their dignity and human rights."

As a result, I believe that the policy, as proposed, balances the concerns raised by Mr. Sewell with the legal and operational issues that must be borne in mind in dealing with this issue. In order to view governance comprehensively, we must look to both the policy and the relevant Service procedures.

*Detailed Review of Policy and Procedure*

In this case, our review included discussions about the relevant procedure and I am satisfied that the operational issues that the Board has considered are comprehensively addressed in the Service procedure. The procedure is extremely thorough and deals with topics such as the grounds for the search, risk assessment, supervision and record-keeping, as well as additional considerations such as searches of transgender or transsexual persons and handling items of religious significance.

For example, in discussing searches generally, the procedure notes at page 1:

In the absence of clear direction in the form of legislation, the courts have expressed some concerns with "routine police department policy applicable to all arrestees". As a result, although this procedure outlines the risk factors, and places an obligation of police officers to address them, the decision as to what level of search is appropriate must be assessed on a case by case basis.

Referencing Level 3 Searches in particular, the procedure states, at page 3:

Due to the high degree of intrusiveness of this type of search, it shall only be conducted when it is reasonable and necessary, considering the purpose and the grounds that exist at the time, which justify the search.

The procedure also articulates the grounds required for conducting a search, emphasizing, at page 5:

**For a search to be lawful it must be reasonable and justified given all the circumstances and it must be conducted for a valid reason. (bold in original)**

Further, on the subject of grounds for searching a person, the procedure goes on to state, at page 5:

Search of a person without Warrant is *prima facie* unreasonable under s. 8 of the *Charter*. The onus is on the officer conducting a search to demonstrate that the search is justified in law, necessary and reasonable. *Searches conducted simply as a matter of routine or “standard procedure” are not justified in law* (emphasis added).

Stronger grounds are required as the level of intrusiveness of a search increases. The decision as to the appropriate level of search rests with the searching officer. The more intrusive the search the more justification is required, and officers must be able to articulate the need for the more intrusive search.

Thus, as a set, the policy and the procedure ensure that the governance of searches of persons is wide-ranging and robust, providing protection for police officers and the public, while ensuring that the human rights of all individuals as well as the relevant legal requirements are respected.

The Service procedure emphasizes that searches of persons should not be carried out simply as a matter of routine practice. I note that in a recent court decision, *R. v. Nguyen* [2012] O.J. No. 4784, the judge specifically commented on the strength of the Service’s procedure, as follows (at para. 43):

The strip search of the defendant was not the product of routine institutional practice. The TPS has, it appears, gone to some effort to articulate a strip search protocol that respects the Charter dictates enunciated in *Golden* and other cases. The Level 3 search to which the defendant was here subjected was not a result of a constitutionally defective procedure but, rather, because a single officer ... failed to properly follow company directives.

As is the case with any Board policy, it is the Chief of Police who is to ensure compliance with the procedures resulting from the policy, and it is my expectation that this will be done. As always, both training and supervision are critical in ensuring compliance.

In addition, this policy includes an annual reporting requirement which will ensure that the Board and the public are provided with relevant information on a consistent basis and which

creates a robust monitoring mechanism with respect to this important issue. The policy also requires the Chief to notify the Board in the event of any substantive change to the procedure, which adds another tool to the Board's ability to provide oversight on this issue.

Lastly, I note that this revised policy represents a strengthening of an "Adequacy Policy", that is, a policy made under Ontario Regulation 3/99 of the *Police Services Act*. These policies, which deal with the adequacy and effectiveness of police services, are specifically referred to in the report received by the Board at its meeting of July 19, 2012, from the Honourable John W. Morden, entitled *Independent Civilian Review into Matters Relating to the G20 Summit* (Min. No. P166/12 refers). In Recommendation No. 1 of that report, *Improving the nature and quality of Board policies*, Mr. Morden states:

*The Board, the Chief of Police and the Ministry of Community Safety and Correctional Services should engage in consultation with a view to devising a method of improving the general nature and quality of Board policies made under O.Reg. 3/99 and otherwise.*

This revised policy, which builds upon a basic Adequacy Policy and includes a much greater level of detail, incorporating issues of public interest, is thus, very much in keeping with Mr. Morden's recommendation.

The Board's current Search of Persons policy is attached as Appendix B.

The revised policy is attached for your approval as Appendix C. The original part of the policy is the first paragraph; all subsequent paragraphs have been added as a result of this wide-ranging review.

#### Conclusion:

Therefore, it is recommended that the Board approve the revised policy entitled "Search of Persons."

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

**Chair Mukherjee advised the Board that the proposed revised policy contains additional enhancements including annual reporting requirements, and represents a good balance between legal issues and operational factors and the concerns raised by the public about the need to respect a person's human rights.**

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

**Moved by: F. Nunziata**



## **Appendix A**

### ***Chronology of Review of Search of Persons Procedure and Board Policy***

- December 2001 – Supreme Court of Canada releases decision in case of *R. v. Golden*, which states that the common law authority to conduct strip searches is subject to limitations. At this time, the Board requests that the Chief review all Service procedures pertaining to searches of the person and report back to the Board with respect to the Service's compliance with the *Golden* decision (Min. No. P363/01 refers).
- At the Board meeting of May 30, 2002, the Board receives a report from the Chief entitled "Review of the Supreme Court Ruling in the Matter of *R. v. Golden*" (Board Minute No. P142 refers). Report indicates that it is the Chief's belief that that "...all persons held in custody pending a Show Cause hearing are deemed to have entered the prison system, and will be treated as such. By making this distinction, I believe that we are justified in continuing the practice of conducting complete searches of prisoners being held for Show Cause hearings." He notes that "the Supreme Court decision distinguishes between searches immediately incidental to arrest, and searches related to safety issues in a custodial setting. It acknowledges (at line 96) that where individuals are going to be entering the prison population, there is a greater need to ensure that they are not concealing weapons or illegal drugs on their persons."
- December 2003 – Ontario Civilian Commission on Police Services (OCCPS) writes to the Service/Board with respect to an OCCPS Review Panel decision regarding a complaint about a "strip search" of a 14-year old boy. Decision expresses concern with the current Toronto Police Service Policy and Procedure Directive 01-02 entitled *Search of Persons* as it "...is so broadly worded that it appears that anyone entering into the cell area would be deemed to be entering the prison population and must be subject to a strip search." Letter directs Board to deal with the matter "as a policy issue."
- The Board, at its meeting of July 29, 2004, approves a report from the Chair that directs the Chief to review the Toronto Police Service Policy and Procedure Directive 01-02 entitled *Search of Persons* and report back to the Board (Min. No. P239/04 refers).
- At this time, the Board was in receipt of a report from the Chief that states that "[a] policy review was conducted and it was determined that the Toronto Police Service procedure entitled "Search of Persons" 01-02, conforms to the decision/philosophy of the Supreme Court of Canada and affords the rights of individuals in custody to be secure against unwarranted/unreasonable searches."
- At the July 29, 2004 meeting, the Board also approves a motion "that the Board request City of Toronto – Legal Services to review the policies and procedures of the Toronto Police Service pertaining to searches of persons and provide a report to the Board with an opinion as to whether the interpretation as outlined by the Chief in his reports (dated February 26, 2004 and June 16, 2004) is consistent with the principles as set out by the Supreme Court of Canada in its decision in *R. v. Golden*."

- At its meeting of March 8, 2005, the Board receives a report from Mr. Albert Cohen, Director, Litigation, City of Toronto – Legal Services Division, which states that, in his view, an amendment to the current procedure is appropriate (Min. No. 75/05 refers). The Board discusses the issue with the Interim Chief and emphasizes the need for a Service Procedure that is consistent with the principles set out in the December 06, 2001 Supreme Court of Canada decision in the matter of *R. v. Golden*.
- The Board also approves a motion that asks the Interim Chief “...to amend Toronto Police Service Procedure 01-02 entitled “Search of Persons” to remove the automatic Level 3 search for persons held in custody pending a Show Cause hearing and insert, instead, a requirement that officers engage in a case-by-case analysis prior to a person being subject to a Level 3 search as a consequence of being introduced into the prison population.”
- Community submissions and deputations on the subject are received and referred to the Interim Chief for consideration during the amendment of the procedure.
- At its September 6, 2005 meeting, the Board receives a report from the Chief indicating that while the Chief was of the belief that the procedure, without amendment, was in compliance with the decision in *R. v. Golden*, the requested amendment has been made. The procedure, as revised, “...removes the direction of mandatory level 3 searches for those entering the prison population.” (Min. No. P288/05 refers).
- At this time, the Board also receives a deputation from Mr. John Sewell, refers his submission to the Chief for review and requests the Chief to provide a report indicating whether Mr. Sewell’s concerns are addressed in the revised Service procedure. The Board also asks the Chief to provide a report indicating whether portions of the new Service Procedure can be released publicly or whether an additional version of the Service Procedure can be produced which is suitable for releasing publicly.
- At its October 14, 2005 meeting, the Board receives a report from the Chief which includes excerpts from the search procedure and addresses Sewell’s areas of concern. (Min. No. P317/05 refers). The Board also passes a number of motions at this time, including a motion that the Chief and Chair meet to discuss the importance of this public policy and a request for the Chief to review whether any additional excerpts of the search procedure could be released publicly.
- At its March 23, 2006 meeting, the Board considers a report from the Chief as well as additional submissions from Mr. Sewell. (Min. No. P77/06 refers). The Chief’s report contains additional excerpts from the procedure deemed suitable for public release. At this time, the Board refers the Chief’s report and Mr. Sewell’s submissions to the Chair along with a request that he review the search procedure in conjunction with Mr. Sewell’s recommendations. The Board also requests that the Chair provide a final report on this matter to the Board following his review.

- At its meeting on April 7, 2011, the Board hears a deputation from Mr. John Sewell with respect to the Search of Persons Procedure and requests the Chief to review the Search of Persons procedure posted on the Service's website to determine whether or not it should be modified in light of the comments raised by Mr. Sewell and provide a report on the annual number of searches that are conducted, including level 3 and level 4 searches, and including the procedure that must be followed by police officers prior to authorizing a search to be conducted (Min. No. P74/11 refers).
- At its meeting of July 21, 2011, the Board considers a report from the Chief noting that review a review of the Search of Persons Procedure Information Sheet contained on the Service's website was conducted (Min. No. P183/11 refers). It was determined that while the Service's Search of Persons Procedure addresses and complies with the direction provided by the Supreme Court of Canada in the matter of *R. v. Golden*, this was not reflected in the Procedure Information Sheet. In light of Mr. Sewell's comments, the Procedure Information Sheet was amended.
- At that meeting, the Board approves two motions
- At its meeting of October 20, 2011, the Board receives a report from the Chief (Min. No. P265/11 refers). The report discusses the issue of videotaping of searches and includes a chart that shows the total number of level 3 and level 4 searches conducted during 2009 and 2010 and the number of complaints identified. It also notes that Procedure 01-02 "Search of Persons" was reviewed as a result of the Board's motion and that the procedure remains in compliance with the direction provided by the Supreme Court of Canada in *R. v. Golden*. The report also notes that Service Procedure 01-02 "Search of Persons" will continue to be reviewed and evaluated on an ongoing basis.
- July 20, 2011 to the present- Board engages in consultation with respect to amendments to Board policy and revised policy developed for Board approval

**Appendix B**  
***Toronto Police Services Board's Current Policy on Search of Persons***



**TORONTO POLICE SERVICES BOARD**

**SEARCH OF PERSONS**

<b>DATE APPROVED</b>	November 23, 2000	Minute No: P487/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Chief to report to Board quarterly. Toronto Police Service - Annual Statistical Report.	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Adequacy &amp; Effectiveness of Police Services</i> , O. Reg. 3/99, s. 13(1)(h).	
<b>DERIVATION</b>	Adequacy Standards Regulation – LE-012	

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

1. The Chief of Police will establish procedures and processes regarding search of persons that address:
  - a. the compliance by members of the police service with legal and constitutional requirements relating to when and how searches of persons are to be undertaken;
  - b. the circumstances in which an officer may undertake a search of a person;
  - c. frisk/field searches;
  - d. strip/complete searches;
  - e. body cavity searches;
  - f. consent searches;
  - g. the supervision of searches of persons; and
  - h. the documentation of searches of persons.

## Appendix C

### *Toronto Police Services Board's Revised Policy on Search of Persons for Approval*



## TORONTO POLICE SERVICES BOARD

### SEARCH OF PERSONS

<b>DATE APPROVED</b>	November 23, 2000	Minute No: P487/00
<b>DATE(S) AMENDED</b>	November 15, 2010	Minute No: P292/10
<b>DATE REVIEWED</b>	November 15, 2010	Minute No: P292/10
<b>REPORTING REQUIREMENT</b>	Chief to report to Board annually Toronto Police Service - Annual Statistical Report	
<b>LEGISLATION</b>	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Adequacy &amp; Effectiveness of Police Services</i> , O. Reg. 3/99, s. 13(1)(h).	
<b>DERIVATION</b>	Adequacy Standards Regulation – LE-012 <i>R. v. Golden</i> , [2001] 3 S.C.R. 679	

The Toronto Police Services Board (the Board) is committed to the principle that every person has a right to receive police services in accordance with relevant legislation and Board policy, in a manner which respects their dignity and human rights.

In particular, where searches of persons are concerned, it is important that all searches are conducted in accordance with all legal and constitutional requirements, including those set out in the case of *R. v. Golden*, as well as the relevant provisions of the *Canadian Charter of Rights and Freedoms*, the *Police Services Act* and the *Ontario Human Rights Code*.

Therefore, it is the policy of the Toronto Police Services Board that:

1. The Chief of Police will establish procedures and processes regarding search of persons that address:
  - a. the compliance by members of the police service with legal and constitutional requirements relating to when and how searches of persons are to be conducted;
  - b. the circumstances in which an officer may conduct a search of a person;
  - c. frisk/field searches;
  - d. strip/complete searches (Level 3 searches);
  - e. body cavity searches (Level 4 searches);
  - f. consent searches;
  - g. the supervision of searches of persons; and
  - h. the documentation of searches of persons.

With respect to Level 3 and Level 4 searches, in particular, it is the policy of the Toronto Police Services Board that:

2. The Chief of Police will establish procedures that accord with all legal and constitutional requirements, including the judgment of the Supreme Court of Canada in *R. v. Golden*, and that ensure that such searches are not justified simply as a matter of routine.
3. The Chief of Police will establish procedures that ensure that each time a Level 3 or Level 4 search is conducted, the individual being searched is informed of the reason for the search and the justification for conducting the search is recorded.
4. The Chief of Police will report to the Board on an annual basis with respect to:
  - a. the total number of Level 3 and Level 4 searches conducted by members of the Toronto Police Service;
  - b. in general terms, the reasons articulated as the bases for the searches; and
  - c. the number of times an item of concern (weapon, evidence, any item that could potentially cause harm to the individual or others, drugs, etc) were found as a result of the search
5. The Chief of Police will notify the Board in the event of any substantive change to the relevant procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P145. PAID DUTY SYSTEM – VANCOUVER TRAFFIC AUTHORITY'S  
PROGRAM**

The Board was in receipt of the following report May 03, 2013 from Alok Mukherjee, Chair:

Subject: AUDITOR GENERAL'S RECOMMENDATION PERTAINING TO THE  
VANCOUVER TRAFFIC AUTHORITY'S PROGRAM AS AN ALTERNATIVE  
TO THE CURRENT TORONTO PAID DUTY SYSTEM

Recommendation:

It is recommended that

1. the Chair coordinate with the City Manager, a consultation with appropriate officials from the Ministry of Transportation and the Ministry of Community Safety and Correctional Services to determine whether or not the Province would consider amending the relevant legislation to accommodate the Vancouver model for paid duty,
2. the Chair report to the Board on the results of the above-noted consultation; and,
3. the Board provide a copy of the Chair's report to Audit Committee for its information.

Financial Implications:

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

Background/Purpose:

At its meeting on April 07, 2011, the Toronto Police Services Board (the "Board") considered a report dated March 23, 2011 from the Auditor General, City of Toronto, which contained the results of an audit of the Toronto Police Service paid duty system. The audit was conducted to assess the operating effectiveness and efficiency of the paid duty system, and officer compliance with police paid duty policies. The audit results were released in a report entitled *Toronto Police Service, Police Paid Duty-Balancing Cost Effectiveness and Public Safety* (Min. No. P72/11 refers).

The Board approved the Auditor General's report which included, *inter alia*, the following recommendation:

3. THAT the Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system.

At its meeting on November 14, 2012, the Board considered a report from the Chief of Police assessing the feasibility and the merits of the Vancouver Traffic Authority Program.

The Chief's report noted that in the Province of Ontario, the *Highway Traffic Act*, read in conjunction with the *Police Services Act*, establishes that the directing of traffic must be performed by police officers and may not be performed by special constables. In the Vancouver model, special municipal constables are used for traffic control duties.

The Board received the Chief's report and forwarded it to the City's Audit Committee.

Discussion:

At its meeting on April 3 and 4, 2013, City Council considered a report from the City's Audit Committee and Council approved the following motions:

*City Council request the Toronto Police Services Board to initiate discussions with the Province of Ontario, in order to determine whether or not the province would consider amending the relevant legislation to accommodate the Vancouver model for Paid Duty, and report back to the Audit Committee*

*City Council request the City Manager in consultation with the Chair, Toronto Police Services Board, to meet with the Province of Ontario to request that Toronto be allowed to consider all options related to Paid Duty, inclusive of the Vancouver model and report back to the Executive Committee.*

Conclusion:

It is therefore recommended that the Chair coordinate with the City Manager, a consultation with appropriate officials from the Ministry of Transportation and the Ministry of Community Safety and Correctional Services to determine whether or not the Province would consider amending the relevant legislation to accommodate the Vancouver model for paid duty. It is further recommended that the Chair report to the Board on the results of the above-noted consultation; and, that the Board provide a copy of this report to Audit Committee for its information

**The Board approved the foregoing report with an amendment to recommendation no. 1 as noted in italics below:**

- 1. the Chair coordinate with the City Manager *and the Chief of Police*, a consultation with appropriate officials from the Ministry of Transportation and the Ministry of Community Safety and Correctional Services to determine whether or not the Province would consider amending the relevant legislation to accommodate the Vancouver model for paid duty.**

**Moved by: D. Noria**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P146.           REQUEST FOR QUOTATION – ONLINE AUCTIONEERING SERVICES**

The Board was in receipt of the following report April 23, 2013 from William Blair, Chief of Police:

Subject:       REQUEST FOR QUOTATION - ON-LINE AUCTIONEERING SERVICES

Recommendations:

It is recommended that:

1. the Board award the quotation for on-line auctioneering services to Platinum Liquidations Inc. for a period of three (3) years effective August 1, 2013 until July 31, 2016, with the option to extend for an additional two (2) twelve-month periods at the Board's discretion; and
2. the Board authorize the Chair to execute a contract with Platinum Liquidations Inc., including the appropriate terms and conditions, and subject to approval by the City Solicitor as to form.

