



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on June 19, 2014 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on May 15, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on June 19, 2014.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JUNE 19, 2014** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Mr. Michael Thompson**, Councillor & Member  
**Ms. Frances Nunziata**, Councillor & Member

**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 JUNE 19, 2014**

**#P129.           MOMENT OF SILENCE**

The Board observed a moment of silence in memory of RCMP Constables Dave Ross, Fabrice Georges Gevaudan and James Larche of the Codiac Detachment in Moncton, New Brunswick who were killed while on duty on June 4, 2014.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P130. INTRODUCTION**

The following members of the Toronto Police Service were introduced to the Board and congratulated on their recent promotions:

**Promoted to the rank of Staff/Detective Sergeant:**

Darren ALLDRIT  
Clayton CAMPBELL  
Janine CROWLEY  
Andrew ECKLUND  
Todd FLANDERS  
Debbie HARRIS  
Kevin LEAHY  
Allen LOVE  
Daniel MARTIN  
Paul QURESHI  
Darryl TALBOT

**Promoted to the rank of Sergeant:**

Scott ALLAN  
Brian BERGERON  
Stacie BRANTON  
Diana COUTO  
Christopher FRENCH  
Robert GARDINER  
David GAUDET  
Lynn LANGILLE  
Robin LANIGAN  
Rodney LIMA  
David LISKAK  
Candace PAUL  
Duane ST JEAN  
William TAAFE  
Jesse VAN NEST  
Mark WADDELL  
LeeAnn WEST  
Sherry WILSON

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P131. CITY OF TORONTO – SHARED SERVICES PROJECT UPDATE**

The Board was in receipt of the following:

- correspondence dated June 02, 2014 from Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto;
- copy of an Executive Summary dated May 29, 2014 from Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto, regarding an update on the Shared Services Project; and
- copy of a report dated June 17, 2014 from Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto, to the City of Toronto – Executive Committee regarding an update on the Shared Services Project.

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

The following persons were in attendance and delivered a presentation to the Board containing an update on the Shared Services Project:

- Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto;
- Michael Pacholok, Director, Shared Services Project, City of Toronto; and
- Walker Young, Senior Project Manager, Shared Services Project, City of Toronto.

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

**The approved the following Motion:**

**THAT the Board receive the presentation and the foregoing documents provided by Mr. Rossini.**

**Moved by: D. Noria**



**Roberto Rossini**  
Deputy City Manager and Chief Financial Officer

**Office of the Deputy City Manager  
and Chief Financial Officer**  
City Hall  
7<sup>th</sup> Floor East, 100 Queen St. West  
Toronto, Ontario M5H 2N2

## Memorandum

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[www.toronto.ca](http://www.toronto.ca)

June 2, 2014

**To:** Alok Mukherjee, Chair, Toronto Police Services Board  
**From:** Roberto Rossini, Deputy City Manager and Chief Financial Officer  
**Re:** **Shared Services Project Update**

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Thank you for the opportunity to provide the Toronto Police Services Board with a report on the Update Status of the Shared Services Project for the upcoming June 19, 2014 meeting.

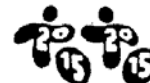
As you are aware, the Shared Services Study conducted by KPMG LLP was completed and its results and the City Manager's review were presented to both the Board and Council in June 2013.

In January 2014 Council requested that I report back to City Council in July 2014 with options to accelerate the implementation of shared service opportunities to achieve potential cost savings ranging from \$10 million to \$15 million in 2014.

The report is scheduled to be before Executive Committee on July 02, 2014 and we want to ensure the Agency Boards receive the same update so all stakeholders are aware of the status of the activities.

We look forward to this report and the status of the shared services activities being received at the next meeting of the Board.

Roberto Rossini



TORONTO 2015  
Pan Am/Parapan Am

HOST CITY



## **Executive Summary – Update on the Shared Services Project**

**Date:** May 29, 2014  
**To:** Toronto Police Services Board  
**From:** Rob Rossini, Deputy City Manager and Chief Financial Officer

### **DESCRIPTION OF ITEM**

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This item is a follow-up item from item #P158 the Toronto Police Services Board meeting on June 20, 2013 (City of Toronto Shared Services Study – Final Report).

The executive summary is a placeholder for the full report. The full report will follow once finalized.

The Update on the Shared Services Project report is on the agenda for the July 02, 2014 Executive Committee meeting and responds to City Council's request for the Deputy City Manager and Chief Financial Officer to report back with options to accelerate the implementation of shared services opportunities in the KPMG Shares Services Efficiency Study to achieve potential costs savings ranging from \$10 million to \$15 million in 2014.

### **REASON FOR PRESENTATION TO THE BOARD**

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Since the Toronto Police Service is a key stakeholder in the Shared Services Project, the Shared Services Executive Steering Committee wants to ensure that the Toronto Police Services Board is aware of the project activities and the project status.

### **RECOMMENDATIONS / ACTION REQUIRED**

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None

### **EXECUTIVE SUMMARY**

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Based on City Council's request, the Deputy City Manager and Chief Financial Officer accelerated the creation of a project team, an executive steering committee, and 13 working groups which have all met to start analysing the shared services opportunities for options to accelerate implementation. There are Toronto Police Services representatives on the Executive Steering Committee and all 13 working groups.

In addition to the opportunities identified by KPMG, the executive steering committee has added three opportunities to the project scope – Fleet Services, Facilities Management, and I&T Contract Management.

Based on the activities of the working groups, the three opportunities listed below have been completed.

1. Enhance the Use of the City's Internal Audit Division by Agencies that do not have their own Internal Audit Resources
2. Expand the City's provision of lessor services to the TTC and the TPA
3. Establish a Fleet Services Centre of Excellence

The transition to a shared services delivery model is a journey that takes time, leadership, careful planning, strategic technology investments, and good governance – often involving a multi-year and multi-phase transformation across multiple organizations.

Although some opportunities may be implemented in a shorter time frame, a number of opportunities are broad transformational directions that require further due diligence to determine the potential cost savings and service improvements before an implementation strategy can be created. These opportunities will require significant business process re-engineering, organizational change, and information technology investment to be successful.

For the recommendations that are not complete, the high-level analysis performed by the working groups has shown:

- a more detailed review, due diligence, cost validation, and implementation planning will be required to estimate the actual potential savings and the additional service enhancements to the City and the Agencies; and
- the full implementation of many recommendations is dependent on the successful implementation of a common Information Technology Infrastructure.

The City and the Agencies are already collaborating on shared services activities in many areas in addition to the ones noted in KPMG's Shared Services Study, including the areas listed below.

- Facilities Management
- Fleet Services
- Human Resources
- Information and Technology
- Information Management
- Insurance and Risk Management
- Internal Audit
- Legal Services
- Purchasing
- Real Estate Services

In addition, the Agencies are often collaborating on shared services activities without the City's involvement.

Shared services should not be viewed as a solution to existing organizational problems, but rather an opportunity to examine greater collaboration in various forms with the potential to reduce costs and improve service.

As the Shared Services Project is a multi-year initiative that requires continual support from Council, the Agency Boards and senior staff, regular updates on the status of the Shared Services Project will be reported to Council and the Agency Boards going forward.



## STAFF REPORT ACTION REQUIRED

### Update on the Shared Services Project

<b>Date:</b>	June 17, 2014
<b>To:</b>	Executive Committee
<b>From:</b>	Deputy City Manager and Chief Financial Officer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:\2014\Internal Services\Cfo\Ec14002Cfo (AFS #19604)

### SUMMARY

This report responds to City Council's request for the Deputy City Manager & Chief Financial Officer to report back with options to accelerate the implementation of shared services opportunities in the KPMG Shares Services Efficiency Study to achieve potential costs savings ranging from \$10 million to \$15 million in 2014.

To do this, the Deputy City Manager & Chief Financial Officer accelerated the creation of a project team that facilitated the creation of an Executive Steering Committee and 13 working groups. These working groups have started analysing options to accelerate implementation.

In addition, the Executive Steering Committee has expanded the project scope beyond the opportunities identified by KPMG to include the areas listed below.

- Three functions – Fleet Services, Facilities Management, Information & Technology Contract Management
- Two centres of excellence – Internal Audit, Real Estate

Based on the working group activities, the five opportunities listed below have been completed.

1. Enhance the Use of the City's Internal Audit Division by agencies that do not have their own Internal Audit Resources
2. Expand the City's provision of lessor services to the Toronto Transit Commission and Toronto Parking Authority
3. Establish a Fleet Services Centre of Excellence
4. Establish an Internal Audit Centre of Excellence
5. Establish a Real Estate Centre of Excellence



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Description of Product/Service	Organizations Participating with the City
Moving Services	TTC, TPL
New Signal Installation	TTC
Over the Phone Language Interpretation	TPS, TCHC, TTC
Pest Control	TTC
Pick up and Recycling of Lamps	EP
Picnic Tables	TPS
Plumbing Supplies	TTC, EP, TCHC
Purchasing Card	TTC, TPL
Rental of Mops	EP
Rock Salt	TTC, EP, Zoo, TCHC, University of Toronto, McMaster University, York University
Safety Shoes	TPS
Servers & Warranty	TPL
Stationary	TTC, EP, TCHC, TPL
Supply & Install of Transit Shelters	TTC
Symantec Veritas Licenses & Support	TPL
Training Courses	EP
Various Lumber	TTC, EP
Vehicle Maintenance	TPS
Waste Oil Removal	TPS
Welding Gases	TPS, EP
Wireless Telecommunications Services/Equipment	TTC, TPL, TCHC, EP

**Table 2 – Future Opportunities Not Identified in Table 1**

Description of Product/Service
ARC Resistant Clothing (Orange)
Auto Parts
Chain Link Fencing
Electrical Components
Electrical Supplies
Freon R22
Hand Cutting Tools
Honda Parts
Industrial Supplies
Misc. Hardware and Bldg Products
Office Equipment Repairs
Office Furniture Repairs
Orthotics
Paper products - wipes, towels, toilet
Parts Cleaning Stations - Service

Description of Product/Service	
Safety Prescription Eyewear	
Safety Products/Equipments	
SAP Licenses	
Shredder Service	
Snow Plowing	
Time & Attendance Mgt System	
Towels	
Towing Services	
Work Clothing	



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P132.       SUSPENSION WITHOUT PAY:   SUPPORT OF RESOLUTION BY  
              HAMILTON POLICE SERVICES BOARD**

The Board was in receipt of the following report April 30, 2014 from Alok Mukherjee, Chair:

Subject:       SUSPENSION WITHOUT PAY: SUPPORT OF RESOLUTION BY  
              HAMILTON POLICE SERVICES BOARD

Recommendations:

It is recommended that:

- (1)     The Board indicate its support of a Resolution approved by the Hamilton Police Services Board which calls upon the Government of Ontario to amend the *Police Services Act* to allow for the suspension without pay of police officers in certain circumstances by writing to the Minister of Community Safety and Correctional Services; and
- (2)     This letter of support be copied to the Ontario Association of Police Services Boards.