Financial Implications:

In accordance with Section 132(2) of the *Police Services Act* of Ontario, the Chief of Police may cause unclaimed property to be sold at public auction. The auction revenue (less commission) is remitted to the Board's Special Fund, and the Board may use the proceeds for any purpose that it considers in the public interest. The average net revenue remitted to the Board's Special Fund from auction proceeds during the period of 2008 to 2012 was \$161,915.98 per annum. The recommendation contained in this report to award the quotation to Platinum Liquidations will result in a reduction from the currently applied commission rate of thirty-seven percent (37%) to twenty-seven percent (27%). As such, an increase to the funding remitted to the Board's Special Fund may be recognized.

Background/Purpose:

The on-line auction process utilized by the Toronto Police Service (TPS) occurs 24 hours a day – 7 days a week as opposed to public forum auctions which traditionally have been conducted once every five weeks. This expedited processing procedure reduces inventory levels and the stockpiling effect, which occurs when items are held internally until one week before a scheduled public auction. A continuous turnover of inventory results in the reduction of TPS storage and management costs, and in the double handling of property.

At its meeting of April 5, 2012, the Board exercised its option to extend the on-line auctioneering contract to Police Auctions Canada Inc., a Division of 1083078 Ontario Inc., for a period of one (1) twelve-month period effective August 1, 2012 until July 31, 2013. The Board also requested that the Chief of Police issue a new Request for Quotation (RFQ) for the provision of on-line auctioneering services, effective August 1, 2013. (Min. No. P59/12 refers).

*Historical Revenue:*

The following is a comparison of the revenue generated at the auctions held over the previous five (5) years:

**HISTORICAL REVENUE**

<b>Year</b>	<b>Number of Items/Lots</b>	<b>Gross Revenue</b>	<b>Net Revenue (Remitted to Board's Special Fund)</b>	<b>Average Net Price Point per Item/Lot</b>
2008	5212	\$ 279,014.67	\$ 161,509.10	\$ 30.99
2009	4034	\$ 216,529.63	\$ 132,631.79	\$ 32.88
2010	3801	\$ 221,452.28	\$ 139,514.98	\$ 36.71
2011	3837	\$ 296,944.34	\$ 187,074.96	\$ 48.75
2012	4461	\$ 299,759.70	\$ 188,849.07	\$ 42.33
<b>Total</b>	<b>21,345</b>	<b>\$ 1,313,700.62</b>	<b>\$ 809,579.90</b>	

The fluctuations in the average price point per item/lot are attributable in part to the quality and type of product that has been provided by the Toronto Police Service (TPS) to the auction company. The quantity, quality, and type of product designated for auction purposes remains dynamic in nature and cannot be fully quantified or guaranteed. Product availability is dependent upon the type of items seized by members of TPS or surrendered by community members, judicial direction at the conclusion of court proceedings, quality, and suitability for sale.

Discussion:

On February 1, 2012, Purchasing Support Services issued a Request for Quotation for on-line auctioneering services (RFQ #1133094-13 refers). The RFQ was issued through MERX Public Tenders. A mandatory meeting for potential vendors interested in providing this service was held on February 11, 2013. Two vendors attended the mandatory meeting.

The following two bids were received on February 21, 2013, and the lowest bid, Platinum Liquidations Inc. is being recommended for approval.

Quotation ranking and commission rates:

1	2
<b>Platinum Liquidations Inc.</b>	<b>Police Auctions Canada Inc.</b>
<b>Twenty-seven percent (27%)</b>	<b>Thirty percent (30%)</b>

The terms of the RFQ provide in full with a continuation of the following advantages:

- seamless and fluid effective inventory management
- reduction to existing storage constraints
- compliance with the Police Services Act of Ontario

Conclusion:

Following an RFQ process, Platinum Liquidations Inc. submitted the lowest bid while complying with all of the specifications contained within the RFQ. Once the quotation for on-line auctioneering services is awarded, a reduction to the currently applied commission rate of thirty-seven percent (37%) to twenty-seven percent (27%) will be achieved.

Deputy Chief Mike Federico, Corporate Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative 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: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P147.           AUTOMOTIVE REPAIR PARTS AND SUPPLIES**

The Board was in receipt of the following report May 08, 2013 from William Blair, Chief of Police:

Subject:       AUTOMOTIVE REPAIR PARTS AND SUPPLIES

Recommendation:

It is recommended that the Board approve General Auto Parts, a Division of All Parts Automotive Limited (General Auto Parts), to provide the Toronto Police Service with generic automotive repair parts and supplies for a two-year period commencing July 1, 2013 and ending June 30, 2015, with the option to renew for an additional one-year period, at the Board's discretion.

Financial Implications:

General Auto Parts is being recommended to supply the Toronto Police Service (Service) with generic automotive repair parts and supplies. The estimated annual cost for these requirements is \$350,000, for a total cost of \$700,000 over the two-year term of the contract award. Funds for this purpose are provided for in the Service's annual operating budget.

Background/Purpose:

This report provides information on the Service's recommendation to approve General Auto Parts to provide the Service with automotive repair parts and supplies required to maintain the fleet of vehicles operated by the Service.

Discussion:

Request for Quotation (RFQ) #1126514-13 was issued on March 22, 2013, by Purchasing Support Services for the supply and delivery of automotive repair parts and supplies. The Service advertised the RFQ using MERX, so that interested vendors could respond. MERX is Canada's leading electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Thirteen vendors downloaded the RFQ document from MERX and the Service received four submissions. The submissions were from:

- City Buick Chevrolet Cadillac GMC;
- Davies Auto Electric Ltd.;
- General Auto Parts; and
- Khapco Automotive Inc.

Based on a review of the quotations received, General Auto Parts submitted the lowest overall cost meeting specifications.

Conclusion:

It is therefore recommended that the Board approve General Auto Parts to provide the Service with generic automotive repair parts and supplies for a two-year term commencing July 1, 2013 and ending June 30, 2015, with the option to extend for an additional one-year term, at the Board's discretion.

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

**The Board approved the foregoing report.**

**Moved by: M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P148. NEW JOB DESCRIPTION – CLERK GO REVIEW, DIVISIONAL  
POLICING COMMAND**

The Board was in receipt of the following report May 08, 2013 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – CLERK, GO REVIEW, DIVISIONAL POLICING  
COMMAND

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Clerk, GO Review, Divisional Policing Command (A05205).

Financial Implications:

There are no financial implications related to the recommendation contained in this report as twenty five equivalent, established Clerk - Typist – Investigations A05 (40 hour) positions, from the seventeen Divisions and Traffic Services, will be redeployed to Divisional Policing Command and replaced with the above noted position.

Background/Purpose:

In 2008, the IRIS project was initiated by the Command recognizing the need for change in order to meet growing information management challenges. The Toronto Police Services Board authorized the purchase of Versadex, a single system for police purposes that compiles all forms of investigative information. Additionally, the purchase of eJust as an effective and efficient disclosure application was also approved to complement and further enhance the value of the Service's information systems. Together, these two applications form a sound information management process.

As a result of the purchase of this new application two new sub-units have been created. The General Occurrence Review (GO Review) sub-unit will be aligned with the Centralized eDisclosure Management (CDM) sub-unit creating a significant benefit to the Service in terms of improved front-end quality control of investigative information.

The GO Review sub-unit will provide direct support to the front line by ensuring the quality and thoroughness of the general occurrence and court case preparations and also ensuring that all Service-wide submissions meet a consistent, standardized level of information quality.

Given the current volume of occurrences it has been determined that the volume within the GO Review sub-unit will be extremely high. Extensive analysis was conducted to determine the staffing requirements of the GO Review sub-unit, considering the skill sets, abilities and the potential risks to the Service. As a result of this analysis and consultation with key stakeholders it was determined that twenty five civilian members could support the volume of occurrences for review. The responsibilities of the civilian members in the GO review sub-unit include reviewing low risk occurrences and accident reports within Versadex ensuring accuracy, quality and completeness.

#### Discussion:

The technological improvements with Versadex will significantly impact the Clerk-Typist, Investigations A05 (40 hour) position, eliminating the case review responsibilities at the divisional/traffic level, as it becomes more centralized within the GO Review sub-unit. As a result, twenty five equivalent, established Clerk - Typist – Investigations A05 (40 hour) positions, from the seventeen Divisions and Traffic Services, are expected to be redeployed to Divisional Policing Command.

The redeployment of this new Clerk, GO Review A05 (40 hour) position will place a high degree of importance on the integrity and quality of police documentation both from an input and output perspective and will reduce the cost and human effort required by members of the Service, while elevating the profile of the organization and reducing corporate liability.

The new job description for the Clerk, GO Review, Divisional Policing Command is attached. The position has been evaluated within the Service's job evaluation plan and has been determined to be a Class A05 (40 hour) position within the Unit "A" Collective Agreement. The current salary range for this position is \$56,887.56 to \$64,953.50 per annum effective January 1, 2013.

#### Conclusion:

It is hereby recommended that the Board approve the job description and classification for the position of Clerk, GO Review, Divisional Policing Command (A05205). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the collective agreement and this position will be staffed in accordance with established procedure.

Deputy Chief Mike Federico, Corporate 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: A. Pringle**



**TORONTO POLICE SERVICE**

**JOB DESCRIPTION**

**Date Approved:**

**Board Minute No**

**Total Points:** 316

**Pay Class** A05

**JOB TITLE:** Clerk, GO Review

**JOB NO.:** A05205

**BRANCH:** Divisional Policing Command

**SUPERSEDES:** NEW

**UNIT:** Divisional Policing Command

**HOURS OF WORK:** 40 **SHIFTS:** 3

**SECTION:** GO Review

**NO. OF INCUMBENTS IN THIS JOB:** 25

**REPORTS TO:** Sergeant

**DATE PREPARED:** 2013.05.09

**SUMMARY OF FUNCTION:**

Performs quality control reviews and approves records within Versadex.

**DIRECTION EXERCISED:**

None.

**MACHINES & EQUIPMENT USED:**

TPS workstation (dual monitors) with associated software and other office equipment as required.

**DUTIES AND RESPONSIBILITIES:**

1. Performs case review functions of Provincial Offences Act and non threshold criminal offences by ensuring that the required information and evidentiary materials/documents including statements, memo book notes, photographs, audio/video tapes, witness statements etc. are ordered/requested and available for full disclosure within the prescribed time lines and in compliance with established guidelines.
2. Reviews low risk General Occurrences (GO) and Accident Reports within Versadex ensuring accuracy, quality and completeness.
3. Provides support to members of the unit by answering the telephone, responding to inquiries and relaying messages; opening, sorting and distributing mail; typing correspondence; gathering and coordinating statistics for reports; maintaining administrative files.
4. May be required to train/orient/guide new employees.
5. Ensures that all GO for investigation are reassigned to the appropriate handles in a timely manner.
6. Assigns follow-ups to officers to ensure report deficiencies and errors are addressed and corrected.
7. Concludes all the assigned follow-ups within the GO Review sub-unit handle.
8. Accurately clears GO as per the Canadian Centre for Justice Statistics (CCJS) standards.



9. Liaises with the Centralized Disclosure Management sub-unit as required.
10. Reviews the No Report occurrences daily and compares against Computer Aided Dispatch (CAD) calls.
11. Distributes monthly GO report to divisions and handles.
12. Performs all other duties, functions and assignments inherent to the position.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P149. SPECIAL CONSTABLES: UNIVERSITY OF TORONTO  
SCARBOROUGH CAMPUS – RE-APPOINTMENT**

The Board was in receipt of the following report May 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 January 30, 2013 to re-appoint the following individual as a special constable:

**Robert Messacar**

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 34; the current complement is 29.

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.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P150.        APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE  
BOARDS (CAPB) 2013 ANNUAL CONFERENCE**

The Board was in receipt of the following report May 08, 2013 from Alok Mukherjee, Chair:

Subject:        APPROVAL OF EXPENSES: CANADIAN ASSOCIATION OF POLICE  
BOARDS (CAPB) 2013 ANNUAL CONFERENCE (AUGUST 15 – 17, 2013)

Recommendation:

It is recommended that the Board approve my attendance and estimated cost-related expenditures not to exceed \$2,500.00, to attend the CAPB's 2013 Annual Conference and Annual General Meeting in Saskatoon, Saskatchewan from August 15 to August 17, 2013.

Financial Implications:

Funds are available in the business travel account of the Board's 2013 operating budget.

Background/Purpose:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board Members at conferences.

Discussion:

Each year, CAPB hosts an annual conference which is one of only two annual opportunities for professional development for Board members and staff. This conference provides an opportunity for networking with Boards from across Canada. The theme of this year's conference is "Bridging the Gap: Policing and Mental Health." The conference will be held in Saskatoon, Saskatchewan from August 15 - 17, 2013. The conference sessions will cover a broad range of topics relevant to the Board. The conference program is attached for information.

In conjunction with the conference, the CAPB also holds its Annual General Meeting (AGM) at this time. Members discuss issues, consider resolutions and elect officers of the organization at this AGM.

This year's AGM will mark the completion of my tenure as President. The AGM will also consider by-law changes to bring CAPB into compliance with the new federal legislation for the not-for-profit sector and a change of name to more accurately reflect the mission and mandate of the organization.

Therefore, my attendance is required. It will result in the following expense:

Registration	\$600.00
Airfare	\$800.00
Accommodation	\$700.00
Per Diem	\$300.00
Incidentals	\$100.00
 Total	 \$2,500.00

Conclusion:

It is, therefore, recommended that the Board approve my attendance and estimated cost-related expenditures not to exceed \$2,500.00, to attend the CAPB's 2013 Annual Conference and the Annual General Meeting in Saskatoon, Saskatchewan from August 15 to August 17, 2013.

**The Board approved the foregoing report.**

**Moved by: D. Noria**



Radisson Hotel Saskatoon  
405 Twentieth Street East  
Saskatoon, Saskatchewan  
S7K 6X6  
Canada

**Reservations:**

1(800) 967 - 9033 (Toll Free)

Phone: **(306) 665-3322**

Fax: (306) 665-0052

**Website:**

[www.radisson.com/saskatoonca](http://www.radisson.com/saskatoonca)

**CAPB GROUP RATE:**

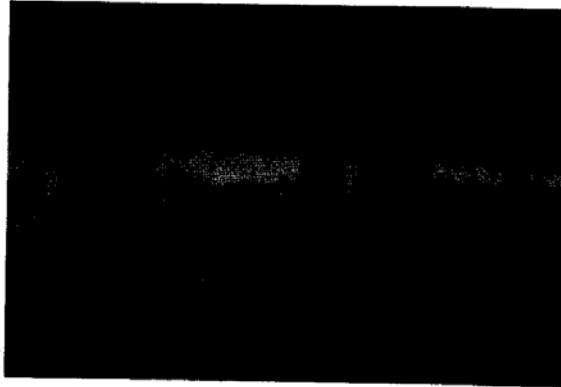
**\$154 Queen**

Standard Room

**\$159 Corner Queen**

Quote Group Code:

**Canadian Association of  
Police Boards**



**CAPB Conference 2013**

**August 15 - 17<sup>th</sup>**

**Saskatoon, Saskatchewan**

**Accommodations**

The lovely Radisson Saskatoon Hotel in Saskatchewan is located downtown, offering breathtaking views of the South Saskatchewan River Valley and City Center.

With 291 rooms and 19 floors, the hotel boasts superior comforts, including high-speed Internet access, a indoor water park, on-site meeting and dining space and more.

Come and experience the excitement of the Radisson Saskatoon, one of the finest hotels in Saskatchewan

**Reservations:**

1(800) 967 - 9033 (Toll Free)

Phone: **(306) 665-3322**



CAPB Golf Tournament - Wednesday, August 15, 2013

☐ 18 holes of golf, power cart and BBQ dinner \_\_\_\_\_ X \$165 taxes included = \$ \_\_\_\_\_

**Total Payable:** \$ \_\_\_\_\_

**Foursome Names:**

Golfer 1: \_\_\_\_\_  
Golfer 2: \_\_\_\_\_  
Golfer 3: \_\_\_\_\_  
Golfer 4: \_\_\_\_\_

If you would rather be placed in a foursome with a specific individual(s), please clearly write out the names, phone numbers and emails of the individuals. We will attempt to accommodate your request.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Purchaser/Sponsor Information:**

Full Name: \_\_\_\_\_  
Company/Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
City and Postal Code: \_\_\_\_\_  
Phone and Fax #: \_\_\_\_\_  
Email: \_\_\_\_\_  
Dietary needs/requirements: \_\_\_\_\_

**METHOD OF PAYMENT:**

☐ Visa      ☐ MasterCard      ☐ Cheque

Account Number: \_\_\_\_\_

Expiry: \_\_\_\_\_

Name of Cardholder: \_\_\_\_\_

Authorization Signature: \_\_\_\_\_

Total Amount: \_\_\_\_\_

**\*\*Please Note: additional 4% processing fee for credit card payments will be applied**

**SEND COMPLETED FORM & PAYMENT TO:**

157 Gilmour Street, Suite 302  
Ottawa, Ontario K2P 0N8  
OR call **Naseem Mohajer** at:  
Phone: 613.235.2272  
Fax: 613.235-2275  
Email: nmohajer@capb.ca  
Please make cheques payable to  
the Canadian Association of Police  
Boards (CAPB).

**\*\*Registration Deadline is June 10, 2013, limited to 40 and will only be confirmed upon receipt of fees.**



**CAPB Golf Tournament Information - Wednesday, August 15, 2013**

**Departure:**

The departure time from the Radisson hotel will be circulated closer to the date of the tournament.

**Etiquette:**

Player Assistants are employed to monitor course conduct and speed of play to ensure that everyone has a fantastic time on The Willows golf course.

We ask that you adhere to the following rules of the Willows:

1. Repair your ball mark and at least one other on the green;
2. Replace all divots;
3. Rake all bunkers; and
4. Soft spikes only. No metal spikes are allowed.

**Dress code:**

No torn or tattered blue jeans, no gym wear (spandex, sweats, etc.), no muscle shirts, no tank tops or swim wear (sleeveless, collared shirts are acceptable), shirts and shoes required and running shoes, golf shoes or golf sandals are required (no flip flop sandals).

**Tee Time:**

Shotgun start at 11:00am. Golf at The Willows can be played in 4 hours and the course is an easy walk with limited elevation changes. Dinner will begin at 6:00 pm.

**Club Rental:**

Rentals sets are available, however no reservations can be made. For inquiries, please call the golf shop at 306.956.4653.

**Golf Carts:**

- Power Golf Carts are supplied for a tournament.
- The cart operator must complete a cart rental agreement form. This agreement outlines the conditions in case of damages or harm that may be sustained during their time of usage.
- Drivers must be 19 years of age and carry a valid driver's license and must provide a credit card imprint at the time of rental.
- The 90-degree rule requires you to remain on the cart path at all times until you are in line with the ball. At this time you can make a 90-degree turn to your ball and then proceed back in the same manner.
- Keep carts away from bunkers and never travel in the hills on either side of the fairways.

**Cancellation and Refund policy:** Refund (less 50%) if written cancellation is received before August 1, 2013. No refunds will be granted after August 1, 2013.