Financial Implications:

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

Background/Purpose:

I recently received a letter dated April 8, 2014 from Mr. Lloyd Ferguson, Chair, Hamilton Police Services Board (HPSB). This letter is attached for your information. The letter outlines the long-held position of the HPSB that the Police Services Act (the “*Act*”) should be amended to allow chiefs of police “...the discretionary authority to suspend members, without pay, in circumstances related to serious criminal conduct not related to the performance of their duties.”

The letter also details the work of the Hamilton Police Service’s “Suspension Without Pay Working Group” which had the mandate of updating the Ontario Association of Chiefs of Police (OACP) White Paper of February 2010, entitled “Suspension Without Pay in Policing.”

The Working Group recommended that:

*In addition to the recommendations contained in the OACP White Paper on Suspension Without Pay in 2012, it is further recommended that suspension without pay should not be limited only to those charged with a criminal offence or*

*those in custody or on bail. Tax dollars should not be spent to pay the salaries and benefits of police officers who have committed misconduct so egregious that it represents a fundamental breach of the public trust and will significantly affect their continued performance of the duties of a police officer. In such exceptional circumstances, the Chief of Police must have the power to suspend without pay. Therefore, these circumstances should also include:*

*3. Where a police officer is charged with a (sic) serious misconduct contrary to the Police Services Act.*

*Consideration must be given to:*

- *The Police Service would seek dismissal of the police officer and could establish that the allegations, would likely result in dismissal; and*
- *When failure to suspend without pay would likely bring the reputation of the Police Service as a whole into disrepute*

#### Discussion:

As the letter notes, the HPSB has fully endorsed the recommendations of the Hamilton Working Group and has passed a resolution which calls upon the Government of Ontario to amend the *Police Services Act* to allow for the suspension without pay of police officers charged with serious *Police Services Act* violations where the Chief of Police will seek dismissal of the officer.

The HPSB passed an additional resolution that the HPSB advance this resolution to the Ontario Association of Police Services Board (OAPSB) for consideration at its Annual General Meeting to be held in Toronto on May 22, 2014.

In his letter, Chair Ferguson requests the support of all police services boards in Ontario with respect to the HPSB's resolutions.

The Toronto Police Service Board has long been on record in advocating that amendments should be made to the *Act* to provide chiefs of police with the ability to suspend police officers without pay in a greater range of circumstances than which is currently permitted under the law. Indeed, the Board recently met with then-Minister Meilleur to further advance this position.

As a result, I believe that the Board should support the Resolution passed by the HPSB.

#### Conclusion:

Therefore, it is recommended that:

- (1) The Board indicate its support of a Resolution approved by the Hamilton Police Services Board which calls upon the Government of Ontario to amend the *Police Services Act* to allow for the suspension without pay of police officers in certain circumstances by writing to the Minister of Community Safety and Correctional Services; and

(2) This letter of support be copied to the Ontario Association of Police Services Boards.

**The Board approved the foregoing report.**

**Moved by: D. Noria**



## HAMILTON POLICE SERVICES BOARD

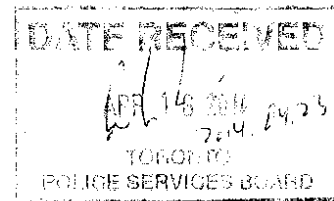
### Board Members

Lloyd Ferguson, Chair  
Chad Collins  
Nancy DiGregorio  
Walt Juchniewicz  
Madeleine Levy  
Irene Staysbyn  
Terry Whitehead

Lois Morin, Administrator

8 April 2013

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



Chair Alok Mukherjee:

RE: Suspension Without Pay – Expanded Request to Include Serious *Police Service Act* Misconduct

The Hamilton Police Services Board (HPSB) has long supported the position that the *Police Service Act of Ontario* be amended to allow the Chiefs of Police to have discretionary authority to suspend members, without pay, in circumstances related to serious criminal conduct not related to the performance of their duties.

Further, the Hamilton Police Services Board has endorsed the position of the Ontario Association of Chiefs of Police (OACP) related to suspension without pay and supported the Ontario Association of Police Services Board (OAPSB) position.

What the HPSB and OAPSB have previously fully endorsed is that:

*"As outlined in the OACP's White Paper from the Suspension Without Pay Working Group in February 2010, the following is the position put forth in a call for an amendment to the Police Services Act. This position was further endorsed in May 2013.*

.... 2

*Section 89(1) of the Police Services Act should be amended to allow Chiefs of Police to suspend their officers without pay in certain, serious cases, including:*

- 1) When a police officer is charged with a serious offence contrary to the Criminal Code of Canada, the Controlled Drugs and Substances Act or other federal Act, not related to their performance of duty; and
- 2) When a police officer is charged with an offence and held in custody, or when subject to a judicial release order with conditions that prevent the officer from carrying out their policing duties.

*The O.A.C.P. position recognizes that an allowance for suspension with pay helps protect police officers in the good faith performance of their duties, but this allowance was never intended to shield police officers from the consequences of serious criminal conduct unrelated to the performance of their duties."*

The Hamilton Police Service (HPS) established a 'Suspension Without Pay Working Group' under the direction of Supt. Nancy Goodes-Ritchie. The mandate of the HPS Working Group was to update the OACP White Paper of February 2010 entitled, 'Suspension Without Pay In Policing'. This work has now been completed and was presented to the Hamilton Police Services Board.

It was recommended that the HPSB endorse the recommendation of the Working Group and support a further endorsement of amending the *Police Service Act* to allow Chiefs of Police the discretionary authority to suspend without pay when a police officer is charged with serious misconduct contrary to the *Police Services Act*.

The Working Group recommended that:

*"In addition to the recommendations contained in the OACP White Paper on Suspension Without Pay in 2010, it is further recommended that suspension without pay should not be limited only to those charged with a criminal offence or those in custody or on bail. Tax dollars should not be spent to pay the salaries and benefits of police officers who have committed misconduct so egregious that it represents a fundamental breach of the public trust and will significantly affect their continued performance of the duties of a police officer. In such exceptional circumstances, the Chief of Police must have the power to suspend without pay. Therefore, these circumstances should also include:*

3. When a police officer is charged with a serious misconduct contrary to the Police Services Act.

*Consideration must be given to:*

- *the Police Service would seek dismissal of the police officer and could establish that the allegations, would likely result in dismissal; and*
- *when failure to suspend without pay would likely bring the reputation of the Police Service as a whole, into disrepute."*

This recommendation seeks suspension without pay authority for those egregious matters of misconduct that do not reach the criminal standard and yet would result in the Chief seeking dismissal of the officer for offences committed that are unrelated to the performance of their duties.

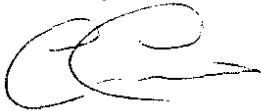
The HPSB has fully endorsed the recommendations of the Hamilton Working Group and has passed the attached resolution.

The HPSB has recommended the expanded position to the Ontario Association of Police Services Boards for discussion and consideration at the Annual General meeting.

The Hamilton Police Service presented the recommendation of the Hamilton Working Group at the OACP Zone 4 meeting on March 6, 2014. The motion to support the expanded recommendation of the Hamilton Working Group was passed with resounding support in a recorded vote. The updated White Paper of the Hamilton Working Group will now be advanced to the OACP by way of Resolution for consideration at the Annual General Meeting in June 2014.

As Chair of the Hamilton Police Services Board, I wish to inform you that our Board fully supported and endorsed the recommendation of the Hamilton Working Group and would request the support of all Police Services Boards in Ontario.

Sincerely,



Mr. Lloyd Ferguson  
Chair, Hamilton Police Services Board

LF/lem

Attachments: Suspension Without Pay Resolution  
Suspension Without Pay White Paper – An Update to the Ontario Association  
of Police Services Boards – March 2014

## **SUSPENSION WITHOUT PAY**

**March 24, 2014**

Resolution Submitted to: Hamilton Police Services Board

Resolution Submitted by: Glenn De Caire, Chief of Police, Hamilton Police Service

Resolution Submitted by: Hamilton Police Service Suspension Without Pay Working Group

### **RESOLUTION**

**WHEREAS** the Police Services Act requires Chiefs of Police to maintain discipline within their respective organizations, and

**WHEREAS** the public confidence in the delivery of police service is dependent upon maintaining the trust of the public that we serve, and

**WHEREAS** maintaining that trust is dependent upon all police officers adhering to the highest standards of conduct which will enhance public confidence in policing, and

**WHEREAS** we recognize and support that suspension with pay provisions are designed, in law, to protect our police officers while they are in the good faith performance of their duties, and

**WHEREAS** we recognize that suspension with pay provisions were never intended to act as protection or to shield police officers from the consequences of serious criminal or Police Services Act misconduct not related to the performance of their duties, and

**WHEREAS** the public have a reasonable expectation that a member of a police service who is unable to perform the duties for which they are appointed by virtue of the fact that they are suspended should not be paid for duties they are unable to perform, and

**WHEREAS** the Ontario Association of Chiefs of Police, by way of approved Resolution 2007- 08 of June 27, 2007, called upon the Government of Ontario to amend the Police Services Act to allow for the suspension without pay of police officers charged with serious Criminal Code of Canada, Controlled Drugs and Substance Act, and other federal offences not related to their performance of duty, and

**WHEREAS** the Ontario Association of Chiefs of Police, by way of approved resolution 2007- 08 of June 27, 2007, called upon the Government of Ontario to amend the Police Services Act to allow for the suspension without pay of police officers charged with offences and held in custody or when subject to a Judicial Interim Release order with such conditions that prevent the officer from carrying out the duties of a police officer, and

**WHEREAS** the Ontario Association of Chiefs of Police remain fully committed to Resolution 2007-08 of June 27, 2007, and

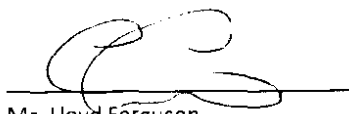
**WHEREAS** the Hamilton Police Services Board on March 15, 2010 fully endorsed, and remain fully committed to, Resolution 2007-08 of June 27, 2007 from the Ontario Association of Chiefs of Police,

**THEREFOR BE IT RESOLVED** that, in addition to the requests contained in approved Resolution 2007-08 of June 27, 2007 of the Ontario Association of Chiefs of Police, the Hamilton Police Services Board calls upon the Government of Ontario to amend the Police Services Act to allow for the suspension without pay of police officers charged with serious Police Services Act violations where the Chief of Police will seek dismissal of the officer, and

**THEREFOR BE IT RESOLVED** that, the Hamilton Police Services Board advance this expanded Resolution to the Ontario Association of Police Service Boards for consideration at the Annual General Meeting to be held in Toronto in May 22, 2014.

This Resolution was considered and supported by the Hamilton Police Services Board on

24<sup>th</sup> day of March, 2014.

  
Mr. Lloyd Ferguson  
Chair, HPSB



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P133. TORONTO POLICE SERVICE – RESULTS OF FOLLOW-UP OF  
PREVIOUS AUDIT RECOMMENDATIONS**

The Board was in receipt of the following report April 23, 2014 from Jeffrey Griffiths, Auditor General, City of Toronto:

**SUMMARY**

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This report provides the results of our 2014 audit recommendation follow-up process. The purpose of the follow-up process is to determine the implementation status of audit recommendations made by the Auditor General to the Toronto Police Services Board.

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

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

The 2014 follow-up process included the following three audit reports to the Board:

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

A total of nine audit recommendations from the above three reports were included in the 2014 follow-up process. One recommendation in the paid duty audit report was determined to be no longer applicable. Of the remaining eight audit recommendations, two recommendations were determined by audit staff to have been fully implemented and six recommendations were reported by management as partially implemented. No audit work was conducted on the partially implemented recommendations.

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

### **Financial Impact**

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

### **ISSUE BACKGROUND**

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

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

### **COMMENTS**

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

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

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

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

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

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

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

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

Report Title and Date	Total	Previously Reported		Results of Current Review		
		Fully Implemented	Not Applicable	Fully Implemented	Not Fully Implemented	Not Applicable
Review of Integrated Records and Information System (August 26, 2011)	7	3	-	-	4	-
Police Paid Duty – Balancing Cost Effectiveness and Public Safety (December 1, 2010)	10	5	1	2	1	1
Review of Police Training – Opportunities for Improvement (October 26, 2006)	39	37	1	-	1	-
<b>Total</b>	<b>56</b>	<b>45</b>	<b>2</b>	<b>2</b>	<b>6</b>	<b>1</b>

The 2014 follow-up review results of the above three audit reports are summarized as follows:

#### Review of Integrated Records and Information System

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

*The audit report contained seven recommendations for action required throughout the development and conclusion of the project particularly relating to the realization of benefits and the need to quantify, track and report expected benefits. Three of the seven recommendations were verified as fully implemented during our 2013 follow-up process. In 2014 management reported the remaining four audit recommendations as partially implemented. The four outstanding audit recommendations along with management's comments are listed in Attachment 2.*

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

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

The audit report contained 10 recommendations to improve the operating effectiveness and efficiency of the system, and officer compliance with police paid duty policies. Five of the 10 recommendations were verified as fully implemented during our 2012 and 2013 follow-up processes, and one recommendation was no longer applicable. The remaining four recommendations were assessed in 2014.

Our 2014 follow-up assessment verified that:

- Recommendation number 4 and 9 have been fully implemented
- Recommendation number 5 was reported by police staff as partially implemented
- Recommendation number 10 was determined to be no longer applicable

The fully implemented recommendations are listed in Attachment 1. The partially implemented recommendation along with management comments and action plans are listed in Attachment 2, and the one “not applicable” recommendation is shown in Attachment 3.

In considering the paid duty audit report and recommendations in 2011, both City Council and the Toronto Police Services Board adopted additional motions in relation to audit recommendation number 4 and number 9. The additional motions and our 2014 follow-up assessment results pertaining to these two recommendations are provided in the following:

*Audit Recommendation (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.”*

In considering the paid duty audit report and recommendations, City Council at its June 2011 meeting adopted a motion requesting the Auditor General to recommend further efficiency gains in the paid duty administrative processes during the upcoming recommendation follow-up review.

The Council adopted Motion Number 6 states:

*“City Council refer the letter (April 7, 2011) from Councillor McConnell addressed to the Police Services Board (Item AU2.1.1) to the Auditor General for further clarification of administrative processes that may find other efficiencies, with the request that the Auditor General recommend those changes during his upcoming follow-up review of the implementation of the recommendations.”*

Our recommendation follow-up process is not designed to identify new improvement opportunities, and during our previous and current follow-up processes we did not identify further opportunities for efficiency gains that need to be added to recommendation number 4.

Nonetheless, in addressing audit recommendation number 4, the Police Service has undertaken a comprehensive review and re-design of the paid duty business process that resulted in significant improvements to paid duty administration. In March 2014 the Service implemented a new Paid Duty Management System to automate the paid duty assignment distribution process. The new system eliminates the need for divisional staff to manually select and contact officers to fill paid duty job requests. All eligible officers can now search and apply for paid duty assignments through the new system which then assigns the paid duty to officers who have accumulated the least number of paid duty hours. Officers are also required to report to their home divisions prior to providing paid duty service. This requirement enables divisional supervisory staff to better monitor officer compliance with police paid duty policies.

As a result of implementing the new Paid Duty Management System, the Service will be able to reduce the number of staff involved in paid duty administration, and re-deploy a number of uniformed officers from paid duty administrative work to front-line policing duties. As the system has only been in place since March this year, police staff advised that they would conduct a detailed analysis on efficiency gains and staffing changes and report to the Police Services Board towards the end of this year.

#### *Audit Recommendation (9)*

*“The Chief of Police review the current policy governing requirements for paid duty officers at special events, with a view to:*

- a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;*
- 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*
- c. Further maximizing the use of auxiliary members at special events where possible.”*

In adopting the paid duty audit report and recommendations, the Police Services Board at its April 2011 meeting adopted the following motions pertaining to recommendation number 9:

- “4. THAT, with regard to recommendation no.9 in the Auditor General’s report, the Board amend the recommendation by requesting the Chief of Police to 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;”*
- “5. THAT the Auditor General and the Chief of Police in the report requested in Motion No.4, look at the three hour minimum and carefully examine when on-duty officers are required and when paid duty officers are required and recommend any changes to Board policy that may be required.”*

In response to audit recommendation number 9, the Service has developed a new Toronto Police Service Staffing Matrix for special events. The Staffing Matrix facilitates a consistent and systematic approach in determining the number of on-duty, paid-duty, and auxiliary members to be deployed at special events. The Staffing Matrix outlines specific factors for consideration in the following areas of special event planning:

- Event organizers' past history, planning and staffing
- Location of the event
- Nature of the event
- Type and size of crowd attending the event
- Past event history
- Previous number of police staff deployed to the event

We are of the view that the Service, in implementing audit recommendation number 9, has addressed the intent of the additional motions from the Board.

#### 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 for this audit were provided to the Toronto Police Services Board in June 2010.

At the time of this follow-up process the only outstanding audit recommendation for this report was deemed not fully implemented by the police. Consequently, there was no audit work performed on this recommendation during this follow-up process. The outstanding recommendation relates to reviewing whether applicable fees are to be charged to people who attend training at the Toronto Police College and who are not members of the Toronto Police Service. These fees would recover the costs associated with provision of training at the Toronto Police College. In response to the current follow-up review process, police staff advised that this matter was still being discussed. The outstanding recommendation along with management comments are listed in Attachment 2 to this report.

#### 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 June 2014 meeting. The consolidated report presented to the City Audit Committee will include a summary of our review of outstanding recommendations for all City Agencies and Corporations.