**The Willows Golf**  
382 Cartwright Street  
Saskatoon, SK S7T 1B1  
(Phone) 306.956.1100 (Fax) 306.956.2211



# Radisson Saskatoon

August 15 – 17, 2013

## Conference Delegate Registration Form – To be completed for EACH delegate

Full Name: \_\_\_\_\_ Position/Title: \_\_\_\_\_  
 Board/Commission/Organization: \_\_\_\_\_  
 Address of Organization: \_\_\_\_\_  
 Work No: \_\_\_\_\_ Cell No: \_\_\_\_\_ Fax No: \_\_\_\_\_  
 Email: \_\_\_\_\_

Please describe any food allergies or special dietary needs \_\_\_\_\_

Airline	Flight #	Arrival time & date	Departure time & date	Number of people travelling with you - If applicable

**\*\*Please note:** arrangements will be made for transportation to and from the hotel upon arrival and departure, should you have any questions regarding transportation please contact Cst Kevin Schwartz at [kevin.schwartz@police.saskatoon.sk.ca](mailto:kevin.schwartz@police.saskatoon.sk.ca)

Please CLEARLY indicate the name and contact information of the hotel you will be staying at		
Hotel name	Hotel address and phone number	Hotel room number if known

Part A: Conference Registration	Amount
Full delegate registration package includes: All available speaker sessions, conference materials, two dinners, two lunches, three breakfasts, hospitality suite and evening events.	\$ _____
<input type="radio"/> CAPB Member: <input type="radio"/> \$550 + 5% GST = \$ 577.50 (Paid before June 1, 2013) <input type="radio"/> \$575 + 5% GST = \$ 603.75 (Paid after June 1, 2013)	\$ _____
<input type="radio"/> Non-Member <input type="radio"/> \$650 + 5% GST = \$ 682.50 (Paid before June 1, 2013) <input type="radio"/> \$675 + 5% GST = \$ 708.75 (Paid after June 1, 2013)	\$ _____

Part B: Please list your preferences from 1 – 4 for each morning workshop, each delegate may only attend one			
Workshops for Saturday August 17	Location:	Time:	Preference 1-4
Workshop 1: Crime Free Multi Housing	Naples Room – Convention Level	8:30am - 10:00am	
Workshop 2: Mental Health & Addiction	Florence Room – Convention Level	8:30am - 10:00am	
Workshop 3: Building for the Future: Designing a New Police Station	Venice Room – Convention Level	8:30am - 10:00am	
Workshop 4: Police Stressors	Michelangelo Room – Convention Level	8:30am - 10:00am	
Part C: Please list your preferences from 1 – 4 for each afternoon workshop, each delegate may only attend one			
Workshops for Saturday August 17	Location:	Time:	Preference 1-4
Workshop 5: Graffiti Reduction Strategy	Venice Room – Convention Level	2:45pm – 4:15pm	
Workshop 6: Police and Crisis Team	Florence Room – Convention Level	2:45pm – 4:15pm	
Workshop 7: Internet Child Exploitation	Naples Room – Convention Level	2:45pm – 4:15pm	
Workshop 8: Police Shootings	Michelangelo Room – Convention Level	2:45pm – 4:15pm	



## Radisson Saskatoon

### August 15 – 17, 2013

Part D: Additional Event Tickets	Amount
<input type="radio"/> Wednesday, August 14, 2013 (Limited to 40 participants only) Pre Conference workshop includes: Lunch and breaks \$200 + 5% = \$210.00	\$ _____
<input type="radio"/> Wednesday, August 14, 2013 BBQ dinner at Willows Golf Course \$35.00 taxes & gratuities included	\$ _____
<input type="radio"/> Wednesday, August 14, 2013 Golf at Willows Golf Course. Includes: Green fees, Cart and BBQ Dinner \$165.00 taxes & gratuities included	\$ _____

Part E: Daily Delegate Registration Package: includes: available speaker sessions, conference materials, meals, hospitality suite and evening events for selected day – refer to agenda for detailed programming of each day. <b>**Maximum of 1 day only</b>	Amount
<input type="radio"/> Thursday, August 15, 2013 CAPB Member: \$200 + 5% GST = \$210.00 Non-Member: \$250 + 5% GST = \$262.50	\$ _____
<input type="radio"/> Saturday, August 17, 2013 CAPB Member: \$200 + 5% GST = \$210.00 Non-Member: \$250 + 5% GST = \$262.50	\$ _____

Part F: Please <b>CLEARLY</b> mark all the activities you will be attending:	Yes	No
Wednesday, August 14, 2013 Preconference workshop on <b>"Building Effective Decision-Making Bodies"</b> with Eli Mina (Additional Cost \$210)		
Wednesday, August 14, 2013 Golf at Willows Golf Course (Additional cost \$165)		
Wednesday, August 14, 2013 BBQ dinner at Willows Golf Course (Additional cost \$35)		
Thursday, August 15, 2013 Pitchfork Fondue at Champêtre County (Included)		
Saturday, August 17, 2013 canapé dinner & Fireworks at Persephone Theatre (Included)		

<b>METHOD OF PAYMENT:</b> Full payments must be received by August 1, 2013  <div style="display: flex; justify-content: space-between;"> <span><input type="radio"/> Visa</span> <span><input type="radio"/> MasterCard</span> <span><input type="radio"/> Cheque</span> </div> <div style="margin-top: 10px;">                     Account Number: _____                      Expiry: _____                      Name of Cardholder: _____                      Authorization Signature: _____                      Total Amount: _____                 </div>	<b>SEND COMPLETED FORM &amp; PAYMENT TO:</b>  157 Gilmour Street, Suite 302 Ottawa, Ontario K2P 0N8 Or call Naseem Mohajer at: Phone: 613.235.2272 Fax: 613.235-2275 Email: nmohajer@capb.ca <b>**If paid by credit card, a processing fee of 4% will be applied.</b> Please make cheques payable to the Canadian Association of Police Boards (CAPB).
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**\*\*4% processing fee for credit card payments will be applied**

Cancellations & Refunds  
 Refund (less 20%) if written cancellation is received before June 15, 2013  
 Refund (less 50%) if written cancellation is received between June 15 – July 31, 2013  
 No refunds will be granted after August 1, 2013



## Radisson Hotel Saskatoon

405 20<sup>th</sup> Street East - Saskatoon, SK S7K 6X6 Phone: (306)-667-2365 Fax: (306)-665-0052

## Agenda

Tuesday, August 13, 2013

12:00pm - 8:00pm

Registration (Crush Lobby - Convention Level)

Wednesday, August 14, 2013

8:00am - 8:00pm

Registration (Crush Lobby - Convention Level)

8:00pm - 11:00pm

Hospitality Suite (Picasso Room - Main Level)

Wednesday, August 14, 2013

9:45 am pickup from Radisson

11:00 am - 3:00 pm

*OPTIONAL: CAPB Golf Tournament - Willows Golf Course*

Wednesday, August 14, 2013

3:00 pm pickup from Radisson

5:00 pm - 8:30 pm

*OPTIONAL: Cocktails, BBQ dinner & fundraising raffle at Twilight Room, The Willows - \$35.00 per person*

Wednesday, August 14, 2013

8:30am - 3:30pm

*OPTIONAL Pre-Conference Workshop: \$200 per person limited to 30 people (Michelangelo C Convention Level)  
\*Separate description and registration form attached*

## DAY 1 - Thursday August 15, 2013

7:00am-5:00pm

Registration (Crush Lobby - Convention Level)

7:00am-8:15am

Breakfast (Michelangelo Ballroom AB- Convention Level)

Conference Opening

(Michelangelo Ballroom AB - Convention Level)

8:15am-8:30am

Welcome & First Nations Blessing

8:30am-9:00am

**Opening Remarks:** Chief Clive Weighill, Saskatoon Police Service

In 2000, Saskatoon Police Service was named by Amnesty International for allegedly violating human rights abuses. In 2013 the service received provincial accolades for being named one of Saskatchewan's top employers. Chief Weighill will talk about the steps they took to change policing in Saskatoon and make it a leader in the country. Since undergoing a massive restructure in 2007 and the implementation of several innovative policing models, crime rates in Saskatoon have continued to drop each year. At the same time, the number of citizens satisfied with the SPS has risen. In addition, a recent SPS survey found 92 per cent of it's 639 employees have high morale, and 95 per cent of staff enjoy working for the Service.

9:00am-9:30am

**Changing Directions-Changing Lives: The Mental Health Strategy for Canada.** Louise Bradley, President & CEO of Canadian Mental Health Commission

The Mental Health Commission of Canada is a catalyst for change. We are collaborating with hundreds of partners to change the attitudes of Canadians toward mental health problems and



to improve services and support. Our goal is to help people who live with mental health problems and illnesses lead meaningful and productive lives. Together, we spark change. Louise Bradley's understanding of mental health within Canada's larger health care system draws on a career rich in clinical, administrative and theoretical experience. Her career experience is wide and varied, ranging from Community Mental Health to Forensic & Corrections Health Care.

9:30am-10:30am

**Panel on Housing Options for Healthy Communities: At Home/ Chez Soi, | United Way of Saskatoon: Panelists to be confirmed but will include Louise Bradley, local representatives and consumers of the At Home/Chez Soi service**

At Home/ Chez Soi is a four-year national housing and health care project for people who are homeless and who experience mental health issues. Funded and coordinated by the Mental Health Commission of Canada, it was implemented in five cities: Vancouver, Winnipeg, Toronto, Montreal and Moncton. The project uses housing first, rather than a treatment first approach with a belief that a home is the first step to recovery for those experiencing homelessness and mental illness. It is built on the principles that housing is a basic right for all people, housing is a separate issue from treatment, and that people should make their own choices about their lives.

Health Break

Crush Lobby- Convention Level

11:00am-12:00pm

**Supporting your Police Service in Difficult Times: Police & PTSD:**

*Bill Wilkerson, Global Business and Economic Roundtable on Addiction & Mental Health*  
An acknowledged expert on the effect of mental illnesses on workers, including police, Bill Wilkerson, 68, is co-founder of the Global Business and Economic Roundtable on Addiction and Mental Health, and was recently sworn in as a civilian member of the RCMP as its mental health adviser. Bill believes that "PTSD is real, not imagined. It's called a mental disorder, but that's not quite correct. PTSD is a physical injury that has psychological as well as physical characteristics."

12:00pm-1:00pm

**Lunch and Featured speaker on Morden Report and changes in Police Governance: Stephen Boorne**  
(Michelangelo Ballroom AB - Convention Level)

1:00pm-1:45pm

**Panel on Economics of Policing: CAPB, CPA, CACP & FCM**

Policing today has many demands: efficiency, cost-effectiveness, seamlessness, integrity and cultural competency. We need an approach to transforming policing that is practical and takes into consideration the views of all the partners. What are the next steps for a forward agenda coming from the National Summit on the Economics of Policing?

1:45pm-3:15pm

**Police Independence & Culture: Rule of Law vs. Police Discretion**

*A. Edward Aust, Counsel & Thomas Laporte Aust, Aust Legal Inc.*  
Police officers are granted powers to intervene and coerce that are not held by any other members of the public. Such powers exercised improperly could quickly undermine democratic values. Democracies need safeguards in place to prevent abuse of these powers, one of them being civilian oversight bodies. How do boards ensure police fully understand everything impacting their decision making, especially in critical incidents.

Health Break  
3:15-3:30pm

Crush Lobby - Convention Level

3:30pm-4:30pm

**Integrated Community Safety in the UK: Karyn McCluskey, Director, Violence Reduction Unit, Strathclyde Police Service, UK**



BRIDGING THE GAP: POLICING & MENTAL HEALTH

Karyn McCluskey is the woman who took on Glasgow's gangs. A former nurse and qualified forensic psychologist, she tackled Glasgow's gangs and slashed violent crime on the streets. Their early research revealed some alarming facts: 170 street gangs existed across the city, with as many as 3,500 members aged between 11 and 23. Comparing police reports with the accounts of trauma surgeons and A&E staff showed as many as two-thirds of knife crimes were not being reported to the police. Every six hours in the city, someone suffered a serious facial injury. You will hear how she achieved such startling results in a city once known as the murder capital of Western Europe.

5:00 pm Buses will begin departing Radisson Hotel  
 6:00pm-8:30pm Dinner and Entertainment at Champetre County "Pitchfork Fondue"  
 St. Denis, SK (Casual dress)  
 8:30pm Buses will begin departing Radisson Hotel  
 9:00pm-11:00pm Hospitality (Picasso Room - Main Level)

## DAY 2 - Friday August 16, 2013

7:00am-1:00pm Registration/Information Desk (Crush Lobby - Convention Level)  
 7:00-8:15am Breakfast (Michelangelo Ballroom AB - Convention Level)  
 8:30-9:30 am Update from Public Safety Canada (Minister Vic Toews Invited)  
 Update from Department of Justice Canada (Minister Nicholson Invited)

9:30am-12:30pm 24<sup>th</sup> Annual General Meeting  
 Annual Report from Committees, Audit and Financial Statements, Resolutions, Nominations Report,  
 Presentation of Revised By-Laws) **\*\*closed to CAPB members in good standing only**

**FREE AFTERNOON AND EVENING - OPTIONS FOR FRIDAY TOURS ARE AVAILABLE FOR SIGN UP**

## DAY 3 - Saturday August 17, 2013

7:00am-5:00pm Registration/Information Desk (Crush Lobby - Main Level)  
 7:00am-8:30pm Halifax 2014 Kick Off BREAKFAST (Michelangelo Ballroom AB -  
 Convention Level) *Halifax is the host for the CAPB 2014 Conference and we  
 invite companions to join delegates to see what they have planned for CAPB's 25<sup>th</sup> Anniversary  
 Conference.*

8:30-10:00am **Morning Workshops (Choose 1)**  
**Workshop 1: (Naples Room - Convention Level)**  
**Crime Free Multi-Housing: Donna Thiessen**  
 The 7 Habits of a Highly Effective Crime Prevention Program - Inspired by Stephen Covey, this  
 presentation will use his principles to demonstrate how the Crime Free Multi-Housing program  
 in Saskatoon has been able to achieve 50% participation of rental properties in 3 years. This  
 interactive session promises to inspire and re-energize.  
 8:30-10:00am **Workshop 2: (Florence Room - Convention Level)**  
**Mental Health and Addiction Services: Build it and "They" will**  
**Come: Heather Trischuk and Charlotte Greenall**  
 Mental Health and Addiction Services has responded to the need of necessary expansion to  
 outreach services provided to the core neighborhood. This has resulted in some new and

innovative programming to meet the needs of the cliental which reside in the core neighborhoods of Saskatoon. By adding in some basic additions to our addiction programs we have been able to meet the needs of the vulnerable population which we serve. We will be discussing several of the programs and the outcomes from same which we believe have made a difference to the clients we work with.

**\*\*Be prepared to discuss your local initiatives with the group.**

**8:30-10:00am**

**Workshop 3: (Venice Room - Convention Level)**

**Building for the Future: Building a New Police Station S/Sgt Susan Grant**

Identifying operational requirements for space for police services is easy, gaining support and financial commitment for new space is not. This session will take you on a journey through the process of identifying, justifying and gaining support for new or expanded space for a police service. The Saskatoon Police Service journey over the past years has provided challenges, celebrations and learning lessons.

**8:30-10:00am**

**Workshop 4: (Michelangelo Salon C - Convention Level)**

**Police Stressors: S/Sgt Ron Campbell**

Ron has 32 years of diversified experience with the RCMP, currently working with Human Resources. This workshop will discuss mental wellness in policing including Operational Stress Injuries; their cost to the workplace, and self care. The Q&A and breakout period will allow some time for topic expansion.

**BREAK**

**10:00-10:15am**

**Crush Lobby - Convention Level**

**10:15am-11:15am**

**Panel: Bargaining & Arbitration**

**(Michelangelo Ballroom AB - Convention Level)**

*Evan Bray, Saskatchewan Police Association, Gary Bainbridge representing Labour law, Judy Schieppati from the City of Saskatoon and Arbitrator Dan Ish. (TBC)*  
Boards and unions are under scrutiny in the media daily regarding contracts negotiated. Arbitrators are accused of not using proper comparators, setting unrealistic increases and ignoring the ability to pay. Who determines what is the most important governing criteria in arbitrating contracts? How do the parties at the table achieve an outcome that guarantees the utmost safety of employees, economy of operation, quality and quantity of output and protects public safety? These are some of the areas this panel will touch on. This session is guaranteed to invoke a lively discussion.

**11:15am-12:00pm**

**Panel: Effective Communications for Police Boards/Commissions & Chiefs**

**(Michelangelo Ballroom AB - Convention Level)**

**Panelists to be confirmed**

There is a continuous flow of information between police unions and associations and they are well prepared when a service enters bargaining. This panel will look at how boards and chiefs can develop an effective communications strategy to avoid surprises when contracts are negotiated and to ensure that the public interest is respected. This will be an interactive session involving delegates to pull together a forward thinking strategy and possible development of working groups.

**12:00-1:00pm Lunch with guest speaker Jennifer Martin, CTV Edmonton**



**PLENARY SESSION - MICHELANGELO BALLROOM AB**

**1:00-2:30pm Crisis Call & Speaking Through Silence - Film maker Laura Sky (confirmed) & Sergeant Andria Cowan(TBC)**  
(Michelangelo Ballroom AB - Convention Level)

Documentary filmmaker Laura Sky wanted to find a way to work with police and people who have experienced psychiatric crisis. Her goal was to change the conversation between those communities and to ask the concerned public to contribute to policies and practices that affect the lives of police officers, people with mental health issues and their families. In 2003, Sky and her organization, SkyWorks Charitable Foundation, released *Crisis Call* - a documentary that starts with the story of Edmond Yu, a psychiatric survivor in crisis who was shot and killed by Toronto police after a 1997 altercation on a city transit bus. Laura Sky spent two and a half years intensively researching *Crisis Call*. She talked with police officers, psychiatric consumer/survivors, survivor advocacy groups and mental health crisis teams. She consulted with police training programs and worked closely with correctional services and police forces, including the Ontario Provincial Police, Sûreté du Québec and city forces in Toronto, Montreal and Thunder Bay. And she spent many hours on overnight patrols with police. As *Crisis Call* opens, Sky asks "Are there alternatives to the use of lethal force in these crises?" *Crisis Call* documents the candid stories of those who've been there and those who are questioning current systems and searching for solutions to this critical issue.

As part of her community-development work with *Crisis Call*, Sky partnered with CMHA in Thunder Bay to launch the Mental Health and Criminal Justice Project. This innovative project brought police, lawyers, probation and corrections staff and mental health workers together with psychiatric survivors and others to consider new policies and practices for crisis prevention and response. In 2012, after the police shooting of an emotionally disturbed man near Toronto East General Hospital, *Crisis Call* was used by a community group to secure a mobile crisis intervention team for their neighbourhood.

Laura Sky's newest project *Speaking Through Silence - The Voices of Children in Military Families Living with Post-Traumatic Stress Disorder* is designed as a healing tool for veterans, Canadian Forces members and their children and families. This documentary tool kit will provide a model of peer and community awareness, support and engagement. This project is designed to help broaden the conversation among everyone concerned about, and dedicated to the healing of, those affected by PTSD and stress-related injuries.

**Health Break**  
**2:30-2:45pm**

**Crush Lobby - Convention Level**

**2:45-4:15pm**

**Afternoon Workshops (Choose 1)**

**Workshop 5: (Venice Room - Convention Level)**  
**Graffiti Reduction Sgt Lee Jones**

Sergeant Lee Jones has 12 years experience conducting and assisting with graffiti criminal investigations nationally and internationally; he is regarded as one of the leading Canadian Graffiti subject matter experts.