## **CONTACT**

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**The Board considered the portion of the foregoing report pertaining to the police paid duty system in conjunction with a separate report on today's agenda from Chief Blair containing an update on the Chief's Internal Organizational Review of the paid duty system (Min. No. P135/14 refers).**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report; and**
- 2. THAT, given that the Auditor General has indicated that all 60 recommendations arising from the review of the investigation of sexual assaults (1999) and two subsequent follow-up reviews in 2004 and 2010, the Board advise the Chief that there is no longer a requirement to submit an annual report on the status of the implementation of these recommendations.**

**Moved by: M. Del Grande**



## **ATTACHMENT 1**

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

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

**Report Date:** December 1, 2010

#### **Recommendations:**

- (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.
- (9) The Chief of Police review 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:
  - a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;
  - 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
  - c. Further maximizing the use of auxiliary members at special events where possible

## ATTACHMENT 2

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

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

**Report Date:** August 26, 2011

<b>Recommendation Not Fully Implemented</b>	<b>Management's Comments and Action Plan/Time Frame</b>
(3) The Chief of Police ensure that Privacy Impact Assessments are incorporated into all future information technology projects at the initial stages of project development. A Privacy Impact Assessment be completed at the earliest possible time in regard to the Integrated Records and Information System project.	<p>The inclusion of a Privacy Impact Assessment requirement is in the project management framework. The requirement has been documented and published and this portion of the recommendation is complete.</p> <p>The IRIS Preliminary Privacy Impact Assessment was completed and published in April 2013. The IRIS Logical Privacy Impact Assessment was completed and published in June 2013. The IRIS Business Intelligence and Electronic Disclosure are still in progress. Once this last part is completed, the final Privacy Impact Assessment Report will be completed.</p>
(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 close out requirement, which compares the project's actual benefits achieved and anticipated benefits not realized, is a part of the Service's Project Management Framework. The close-out report for IRIS, expected to be completed late in 2014, will address the AG's recommendation.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
(6) The Chief of Police develop a process to define, articulate and measure anticipated project objectives and outcomes.	<p>A process has been developed to ensure all project scope, deliverables and benefits are identified, measured and documented.</p> <p>The process to define and articulate anticipated project objectives and outcomes is complete, documented and published in the Project Management Framework.</p> <p>The Project Initiate Procedure is available to all TPS members via the ITS website in the PMO toolbox.</p> <p>The process to measure the project outcomes against the anticipated objectives is to be finalized by the fourth quarter of 2014.</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.	As indicated in 005, a project close out requirement, which compares the project's actual benefits achieved and anticipated benefits not realized, is a part of the Service's Project Management Framework. The close-out report for IRIS, expected to be completed late in 2014, will address the AG's recommendation.

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

**Report Date: December 1, 2010**

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
(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>In conjunction with the new system implemented in March 2014, the operational framework was changed <u>from</u> "vehicles, regardless of their location, are used for paid duties" <u>to</u> "vehicles used for paid duties can only be retrieved from Traffic Services."</p> <p>There are 21 vehicles dedicated to paid duties located in Traffic Services. The costs of these vehicles are monitored and can readily be extracted.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>The Service has developed a mechanism to allow for a more fulsome review of costs on a regular basis. This review is incorporated as part of the budget cycle, specifically - the user fee assessment.</p> <p>The equipment rental fees charged by the Service are comparable with that of other police services. The Service will monitor the full costs for equipment used on a regular basis to ensure the revenue from the fees fully covers the costs.</p>

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

**Report Date:**    **October 26, 2006**

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
(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 decision on whether to charge for attendance at training is still being discussed.

## 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>Reasons for recommendation determined as “not applicable”</b>
<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>At the time of our audit in 2010, paid duty policing requirements at film shoots were determined by Police’s Central Paid Duty Office staff even though the film permit was issued by the City’s Film and Television Office, which is part of the City’s Economic Development and Culture Division.</p> <p>At its February 2012 meeting, City Council adopted a staff recommendation as amended regarding paid duty requirements at film shoots. The amended recommendation approved by Council states that:</p> <p><i>“...decisions regarding traffic control be taken by the Toronto Film and Television Office in consultation with City of Toronto Transportation Services.”</i></p> <p>City Council also endorsed the use of Traffic Control Persons for film and television events in accordance with the Ministry of Transportation Book 7 requirements.</p> <p>Since paid duty requirements at film shoots are now determined by the City’s Film and Television Office according to the latest Council direction, audit recommendation #10 requiring the Police to develop criteria for paid duty requirements for film permits in conjunction with the City’s Economic Development and Culture Division is no longer applicable.</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P134. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES –  
STATUS REPORT**

The Board was in receipt of the following report April 17, 2014 from William Blair, Chief of Police:

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

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

In 2009, the Pan American Sports Organization (PASO) selected Toronto as the host city for the 2015 Pan American/Parapan American Games (the Games). Planning for the Games has been underway since 2011 as the Service prepares for the arrival of athletes, coaches, and team officials representing the 41 participating countries (Min. No. P275/12 refers).

The Toronto Police Service has established a dedicated Planning Team to prepare for the Games and to liaise with the stakeholder groups that will play a key role in the provision of security and policing for the event. The Games planning phase continues to June 23, 2015, followed by the operational phase (June 24 to August 21, 2015), and subsequently, the demobilization phase (August 22 to December 31, 2015).

Discussion:

This report provides a status update with respect to funding for the Games, staffing requirements, business continuity, venues, operational planning and logistics, personnel training, the traffic/transportation plan, and the command and control structure.

The report also addresses the recommendations identified by the Board at its March 2014 meeting for inclusion in future status reports with respect to planning for the 2015 Games in light of Justice Morden's recommendations pertaining to major events and the Board's role with regard to those events (Min. No. P 55/14 refers).

### *Interim Agreements with TO2015 to March 31, 2014*

At its March 13, 2014 meeting, the Board considered a report from the Chief recommending that the Board authorize the Chair to execute two cost recovery agreements between the Board and the Toronto Organizing Committee for the 2015 Games (TO2015). The Chair recommended that these agreements be provided to the Board for consideration. The Board authorized the Chair to execute the two interim cost recovery agreements (Min. No. P56/14 refers). The Service's Chief Administrative Officer clarified that the agreements referenced in the report are interim agreements that provide for the recovery of salary and non-salary incremental expenses incurred by the Service for the period of April 1, 2012 to March 31, 2014. He also advised the Board that the main cost contribution agreement with the Ministry would be provided to the Board for approval.

### *Main Cost Contributions Agreement*

The Ministry of Community Safety and Correctional Services is currently negotiating Cost Contribution Agreements with the municipal police services involved in the provision of policing and security for the Games. These Agreements will formalize the funding arrangement with the Province. It should be noted that the Service will be incurring costs for reimbursement without an agreement until the agreement is formalized and signed by the Ministry and the Board.

The Service's Pan Am Games Planning Team has provided TO2015 with an overall Games budget projection covering staffing and other expenditures through to December 2015. This budget projection has been accepted by TO2015 and forwarded to the Treasury Board for review and approval. The budget projection may be amended as TO2015 continues to negotiate lease agreements in an effort to finalize the venue plan.

### *Staffing:*

#### *i. Pan Am Games Planning Team*

An organizational chart has been developed for the Pan Am Games Planning Team in accordance with the Incident Management System (IMS), the international and provincial standard for incident management response. This organizational structure will provide for planning leads in each of the following areas:

- Traffic and Transportation
- Venues (training, competition, and non-competition)
- Operations
- Logistics
- Business Continuity
- Community and Business Liaison
- Training
- Project Management
- File Management and Administration

The staffing complement for the Toronto Police Service Pan Am Games Planning Team has increased to 26 personnel as of March 31, 2014. As Q2 2014 is progressing and work is underway to schedule required training and complete the operational plans for testing Q1 2015, it is imperative that the Planning Team's organizational chart be fully staffed.

*ii. Deployment and Business Continuity*

The volume of sporting and non-competition events taking place within the City of Toronto will require a significant staffing complement to prepare for and manage the numerous training and competition sites, the traffic and transportation plan, TO2015 sanctioned festivals, and to maintain business continuity throughout the operational phase (Min. No. P20/14 refers).

A Focus Group has been established to evaluate and define staffing requirements for the Games (uniform and civilian), particularly during peak demand periods when the Games are in progress, as well as to project the number of personnel that can be drawn upon for deployment to the Games during the operational phase. The Focus Group is comprised of subject matter experts from across the Service with input from Labour Relations, Human Resources - Staff Planning, Community Safety Command, Public Safety Operations, and Finance.

Focus Group members are currently analysing two years of data to project personnel availability for the 2015 Games, taking into consideration vacation entitlements, attendance at court and mandatory training, and other variables that affect the number of resources available on any given day. This analysis will aid in the assessment of alternative staffing strategies that may be implemented to increase the number of available resources. Various job functions are being examined to ascertain roles that require the assignment of a police officer versus those where a civilian member can be utilized.

*Operational Planning and Logistics:*

The Games will place a significant demand on the Service's resources for logistical, security, and traffic coordination. Specifically, during the 60-day operational phase (June 24 to August 21, 2015), there are 16 days where security demands are at a peak.

The Pan Am Games Planning Team operational planners will develop a comprehensive plan for every venue for each of the 16 peak dates, including detailed information about the venue, the scheduled activities for the day, and security/deployment guides for the Venue Security Commander.

Operational plans will also be completed for the opening and closing ceremonies and TO2015 sanctioned festivals that will take place in conjunction with the 2015 Games. The Pan Am Games Planning Team leads are in the midst of restructuring the operational and venue planning pillars to pair the venue leads with a plan writer for each zone.



The operational planning structure is currently being finalized and will be used to develop the numerous zone plans, venue plans, and detailed deployment guides for the Venue Security Commanders' reference during the operational phase. In the current year, all operational plans must be developed in order to allow sufficient time to test these plans prior to the operational phase in June 2015.

The operational planning lead oversees the logistics planners who are presently focussing their efforts on the location of Command Posts and staging areas, and the infrastructure and equipment requirements that must be arranged to equip these sites for the Games. Consultations with stakeholders are ongoing in order to make arrangements for feeding and accommodation, vehicle and equipment needs, information technology requirements, and the accreditation process.

#### *Venues:*

A large portion of the competition venues for the Games, as well as the opening and closing ceremonies and numerous TO2015 sanctioned festivals, will take place within the City of Toronto. Although the venues are clustered such that many sports take place within a specific geographical area, to date, in excess of 40 venues are located within the jurisdiction of the Toronto Police Service. For example, Pan Am Park encompasses several different sites and venues along the shores of Lake Ontario, including Exhibition Place, Ontario Place, and the West Channel. The Park will host up to 13 sports at the venues within this zone, making it the largest sport cluster of the Games. The Pan Am Athletes' Village housing the visiting athletes, coaches, and team officials, is also situated within the City of Toronto.

The Pan Am Games venue planning lead has dedicated planners for each area of responsibility, divided as follows:

- North-West
- East
- Downtown
- Pan Am Park
- Athletes' Village
- Ceremonies and Festivals

The venue planners are developing the foundation for the operational plans that will be documented by the operational plan writers. The venue planners are liaising with representatives from TO2015, including Security, Transport, Overlay, and Zone Managers with respect to the implementation of security measures, (such as fences, screening of spectators, vehicle screening, the role of private security). Planning decisions are made in consultation with stakeholders, taking into consideration a number of variables that may impact venue and training suitability and selection.

Venue planners will focus on working with TO2015 to ensure that internal procedures (those that incorporate a security element) are congruent with Toronto Police Service procedures with respect to security processes.

### *Traffic and Transportation:*

The Ministry of Transportation, with engagement and input from the Pan Am/Parapan Am Transportation Team (PATT) members, has developed the Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation. This document will provide guidance to planners, decision makers, and the public with respect to transportation policies, strategies, and effective transportation of athletes during the Games.

The Pan Am/Parapan Am Transportation Team includes more than 30 organizations and has the overall responsibility to meet the transportation needs of athletes, visitors, spectators, volunteers, business and area residents, and the general workforce during the Games. PATT has reporting responsibilities to the government oversight and approval authorities.

In accordance with the Multi-Party Agreement for the Games, local municipalities are working with the Ministry of Transportation and traffic/transportation planners with respect to the following:

- Development of the Games Route Network (a coordinated system of priority lanes linking venues and training facilities)
- Development of the Games Transit Network for spectator travel
- Management of traffic around venues
- Management of road networks to support the Games
- Development of strategies to ensure a manageable traffic flow for business and area residents, as well as the general work force that must have continued access during the Games

Presently, the Pan Am Games Planning Team traffic pillar is concentrating on finalizing the transportation routes to begin planning for the Games Route Network (GRN), as well as determining staffing requirements for business continuity planning. Members are working cooperatively with stakeholders to ensure input into decision making and that a balance between the objectives of TO2015 and the interests of the residents and workforce within Toronto is met. Routes have been altered where Planning Team members have identified that the particular route would significantly impact the traffic flow within the City.

Participation in stakeholder groups includes, but is not limited to:

- Ontario Pan/Parapan American Games Secretariat
- Ministry of Transportation
- Toronto Transportation
- TO2015
- Toronto Waterfront
- Toronto Fire and Emergency Services
- Venue Operations Planning Group
- Venue Transportation Working Group

- Games Route Network Working Group
- Security Transportation Working Group
- Representatives of various stakeholder groups (i.e. University of Toronto, Ryerson University)

For each day of the operational phase, there must be a unique traffic plan developed for every venue, which also has a distinct GRN aspect. Adequate resources on the GRN are critical to the success of the Games, as the Toronto Police Service is responsible to support the transport of athletes, Games Family and Officials, using the GRN within the City of Toronto. This will support the goal of a seamless transition when athletes, Games Family and Officials cross over into another jurisdictions' GRN for travel, which then falls under the responsibility of the respective municipal police service participating in the Integrated Security Unit (ISU).

#### *Training:*

The Pan Am Games Planning Team, in conjunction with members of the Joint Operational Planning Group, and representatives from the Toronto Police College, are in the early stages of identifying training needs in preparation for the Games.

Introductory training on the RCMP's Event Management System (EMS) has commenced. EMS is a web-based system that will be used by the ISU for the Games, as it enables centralized planning, the sharing of documents, and the provision of real-time situational awareness.

Pan Am Planning Team members are reviewing preliminary training proposals submitted by the Service's Emergency Management and Public Order unit, including mandatory Level II IMS training for designated personnel.

Team members are in the initial stages of consultation with the Toronto Police College in order to identify pertinent and appropriate training topics, as well as training strategies for the upcoming Pan Am/Parapan Am Games in the summer of 2015.

#### *Planning Structure:*

The province has designated the Ontario Provincial Police as the lead for security, planning, and coordination of the Games with an established ISU comprised of representation from each of the participating municipal police services (Min. No. P275/12 refers).

The Service's Pan Am Games Planning Project Lead participates in many executive working groups to provide input with respect to planning and decision making in all aspects of the Games' preparation. These stakeholder groups include:

- i. City Team 2015 Executive Steering Group
  - Primarily budget related issues, the Strategic Transportation Framework, key milestone dates

- ii. Games Transportation and Urban Domain Ontario – Toronto Executive Table
  - All traffic related issues, including the GRN, priority lanes, public transit, communication strategies
- iii. Games Operation Team
  - Ontario Provincial Police, Toronto Police Service, and TO2015 executive level participation
  - Discuss large venues, security and events taking place within the venues and corresponding impacts, traffic in and around the venues, the Pan Am Torch Relay, ceremonies, vehicle screening areas, fencing and other security measures
- iv. Municipal Services Agreement
  - Details of the venues and the agency responsible for specific tasks within the municipality (i.e. waste removal, signage, road closures)
- v. Pan/Parapan American Transportation Team (PATT) Steering Committee
  - Comprised of experts from the Ministry of Transportation, Metrolinx, and the TO2015 Organizational Committee
  - The goal of PATT is to evaluate the required construction to facilitate transportation to and from Pan Am events, considering traffic demands in and around venues and the regular activity with the City
- vi. City Team 2015 (all City of Toronto divisions and agencies)
- vii. TO2015 Security Group

The Pan Am Games Planning Team Project Lead also liaises with TO2015 branch representatives, Toronto Fire, Toronto Emergency Medical Services, and a number of stakeholder groups providing input with respect to planning for the Games.

#### *Command and Control:*

The command and control structure for the 2015 Games is outlined in the ISU Concept of Operations document. The document indicates that the Toronto Police Service, as a partner in the ISU, will be responsible for Games security planning and operations within the City of Toronto. The Toronto Police Service will, therefore, maintain operational command and control within City boundaries, as well as tactical level command and control of its resources. However, if resources are deployed to another jurisdiction, they will fall under the operational command of that jurisdiction.

The Toronto Police Service is responsible for and will retain authority for all security planning, operations, and demobilization at venues located within the City of Toronto, as well as traffic management decisions within the jurisdiction of the Service.

There will be one Unified Command Centre (UCC) that will be operational throughout the Games security operations phase. The UCC will be comprised of Commanders from all agencies participating in the ISU and will provide a strategic level of command over the Games during the operational phase. The purpose of this strategic level of command is to provide connectivity between the various police services conducting Games-related activities with the goal of fostering timely and consistent information sharing, and to facilitate the provision of additional or specialized resources as requested by participating police services. The Toronto Police Service will have an Area Command Centre that will provide information directly to the UCC.

The Unified Traffic Coordination Centre (UTCC) will be developed by the Ministry of Transportation for Ontario, inclusive of the ISU member services and other stakeholders to monitor transportation issues on Pan Am travel routes and disseminate information appropriately. The UTCC will evaluate the impact of any transportation issues and will coordinate resources and the response of participating partners. The Ministry of Transportation is responsible for the UTCC with representation from the Ontario Provincial Police and the Toronto Police who will provide information to the Area Command Centre. The UTCC will also provide information to the UCC directly.

#### Conclusion:

The Toronto Police Service has a significant role in the joint operational planning and interoperability for the Games. Decision making with respect to staffing strategies, transportation routes, the identification of training and exercise requirements, and the finalizing of training and competition venues are current priority issues.

The Pan Am Games Planning Team is focussing on the work breakdown structures for each pillar within the Team's organizational chart to develop a more detailed approach to task assignment and the identification of milestone target dates, all of which are recorded and tracked by the Team's dedicated project manager.

Members of the Pan Am Games Planning Team are fully engaged with participating stakeholders to facilitate information sharing and the representation of the Service in planning for the Games and key decisions that may impact the Service and the City. The assignment of identified personnel to complete the required staffing complement is critical to achieve the goals that must be met in the planning phase.

Deputy Chief Mark Saunders, Specialized Operations Command, will be in attendance to answer any questions from the Board.

**In response to questions by the Board, Deputy Chief Mark Saunders, Specialized Operations Command, said that, at this time, transportation is the primary issue that requires the most attention during the operational planning for the policing of the Games.**

**Chief Blair said that the TPS continues to work closely with the planners at the City of Toronto – Transportation Services and that there is good ongoing communication between the departments.**

**Chair Mukherjee referred to Min. No. P55/14 from the meeting held on March 13, 2014 which sets out the specific information that the Board agreed ought to be addressed by the Chief in his status reports on the preparation for the policing of the Games. Chair Mukherjee noted that the information requested by the Board is consistent with the recommendations made by Justice Morden in his *Independent Civilian Review into Matters Relating to the G20 Summit* with respect to the future planning for major events.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report; and**
- 2. THAT the Chief review Min. No. P55/14 to ensure that future status reports on the Games include, in part, the information that has been specifically requested by the Board.**

**Moved by: M. Moliner**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P135. CHIEF'S INTERNAL ORGANIZATIONAL REVIEW: PAID DUTY  
SYSTEM REVIEW – STATUS UPDATE**

The Board was in receipt of the following report May 30, 2014 from William Blair, Chief of Police:

Subject: CHIEF'S INTERNAL ORGANIZATIONAL REVIEW: PAID DUTY SYSTEM  
REVIEW - STATUS UPDATE

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 August 13, 2013 (Min. #P184/13 refers), the Chief of Police provided the Board with an update on the status of the Paid Duty Review project. The objectives of the project were to:

1. Implement the recommendations made by the City of Toronto Auditor General (AG) in his April 2011 report, *Police Paid Duty – Balancing Cost Effectiveness and Public Safety* (Min. #P72/11 refers);
2. Review the current paid duty policy and procedures and align them against best practices;
3. Make the Toronto Police Service (Service) compliant with Canada Revenue Agency (CRA) legislation related to employment income tax deductions; and
4. Ensure compliance with HST commodity tax requirements related to paid duty service invoices.

The purpose of this report is to update the Board on the status of Service's paid duty review and new system implementation as at April 30, 2014.