In 2007, he was instrumental in organizing the TAGS conference with delegates from across Canada and the United States. He developed the course content for Graffiti investigations and it is now part of the training offered by the Canadian Police Knowledge Network. He is frequently contacted as a resource by other police officers around the world.

**2:45-4:15pm**

**Workshop 6: (Florence Room - Convention Level)**  
**PACT (Police and Crisis Team): Cst. Nachtegale**

Cst. Jeff NACHTEGALE has been a Police Officer for 10 years, and has a psychology degree from the University of Saskatchewan. Prior to policing, Jeff worked for several years in the Saskatchewan Young Offender system. He was also employed at the Saskatchewan Hospital as a Mental Health Therapist for 7 years. Jeff spent 6 years policing with the Edmonton Police Service where he was trained to work on PACT(Police and Crisis Team). As a member of the Saskatoon Police Service, Jeff is assisting SPS in launching their PACT unit.

**2:45-4:15pm**

**Workshop 7: (Naples Room - Convention Level)**

**ICE (Internet Child Exploitation): Sgt Altrogge**

Sgt Deb Altrogge is a 24 yrs veteran of the SPS with numerous credentials including undercover and hostage negotiation skills. She has been in ICE for two years. The workshop will discuss luring, peer 2 peer and search warrant investigation. Eight of the people involved in her investigations have committed suicide. She uses her considerable skills to maintain her mental health as well that of the officers she works with.

**2:45-4:15pm**

**Workshop 8: (Michelangelo Salon C - Convention Level)**

**Police Shootings: Sgt Gresty and Cst Ly**

Sgt Gresty and Cst Ly are veteran officers who have both been involved recently in on duty shootings. They will detail their experience dealing with both the emotional trauma as well as the legal and internal police bureaucracy.

**\*Be prepared for a frank discussion as to how YOUR Service is dealing with these events.**

**4:15-4:30pm**

**Closing Remarks**

**6:00-10:00pm** Evening cocktail dinner reception, entertainment and fireworks at Persephone Theatre at the Remai Arts Centre

**Dress: Business Casual**

**10:00pm FIREWORKS!**

**9:00-11:00pm Hospitality (Picasso Room - Main Level)**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P151. ANNUAL REPORT: 2012 YEAR END REPORT – ACTIVITIES AND  
EXPENDITURES OF CONSULTATIVE GROUPS AND 2013 REQUEST  
FOR SPECIAL FUNDS**

The Board was in receipt of the following report March 11, 2013 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2012 YEAR END REPORT – ACTIVITIES AND  
EXPENDITURES OF CONSULTATIVE GROUPS AND REQUEST FOR  
FUNDS

Recommendation:

It is recommended that the Board continue to provide funding from the Board's Special Fund for each of the twenty-nine consultative groups identified in this report for a total amount of \$29,000.00; which includes \$1,000.00 to support the 42 Division Chinese Community Liaison Committee created in 1992.

Financial Implications:

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

Background/Purpose:

At its meeting on February 28, 1998, the Board directed that the Chief of Police provide an annual report to the Board on the activities which were funded by the police divisions using Board grants (Min. No. P65/98 refers).

In addition, Board Chairman, Mr. Norman Gardner, submitted a report to the Board at its meeting of February 28, 2002, (Min. No. P51/01 refers). The Board approved the following recommendations from that report:

1. The Board continue to provide an annual grant of \$1,000.00 to each of the seventeen divisional Community Police Liaison Committees, the Traffic Services CPLC, the Chief's Consultative Committees, and the Chief's Advisory Councils and that funding be approved from the Special Fund.
2. The Board sponsor an annual Community Police Consultative (CPC) Conference for all members of the Consultative Committees in November 2012, at a cost not to exceed \$6,000.00. That funding be provided from the Special Fund.

3. Board members be invited to attend the CPC Conference, and be invited to participate.
4. That the Chief be requested to bring forward all future funding requests for the annual CPC Conference.

The Board, at its meeting of November 18, 2004, (Min. No. P371/04 refers) approved the following:

1. The Board change the requirement for receipt of the annual report concerning Community Police Liaison Committee (CPLC) and Consultative Committee activities and expenditures from the January Board meeting to the March Board meeting each year, and
2. The request for annual funding from the Board Special Fund in the amount of \$1,000.00 for each individual CPLC and Consultative Committee and the request for funding of the annual CPC Conference be combined with the annual activity report.

The Board, at its meeting of July 10, 2006, approved a report from the Chair, Alok Mukherjee entitled, "Board Policy - Community Consultative Groups" (Min. No. P201/06 refers). The policy stipulates that the Toronto Police Service (Service) will report triennially on the process by which the Service implements the criteria identified to renew the Service's consultative groups and to measure their effectiveness, and also include an examination of the adequacy of resources currently being provided.

At its meeting of April 22, 2010, the Board (Min. No. P118/10 refers) approved the following:

"THAT the Chief review the level of funding currently provided to the consultative groups by the Board and indicate whether or not any changes are necessary."

This report will provide an annual review of the activities and expenditures of the Community Police Consultative groups during the period of January 1, 2012, to December 31, 2012.

#### Community Consultative Process:

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

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

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

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

The consultation process affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives. It ensures that strategic and effective outcomes are achieved through a formal police/community committee structure, empowering the community and providing the opportunity for a mutually beneficial relationship.

The criteria for the formation and activities of each of these consultative levels are found in the Community Volunteer and Consultation Manual (CVCM). The CVCM sets out the standards for structure, activity standards for each consultative group, responsibilities of executive members, and funding for each consultative group.

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

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

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

#### Community Police Liaison Committees:

A CPLC is mandated and established in each of the seventeen policing divisions, plus Traffic Services.

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

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

42 Division is home to the largest Chinese residential and business community in the City of Toronto. The Chinese Community Liaison Committee (CCLC) of 42 Division was established in 1992. Since its inception, the CCLC has been very active within the Chinese community working with the Chinese speaking residents and businesses within the division regarding Crime Prevention information, and organizing talks and seminars on community safety issues. The CCLC also conducts community needs surveys regarding non reported crimes, and organizes mall walks and exhibitions to promote crime prevention and personal safety.

#### Community Consultative Committees:

The CCCs are meant to serve and represent specific communities on a Toronto-wide basis. The membership is drawn from various organizations within each of these communities, so as to be inclusive and credible within that community. These committees serve as a voice on wider policing issues such as training, recruiting, professional standards, and community mobilization.

The Service currently maintains a CCC for the following communities:

- Aboriginal;
- Black;
- Chinese;
- French;
- Lesbian/Gay/Bisexual/Transgender;
- Muslim;
- South and West Asian; and
- Asia Pacific

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

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

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

#### Discussion:

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

#### Reporting:

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

This report summarizes for the Board, the annual activities during 2012 and the amount spent from the \$1,000.00 grant by each of the consultative groups. Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Administration.

#### Summary of Activities and Expenditures:

Appendix “A” attached to this report, provides in table form, a summary of activities and expenditures for each of the consultative groups in 2012. Committees that have expenses exceeding the allotted budget of \$1,000.00 are responsible for covering any surplus exceeding \$1,000.00.

#### Community Police Consultative Conference:

Since 1997, the Board has sponsored an annual Community Police Consultative (CPC) conference for the committee members with funding approval from the Board’s Special Fund.

The 16<sup>th</sup> Annual CPC Conference was held at the York Civic Centre on Saturday November 17, 2012.

This year’s conference was focused on Crime Prevention. The presentations which were delivered offered the knowledge and resources required to further our goals of making a difference in our communities.

Dr. Hugh Russell and Mr. Norm Taylor presented on the important developments within police-community relations occurring here in Ontario, across Canada and overseas. In the second portion of the day, a presentation was delivered regarding Crime Prevention through Environmental Design (CPTED). Many of the attendees found this information particularly beneficial and identified it as important to relay to their committees.

Chief William Blair and Chair Mukherjee were in attendance and provided opening remarks.

#### Conclusion:

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

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

Deputy Chief Peter Sloly, of the Divisional Policing 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: D. Noria**

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
11 Division CPLC	<p>Supt. Peter Lennox (co-chair)</p> <p>Linda Martins (co-chair)</p> <p>Lenny Dass (Treasurer)</p> <p>Debbie Skinner (Secretary)</p>	11 General meetings	Be proactively involved in community relations, crime prevention and community improvement	0	Clothing Drive, Chess Tournament sponsorship	<ul style="list-style-type: none"> <li>- CPLC regularly advise of crime trends</li> <li>- CPLC promotes Community Policing complaint forms to local business owners and residents</li> </ul>	<p>Chess Tournament sponsorship <b>\$433.59</b></p> <p>Administrative supplies CPLC clothing drive <b>\$135.77</b></p> <p>Mesh bags – CPLC clothing drive <b>\$126.56</b></p> <p>Registration Fee – CPLC website <b>\$25.99</b></p> <p>Hot dog cart rental fee <b>\$150.00</b></p> <p><b>Total: \$871.91</b></p>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
12 Division CPLC	<ul style="list-style-type: none"> <li>• A/Supt. Douglas Quan</li> <li>• Barbara Spyropoulos (co-chair)</li> </ul>	8 in-station;  3 in community (Neighbours Nights Out);  1 Volunteer Appreciation Night (networking)	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• youth issues &amp; youth engagement</li> <li>• searching for the fountain of youth</li> </ul>	0	<ul style="list-style-type: none"> <li>• Restorative Justice Program</li> <li>• Stone Soup Cooking Club</li> <li>• Community Day</li> <li>• Participation in Community Festivals</li> <li>• CPTED audits</li> <li>• Tour de Black Creek Team</li> <li>• Tim Horton Camps</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends</li> </ul>	Community Photo Album <b>\$114.08</b> Tour de University Heights <b>\$0</b> Supplies for meetings, Neighbours Nights Out <b>\$21.76</b> Stone Soup <b>\$147.67</b> Community Day <b>\$82.41</b> Storage Unit rental + lock <b>\$25.63</b> Tim Horton camps <b>\$102.80</b> Weston Santa Parade float <b>\$38.68</b> Volunteer Appreciation Night networking meeting <b>\$331.53</b> Community Outreach <b>\$130.07</b> <b>TOTAL \$994.63</b>



Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant Receipts
13 Division CPLC	<ul style="list-style-type: none"> <li>• A/S/Insp. Holt (Uniform co-chair)</li> <li>• Mark Tishman (Civilian Co-Chair)</li> <li>• S/Sgt. Matic (CRU S/Sgt.)</li> </ul>	9 Meetings  One meeting per month  Second Monday of every month	<ul style="list-style-type: none"> <li>• Be proactively involved in community relations, crime prevention and community improvement</li> <li>• Create a safe environment in which to live &amp; work</li> <li>• Build stronger relationships between youths and Police</li> <li>• Expand and Formalize Youth CPLC</li> <li>• Engage/Involve local Businesses in many events</li> <li>• Engage and Partner with neighbouring communities</li> </ul>	<ul style="list-style-type: none"> <li>• Open House Community Meeting</li> <li>• 13 Division - School Summit Meeting</li> <li>• JJP Centre – Safety Town Hall (Chief)</li> </ul>	<ul style="list-style-type: none"> <li>• Project GRANT</li> <li>• BBQ – PCP 13</li> <li>• Councillor Cricket in the Park</li> <li>• Earth Day Clean-up at Local Park</li> <li>• Mural and Clean-up at Local Park</li> <li>• 1400 Bathurst Kid's Christmas Party</li> <li>• D'Arcy McGee - Breakfast with Santa</li> <li>• Family of Schools Soccer Club</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends</li> <li>• CPLC regularly advised of traffic trends, complaints and consulted for Traffic Strategies</li> <li>• CPLC regularly advised of school trends</li> <li>• Bar Owner Consultation Meetings – trends and solutions</li> </ul>	CPLC - Pizza (April) <b>\$98.31</b>  Cool Cart Rental, Foam Boards, Food and Refreshments for Youth CPLC Meeting, Prisoner Meal (May) <b>\$193.77</b>  Refreshments and Food for Youth CPLC (June) <b>\$55.05</b>  Plaques (2) for Cricket in the Park + Prisoner's Meals <b>\$141.72</b>  CPLC Community Holiday Party (Nov) <b>\$100.03</b>  Food for CPLC Event (Nov) <b>\$122.57</b>  Refreshments for CPLC Open House (Nov) <b>\$78.70</b>  Food for CPLC Event (Dec) <b>\$98.31</b>  <b>TOTAL \$888.46</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
14 Division CPLC	<p>Supt. Mario DiTommaso</p> <p>S/Sgt. Darren Halman</p> <p>Cathy Byrd Co-Chair CPLC</p> <p>Reta Seymore – Clerk</p> <p>Doug Lowry CPLC Treasurer</p> <p>35 CPLC Community Members</p>	12	<p>Promotes healthy strong working relationships with various BIA's, Community Partners and Residents</p> <p>Engages dialogue on various Police Issues - Safety Concerns – Sets Goals - Objectives – Target Dates</p> <p>Proactive involvement in Community Events</p>	4	<p>New Division Community BBQ c/o CPLC and YCPLC – include members of FIS – Dog Services – Mounted Unit, TAVIS – TPS Command Members</p> <p>CPCL members encouraged to contact CRU 24/7 via email/phone to communicate specific concerns allowing for investigations &amp; timely responses</p> <p>Surveys to identify concerns – Invite guest speakers</p> <p>Improve awareness of crime prevention initiatives</p>	<p>CPLC members regularly advised of crime trends and year to year statistics by Crime Analyst PC Laure McCann</p> <p>CPLC promotes Community Policing complaint forms to local residents and business owners</p> <p>CPLC meetings held at Harbour Front community Centre as well as at the New 14 Division Community Room</p>	<p>Coffee / Food sandwiches</p> <p>Appreciation night – cake Tim Horton /</p> <p>Pot –Luck - Holiday Dinner</p> <p>Plaque retirement function</p> <p>Graffiti Day - popcorn Engraved plaque – citizen Flowers</p> <p><b>TOTAL \$742.49</b></p>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
22 Division CPLC	Supt. Jim Ramer (Uniform co-chair)  Jackie Monahan (civilian co-chair)	10	<ul style="list-style-type: none"> <li>To recruit youth members</li> <li>To continue with a successful student bursary program to all 10 High Schools in division</li> <li>To Co-host a 22 Division Open House BBQ in June</li> <li>To assist with Food &amp; Toy drive December 2012</li> </ul>	<ul style="list-style-type: none"> <li>April 1, 2012- Town Hall – Questions &amp; answers with Chief Blair</li> <li>Partnership on Crime prevention at Sherway Gardens 4 days in Nov.</li> <li>Set-up a display table at Donna Cansfield's annual community BBQ</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed membership procedures</li> <li>Filling in membership gaps where there is no representation in the division</li> <li>In February attended Community Fair at Cloverdale Mall</li> <li>2 Members received a 10 year pin &amp; 1 member a 5 year pin</li> <li>Partnered in 22 Division open house &amp; BBQ</li> <li>Attended MP &amp; MPP Annual BBQ community event to create awareness</li> <li>In May conducted a "Bowling for Bursaries" Fundraiser to top up Bursary</li> </ul>	<ul style="list-style-type: none"> <li>CPLC regularly advised of crime trends</li> <li>CPLC provides input on community concerns and issues to unit management</li> <li>Superintendent available to attend meetings at request of community groups</li> </ul>	Bowlerama <b>\$500.00</b> Meeting Costs <b>\$41.20</b> Printing/booklet <b>\$96.38</b> Signage <b>\$197.75</b> Dec. meeting <b>\$73.30</b> Prizes Dec Meeting <b>\$103.96</b>  <b>TOTAL \$1,012.59</b>

					<div>Fund<ul style="list-style-type: none"><li>• Presented a \$500. Bursary to a student from each of 10 High schools in division</li><li>• 5 members attended CPC conference</li><li>• Purchased Air fare(\$1,743.96) to Zimbabwe for mother whose 2 children were kidnapped from 22 division</li><li>• Collected food for local food bank</li></ul></div>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
23 Division CPLC	<ul style="list-style-type: none"> <li>• Supt. Ron Taverner (Uniform co-chair)</li> <li>• Donata Calitri-Bellus (Civilian co-chair)</li> </ul>	10	<ul style="list-style-type: none"> <li>• To actively participate with and support police officers in 23 Division and to act as a community resource.</li> <li>• To ultimately work towards providing a safe community for all residents of 23 Division</li> <li>• To be involved with the at-risk members of the Community- the youth and seniors</li> </ul>	<ul style="list-style-type: none"> <li>• NTI Senior's Expo Oct 24 at the Albion Mall</li> </ul>	<ul style="list-style-type: none"> <li>• January 4<sup>th</sup> participated in the Maple Leafs Sunnydale event</li> <li>• January 10<sup>th</sup> held a TPS Social Media workshop on TPS Facebook and Twitter</li> <li>• February 21<sup>st</sup> held a Big Brothers Big Sisters workshop</li> <li>• March 13th held an Insurance Bureau of Canada workshop</li> <li>• May 11<sup>th</sup> participated in the Annual Pathway to Success Event at Msgr</li> <li>• May 15<sup>th</sup> supported the cell phone registration/ video party</li> <li>• May 16<sup>th</sup> supported Louise Russo's</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends and actions taken to combat crime and safety tips which were passed on to members of their organizations</li> <li>• CPLC regularly advised of traffic trends, initiatives, campaigns and speed board</li> <li>• CPLC provides input on community concerns and issues to unit management</li> <li>• CPLC were advised regarding project Clean Slate</li> <li>• CPLC were advised regarding the cell phone registry project and watched a public announcement video</li> </ul>	<p>Final payment for movie equipment rental from Open Air Productions <b>\$1055.25</b></p> <p><b>TOTAL \$1055.25</b></p>

					<p>Wave Empowering Youth event</p> <ul style="list-style-type: none"> <li>• May 17<sup>th</sup> assisted with the Police Week Barbecue</li> <li>• June 9<sup>th</sup> participated in the Rexdale Community Festival at the Albion Centre</li> <li>• June 15<sup>th</sup> participated in the Faith Community Members' Prayer Breakfast</li> <li>• June 28<sup>th</sup> assisted 23 Division with Movie Night for the community which included a food drive for a local food bank</li> <li>• October 13<sup>th</sup> participated in a Thanksgiving luncheon for seniors and families in need</li> <li>• November 13<sup>th</sup> held a workshop on the Mentor's</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised regarding the TAVIS NTI project</li> <li>• CPLC regularly advised regarding Crime Stoppers</li> <li>• CPLC were advised regarding the City 211 services</li> <li>• CPLC were advised regarding Victim Services</li> <li>• CPLC received a presentation from Homicide and have continued networking with the squad</li> </ul>	
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					<p>Aviation Program</p> <ul style="list-style-type: none"><li>• December 8th participated in an Annual Children's Christmas party for youth-at-risk</li><li>• December 18<sup>th</sup> CPLC members helped Councillor Crisanti with his community Christmas cookie event</li><li>• Throughout the year supported the Youth CPLC</li><li>• Throughout the year collected food for the local food bank</li><li>• Throughout the year supported families in need with vouchers that paid for necessities</li><li>• In the Fall CPLC members supported the faith community and NTI "Cool Tool School"</li><li>• At Christmas liaised with</li></ul>		
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					local social agencies and the faith community to provide those in need with a holiday turkey		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
31 Division CPLC	<u>Chair:</u> Superintendent David McLeod (TPS)  <u>Co-Chair:</u> Ms. Vivian Broersma  <u>Vice-Chair:</u> Mr. Norm Perry  <u>Treasurer:</u> Ms. Edith George  <u>Secretary:</u> Ms. Jennifer McGrade (TPS)  Inspector Shaun Narine  Staff Sergeant Richard Blanchard  Twenty-five (25) community members	Six (6) General Meetings  Five (5) Neighbourhood CPLC Meetings  Seven (7) Executive Meetings	Strengthen Community Relations  Promote Public Awareness re: Crime Prevention  Increase involvement with youth, reduce violence, understanding youth issues  Community Outreach through faith groups, schools, community groups  Hosting Neighbourhood CPLC meetings to better understand community issues	0	No. 31 Division <b>Bursary Initiative</b> (Meetings with educators of seven (7) local secondary schools to discuss criteria for bursaries, and hosted 12 <sup>th</sup> Annual Bursary Presentation  Participated in No. 31 Division Annual Divisional <b>Community Open House and BBQ</b>  Participated in <b>TAVIS Training</b> Session and <b>TAVIS Kick-Off BBQ</b>  Held a <b>Book Drive</b> for Second Chance Scholarship Foundation and Children's Breakfast Club	CPLC regularly advised of crime trends  New CPLC Board was elected on 2012 March 05  Weekly Divisional Crime Management Meetings  General CPLC Meetings being held quarterly in conjunction with on-going Neighbourhood Community Police Liaison Committee (NCPLC) Meetings	\$226.11 <b>(\$213.16 actual re tax adjustment through Financial Management)</b> (SCG Lunch, Bursary Award Night, Supplies Community Meetings)  \$254.46 <b>(\$247.20 actual re tax adjustment through Financial Management)</b> (CPLC and Divisional Community Forum)

			<p>Work with community committee to develop electronic information community board</p>		<p>Participated in 6<sup>th</sup> Annual <b>Bike Rodeo Training Day</b> at Humber College and <b>Bike Rodeo “Tour de Black Creek Rodeo”</b></p> <p>Hosted an <b>Appreciation Luncheon</b> for No. 31 Division School Crossing Guards</p> <p>Promoted a <b>Recycling Program</b> of old cell phones for Toronto Victim Services</p> <p>Participation in planning <b>Divisional Community Forum</b> called “Transforming Ideas to Actions”</p> <p>Participated in <b>York University “Good Neighbour Guide” drop</b></p>		<p><b>(\$244.83 actual - no tax adjustment)</b> (Christmas supplies re CPLC Community Meetings, Supplies for Family Services for children)</p> <p>\$102.30 <b>(\$99.06 actual re tax adjustments through Financial Management)</b> (Food and office supplies for CPLC)</p> <p>\$46.05 <b>(\$41.47 actual re tax adjustments through Financial Management)</b> (Sign for Printed Sign – CPLC Toy Drive)</p>
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					<p>Attended Downsview Services for <b>Seniors Networking Breakfast</b></p> <p>Attended <b>No. 52 Division Town Hall</b>, hosted by South and West Asian Community Consultative Committee (CCC)</p> <p>Attended a <b>screening of film</b> "The Interrupters" hosted by Toronto's "Prevention Intervention Toronto"</p> <p>Attended 16<sup>th</sup> Annual <b>Crime Prevention Conference</b> (CPC)</p> <p>Attended <b>Crime Prevention Association of Canada</b> (CPAT) Annual General Meeting</p>	<p>\$131.08  <b>(\$118.04 actual re tax adjustments through Financial Management)</b>  (Banner for CPLC)</p> <p><b><u>TOTAL SPENT:</u></b>  \$1,004.83  <b>(\$963.76 Actual amount spent after tax adjustments)</b></p> <p><b><u>REMAINING:</u></b>  <b>\$36.24</b></p>
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					<p>Participated in <b>No. 31 Division Annual Toy Drive</b></p> <p>Ongoing “<b>meet and greets</b>” with <b>Community Leaders and residents of</b> No. 31 Division</p>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
32 Division CPLC	<ul style="list-style-type: none"> <li>• Superintendent Selwyn Fernandes (co-chair)</li> <li>• Tony Fernandes (Covilian Co-Chair)</li> </ul>	Total of 9 meetings excluding the months of July, August and September	Be proactively involved in community relations, crime prevention and community improvement	<ul style="list-style-type: none"> <li>• January 26 Eastville Community Centre, Councillor John Fillion</li> <li>• January 28 Editville Community Centre, Councillor James Pasternak</li> <li>• May 15 Wilson/Bathurst Community/BIA, Councillor James Pasternak</li> <li>• May 31 Lawrence Heights Community, Councillor Josh Colle</li> </ul>	<ul style="list-style-type: none"> <li>• Police Week</li> <li>• Skate Day</li> <li>• Poster Contest</li> <li>• OSAID</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends</li> </ul>	Skate Day <b>\$500.00</b>  Poster Contest <b>\$470 .00</b>  OSAID <b>\$30.00</b>  <b>Total: \$1000.00</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
33 Division CPLC	<ul style="list-style-type: none"> <li>- S/Insp. Tony Riviere (Uniform co-chair)</li> <li>- Ibrahim Meru (civilian co-chair)</li> </ul>	10 Total	<ul style="list-style-type: none"> <li>- Care for the Elderly</li> <li>- Crime Prevention Agents Program</li> <li>- Community Involvement</li> <li>- Youth</li> </ul>	<ul style="list-style-type: none"> <li>- Town Hall Meeting November 21, 2012 at TREB</li> <li>- Roundtable: 2012.04.04</li> <li>- Roundtable: 2012.04.05</li> <li>- Roundtable: 2012.04.10</li> <li>- Roundtable: 2012.04.18</li> <li>- Roundtable: 2012.04.25</li> <li>- Roundtable: 2012.04.26</li> <li>- Roundtable: 2012.05.30</li> </ul>	<ul style="list-style-type: none"> <li>- Race for Race</li> <li>- Safety Expo</li> <li>- Open House</li> <li>- Volunteer Appreciation Night</li> <li>- Annual Safety Patrollers Awards</li> <li>- CPLC maintains a page in the monthly Community Bulletin</li> <li>- CPLC provides input on community concerns and uses to Unit Commander</li> <li>- Continued support of the Crime Prevention Workshop</li> <li>- Community Round Table meetings</li> <li>- Town Hall Meeting</li> <li>- Personal Safety Lectures</li> </ul>	<ul style="list-style-type: none"> <li>- Created Crime Prevention Training for CPLC members to become Crime Prevention Agents</li> <li>- All meetings with the CPLC include a Crime Management presentation from the Divisional Crime Management Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Water for Open House <b>\$15.76</b></li> <li>Food etc. for Safety Expo <b>\$84.15</b></li> <li>Wipes for Fingerprinting by Volunteers <b>\$6.10</b></li> <li>Food, supplies etc. for Town Hall Meeting <b>\$101.70</b></li> <li>Food, beverages etc. for Volunteer, Auxiliary and CPLC appreciation night <b>\$456.82</b></li> <li>Safety Patroller T-Shirts <b>\$329.70</b></li> <li><b>Total \$994.23</b></li> </ul>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
41 Division CPLC	Superintendent Donald Campbell (Uniform co-chair)  Marie Belanger (civilian co-chair)	One per Month  One Executive meeting per Month  Total for 2012 - <b>23</b>	Outreach and Branding –  Networking and Fundraising Breakfast – October 2012  Gmail account and Majic Jack dedicated line – easy access to CPLC executives  Gmail account also enabled storage of minutes, spread sheets for contact lists, event attendance  Purchased golf shirts and business cards  Networking with 42 and 43 Division Co-chairs	0	Family Skate Day Friday March 16 <sup>th</sup> , 2012 – Don Montgomery C.C.  Open House BBQ Thursday May 17 <sup>th</sup> , 2012  Taste of Lawrence – July 2012  Annual Kids and Cops Picnic – Wed. Aug. 15 <sup>th</sup> , 2012 – Thomson Park	CPLC regularly advised of crime trends  CPLC provides input on community concerns and issues to unit management  CPLC encourages adults and youths to take part in CPLC activities in order to develop the awareness of the fact that each person can make a significant difference.	Skate Day - Clowns <b>\$200.00</b>  Scissors for Car seat Clinic <b>\$16.22</b>  Ink pads for child fingerprinting program <b>\$76.17</b>  Car grip for car seat installation <b>\$15.64</b>  Exacto knife for car seat clinic <b>\$10.16</b>  Storage unit for car seat clinic <b>\$40.69</b>  Walmart gift cards <b>\$640.00</b>  <b>TOTAL: \$998.88</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
42 Division CPLC	<ul style="list-style-type: none"> <li>• Supt Kathryn Martin (Uniform co-chair)</li> <li>• Dorothy Feenan (Civilian Co-Chair)</li> </ul>	10	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• youth issues &amp; youth engagement</li> </ul>	0	<ul style="list-style-type: none"> <li>• Community Walks</li> <li>• Bursaries to youth groups in the identified High Risk Communities</li> <li>• Police Week</li> <li>• Sponsors Child Find Program</li> <li>• Sponsors Children that attend a overnight camp in Huntsville ON from High Risk Communities in the division</li> <li>• Sponsored Basketball team form a High Risk Community</li> <li>• Sponsored Reading Program from one of our High Risk communities</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC</li> <li>• regularly advised of crime trends</li> <li>• CPLC</li> <li>• provides input on community concerns and issues to unit management</li> </ul>	Public Relations / Promotions <b>\$674.80</b> Miscellaneous Materials <b>\$307.77</b> <b>TOTAL \$982.57</b>



Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
42 Division CCLC	<ul style="list-style-type: none"> <li>• Insp Dave Saunders (Uniform Co-Chair)</li> <li>• Simon Ip (Civilian Co-Chair)</li> </ul>	10	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• youth issues &amp; youth engagement</li> <li>• help bridge the communication gap between the Asian population in the division and the police</li> </ul>		<ul style="list-style-type: none"> <li>• Community Walks</li> <li>• Bursaries to youth groups in the identified High Risk Communities</li> <li>• Chinese New Year mall walk</li> <li>• Sponsors Child Find Program</li> <li>• Sponsors Children that attend an overnight camp in Huntsville ON from High Risk Communities in the division</li> <li>• Sponsored Basketball team form a High Risk area</li> <li>• Monthly information sessions to new Asian residents in the division - where a Guide To Police Services is shown and discussed</li> </ul>	<ul style="list-style-type: none"> <li>• CCLC</li> <li>• regularly advised of crime trends</li> <li>• CCLC</li> <li>• provides input on community concerns and issues to unit management</li> </ul>	Public Relations / Promotions <b>\$988.97</b> Miscellaneous Materials  <b>TOTAL \$988.97</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000.00 Grant
43 Division CPLC	<p>Superintendent Mark Fenton (Uniform co-chair)</p> <p>Marilyn Hodge (Co-Chairs)</p>	9	<ul style="list-style-type: none"> <li>Establish a meaningful community-police partnership and to problem-solve local policing issues</li> <li>Invite community members to CPLC meetings to express their concerns regarding local issues related to crime prevention and community improvement</li> <li>Host community events that encourage positive police relationships with residents of all ages, businesses, schools and faith communities</li> </ul>	November 13, 2012 Scarborough Village CC with Chief William Blair as the Guest Speaker	<ul style="list-style-type: none"> <li>Mother's Day Baskets for Rosalie Hall, a young parent resource centre, in partnership with Livingston Lodge Retirement Home, Curran Hall residents and other residents of 43 division - May 11th delivery</li> <li>Community Picnic and Open House – May 12th at 43 Division</li> <li>Family Skate Day – Nov. 16<sup>th</sup> at Scarborough Village CC</li> </ul>	<ul style="list-style-type: none"> <li>CPLC regularly advised of crime trends at CPLC meetings</li> <li>CPLC provides input on community concerns and issues to unit management</li> </ul>	<p>Community Picnic and Open House – May 12th</p> <p>Ice for Snow Cone Machine <b>\$33.79</b></p> <p>Metro – Fruit and Veggie Trays – Volunteer Room <b>\$47.44</b></p> <p>TTC Tickets for student Volunteer <b>\$70.00</b></p> <p>Ampot Portable Toilet <b>\$124.30</b></p> <p>Tim Horton's Tim Bits – Volunteer Room <b>\$49.52</b></p> <p>Korny Klowns <b>\$450.00</b></p> <p>Sound System for Stage <b>\$150.00</b></p> <p>Kariba Foods Condiments and Napkins <b>\$71.55</b></p> <p><b>TOTAL \$996.60</b></p>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
51 Division CPLC	Supt. John Tanouye (Uniform co-chair)  Rosemary Ulyot (Civilian co-chair)	9	Community Relations & Crime Prevention Youth Violence Community Outreach Youth Issues & Youth engagement Reach Out & Assist Marginalized Communities re: Integration Gala – George Brown College Be Proactively Involved in Community Relations, Crime Prevention & Community Improvement	How to Protect Yourself From Being a Victim April 18, 2012 At St. Lawrence Hall  Community Safety Issues Cabbagetown Youth Ctr. – Nov. 12, 2012	Regent Park Neighbourhood Officer Initiative Regent Park Life Newspaper Police Week Rookie Ball Salvation Army Spring Clean Up Woofstock Buskerfest Building Bridges Gala Neighbours Night Out LGBT – Coffee With Cops Heroes for Hockey Kiwanis Boys & Girls Club New Comer Outreach Workshops Reading & Running Graffiti Eradication 51 Division Spring Open House Tim Horton's Camp Day Paws in the Park	CPLC Regularly Advised of Crime Trends Personal Safety Symposium Elder Safety Seminars Project Triple Decker Project FLINT Project SAINT Project BOA Project 389 Distracted Driving Car Seat Inspection “March Safe” Pedestrian Campaign “Back to School” Campaign Operation IMPACT Seat Belt Campaign Step Up Be Safe – Pedestrian Pedestrian & Cyclist Seat Belt Gridlock R.I.D.E.	Coffee – meeting \$14.86 Coffee – Meeting \$14.87 Staples \$101.48 3L Prod. \$565.00 Dollarama \$5.65 Staples \$77.64 Luciano's No Frills \$49.37 The Event Centre \$103.88 Grand & Toy \$15.81 Luciano's No Frills \$31.38  <b>Total: \$979.94</b>

					<div>Sunday in the Park</div> <div>YIPI</div> <div>Kids/Cops/Computers</div> <div>Music in St. James Park</div> <div>Light the Night</div> <div>Regent Park</div>		
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Group	Members	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
52 Division CPLC	Supt David McCormack (Uniform co-chair)  Melanie Dickson-Smith (Civilian co-chair)	<b>4 Meetings</b>  Feb. 1, 2012  April 4, 2012  June 13, 2012  Sep. 12, 2012	<ul style="list-style-type: none"> <li>• To act as a resource to the police and the community.</li> <li>• To maintain a meaningful community police partnership.</li> <li>• To continue working together with members of 52 Division in identifying, prioritizing and problem solving of crime, traffic and safety issues.</li> <li>• To be proactive in community relations, crime prevention and community improvement.</li> </ul>	0	<ul style="list-style-type: none"> <li>• Fundraiser BBQ for Contact School at 52 Division October 4, 2012. Raised \$995.35</li> <li>• Hosted the 5<sup>th</sup> Annual Contact School Scholarship Fundraiser on Thursday October 10, 2012. Raised \$7,475.35</li> <li>• Attended Contact School Graduation Ceremony Oct. 25, 2012. CPLC Co-chair presented one student with \$5000.00 scholarship.</li> <li>• Drug Free Marshals "Say No to Drugs, Say Yes to Life" participated in a number of drug prevention initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends at community meetings.</li> <li>• The CPLC did not participate in Crime Management Meetings in 2012. Limited number of Crime Management held in 2012.</li> </ul>	Printing of CPLC Brochures. <b>\$163.00</b>  Safety flashlights with 52 Division CPLC Logo for distribution at CPLC community events to promote the CPLC. <b>\$809.00</b>  <b>TOTAL \$972.00</b>