Discussion:

In June 2013, Accounting Services (Accounting) presented the Chief of Police with a plan that outlined the changes recommended for the paid duty process and distribution system within the Service. The plan was developed in conjunction with a paid duty review working group (Working Group) and overseen by the Paid Duty Steering Committee, comprised of senior

Service staff, including the Chief Administrative Officer. The planned changes included the following:

1. A revamp of Paid Duty governance that included consideration of best practice policy and procedures in place at other police services;
2. The development of an automated system that would:
  - a. Allow all uniform members of the Service to apply for paid duties they are eligible for, and interested in performing;
  - b. Replace the current manual distribution process at divisions and remove uniform police personnel from paid duty-related administrative functions;
  - c. Provide better information to officers about the paid duties they have been awarded, and to customers who requested the paid duty;
  - d. Improve the availability of reports to Supervisors and Unit Commanders, with specific emphasis on paid duties occurring in their divisional boundaries and paid duties being performed by their unit members; and
  - e. Better manage equipment used for paid duties, particularly vehicles, to ensure full cost recovery.
3. More stringent collection processes related to paid duty earnings for officers and the Service administrative fee and vehicle rentals, given that payments would now be made directly to the Service for all paid duty costs;
4. The application of HST to the entire paid duty invoice, including the officer portion of the charge; and
5. The payment of officers through the Service's payroll system, to allow for source deductions on paid duty earnings.

On March 3, 2014, the new Paid Duty Management System (PDMS) went live to all uniform members, for paid duties scheduled after March 14, 2014. At the same time, Procedure 18-19 "Paid Duties" was included in Service Procedures.

*Paid Duty Management System (PDMS):*

The PDMS is a fully automated paid duty entry and distribution system that can be accessed by all uniform members of the Service eligible to perform paid duties. It is a customized application that was developed in-house to meet the Service's specific needs based on the research conducted by Accounting Service's Central Paid Duty Office (CPDO). The Service conducted site visits to other police agencies such as New York Police Department, York Regional Police and Peel Regional Police to establish best practices and compare different systems, as part of the research and development of PDMS.

When the system was first implemented, then once per year, thereafter, on May 1<sup>st</sup>, officers who wish to review the system for paid duty opportunities must acknowledge Terms of Agreement, which outline their responsibilities and accountability while performing paid duties organized by



the Service. Officers performing paid duties are held accountable for all policies, procedures and by-law requirements related to their performance while at a paid duty assignment.

The system allows CPDO to enter detailed information about paid duty requests so that eligible officers can “apply” for any duties that they wish to perform. Requests are entered with a “close” date or time, allowing officers to apply until the paid duty closes. Once a particular paid duty closes, the system performs an award function which grants the paid duty to the officer(s) with the least number of paid duty hours. The system awards to the member(s) with the most service seniority if officers who apply have the same number of accumulated hours. If both hours and rank are the same, the system performs a random assignment. To ensure fairness, CPDO will re-set the hours for all officers to zero on May 1<sup>st</sup> of each calendar year.

Officers who have been granted paid duties receive an e-mail to both their Service and personal e-mail addresses, providing all required details related to the paid duty, such as date, site location, customer name and site contact. Similarly, customers receive an e-mail advising them that the paid duty was filled and providing the name(s) of the officer(s) who will be attending.

The system also allows “short notice” paid duties, a classification that is used where a paid duty must be filled quickly, such as an infrastructure emergency. Short-notice paid duties do not have an application process. Instead, they are granted on a first come, first serve basis. The objective of the short notice status for these paid duties is to ensure that they are filled quickly. Short notice paid duties have been used for special events, such as the recent Toronto Good Life Fitness Marathon held on May 4<sup>th</sup> with great success; over 152 paid duty spaces were filled within days of becoming available on the system. As a result of filling the event with paid duty officers, the Service was able to reduce the need to police the event with on duty officers, enabling greater deployment of on duty officers for regular policing duties across the City.

The PDMS has automated the paid duty distribution process, removing divisional staff from the manual efforts associated with finding officers to fill duties.

The development team also incorporated vehicles into the system. In order to better track paid duty equipment rental costs, 21 vehicles are dedicated to paid duties and are tracked on the system through a vehicle log. The designation of these 21 specific vehicles to paid duty events allows the Service to more closely monitor usage and associated costs. As a result, costs can be reviewed on a regular basis to ensure full recovery through rental fees, and therefore implementing another of the City Auditor General’s paid duty review recommendations.

A further administrative change is self-reporting of timesheets by officers. Previously, divisional staff were required to enter officer paid duty time information. Utilizing the new system, officers complete their own timesheets, removing the administrative burden from divisional staff and eliminating possible errors and discrepancies. As an internal control, actual time information which differs from scheduled paid duty hours is reviewed by CPDO staff before being queued for payment to officers and invoicing to clients.

The new system includes a number of useful reports for officers, supervisors, unit commanders and the CPDO. The new reports support the responsibilities placed upon each of these ranks or for areas that are outlined in the new paid duty procedure. Officers are required to accept Terms of Agreement that hold them accountable for their actions, and also receive better instructions so they are aware of what is required of them at each paid duty.

The new system also has specialty reports that are available to stakeholders. A customized report that extracts paid duty information for paid duties performed directly for the City of Toronto or its contractors is now available, provided the contractor indicates it is for the City.

The system has been live for several months and has been generally well received by Service members as well as customers. As is the case with many new system implementations, there have been issues that have and are being dealt with during the process and system stabilization period. In addition, there has been a need to provide some additional support to users and customers. However, the paid duty fill rate has increased significantly.

#### *CRA and HST Compliance:*

Invoices to paid duty customers have changed with the implementation of the new system. On May 1, 2013, the Service began charging customers the HST for the officer portion of the service provided, even though officers were being paid directly by the client. With the implementation of the new system, officers are being paid directly by the Service and customers are charged with the entire service fee, including the officer portion.

Since the entire paid duty fee is being collected by the Service, earnings for paid duties will be included in officers' paycheques and are subject to statutory deductions. As a result of this change, paid duties will be reported on the same T4 as regular employment earnings from the Service.

#### *Auditor General Recommendations:*

The new PDMS and Paid Duty procedure consolidated and incorporated a number of recommendations made by the AG in his April 2011 report. As such, most of the recommendations within the Service's control were confirmed by the AG's office as implemented. The responses provided to the AG by the Service were reported to the Board at its May 2014 meeting.

The only recommendation within the Service's control that is considered partially implemented relates to the tracking of paid duty equipment rental costs, including direct and indirect costs, to ensure full cost recovery. With the vehicle tracking log and dedicated vehicles to paid duty assignments, the Service is in a better position to analyse usage and other costs on an annual basis. Budget and Financial Analysis have incorporated this analysis into their annual budget process and will recommend any changes to the rental fee, if and as required.

### *Opportunity for Redeployment of Resources:*

In April, 2011, the Auditor General's Office reported that in 2010, the Service's paid duty system incurred an administrative cost for 35 full-time equivalents (FTE) totalling \$4.6M. If inflation is applied to this figure, the 2014 administrative cost of the manual paid duty system is approximately \$5.0M.

With the automated PDMS, divisional staff are no longer involved in the distribution of paid duties. The business model was changed from the Service searching for officers to perform paid duties to eligible officers applying for paid duties they wish to perform. As a result, 17 uniform officer FTE's have been removed from the process, allowing the Service to redeploy those individuals to duties directly associated with policing. However, since the system has only been in place since March this year, a more detailed analysis on efficiency gains and staff changes cannot be performed until later in the year, once the system and business process have stabilized.

### *Next Steps:*

Business processes associated with paid duty administration and invoice collection have changed significantly within the Service. Accounting and Information Technology Services recognize that a period of stabilization and fine-tuning of the new system will continue to occur. CPDO continues to transition and educate users, supervisors, unit commanders and customers to the new policy, processes and system. This period of stabilization is both normal and expected with any major system implementation that is accompanied by significant business process and policy changes.

Although efficiencies have been gained with automated distribution at the divisional level, CPDO has taken on a number of additional responsibilities, some of which originally resided with divisions, while others are new and are required to mitigate risk to the organization. CPDO has taken on the approval role for security paid duties, only involving divisions in the approval process where duty requests are assessed as high risk. The Service is now paying officers for the paid duties and then charging customers for payment. This means that the value of receivables from the paid duty program will increase from approximately \$4 Million (15% administration fee charged to customers for paid duties) to approximately \$30 Million (administration fee plus officer payments). In order to manage the higher collection risk, the Service requires prepayment of many paid duties. Customers are now required to prepay the entire paid duty invoice or leave large deposits that are drawn down as duties are assigned and performed. Only a limited number of customers with a pre-established relationship with the Service will be allowed to pay after the duty has occurred. As a result, the workload in Accounting has increased significantly. Once requests are costed, clients are contacted to make prepayments. Prepaid amounts based on scheduled paid duty hours must be reconciled to final totals, deposits must be calculated based on projected paid duty requests and reconciled to draw-downs and accounts receivable balances must be reviewed more closely to determine if the collection risk has increased. Therefore, an assessment of staffing requirements within the Accounting Services unit will be made as the stabilization period continues.

Conclusion:

In light of the 2011 AG report on Paid Duties and the Service's review of existing policy, procedures and systems, a number of improvements have been made to paid duty administration. The new PDMS automates the distribution process, increasing both fairness to officers and removing divisional uniform members from the process. The new Service procedure increases the accountability of all members associated with paid duties, including supervisors, unit commanders and CPDO. Business process changes allow the Service to be in compliance with both CRA and HST requirements, mechanisms have been established to mitigate collection risk on customer payments, particularly since they now include the officer portion of the paid duty. All recommendations are considered implemented by the AG, except for one associated with equipment cost recovery that will be incorporated into the budget review process once more information is available for analysis.