53 Division CPLC	<ul style="list-style-type: none"> <li>• S/Insp Heinz Kuck (Police Co Chair)</li> <li>• Geoff Kettel (Community Co Chair)</li> </ul>	32	<ul style="list-style-type: none"> <li>• Be proactively involved in community relations, crime prevention, education, mobilization and communications initiatives</li> <li>• Be a resource to the police and the community</li> <li>• Continue to support divisional crime management initiatives</li> <li>• Continue to develop and increase members involved with the working subcommittee group</li> <li>• Continue to develop and increase membership of the Thorncliffe Park subcommittee in an effort to</li> </ul>	<p>Nov 20 – Annual Town Hall Thorncliffe Park Neighbourhood</p> <p>Jan 3 – CPLC subcommittee meeting</p> <p>Jan 10 CPLC quarterly meeting</p> <p>Jan 15 – 53 Division Open House</p> <p>Feb 7 – CPLC subcommittee meeting</p> <p>Feb 15 – CPLC/CPAT meeting in Thorncliffe Park</p> <p>March 6 – CPLC subcommittee</p> <p>March 10 – Rabita lecture in Thorncliffe Park</p> <p>Mar 21 – TPS/CPLC celebration and march for the International</p>	<ul style="list-style-type: none"> <li>• SAVY Award (Scholar Athlete Volunteer Youth) student bursary for at risk youth (CPLC now offers multiple awards up to \$2000 each)</li> <li>• Rabita – Community Conversation Circles. Involves a series of educational lectures in the Thorncliffe neighbourhood. The lectures address various safety issues including domestic violence, youth crime and elder abuse. The Rabita initiative received the 2012 Mayor's Community Safety Award</li> <li>• CPLC annual Crime Prevention Symposium to support Crime Management goals. The event</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC members participate in monthly Crime Management meetings</li> <li>• Unit Commander presents initiatives at quarterly meetings allowing for greater community input</li> <li>• Monthly subcommittee meetings allow for CPLC members to be regularly updated on crime trends</li> <li>• CPLC initiatives, like the Rabita Community Conversation Circles, support crime management strategies</li> <li>• CPLC initiatives, like the annual Crime Prevention Symposium help</li> </ul>	<p>(Apr 3) quarterly meeting, refreshments \$27.06</p> <p>(Oct 2) quarterly meeting, refreshments \$16.02</p> <p>(Nov 20) Town Hall - food for community meet and greet session prior to event \$400.00</p> <p>(Oct 9) Expense for posters to promote SAVY Award \$24.93</p> <p>(Dec 6) 100 posters to promote annual SAVY Award. \$391.78</p> <p>(Dec 16) refreshments to support a CPLC/Auxiliary crime prevention canvass \$60.30</p> <p>(Dec 17) refreshments to support a youth outreach program \$29.01</p> <p><b><u>Total \$949.10</u></b></p>
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			<p>address the unique policing challenges in this neighbourhood</p> <ul style="list-style-type: none"> <li>• Create opportunity for members to become more active in CRU outreach events such as mall displays</li> <li>• Continue to seek out opportunities to increase CPLC membership</li> <li>• Proactively address youth crime concerns and to expand their student bursary program known as the (SAVY Award)</li> <li>• To become more involved with the YIPI program, encouraging students to attend meetings and to participate in their initiatives</li> </ul>	<p>Day for the Elimination of Racial Discrimination</p> <p>Mar 31 – Rabita lecture in Thorncliffe Park</p> <p>Apr 3 – CPLC quarterly meeting</p> <p>Apr 18 – CPLC/YBB Crime Prevention lecture</p> <p>April 21 – Rabita lecture in Thorncliffe Park</p> <p>April 24 – CPLC subcommittee</p> <p>Apr 26 – CPLC Crime Prevention Symposium</p> <p>May 17 – CPLC/CRU Community BBQ, Yonge Eginton</p>	<p>is in partnership with several community stakeholders to promote crime prevention and to enhance community safety</p> <ul style="list-style-type: none"> <li>• 53 Division's annual Open House. Attracts over 500 residents, allowing officers and CPLC members to educate public on services available and crime prevention</li> <li>• CPLC Community BBQ held in the Yonge Eglinton neighbourhood. This year's proceeds helped support 53 Division's Make Waves for Victims initiative and Victim Services Toronto</li> <li>• International Day for the Elimination of</li> </ul>	<p>support crime management initiatives</p> <ul style="list-style-type: none"> <li>• CPLC members foster partnerships with groups like the Crime Prevention Association of Toronto and the ABCs of Fraud</li> <li>• CPLC, BIA and Resident Groups provide input on community concerns and priorities</li> <li>• CRU Neighbourhood Officers attend and brief residents at community meetings</li> <li>• Social Media, such as TPSlinks, Facebook, Twitter, Community Bulletin are used to communicate</li> </ul>	
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			<ul style="list-style-type: none"> <li>• Proactively involved with newcomer and domestic violence issues especially in the Thorncliffe Park neighbourhood</li> <li>• Expand on and develop initiatives similar to the Rabita Community Conversation Circles in the Thorncliffe neighbourhood</li> <li>• Help promote traffic safety, focusing on youth, pedestrians and cycling</li> <li>• Continue to support and develop relationship with external groups such as CPAT and the ABCs of Fraud</li> <li>• Continue to</li> </ul>	<p>neighbourhood</p> <p>May 22 CPLC subcommittee</p> <p>May 26 – Rabita lecture in Thorncliffe Park</p> <p>June 12 – CPLC quarterly meeting</p> <p>June 23 – Eglinton Way community BBQ</p> <p>July 5 – CPLC subcommittee</p> <p>Jul 8 – CPLC / CPAT Neighbours Night Out, Thorncliffe neighbourhood</p> <p>Sep 11 – CPLC subcommittee</p> <p>Oct 2 – CPLC quarterly meeting</p> <p>Oct 9 –CPLC community walk about,</p>	<p>Racial Discrimination celebration and march in the Thorncliffe Park neighbourhood</p> <ul style="list-style-type: none"> <li>• Kids and cops outreach / sports programs such as Paddle and Picnic</li> <li>• Annual Neighbours Night Out in the Thorncliffe neighbourhood. Now involves street closures and is the largest NNO in the city.</li> <li>• Auxiliary Officer Appreciation event to strengthen partnership between CPLC members and auxiliary officers.</li> <li>• Crossing Guard Appreciation Event to foster relationships with school guards and to enhance safety</li> </ul>	<p>Crime Management initiatives to the greater community</p>	
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			<p>organize outreach lectures to help support seniors</p> <ul style="list-style-type: none"> <li>• Continue to support and develop relationships with internal groups such as CRU neighbourhood officers, auxiliary officers and crossing guards</li> </ul>	<p>Thorncliffe neighbourhood</p> <p>Oct 11 – Chief’s Town Hall, Marc Garneau C.I.</p> <p>Oct 24 – CPLC subcommittee</p> <p>Nov 12 – CPLC subcommittee</p> <p>Nov 17 – CPC Conference</p> <p>Nov 19 – Mayor’s Community Safety Award for Rabita</p> <p>Dec 6 – Crossing Guard recognition party</p> <p>Dec 11 –CPLC subcommittee</p>	<p>in the school community</p> <ul style="list-style-type: none"> <li>• Crime prevention canvassing in partnership with CRU, Auxiliary and CPLC volunteers</li> <li>• Seniors lectures involving a partnership with CPAT, ABCs of Fraud and divisional CPOs</li> </ul>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
54 Division CPLC	<p>S/I Peter Yuen and Rev. Jim Parker (Co-chairs)</p> <p>Mary Reilly (civilian co-chair)</p> <p>Hema Murdock (Treasurer)</p> <p>Cheryl Bremner (Secretary)</p>	<p>9 General Meetings.</p> <p>10 Executive Committee Meetings</p> <p>3 Seniors Sub-Committee Meetings.</p> <p>2 Crime Prevention Sub-Committee Meetings.</p> <p>2 Youth Sub-Committee Meetings</p> <p>2 Mental Health Sub-Committee Meetings</p> <p>2 Bursary Fundraising Sub-Committee meetings</p>	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• youth issues &amp; youth engagement</li> <li>• participation in community events, heightening visibility of CPLC</li> <li>• Safe Guard Seniors through education.</li> <li>• Educate and support the community and police on interacting with those living with Mental Health issues/concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Town Hall - East York Civic Centre, 850 Coxwell Ave., October 11<sup>th</sup>, 2012. Future of 54 Division addressed, and area concerns.</li> <li>• Attended by approx. 65+ residents and area politicians.</li> <li>• Community Mobilization discussed - Neighbourhood Officers attended and community partners invited.</li> <li>• Information tables for seniors, youth, crime prevention, newcomers, Mental</li> </ul>	<ul style="list-style-type: none"> <li>• Police Week Community BBQ – Crescent Town Public School, CPLC support, and bicycle safety and bike raffle held for youth, May 31<sup>st</sup>, 2012.</li> <li>• Annual Seniors Symposium, May 15<sup>th</sup>, 2012, held at the East York Civic Centre, approx. 65 attended.</li> <li>• Crossing Guard/Volunteer Appreciation BBQ, June 14<sup>th</sup>, 2012.</li> <li>• Monetary support of the McCordic School of Special Needs annual BBQ,</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC regularly advised of crime trends and divisional statistics</li> <li>• CPLC regularly updated on ongoing initiative/projects within 54 Division.</li> <li>• CPLC provides input on community concerns and issues to unit management</li> <li>• CPLC consulted on activities in their communities and how best we can serve them.</li> </ul>	<p>Be Curious Seniors Project flyers. <b>\$107.35</b></p> <p>School Crossing Guards <b>\$179.75</b></p> <p>Appreciation BBQ supplies. June 14<sup>th</sup>. 2012.</p> <p>YIPI Student Appreciation Luncheon, April 24<sup>th</sup>, 2012. Cake and Pizza <b>\$80.00</b></p> <p>Bursary Aware Presentation, September 11<sup>th</sup>, 2012. Cookies/Coffee <b>\$59.18</b></p> <p>Appreciation plaque for Aux., Sgt., Isip. October 2, 2012. <b>\$25.00</b></p> <p>Ad for Town hall Meeting in East York Mirror, October 11<sup>th</sup>, 2012. <b>\$214.70</b></p> <p>Joint Service RIDE</p>

			<ul style="list-style-type: none"> <li>• Liaise with community contacts and agencies, engage inform and seek input from the community on various area concerns and CPLC initiatives.</li> </ul>	Health, Crossing guard info, Employment opportunities, MADD, TPS Communicati ons 911, TPS Links, Domestic Violence and TAVIS, Social Media	June 15 <sup>th</sup> , 2012. <ul style="list-style-type: none"> <li>• CPLC Bursary Presentation, awarded to deserving high school students – from Marc Garneau, Danforth Technical and East York Collegiate to assist with post-secondary education. September 11<sup>th</sup>, 2012.</li> <li>• Canada Day Information table, July 1, 2012</li> <li>• Taste of the Danforth, Information table. Aug. 11<sup>th</sup> and 12<sup>th</sup>. Distributed various information pamphlets.</li> <li>• Monetary support of Be Curious Program by 54 Division. 15 senior's</li> </ul>		– coffee. November 24 <sup>th</sup> , 2012. <b>\$49.80</b> Replacement Beard for Santa Suit. December 5 <sup>th</sup> , 2012. <b>\$28.24</b> Appreciation Gifts from Tuck Shop, December 11 <sup>th</sup> , 2012. <b>\$98.90</b> CPLC Contribution to 54 Div Toy Drive – gift cards, December 2012. <b>\$199.80</b>  <b>Total spent \$1042.72</b>  <b>\$42.70 excess covered by D54 Operational Budget</b>
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					<p>citizens were presented with a Christmas gift.</p> <p>Monetary support of the Auxiliary Appreciation BBQ, October 20<sup>th</sup>. Plaque presented to retiring Aux. Sgt. Willie Isip</p>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
55 Division CPLC	<ul style="list-style-type: none"> <li>• Supt. Frank Bergen (Uniform co-chair)</li> <li>• Faiza Ansari (Co-Chair)</li> </ul>	10	<ul style="list-style-type: none"> <li>• Get out into the community for CPLC meetings to make the CPLC more visible</li> <li>• Hold a major community event in celebration of Police Week</li> <li>• Continue with Youth Scholarship program</li> <li>• Increase CPLC membership and outreach</li> </ul>	4 town hall meetings held in the 4 zones within the Division	<ul style="list-style-type: none"> <li>• CPC Conference</li> <li>• Crossing Guard Appreciation BBQ</li> <li>• Youth Scholarship Award Ceremony</li> <li>• Police Week – Community Fair and BBQ</li> <li>• CPLC Awareness (Taste of the Danforth and Taste of South Asia)</li> <li>• Rotary Club Senior's Christmas Breakfast and Movie</li> </ul>	CPLC regularly advised of crime trends	Food for CPLC meetings <b>\$599.23</b> Plaque for retiring CPLC Civilian Co-Chair <b>\$93.73</b> Items for CPLC/Police Week Community BBQ and outgoing Executive Members <b>\$248.57</b> <b>Total \$941.53</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Aboriginal CCC	<p>Superintendent Robin Breen (Uniform co-chair)</p> <p>Inspector Rob Johnson</p> <p>Steve Teekens (Civilian Co-Chair)</p>	6	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• Recruiting within the Aboriginal Community to TPS members to assist with information sessions and support for recruitment at various events hosted by Aboriginal Organizations within Toronto</li> <li>• youth issues &amp; youth engagement</li> <li>• Establishing criteria for 2013 implementation of divisional Aboriginal Liaison Officers – as part of the</li> </ul>	0	<p>Aboriginal Awareness <b>National Aboriginal Month Celebration</b> at Borden BTI</p> <p>Assisted with APU delivering Aboriginal Awareness Training at the Toronto Police College: 1)Front Line Supervisor Course 2) Civilian Diversity Course</p> <p>Delivered Aboriginal Awareness and Aboriginal Organization Training with 13 Division (5 Platoons)</p> <p>2 members attended the Cops and Kids Camp (x2) at Tim Horton's Site and</p>	<p>ACC continues to be updated on current crime trends at the monthly meetings and also on an agency to agency basis / need through community outreach</p> <p>ACC assisted the TPS through consultation regarding demos and rallies regarding Native Issues- acting as a liaison with the APU officer</p>	<p><b><u>2012.12.10</u></b> First Nations School of Toronto (tip included) for ; Annual pizza lunch celebrating the winter solstice <b>\$201.62</b></p> <p><b><u>2012.12.18</u></b> Head Starts - tree decorating/ carol singing and gift bags  (Epnigishmok, Kiiwednong, Shaawanong, Waabanong) In partnership with Wigwamen Terrace and the Native Canadian Centre's Senior program <b>\$256.50</b></p> <p><b><u>2012.12.21</u></b> Eastview Public School Annual Christmas Tree decorating party and solstice luncheon for school <b>\$542.80</b></p>

			statement of Guiding Principles		<p>Grundy Lake: - encouraged strengthening of partnerships between the TPS members and Toronto's Aboriginal Community</p> <p>Begin dialogue with 51 division to provide divisional training the front line officers</p> <p>Members participated in a circle/forum hosted by the DMU and TPS college staff to provide content to the 2013 e-learning component on Aboriginal Issues etc for all service members and included members attending OPC to observe Aboriginal Awareness training delivered to the recruits</p>		<b>Total: \$1000.92</b>
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Asia Pacific CCC	S/Supt Jane Wilcox (Uniform co-chair)  Mr. Rey Tolentino (civilian co-chair)	5	<ul style="list-style-type: none"> <li>• Being proactive in community relations, crime prevention, education, mobilization and communications initiatives</li> <li>• Acting as a resource to the police and the community</li> <li>• Developing a strategic long term vision through the building of knowledge, education, tolerance and understanding</li> <li>• Increase police and Asia Pacific community interactions and mutual understanding</li> <li>• Enhance recruitment activity to increase the number of</li> </ul>	0	<ul style="list-style-type: none"> <li>• Filipino Youth – Victoria Basketball Tournament</li> <li>• Ethnic Media Day at Communications Centre</li> <li>• APCCC member's final meeting of 2012 and Christmas party at HQ.</li> <li>• APCCC meeting hosted by various communities</li> <li>• Trophy awarded to community members</li> </ul>		Refreshments <b>\$209.00</b> Gift cards <b>\$ 450.00</b> <b>\$225.00</b> <b>\$ 99.00</b>  <b>TOTAL: \$983.00</b>



			Toronto Police Service employees with Asia Pacific backgrounds				
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Group	Co-Chairs	Meetings	Goals and Objectives	Town Hall Meeting	Initiatives	Crime Management Process	Expenditures from \$1000 Grant
Chinese CCC	S/Supt. Kimberley Greenwood (Uniform Co-Chair)  Mr. Ben Lau (Civilian co-chair)	Total = 12 9 Committee Meetings  3 Community Agency Meetings	<ul style="list-style-type: none"> <li>To provide an effective communication channel between the Chinese Community and the Toronto Police Service (TPS)</li> <li>To advise TPS on matters relating to the safety and quality of life in the Toronto Chinese community</li> <li>Be proactively involved in community relations, crime prevention and community improvement</li> <li>2012 Specific Goals: Increase awareness of Traffic Safety and elder abuse Program by</li> </ul>	<ul style="list-style-type: none"> <li>Nov 07, 2012</li> <li>- Meet with Chief Blair</li> <li>- Topic - Fraud , Elder Abuse</li> <li>Over 150 in attendance</li> </ul>	<p><b>January</b> - Partnered with tsctv.net to extend New Year Greetings to the public on Web TV</p> <p><b>February</b> – Attended the Chinese New Year Event hosted by Buddhist Canada</p> <p>Attended local Chinese New Year Events</p> <p><b>May</b> – Supported the Asian Heritage Month Event City wide</p> <p><b>June</b> - Conducted Presentations to foreign students in University of Toronto.</p> <p>Hosted charity events at the Chinese</p>	<ul style="list-style-type: none"> <li>CCC members regularly advised of crime trends</li> <li>CCC members provided input on community concerns and issues relating to Police Service Management</li> </ul>	<ul style="list-style-type: none"> <li>Stationery for Town Hall meeting</li> <li>Refreshments for Town Hall and Committee meetings</li> </ul> <p><b>TOTAL \$988.07</b></p>

			educating the Chinese Community on laws governing the Canadian society		<p>Community Cops and Community Fundraising</p> <p>Conducted Community Safety workshop at the Agincourt Community Centre</p> <p><b>September</b> - Partnered with Newstarnet web TV to support Homicide Squad involving the Chinese case</p> <p>Conducted Crime prevention workshop to international Students in University of Toronto.</p> <p>Attended the ceremony at St John Ambulance D43 annual inspection and presented the CCC Award to the Youths</p> <p>Hosted the</p>		
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					<p>Volunteer Appreciation Lunch for the Cops and Community Charity Event 2012</p> <p><b>November –</b> Conducted Presentations to Foreign Students in University of Toronto in Scarborough</p> <p>Attended the CPN Annual Conference at the East York Centre</p> <p><b>December</b> Partner with Centre of Information Community Service set up a display Booth for new Immigrants.</p>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
French CCC	<p>Director Kristine Kijewski (TPS Co-Chair)</p> <p>Gérard Parent (Community Co-Chair)</p> <p>Mayer Elharar (Treasurer)</p> <p>PC Cotton (Secretary)</p>	10	<p>Increased profile of FCC through community meetings and events</p> <p>Increased fund raising for French community initiatives</p> <p>Work with Service to re-introduce Kids, Cops &amp; Computers to French School System</p> <p>Assist the TPS in communicating any changes/new direction in services to the Francophone community.</p>	0	<p>Held the 2nd Internationale Journée de on March 2012, Key note speakers</p> <p>Presentation at Le Club Canadien – raising profile of FCC</p> <p>Held an evening of Chanson at HQ – raising funds for community initiatives</p> <p>Explored the opportunities for KCC – determined not feasible at this time</p> <p>Attended training and orientation with the French schools administrators regarding delivery of TPS safety lectures by French Speaking officers</p>	<p>Actively working with the French school boards.</p> <p>Presentations given to different French organizations (newcomers, domestic violence, senior homes).</p> <p>FCC Participation in Kick-off Ceremonies to Crime Prevention Week 2012</p>	<p>Eti Pens for distribution to school children who receive DPSU safety/crime prevention lectures <b>\$610.20</b></p> <p>Club Canadien de Toronto – table de 8 convives- Société membre déjeuner du 18 décembre <b>\$460.00</b></p> <p><b>TOTAL \$1,070.20</b></p>