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

**The Board considered the foregoing report in conjunction with a report from the City's Auditor General on the results of the follow-up that was conducted on previous audit recommendations (Min. No. P133/14 refers).**

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

**The Board inquired as to whether there were defined requirements for paid duty officers at construction projects.**

**The Board approved the following Motions:**

- 1. THAT the Board receive Mr. Avila's deputation and the foregoing report; and**
- 2. THAT the Board receive the Chief's requirements for paid duty assignments.**

**Moved by: M. Del Grande**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P136.           SEARCH OF PERSONS**

The Board was in receipt of the following report April 28, 2014 from William Blair, Chief of Police:

Subject:           SEARCH OF PERSONS

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 February 13, 2014, the Board approved four motions in relation to search of persons. This report addresses motions 3 and 4:

3. *THAT the Chief provide the Board with a report for its June 2014 meeting on the training that is provided to officers on the criteria that should be applied when determining whether to conduct a Level 2 search; and*
4. *THAT the report noted in Motion No. 3 also include a review of alternative technology options that can be used for Level 3 searches.*

The following information, related to training and alternative technology, is provided in response to these motions.

Discussion:

**Training**

A Level 2 search is defined within Service Procedure 01-02, "Search of Persons" as:

*a more thorough search that may include the removal of clothing which does not expose a person's undergarments or the areas of the body normally covered by undergarments. The removal of clothing such as belts, footwear, socks, shoes, sweaters, extra layers of clothing, or the shirt of a male would all be included in a Level 2 search. A Level 2 search would normally be conducted in a location that provides some degree of privacy, such as a police facility or other safe surrounding.*

A police officer has the authority to conduct a Level 2 search of a person under the following circumstances:

- after an arrest has been made (incident to arrest);
- when authorized by statute; or
- with a person's consent.

### **Incident to Arrest**

An officer's authority to conduct a Level 2 search most commonly flows from the authority to search incident to arrest.

The authority to carry out a search incident to arrest is derived from common law and has been upheld within case law.

As a core skill, cadets-in-training receive substantial instruction with respect to search of persons at the Ontario Police College. As officers progress through their careers they receive additional review instruction on a variety of skill-upgrading courses. The criteria required to conduct a Level 2 search incident to arrest is addressed specifically at the Toronto Police College (TPC) on the General Investigators Course, Booking Hall Course, Advanced Leadership Course, and the In-Service Leadership Program. Within each of these courses officers are trained that in order for a Level 2 search incident to arrest to be justified, the following criteria must be met:

1. The search must be incident to a lawful arrest; and
2. The search must be conducted for a lawful purpose. This includes searching for such things as:
  - weapons;
  - anything that could cause injury (including drugs and alcohol);
  - anything that could assist in a person's escape; and
  - evidence.

The lawful purpose must be incidental to the arrest. This means that the authority to search does not extend to searches undertaken for purposes that have no connection to the reason(s) for the arrest. Officers must assess each situation individually and be cognizant of the lawful purpose presented by the circumstances involved.

### **Authorized by Statute**

Officers may also conduct Level 2 searches in the field when authorized by statute and where reasonable grounds exist.

For example, a Level 2 search may be conducted on a person in the course of executing a *Controlled Drugs and Substances Act* search warrant. Officers are authorized under Section 11(5) where reasonable grounds exist that “any person found in the place set out in the warrant has on their person any controlled substance, precursor, property or thing set out in the warrant...” to search the person and seize the item.

Section 117 of the *Criminal Code*, which deals with firearms, ammunition, other weapons, and explosives, also contains statutory provisions that could lead to a Level 2 search of a person. This could occur both with and without warrant where reasonable grounds to obtain a search warrant exist. A warrantless situation would occur where exigent circumstances exist that make it impracticable to obtain a search warrant.

### **Consent Search**

A consent search generally applies to persons who are not under arrest and in most instances would not occur where other lawful authority exists. Officers are trained that the following requirements must be met before a consent search may be conducted:

- there must be consent expressed or implied;
- the consent must be voluntary and not the product of police oppression; coercion or other external conduct which negated the freedom to choose whether or not to allow the police to pursue the course of conduct requested;
- the giver of the consent must have the authority to give the consent in question; and
- the giver of the consent must be aware of:
  - the nature of the police conduct to which they are being asked to consent,
  - his or her right to refuse to permit the police to engage in the conduct requested, and
  - the potential consequences of giving the consent.

In addition to the criteria outlined in the three areas above, as with all searches, Level 2 searches must be conducted in a reasonable manner and not in an abusive fashion.

All training provided by the TPC with respect to search of persons is in accordance with and reinforces Service procedures, legislation, and case law.

### **Alternative Technology**

Full-body scanning has been studied by numerous law enforcement, corrections and transportation security agencies as a means to more efficiently and effectively search persons for specifically identified threats (e.g. weapons, drugs, explosives, etc.). There are three broad categories of full-body scanners – backscatter, millimetre wave, and fan-beam/transformation – in use in related applications.

The backscatter scanner projects an ionizing x-ray beam over the body surface at the speed of light and the reflection of “backscatter” of the beam is detected, digitalized, and displayed on a screen. The ionizing radiation dosage is reported to be between 0.08-0.09 mR per scan,

approximately equal to a dental x-ray or about 2 minutes of flying time at 30,000 feet. It is important to note that ionizing radiation exposure is cumulative and the potential health impact to operators is a consideration. This technology is often referred to as “naked scanning” as it is capable of producing photo quality images of the body beneath the clothing; a privacy algorithm that blurs facial features and genitalia is available as a software add-on, but the naked image capability remains resident in the core programming. The technology is considered both efficient at 30 seconds per scan and reliable; according to a British study, backscatter scanning produces a false positive in less than 5% of scans. Installation and licensing of ionizing radiation equipment is both complicated and expensive. European (2011) and American (2013) aviation security agencies abandoned this technology due to publicly identified privacy and health issues and have replaced it with millimetre wave technology.

The millimetre wave technology bounces harmless electromagnetic waves off the body to create a black and white, somewhat metallic looking, image. The core software is capable of producing an image detailing fine anatomical (face) and soft tissue (genitalia), however, a privacy add-on to the software is available. This privacy software, Automated Target Recognition (ATR), displays an avatar image (generic stick figure) with body areas highlighted where the scanner automatically detected potential threats. According to the Ministry of Community Safety and Correctional Services (MCSCS), the threat assessment programming is specific to aviation threats (e.g. explosives and weapons) and may not be sufficiently comprehensive to include some law enforcement specific threats (e.g. drugs). While the technology can complete a scan within six seconds, the reliability is apparently low; a German study found the false positive rate to be in excess of 50%. Millimetre wave technology with ATR software is used by the Canadian Air Transportation Safety Association and is approved by the Office of the Privacy Commissioner of Canada; most international airports use millimetre wave technology. Based on their research, the MCSCS considers the millimetre wave scan to be approximately equivalent to a pat-down search (Level 2).

The fan-beam or transformational technology moves an approximately 3 mm low-dose ionizing x-ray beam over the body surface in a manner similar to a CT scan and produces a digitalized image within 8 seconds. The level of scan penetration is variable from screening of the skin surface to a penetration scan of body cavities and is capable of producing a ‘nude body’ image or an ‘x-ray’ image. The ionizing radiation dosage is reported to be less than 0.025 mR for screening and less than 0.2 mR for a penetration scan, or approximately equal to about one hour exposure to the sun. It is important to note that ionizing radiation exposure is cumulative and the potential health impact to operators is a consideration. Installation and licensing of ionizing radiation equipment is both complicated and expensive. This technology, based on the frequency of false positives, is reported to be the most reliable. Based on significant research over the past two years, the MCSCS has recommended this technology for use in all its detention centres and prisons. However, the fan-beam full-body scanning equipment is not currently approved for use in Canada; the MCSCS estimates that it will take one to two years to secure the necessary approvals through Health Canada and the Ministry of Labour. Canon Inc., the manufacturer of the Securopass Scanner using fan-beam technology, has committed to aggressively pursue the necessary approvals for the use of this equipment in Canada.



Since its introduction, the use of full-body scanning for security purposes has met with significant resistance from the public. Concerns regarding privacy, health, and effectiveness dominate all discussions and publications about the technology of and policy-making regarding security scanning.

In assessing full-body scanning as an alternative to a Level 3 search, it is critical to understand that the scanners cannot and will not eliminate the need for Level 3 searches. Further, the extent to which the requirement to conduct a Level 3 search is decreased is dependent on base technology, privacy algorithms software add-ons, and the skill and experience of the operator. Because the backscatter technology has been abandoned by most transportation security agencies for privacy and health concerns and the fan-beam/transformational technology is not yet approved for use in Canada, the millimetre wave technology is the only option currently available. Having said that, however, millimetre wave technology is the least reliable method of full-body scanning, particularly when used with avatar software. A German study found the false positive rate to be about 54% and that the technology could be fooled by “folds in clothing, buttons and even a drop of sweat”. In effect, a Level 3 search would be conducted for over half of all persons scanned without actually finding an identified threat. Without the Automatic Target Recognition avatar software, and depending on operator skill, reliability may be increased. It is important to note that reliability is gained at the expense of personal privacy. Based on their research, the MCSCS considers the millimetre wave scan to be equivalent to a pat-down search (Level 2 search).

In addition to concerns regarding the low reliability of the scan threat detection, the continued need to conduct Level 3 searches, and privacy concerns attached to full-body scanning with millimetre wave technology, the cost of purchasing the scanners is extremely high at \$180,000 - \$200,000 per scanner. Additional costs may include maintenance, repair, lifecycle replacement, and compliance with space and electrical specifications that may require significant retrofitting to existing station facilities.

#### Conclusion:

This report is provided in response to the Board’s request for information pertaining to the training officers receive regarding the criteria to be applied when determining whether to conduct a level 2 search and alternative technology options that can be used for level 3 searches.

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

**Mr. John Sewell, Toronto Police Accountability Coalition, delivered a deputation to the Board with regard to this report. A written copy of Mr. Sewell’s deputation is on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive Mr. Sewell's deputation and the foregoing report; and**
- 2. THAT the Board request the Chief to provide a demonstration to the Board on training related to level 2 and 3 searches and training related to the apprehension of emotionally disturbed individuals;**

**Moved by: M. Moliner**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P137. POLICE REFERENCE CHECK PROGRAM – ANALYSIS OF THE  
VULNERABLE SECTOR SCREENING PROCESS**

The Board was in receipt of the following report May 07, 2014 from William Blair, Chief of Police:

Subject: POLICE REFERENCE CHECK PROGRAM – ANALYSIS OF THE  
VULNERABLE SECTOR SCREENING PROCESS

Recommendations:

It is recommended that the Board receive this report.