					<p>to children in French school system</p> <p>Purchased pencils with FCC brand for distribution to children in French schools who received TPS safety lectures</p> <p>Development of information brochures to parents following a TPS safety/crime prevention lecture</p> <p>Business cards for the FCC developed and approved for FCC by Chief's Office</p> <p>Presentation given at Glendon College; Social Media</p> <p>Attended 42 Division CPLC Fundraiser</p>		
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Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Lesbian, Gay, Bisexual, Transgender CCC	Inspector Barb McLean	10	<p>1.Be proactively involved in community relations, crime prevention and community improvement</p> <p>2. Improve relations between Trans community and TPS</p> <p>3. Improve education awareness around process awareness – engagement with police service, who to contact, help people feel more comfortable interacting with police</p> <p>4. Support efforts to promote LGBT officer visibility (internally &amp; externally)</p>	0	<p>1.International Day Against Homophobia &amp; Transphobia – Bar-B-Q</p> <p>2. PFLAG flag raising ceremony at City Hall for I.D.A.H.O</p> <p>3.Chief’s Pride Reception</p> <p>4.Pride Parade</p> <p>5. LGBT Youth Justice Bursary</p> <p>6. Coffee with Cops (Bi-Monthly)</p> <p>7. Report Homophobic Violence Period Program – RHVP</p> <p>8. Trans Focus Group (Currently in discussion)</p>	LGBT CCC continues to be updated on current crime trends at monthly meetings and also during on-going outreach with individual organizations and individual community members.	<p>Committee Shirts with TPS LGBT CCC Crest <b>\$198</b></p> <p>LGBT Rainbow Wristbands <b>\$225</b></p> <p>LGBT Rainbow Pencils <b>\$288</b></p> <p>2 Leather Portfolios <b>\$31.98</b></p> <p><b>TOTAL: \$839.57</b></p>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (* = Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
Muslim CCC	<p>Supt Mario Di Tommaso (uniform-chair)</p> <p>Insp. Greg Cole (uniform-chair)</p> <p>PC Jenifferjit Sidhu (liason officer)</p> <p>Osman Khan (civilian co-chair)</p>	2 meetings monthly = 20 meetings in 2012	<ul style="list-style-type: none"> <li>• Enhance trust between the police and the Muslim community</li> <li>• Open dialogue with the police and the community</li> <li>• Encourage the recruitment of officers from the Muslim community</li> <li>• Address and find solutions to problems within the Muslim community</li> <li>• Eliminate negative perception and stereotypes of Muslims</li> <li>• Sensitize the police and civilian staff with information of religious and Muslims cultural practices in GTA</li> </ul>	0	<ul style="list-style-type: none"> <li>• Volunteer Screening Process Forum</li> <li>• Working with TPC for E-Learning Training</li> <li>• MCC Facebook page</li> <li>• MCC Twitter</li> <li>• MCC members teach at the Community Mobilization Practitioners Course</li> <li>• Crime Prevention Forum at Turkish Mosque</li> <li>• Lectures to community on Bullying, Youth Depression, Elder Abuse, Domestic Violence, New Comers Guide, Crime Prevention</li> </ul>	<ul style="list-style-type: none"> <li>• List of GTA Mosque for TPS</li> <li>• Imdadul Islamic Jamaat Tea Party</li> <li>• Islamic Muslim Org of Toronto Picnic</li> <li>• Assist Hold Up with Person of Interest for</li> <li>• Celebration of Diversity</li> <li>• Muslim religion sensitivity training to officers via e-learning (assist in creating training)</li> </ul>	<p>Celebration of Diversity <b>\$763</b></p> <p>MCC Information Meeting <b>\$350</b></p> <p><b>TOTAL \$1113.00</b></p>



Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (Value Added Project)	Crime Management Process	Expenditures from \$1000 Grant
South & West Asian CCC	<ul style="list-style-type: none"> <li>• S/SUPT Rick Stubbings (co-chair)</li> <li>• Zul Kassamali (co-chair)</li> <li>• Nicky Banga (treasurer)</li> <li>• PC Johnny Bobbili (liaison)</li> </ul>	7 - General meetings 35 - Member support meetings	<ul style="list-style-type: none"> <li>• be proactively involved in community relations, crime prevention and community improvement</li> <li>• youth, elder and domestic violence issues</li> <li>• increase awareness of CC in mainstream and S&amp;WA communities</li> </ul>	2012-10-11 Marc Garneau CI	<ul style="list-style-type: none"> <li>• 2012 South &amp; West Asian Youth Basketball Tournament</li> <li>• 2011 BBALL Recognition Event</li> <li>• 2012 Celebration of Diversity</li> <li>• Youth Empowerment/Leadership, Elder Abuse, Cyberbullying, Internet Safety, DV Education, Immigration, Traffic/Pedestrian Safety, Diversity/Multiculturalism, Art Promotion, Community Outreach/Sprit Workshops, Initiatives and Events</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise regularly with divisional CPLC's, CRU and CIB to assist with S&amp;WA outreach, resources &amp; investigations</li> <li>• Act as liaison between S&amp;WA community and divisions/support units to address concerns</li> <li>• Hold CC meetings at various locations across the city</li> <li>• Hold meetings &amp; initiatives related to S&amp;WA community at various locations across city &amp; GTA</li> <li>• Co-ordinate Officers (SRO's, S&amp;WA Background, CRU. CIB, K9, Traffic, Mounted, FIS, INTEL, ETC) to assist with community initiatives/events</li> </ul>	Refreshments <b>\$231.93</b> Chief's Town Hall <b>\$74.58</b> Holiday Celebration <b>\$765.01</b>  <b>• TOTAL \$1071.52</b>

Group	Support	# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives (Value Added Project)	Expenditures from \$1000 Grant
Black CCC	<p>S/Supt. James Ramer (Uniform co-chair)</p> <p>Margaret Brimpong – Djarnie (civilian co-chair)</p>	<p>10 Full Committee meetings (once per month except July &amp; August)</p> <p>Numerous sub-committee meetings</p>	<ul style="list-style-type: none"> <li>• Community Relations and Crime Prevention</li> <li>• Community Outreach</li> <li>• Youth Engagement Committee Membership, Capacity Building &amp; Training</li> </ul>		Black History Month (The Great Debate)	<ul style="list-style-type: none"> <li>• \$1000.00 spent on:</li> <li>-Youth Engagement event</li> <li>-Committee Meetings</li> <li>-Great Debate</li> <li>-Honorariums</li> </ul> <p>Gift certificates &amp; plaque:</p> <p>\$186.98</p> <p>End of Year dinner:</p> <p>\$259.27</p> <p><b>TOTAL \$958.24</b></p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P152. TORONTO POLICE SERVICE: 2013 CAPITAL BUDGET VARIANCE  
REPORT FOR THE PERIOD ENDING MARCH 31, 2013**

The Board was in receipt of the following report May 08, 2013 from William Blair, Chief of Police:

Subject: 2013 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE – PERIOD ENDING MARCH 31, 2013

Recommendations:

It is recommended that the Board receive this report and forward a copy of this report to the City's Budget Committee and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The Council-approved net budget for 2013 is \$16.4 million (M) and, including the 2012 carry forward, the net available funding in 2013 is \$23.4M.

As of March 31, 2013, the Toronto Police Service (Service) is projecting total net expenditures of \$22.3M, compared to \$23.4M in available funding (a spending rate of 95%). The projected under-expenditure for 2013 is \$1.1M and it is anticipated that the total amount will be carried forward to 2014.

Background/Purpose:

At its meeting of October 15, 2012, the Toronto Police Services Board (Board) approved the Service's 2013-2022 Capital Program (Min. No. P254/12 refers). Toronto City Council, at its meeting of January 16, 2013, approved the Service's 2013-2022 Board-approved Capital Budget. Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as at March 31, 2013.

Discussion:

*Summary of Capital Projects:*

Attachment B provides a status summary of the on-going projects from 2012 as well as one project that started in 2013. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

### *Key Highlights/Issues:*

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

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

The following provides summary information on key projects within the 2013-2022 Capital Program. Summary information includes status updates as of the time of writing of this report.

- Property and Evidence Management Facility (\$40.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for a new property and evidence management (P&EM) facility at the Progress Avenue site. The project is currently proceeding with the interior fit up as planned. The P&EM facility is scheduled to be substantially completed by mid-2013. It is expected that the new facility will meet the Service's property and evidence storage requirements for the next 25+ years. The facility currently occupied by the Property and Evidence Management Unit (PEMU) will be returned to the City once construction of the new facility is complete and occupancy achieved. This project is on budget and on schedule.

- Parking Enforcement East (\$9M)

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

This project provides funding to relocate the Parking Enforcement East (PKE) and Parking Headquarter Management (PHQ) facility to the Progress Avenue site.

In early 2010, the City acquired a site on Progress Avenue for the new P&EM facility. The site and building acquired exceeds the needs of PEMU, and includes 8 acres of vacant land. This creates an opportunity for the Service to co-locate other facilities at this site.

The current PKE and PHQ lease has a five-year term, expiring June 30, 2014. It was determined that the existing building at Progress Avenue could be renovated to accommodate PKE and PHQ, and this renovation could be concluded prior to the expiry of the lease agreement. Moving PKE and PHQ to the Progress Avenue site will realize annual savings of

approximately \$0.6M. It will also remove the risk of having the lease terminated and the challenge of finding a suitable site, and/or increased lease rates. In addition, it will take advantage of an existing City owned property and get greater value from the investment in that property.

This project is currently in the design phase stage. Once the design has been completed, the Service will go through competitive process to hire a construction contractor.

This project is funded partially by recoverable debt of \$4.4M from the estimated annual projected savings, along with \$4.6M of debt funding.

- IRIS – Integrated Records and Information System (\$23.4M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

This project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. This is the core operations system for the Service.

eJust is an Electronic Disclosure System (EDS) that is part of the IRIS project. When implemented, the eJust system will reduce time spent on manual/paper preparation of court disclosure and increases efficiencies envisioned as an outcome of the IRIS project. System testing for the Versadex software began in October 2012. The full implementation for Versadex and eJust are scheduled to start in November 2013, with a minimum three-month stabilization/production support period ending February 2014.

Testing and business process design is nearing completion as the team moves to the training preparation phase. The training system environments and facilities are being setup. The trainer training is scheduled for May while end user training will start in September. The Service is entering a freeze period in terms of scope and requirements to finalize the system configurations in advance of training and go-live. A memorandum of understanding has been established with the Ministry of the Attorney General (MAG) to support electronic disclosure practices between organizations.

The project health status has changed from green to yellow as a result of significant work required to properly plan and staff the new processes/functions. These new business functions are centralized occurrence review, centralized disclosure management, and the Master Name Index (MNI).

The centralized occurrence review function will be performed by Toronto Police Service uniform and civilian personnel in a function called General Occurrence Review (GO Review). The General Occurrence Review team will be responsible for the quality control of the general occurrence submissions from officers across the Service. The centralized General Occurrence (GO) Review process will provide support to the front line by conducting a thorough and skilled review of an occurrence ensuring that it meets a consistent corporate standard and is properly reviewed. In this capacity, the GO Review provides direct

support to front line officers by ensuring the quality and thoroughness of the general occurrence and court case preparations and by ensuring that all our Service wide submissions meet an established criterion.

Equally important is the seamless output of disclosure to our external partners. The purchase of Versadex and eJust allows the Toronto Police Service to greatly improve its business practices that surround disclosure of information for court purposes. With a Centralized Disclosure (CD) process, criminal courts will be staffed with clerical personnel trained in the creation of electronic briefs using the eJust software application. They will be responsible for extracting and compiling the information gathered in Versadex to create disclosure, and will be working directly with their MAG counter parts. The cooperative working relationship with our MAG partners will facilitate the placement of Service personnel in various court locations, and a reciprocal and significantly beneficial relationship between the Service and MAG for efficient, streamlined disclosure provision.

The MNI function is a new business process that will be introduced into the Records Management Unit within the Service. It is similar to a Master Patient Index within the health care system. Every name, address, business, vehicle listed on every report, occurrences, arrests, Field Information Reports (FIRS), accidents, Provincial Offences Tickets (POT) (e-ticketing), supplementaries, etc. must be master name indexed. The Master Name Index links an individual's name to events with which the individual was associated. Every person identified with an event is given a master name record. Should that person become associated with future events, his or her master name record is linked to those events.

The IRIS project team is working with Human Resources to transition staff to the GO Review, CD, and MNI functions within the project's training and implementation timelines. This will be a very challenging task that must be performed under very tight timelines, and that has been impacted by the loss of the Director, Human Resources and limited resources in HR, due to outstanding vacant positions. Board approval will be requested, as required, to take the necessary action to enable the transition and establishment of the new business functions. All steps are being taken to avoid any delay in the implementation of the new system.

Several reports will be submitted to the Board over the coming months related to people change management including internal staff movements and other staffing requirements to support Service objectives related to IRIS and the new business processes, as well as the extension of existing contracted services.

The original cost of the project was estimated at \$24.4M. However, \$1.1M was returned to the City at the end of 2012 and the budget was revised to \$23.4M. It is estimated that the project will have further under spending of \$1.3M by the end of 2014.

- eTicketing (\$1.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the replacement of manual ticket writing with an electronic system that will capture the required data at road side, print a ticket from a mobile printer, and transmit the ticket data wirelessly to corporate servers. With the introduction of an electronic ticketing system, the Service and the City of Toronto (Court Services Division) will be in a position to benefit from several efficiencies. These include: improved ticket legibility; enhanced analytical capabilities relating to enforcement effectiveness and impact; reporting real-time collection of enforcement results for effectively responding to public enquiries, neighbourhood traffic complaints, divisional/corporate traffic safety initiatives; and streamlined court data filing and disclosure processes for the attending officer.

This project is fully funded by recoverable debt and is progressing as expected with all stakeholder partners. The project is on budget and on schedule with implementation expected to occur in November of this year.

- Vehicle and Equipment Lifecycle Replacements

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

Every effort is being made to reduce expenditures in this Reserve in 2013, to address the \$5M reduction to reserve contributions made by the Board during the 2013 operating budget approval process. As a result, there is a deferral of \$4.5M of expenditures from 2013 to 2014 for server replacement and information technology/business resumption equipment. Divisional Parking Lot Network (DPLN) and the replacement of workstations, laptops and printers. It must be noted that this is not a permanent reduction, but a deferral to 2014, and the \$5M reduction to reserve contributions has created significant budget pressure for the Service in 2014 and onwards. However, the Service continues to perform a line by line review of lifecycle items in the Reserve to determine if any sustainable reductions can be achieved.

Conclusion:

As of March 31, 2013, the Service is projecting total net expenditures of \$22.3M, compared to \$23.4M in available funding (a spending rate of 95%). The projected under-expenditure for 2013 is \$1.1M and it is anticipated that the total amount will be carried forward to 2014.

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

**The Board approved the foregoing report.**

**Moved by: M. Del Grande**

**2013-2022 CAPITAL PROGRAM REQUEST (\$000s)**

Attachment A

Project Name	Plan to end of 2012	2013	2014	2015	2016	2017	Total 2013-2017 Request	2018	2019	2020	2021	2022	Total 2018-2022 Forecast	Total 2013-2022 Program	Total Project Cost
<b>On-Going Projects</b>															
State-of-Good-Repair - Police	0	4,613	4,594	4,469	4,601	4,600	22,877	4,200	4,200	4,200	4,200	4,200	21,000	43,877	43,877
Property & Evidence Management Facility	34,455	5,831	0	0	0	0	5,831	0	0	0	0	0	0	5,831	40,286
IRIS - Integrated Records and Information System	10,047	9,507	4,866	0	0	0	14,373	0	0	0	0	0	0	14,373	24,420
<b>Total, On-Going Capital Projects</b>	<b>44,502</b>	<b>19,951</b>	<b>9,460</b>	<b>4,469</b>	<b>4,601</b>	<b>4,600</b>	<b>43,080</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>21,000</b>	<b>64,080</b>	<b>108,582</b>
<b>New Projects</b>															
54 Division (includes land)	500	0	9,060	21,515	5,721	0	36,296	0	0	0	0	0	0	36,296	36,796
HRMS Upgrade	0	0	400	690	0	0	1,090	0	0	0	0	0	0	1,090	1,090
TRMS Upgrade	0	0	2,806	1,560	0	0	4,366	0	0	0	0	0	0	4,366	4,366
Disaster Recovery Site	0	0	1,000	2,875	8,850	5,475	18,200	550	0	0	0	0	550	18,750	18,750
41 Division (includes land)	0	0	0	0	372	9,282	9,655	19,050	10,224	0	0	0	29,274	38,929	38,929
Expansion of Fibre Optics Network	0	0	0	881	4,785	6,385	12,051	0	0	0	0	0	0	12,051	12,051
Radio Replacement	0	0	0	0	13,913	2,713	16,626	3,542	2,478	4,093	5,304	4,480	19,897	36,523	36,523
32 Division - Renovation	0	0	0	0	0	0	0	4,990	1,997	0	0	0	6,987	6,987	6,987
13 Division (includes land)	0	0	0	0	0	0	0	372	8,645	19,753	10,159	0	38,928	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	3,053
52 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	2,948	2,948	2,948	8,300
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
Relocation of PSU	0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900	13,048
TPS Archiving	0	0	0	0	0	2,688	2,688	0	0	0	0	0	0	2,688	2,688
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	578	578	578	60,476
<b>Total, New Capital Projects:</b>	<b>500</b>	<b>0</b>	<b>13,266</b>	<b>27,521</b>	<b>33,641</b>	<b>26,543</b>	<b>100,972</b>	<b>31,557</b>	<b>23,343</b>	<b>23,846</b>	<b>15,962</b>	<b>15,406</b>	<b>110,114</b>	<b>211,086</b>	<b>297,984</b>
<b>Total debt funded Capital Projects:</b>	<b>45,002</b>	<b>19,951</b>	<b>22,726</b>	<b>31,990</b>	<b>38,242</b>	<b>31,143</b>	<b>144,052</b>	<b>35,757</b>	<b>27,543</b>	<b>28,046</b>	<b>20,162</b>	<b>19,606</b>	<b>131,114</b>	<b>275,166</b>	<b>406,566</b>
<b>Recoverable Debt</b>															
Parking East	0	4,358	4,642	0	0	0	9,000	0	0	0	0	0	0	9,000	9,000
<b>Total, Recoverable Debt Project:</b>	<b>0</b>	<b>4,358</b>	<b>4,642</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>9,000</b>
<b>Total Reserve Projects:</b>	<b>138,296</b>	<b>23,104</b>	<b>18,706</b>	<b>16,962</b>	<b>19,279</b>	<b>24,007</b>	<b>102,058</b>	<b>24,842</b>	<b>20,577</b>	<b>18,910</b>	<b>21,815</b>	<b>17,098</b>	<b>103,242</b>	<b>205,300</b>	<b>343,596</b>
<b>Total Gross Projects</b>	<b>183,298</b>	<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>255,110</b>	<b>60,599</b>	<b>48,120</b>	<b>46,956</b>	<b>41,977</b>	<b>36,704</b>	<b>234,356</b>	<b>489,466</b>	<b>759,162</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(138,296)	(23,104)	(18,706)	(16,962)	(19,279)	(24,007)	(102,058)	(24,842)	(20,577)	(18,910)	(21,815)	(17,098)	(103,242)	(205,300)	(343,596)
Recoverable Debt	0	(2,800)	(1,598)	0	0	0	(4,398)	0	0	0	0	0	0	(4,398)	(4,398)
Funding from Development Charges	(8,664)	(5,087)	(1,848)	(1,885)	(1,921)	0	(10,741)	(2,270)	(852)	(4,963)	(2,127)	0	(10,212)	(20,953)	(29,617)
<b>Total Funding Sources:</b>	<b>(146,960)</b>	<b>(30,991)</b>	<b>(22,152)</b>	<b>(18,847)</b>	<b>(21,200)</b>	<b>(24,007)</b>	<b>(117,197)</b>	<b>(27,112)</b>	<b>(21,429)</b>	<b>(23,873)</b>	<b>(23,942)</b>	<b>(17,098)</b>	<b>(113,454)</b>	<b>(230,651)</b>	<b>(377,611)</b>
<b>Total Net Debt-Funding Request:</b>	<b>36,338</b>	<b>16,422</b>	<b>23,922</b>	<b>30,105</b>	<b>36,321</b>	<b>31,143</b>	<b>137,913</b>	<b>33,487</b>	<b>26,691</b>	<b>23,083</b>	<b>18,035</b>	<b>19,606</b>	<b>120,902</b>	<b>258,815</b>	<b>381,551</b>
<b>5-year Average:</b>							<b>27,583</b>						<b>24,180</b>	<b>25,881</b>	
<b>City Target:</b>		<b>16,422</b>	<b>23,922</b>	<b>30,442</b>	<b>36,321</b>	<b>33,487</b>	<b>140,594</b>	<b>31,757</b>	<b>26,691</b>	<b>18,784</b>	<b>21,321</b>	<b>20,000</b>	<b>118,553</b>	<b>259,147</b>	
<b>City Target - 5-year Average:</b>							<b>28,119</b>						<b>23,711</b>	<b>25,915</b>	
<b>Variance to Target:</b>		<b>0</b>	<b>0</b>	<b>337</b>	<b>0</b>	<b>2,344</b>	<b>2,681</b>	<b>(1,730)</b>	<b>0</b>	<b>(4,299)</b>	<b>3,286</b>	<b>394</b>	<b>(2,349)</b>	<b>332</b>	
<b>Cumulative Variance to Target</b>			<b>0</b>	<b>337</b>	<b>337</b>	<b>2,681</b>		<b>951</b>	<b>951</b>	<b>(3,348)</b>	<b>(62)</b>	<b>332</b>			
<b>Variance to Target - 5-year Average:</b>							<b>536</b>						<b>(470)</b>	<b>33</b>	



## 2013 Capital Budget Variance Report as at March 31, 2013 (\$000s)

Project Name	Carry Forward from 2012	2013 Budget	Available to Spend in 2013	2013 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
Facility Projects:										
Property and Evidence Management Facility	5,487.8	5,831.0	11,318.8	11,318.8	-	40,286.8	40,286.8	-	Please refer to the body of the report.	Green
14 Division	300.0	0.0	300.0	300.0	-	35,515.0	34,283.0	1,232.0	Outstanding issues are being addressed. Project is below budget and on schedule.	Green
Parking East	0.0	4,358.0	4,358.0	4,358.0	-	9,000.0	9,000.0	-	Please refer to the body of the report.	
Information Technology Projects:										
Integrated Records and Information System (IRIS)	0.0	9,507.0	9,507.0	8,368.3	1,138.7	23,359.0	22,007.7	1,351.3	Please refer to the body of the report.	Yellow
Radio Replacement	50.0	0.0	50.0	50.0	-	34,389.0	33,537.9	851.1	Minor outstanding issues are being addressed. Project is below budget and on schedule.	Green
Upgrade to Microsoft 7	160.0	0.0	160.0	160.0	-	1,652.0	868.7	783.3	Project is below budget and on schedule.	Green
eTicketing Solution	1,707.4	0.0	1,707.4	1,707.4	-	1,719.0	1,719.0	-	Please refer to the body of the report.	Green
Replacements / Maintenance / Equipment Projects:										
State-of-Good-Repair - Police	1,122.1	4,613.0	5,735.1	5,735.1	-	n/a	n/a	n/a	Project is on budget and on schedule.	Green
Total Debt-Funded Projects	8,827.3	24,309.0	33,136.3	31,997.6	1,138.7					
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	994.4	2,627.0	3,621.4	3,621.4	-	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	9,475.5	18,937.0	28,412.5	24,592.8	3,819.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,835.3	1,540.0	3,375.3	2,792.0	583.3	n/a	n/a	n/a	Please refer to the body of the report.	Green
Total Lifecycle Projects	12,305.2	23,104.0	35,409.2	31,006.2	4,403.0					
Total Gross Expenditures:	21,132.5	47,413.0	68,545.5	63,003.8	5,541.7	Percent spent:		91.9%		
Less other-than-debt funding:										
Funding from Developmental Charges	-120.0	-5,087.0	-5,207.0	-5,207.0	-	n/a	n/a	n/a		
Recoverable Debt - Parking East	0.0	-2,800.0	-2,800.0	-2,800.0	-					
Recoverable Debt - eTicketing Solution	-1,707.4	0.0	-1,707.4	-1,707.4	-					
Vehicle & Equipment Reserve	-12,305.2	-23,104.0	-35,409.2	-31,006.2	- 4,403.0	n/a	n/a	n/a		
Total Other-than-debt Funding:	-14,132.6	-30,991.0	-45,123.6	-40,720.6	-4,403.0					
Total Net Expenditures:	6,999.9	16,422.0	23,421.9	22,283.2	1,138.7	Percent spent:		95.1%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P153. TORONTO POLICE SERVICES BOARD: 2013 OPERATING BUDGET  
VARIANCE REPORT FOR THE PERIOD ENDING MARCH 31, 2013**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICES BOARD – PERIOD ENDING MARCH 31, 2013

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its December 10, 2012 meeting, approved the Toronto Police Services Board's 2013 operating budget at a net amount of \$2,251,600 (Min. No. P298/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Board's 2013 operating budget at the same amount.

The purpose of this report is to provide information on the Board's 2013 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>2013 Budget (\$000s)</b>	<b>Actual to Mar 31/13 (\$000s)</b>	<b>Projected Year- End Actual (\$000s)</b>	<b>Fav / (Unfav) (\$000s)</b>
Salaries & Benefits (incl. prem.pay)	\$975.5	\$224.5	\$975.5	\$0.0
Non-Salary Expenditures	<u>\$1,276.1</u>	<u>\$59.8</u>	<u>\$1,276.1</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$2,251.6</u></b>	<b><u>\$284.3</u></b>	<b><u>\$2,251.6</u></b>	<b><u>\$0.0</u></b>

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

As at March 31, 2013, no variance is anticipated. Details are discussed below.

#### *Salaries & Benefits (including Premium Pay)*

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

#### *Non-salary Budget*

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2013 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

#### Conclusion:

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

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P154. TORONTO POLICE SERVICE: 2013 OPERATING BUDGET  
VARIANCE REPORT FOR THE PERIOD ENDING MARCH 31, 2013**

The Board was in receipt of the following report April 24, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE – PERIOD ENDING MARCH 31, 2013

Recommendations:

It is recommended that:

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

Financial Implications:

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

The Toronto Police Services Board (Board), at its December 10, 2012 meeting, approved the Toronto Police Service (Service) 2013 operating budget at a net amount of \$927.8M, which was \$19.1M less than the budget recommended by the Service (Min. No. P299/12 refers). Table 1 summarizes the reductions implemented by the Board:

<b>Table 1. Summary of Board-Recommended Reductions</b>		
<b>(\$000s)</b>		<b>Net Expenditures</b>
<b>2013 Budget Recommended to Board</b>		<b>\$946.9</b>
<u>Board motions:</u>		
Freeze all hiring in 2013 (civilian hiring with Board approval)	<b>-\$6.0</b>	*
Additional premium pay reduction	<b>-\$1.4</b>	
Reduction in Reserve contributions	<b>-\$5.0</b>	
Unallocated reduction	<b>-\$6.7</b>	*
		<b>-\$19.1</b>
<b>2013 Board-Recommended Budget</b>		<b>\$927.8</b>

Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the Service's 2013 operating budget at the same amount.

#### Background/Purpose:

The purpose of this report is to provide information on the Service's 2013 projected year-end variance.

#### Discussion:

As at March 31, 2013, an unfavourable variance of \$5.0M is anticipated. The majority of this unfavourable variance is due to the \$6.7M unallocated reduction, which is addressed later in this report.

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

Category	2013 Budget (\$Ms)	Actual to Mar 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$684.0	\$156.9	\$682.5	\$1.5
Premium Pay	\$41.7	\$8.1	\$41.7	\$0.0
Benefits	\$192.2	\$46.6	\$192.2	\$0.0
Materials and Equipment	\$23.1	\$9.1	\$23.1	\$0.0
Services	\$87.4	\$18.5	\$87.4	\$0.0
<b>Total Gross</b>	<b>\$1,028.4</b>	<b>\$239.2</b>	<b>\$1,026.9</b>	<b>\$1.5</b>
Revenue	(\$93.9)	(\$7.7)	(\$94.1)	\$0.2
<b>Total Net</b>	<b>\$934.5</b>	<b>\$231.5</b>	<b>\$932.8</b>	<b>\$1.7</b>
<b>Unspecified Reduction</b>	<b>(\$6.7)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$6.7)</b>
<b>Remaining Net</b>	<b>\$927.8</b>	<b>\$231.5</b>	<b>\$932.8</b>	<b>(\$5.0)</b>

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

#### *Salaries:*

The salary budgets include the \$6M reduction approved by the Board. A favourable variance of \$1.5M is projected in the salary category.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Mar 31/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Uniform Salaries	\$520.0	\$120.4	\$520.0	\$0.0
Civilian Salaries	\$164.0	\$36.5	\$162.5	\$1.5
<b>Total Salaries</b>	<b>\$684.0</b>	<b>\$156.9</b>	<b>\$682.5</b>	<b>\$1.5</b>

The Service's 2013 budget assumed that 180 uniform members would separate from the Service in 2013. That projection remains unchanged at this time. Actual separations are monitored monthly and will continue to be reported on in future variance reports.

As part of the budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief. The Board's direction has resulted in a very significant reduction in hires in 2013. The time required to fill positions has been extended due to the need to obtain Board approval to start the hiring process for any vacancies, and for the appointment or promotion of the successful candidate(s). In addition, the number of civilian separations to date is higher than what had been assumed for the 2013 budget. As a result, the Service is projecting a \$1.5M surplus in the civilian salaries area. Similar to the uniform category, civilian attrition is monitored monthly and vacancies will continue to be reviewed and reported on.

The increasing number of uniform and civilian vacancies throughout the Service is placing an ever-increasing strain on remaining staff. Staff are required to take on responsibilities left unfulfilled by vacant positions. Overburdened staff results in an increased risk of errors, omissions and missed opportunities, which could in turn lead to unnecessary or avoidable costs, and impact negatively on the Service's ability to maintain public confidence and accountability. Continued vacancies, and the Service's inability to fill these vacancies, are also negatively impacting on the well-being of some employees, and the general morale of staff is declining.

#### *Premium Pay:*

The premium pay budgets include the \$1.4M reduction approved by the Board. The Service is doing its best to achieve a net zero variance in premium pay spending, taking into account the Board's \$1.4M reduction in this area. However, it is important to note that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on premium pay costs. A net zero variance is projected in the premium pay category at this time.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Mar 31/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Court	\$12.9	\$2.8	\$12.9	\$0.0
Overtime	\$5.2	\$1.1	\$5.2	\$0.0
Callback	\$5.6	\$0.9	\$5.6	\$0.0
Lieutime Cash Payment	\$18.0	\$3.3	\$18.0	\$0.0
<b>Total Premium Pay</b>	<b><u>\$41.7</u></b>	<b><u>\$8.1</u></b>	<b><u>\$41.7</u></b>	<b><u>\$0.0</u></b>

The Service continues to carefully monitor and control premium pay. Overtime is authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits).

#### *Benefits:*

A net zero variance is projected in the benefits category.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Mar 31/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$40.7	\$7.0	\$40.7	\$0.0
OMERS / CPP / EI / EHT	\$120.6	\$33.2	\$120.6	\$0.0
Sick Pay / CSB / LTD	\$16.8	\$4.3	\$16.8	\$0.0
Other (e.g., WSIB, life ins.)	\$14.1	\$2.1	\$14.1	\$0.0
<b>Total Benefits</b>	<b><u>\$192.2</u></b>	<b><u>\$46.6</u></b>	<b><u>\$192.2</u></b>	<b><u>\$0.0</u></b>

#### *Materials and Equipment:*

A net zero variance is projected in this category.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Mar 31/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$13.3	\$4.0	\$13.3	\$0.0
Uniforms	\$3.0	\$2.5	\$3.0	\$0.0
Other Materials	\$4.6	\$1.6	\$4.6	\$0.0
Other Equipment	\$2.2	\$1.0	\$2.2	\$0.0
<b>Total Materials &amp; Equipment*</b>	<b><u>\$23.1</u></b>	<b><u>\$9.1</u></b>	<b><u>\$23.1</u></b>	<b><u>\$0.0</u></b>

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

The Service obtains gasoline through a consolidated procurement with the City. The budget for gasoline is based on the cost per litre as provided by City Finance. With the recent leveling off of gas prices, the Service may experience favourable price variance, due to current prices being less than budgeted. However, gas prices can fluctuate significantly and will continue to be monitored closely. No variance is projected at this time.

*Services:*

The budget for the Service's contribution to the Vehicle and Equipment Reserve has been reduced by \$5M, as approved by the Board. A net zero variance is projected in this category.

<b>Expenditure Category</b>	<b>2013 Budget (\$Ms)</b>	<b>Actual to Mar 31/13 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$0.6	\$0.1	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.4	\$1.2	\$1.4	\$0.0
Courses / Conferences	\$1.3	\$0.2	\$1.3	\$0.0
Clothing Reimbursement	\$1.6	\$0.0	\$1.6	\$0.0
Computer / Systems Maintenance	\$11.4	\$9.5	\$11.4	\$0.0
Phones / cell phones / 911	\$5.8	\$0.9	\$5.8	\$0.0
Reserve contribution	\$29.8	\$0.0	\$29.8	\$0.0
Caretaking / maintenance utilities	\$20.8	\$0.0	\$20.8	\$0.0
Other Services	\$14.7	\$6.6	\$14.7	\$0.0
<b>Total Services</b>	<b>\$87.4</b>	<b>\$18.5</b>	<b>\$87.4</b>	<b>\$0.0</b>

It is important to note that the Service is currently working with City Finance and reviewing the Vehicle and Equipment Reserve with respect to planned spending, to determine whether the Board's reduction can be accommodated and what the resultant impacts will be. Reserve expenditures are reflected in the Service's capital budget, and any impacts will be reported on in future capital variance reports.

*Revenue:*

A favourable variance of \$0.2M is projected in this category.

**cont...d**



Revenue Category	2013 Budget (\$Ms)	Actual to Mar 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$20.9)	(\$1.3)	(\$20.9)	\$0.0
CPP and Safer Comm'y grants	(\$14.3)	\$2.4	(\$14.3)	\$0.0
Other Gov't grants	(\$18.4)	(\$3.7)	(\$18.4)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.3)	(\$1.8)	(\$11.5)	\$0.2
Secondments	(\$3.8)	(\$1.7)	(\$3.8)	\$0.0
Draws from Reserves	(\$17.5)	\$0.0	(\$17.5)	\$0.0
Other Revenues (e.g., pris return)	(\$7.7)	(\$1.6)	(\$7.7)	\$0.0
<b>Total Revenues</b>	<b>(\$93.9)</b>	<b>(\$7.7)</b>	<b>(\$94.1)</b>	<b>\$0.2</b>

The favourable variance in the "Fees" category is based on the actual experience to date and projecting this to year-end using historical patterns.

#### *Unspecified Budget Reduction*

The Board's approval of the Service's 2013 operating budget included an unspecified reduction of \$6.7M. The Board indicated that this \$6.7M was to be achieved through any efficiencies, including the implementation of the recommendations arising from the Chief's Internal Organization Review (CIOR), the City's efficiency initiatives, including the KPMG and Ernst & Young reviews, and the recommendations from the Chair that were previously approved by the Board.

The Service has not been able to identify how this reduction will be achieved to date. It is anticipated that the CIOR will yield some efficiencies, but no specific savings for 2013 are anticipated. The City Manager has advised that he does not anticipate any savings to the Service will arise from shared services studies in 2013. As the year progresses, the Service's financial situation will be carefully monitored and any areas that can be reduced, either one time or as sustainable reductions, will be identified to the Board through the variance reporting process.

#### Conclusion:

As at March 31, 2013, the Service is projecting an unfavourable variance of \$5.0M. The \$6.7M Board-approved reduction continues to be classified as unspecified. It is still early in the year, and every effort is being made to identify one-time or sustainable savings to address the unspecified reduction, and achieve the Board-approved budget.

The requirement to obtain approval by resolution of the Board to fill any civilian positions has significantly delayed the number of backfills and promotions in the Service. Furthermore, the number of civilian separations is higher than anticipated. Although this has provided the Service with budget savings, it is also having a detrimental impact on operations and staff. The Service is doing its best to manage the ever-increasing number of vacancies, but the risk of activities not being fulfilled, errors and omissions occurring, and loss of knowledge transfer continues to grow.

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

**Chief Blair responded to questions by the Board about the projected unfavourable variance of \$5.0M.**

**The Board was advised that it is unlikely that the TPS will benefit from any savings achieved through the City's Shared Services Study in 2013 and while the Chief's Internal Organizational Review (CIOR) has identified some specific efficiencies, no savings will be achieved in 2013. Chief Blair said that the TPS continues to identify potential efficiencies but he is not confident that the projected unfavourable variance will be reduced.**

**The Board approved the foregoing report and requested that Chair Mukherjee meet with the City Manager to discuss options for eliminating the projected \$5.0M variance.**

**Moved by: M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P155. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2013 OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD  
ENDING MARCH 31, 2013**

The Board was in receipt of the following report April 23, 2013 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING MARCH  
31, 2013

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

The Board, at its December 10, 2012 meeting, approved the PEU 2013 operating budget at a net amount of \$42.1 Million (M) (Min. No. P300/12 refers). Subsequently, Toronto City Council, at its January 15 and January 16, 2013 meeting, approved the PEU 2013 net operating budget at \$43.4M. The City-approved amount reflected an additional \$1.3M to avoid the loss of an estimated \$6.3M in gross parking tag revenues to the City. Subsequently, the Board, at its February 19, 2013 meeting, approved the PEU 2013 operating budget at the City-approved amount (Min. No. P32/13 refers).

The purpose of this report is to provide information on the PEU 2013 projected year-end variance as at March 31, 2013.

### Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2013 Budget (\$Ms)	Actual to Mar 31/13 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$27.81	\$6.51	\$27.95	(\$0.14)
Premium Pay	\$2.65	\$0.34	\$2.50	\$0.15
Benefits	\$7.18	\$1.09	\$7.19	(\$0.01)
Total Salaries & Benefits	\$37.64	\$7.94	\$37.64	\$0.00
Materials	\$1.58	\$0.17	\$1.58	\$0.00
Equipment	\$0.06	\$0.00	\$0.06	\$0.00
Services	\$5.74	\$0.92	\$5.74	\$0.00
Revenue	(\$1.62)	(\$0.14)	(\$1.62)	\$0.00
Total Non-Salary	\$5.76	\$0.95	\$5.76	\$0.00
<b>Total Net</b>	<b>\$43.40</b>	<b>\$8.89</b>	<b>\$43.40</b>	<b>\$0.00</b>

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

As at March 31, 2013, no variance is projected at year end. Details are discussed below.

#### *Salaries & Benefits (including Premium Pay):*

An unfavourable projection of \$0.15M is projected in salaries and benefits. PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2013. Current trends indicate that the 2013 attrition will be less than the budgeted amount. As a result, PEU is projected to be over spent in salaries and benefits.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled.

Due to the projected lower-than-budgeted staff attrition, more permanent staff are available for enforcement activities, and the PEU will reduce premium pay to offset the shortfall in the salaries and benefits. Therefore, a surplus of \$0.15M is projected in premium pay.

*Non-salary Expenditures:*

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

Conclusion:

As at March 31, 2013, the PEU operating budget is projected to be on budget at year end.

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

**The Board approved the foregoing report.**

**Moved by:        M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P156. IN-CAMERA MEETING – MAY 22, 2013**

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  
Mr. Andrew Pringle, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 22, 2013**

**#P157.        ADJOURNMENT**

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Alok Mukherjee  
Chair