-

Financial Implications:

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

Background/Purpose:

At its meeting on March 13, 2014, the Board passed the following motion regarding the Vulnerable Sector Screening (VSS) process provided by the Toronto Police Service (Service) – Police Reference Check Program (PRCP):

*THAT the Board request the Chief to provide a report containing a comprehensive analysis of the details of all aspects of these checks (Min. No. P43/14 refers).*

The following information is provided in response to the Board's request, and in addition, the Service will provide an update on the current backlog of VSS requests, the status of the Request for Information (RFI) concerning outsourcing police background checks, as well as the implementation status of increased VSS staffing and fees.

Discussion:

The Service's PRCP offers two types of background checks; Clearance Letters and Vulnerable Sector Screenings (VSS).

Though the recent backlog issues are in relation to VSS requests only, it may assist the Board in better understanding the difference between the two checks (Clearance Letters and VSS); by including a brief description of both types:

## Clearance Letter

A Clearance Letter (also known as a criminal record check) is a formal document issued by the Service, and produced on secured paper, indicating that the subject applicant of the Clearance Letter has no criminal convictions in the National Repository of Criminal Records maintained by the Royal Canadian Mounted Police (RCMP). This is a result of a name and date of birth query search of the Canadian Police Information Centre (CPIC) database and subsequent assessment of the results. If an applicant presently has charges before the courts, they may still be eligible for a Clearance Letter; however, their letter will state “before the courts”.

## Vulnerable Sector Screening (VSS)

A VSS is a comprehensive check that is provided for applicants who will be working or volunteering with vulnerable persons. Unlike the criminal record check conducted for Clearance Letters, the VSS is a much more extensive check that includes a name and date of birth query search of the CPIC investigative, intelligence, and identification databases; Pardoned Sex Offender Registry; and other Service databases (i.e. Versadex, eCOPS, CIPS, NYC, etc.) for available information about the applicant.

Investigative and review mechanisms are incorporated in the VSS process to ensure that essential information is provided to the requesting agency/organization, while balancing the rights of the applicant with needs and protection of the community.

RCMP Policy dictates that a VSS must be completed by the police agency in which the applicant resides, and results will only be released directly back to the applicant.

The involved processes for these background checks have been developed in accordance with legislation, policies, and societal expectations; including:

- |                        |   |
|------------------------|---|
| Federal Legislation    | - <i>Criminal Records Act</i>   |
| Provincial Legislation | - <i>Human Rights Code</i><br>- <i>City of Toronto Act</i>  |
| Municipal Legislation  | - <i>Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)</i><br>- Toronto Municipal Board, Chapter 219, Record Retention Schedule |
| RCMP Policies          | - Canadian Criminal Real Time Identification Services<br>- Dissemination of Criminal Record Information   |
| Board Policies         | - Management of Police Records<br>- Vulnerable Sector Screening Program – Police Reference Check Program  |

- Ontario Association of Chiefs of Police (OACP) - Law Enforcement & Records Network (LEARN) Guidelines
- Partnerships - Memorandum of Understandings with organizations/agencies in the community volunteer/paid employee positions working with vulnerable persons
- Response to community concerns - high profile investigations such as the historical sexual assaults at Maple Leaf Gardens
- challenges of disclosure of police records relating to *Mental Health Act* contacts with Service

All costs for providing these checks are recovered through the collection of fees charged to the applicant, in accordance with the *City of Toronto Act*.

## **Analysis of VSS Process**

### *Terms & Conditions for VSS Applications*

VSS applicants do not apply directly to the PRCP. The applications must be completed through agencies/organizations that are partnered with the PRCP through a Memorandum of Understanding (MOU). This mandatory partnership has been a requirement since the Service's introduction of a formal criminal reference check policy came into effect in 1995 (Min. No. P212/95 refers). The PRCP is currently partnered with approximately 3,150 agencies/organizations.

The purpose of the MOU is to mitigate Service liability by detailing the obligations and responsibilities of both parties concerning the provision and dissemination of an applicant's information that has been ascertained through the VSS process. In addition, a waiver must be signed by the applicant, giving their authorization that a VSS be conducted.

The MOU articulates that the role of the PRCP is to provide the applicant with a summary of the information available through police databases. The agency/organization that the applicant wants to work or volunteer with is responsible for determining their suitability for the position that they have applied for. The result of any police reference check is just one component of the information available to, and evaluated by the agency/organization.

The PRCP proactively communicates the requirements and conditions of the VSS process via its website, telephone inquiries, and attendance at agencies/organizations in an effort to minimize unnecessary requests.

The PRCP will only provide a VSS upon the following conditions:

1. The agency/organization with whom the applicant wants to work or volunteer with is partnered with the PRCP by way of MOU and certifies that it:

- a) is only requesting the VSS for the purpose of assisting it to determine the applicant's suitability for employment and/or volunteer duties because the applicant will have direct contact with children or vulnerable persons;
- b) will only ask for a VSS to be processed after it has completed an initial review of their suitability and has tentatively selected them for employment or a volunteer opportunity;
- c) understands the provisions in and implications of the *Human Rights Code* as it applies to hiring and/or approval of applicants and/or volunteers;
- 
- d) has a clear view of what constitutes a *bona fide* occupational or volunteer requirement to seek and receive information relating to the *Mental Health Act* and is obligated to verify the requirement;
- 
- e) will indicate on the "Consent to Disclosure" form and advise the applicant if it determines that information relating to apprehensions under the *Mental Health Act* is required;
- 
- f) will advise each applicant that the existence of information provided by the Service does not necessarily mean a disqualification from the position;
- 
- g) understands the Service is in no way making a recommendation on the suitability of the applicant for the position being sought;
- 
- 2. The applicant lives in the City of Toronto;
- 3. The applicant has signed a written authorization ("Consent to Disclosure" form) permitting a VSS be conducted about themselves; and
- 
- 4. The applicant has paid the necessary fee to the PRCP.

VSS applications must be mailed to the PRCP, or placed in the "drop box" at the front desk of Service headquarters, with a certified cheque or money order attached. Applications that are incomplete or contain insufficient payments will be returned to the agency/organization or applicant for correction.

### *Processing VSS Requests*

If the terms and conditions are met, PRCP staff will conduct a name and date of birth query search of the CPIC investigative, intelligence, and identification databases; the Pardoned Sex Offender Registry; and other Service databases (i.e. Versadex, eCOPS, CIPS, NYC, etc.) for available information about the applicant. Therefore, among other things, the Service will search for any information on-file relating to: criminal convictions, outstanding charges before the courts, probation information (including peace bonds, restraining orders, and reporting conditions), any prohibitions relating to the applicant (includes firearms, driving, hunting and

boat), federal or provincial parole information, and information relating to whether the applicant is suspected of committing a criminal offence or is involved in a serious criminal investigation.

RCMP Policy directs that a VSS requires the submission of fingerprints whenever the gender and date of birth of the applicant matches to an existing pardoned sexual offence record. This is not an accusation of criminality, but is required to verify the person's identity and to protect personal privacy. This fingerprinting process is completed by the Service (for matches to a pardoned sexual offence record) or an accredited agency (for matches to a criminal record), and requires a \$25.00 fee from the applicant that is forwarded to the RCMP.

The processing flow of a VSS application is outlined and described in Appendix – A (see attached).

### *Suppression of Information for VSS Process*

In compliance with the Board's policy entitled "Vulnerable Sector Screening Program – Police Reference Check Program", the PRCP includes a process to ensure that applicants may discuss the results of any police background check completed for themselves, with a member of RMS, to ensure that they understand the information disclosed. This is also an opportunity to raise any concerns they may have regarding the appropriateness of specific disclosure relating to any contact with the Service under the *Mental Health Act*. The request to include disclosure of any *Mental Health Act* information is indicated by the requesting agency on the waiver form. Applicants may submit a request in writing to the Manager of the Service's Records Management Services (RMS).

An applicant may also seek to have non-conviction information excluded from the results of a reference check so that this information is suppressed for the purposes of a VSS. Non-conviction dispositions include, but are not limited to, absolute or conditional discharges, charges that have been withdrawn or dismissed, stays of proceedings, and acquittals. Applicants may submit a request in writing to the Manager of RMS for suppression consideration.

All of the following information will be considered by the PRCP in processing a request for the suppression of records:

1. The seriousness of the alleged behaviour.
2. The passage of time since the record was created.
3. Relationship between the applicant and any victim or complainant (position of trust or authority).
4. Age of the victim or complainant.
5. The strength of the evidence (aggravating or mitigating), including whether the victim or complainant has made similar complaints against others.
6. Other contact the applicant has had with the police.
7. The need to balance the privacy rights and the right to employment of the applicant with the need to protect the vulnerable sector.

The applicant will be informed in writing of the decision of the PRCP in response to their request for suppression of information. If the applicant is dissatisfied with the response provided, they may seek reconsideration and provide additional information to address the factors within 30 days.

The VSS process is described in detail on the Service's internet website and provides the public with in-depth information that includes consent and disclosure requirements, as well as online forms.

### *Processing Times and Fees*

A two week processing period for VSS applications (with no hits on any databases) is being achieved through the continued utilization of re-deployed staff (on an interim basis), as reported to the Board at its meeting, March 13, 2014 (Min. No. P43/14 refers).

Currently, the PRCP charges \$50.00 (plus tax) per VSS for those who are seeking employment within the vulnerable sector, and \$15.00 (plus tax) per VSS for those who are seeking to volunteer within the vulnerable sector. However, pending Toronto City Council approval, these fees will be increased to recover costs as the Service moves towards a new guaranteed two week turnaround and expedited (72 hour turnaround) VSS process, scheduled for implementation in September 2014.

### **Update – VSS Backlog**

At its meeting of March 13, 2014, the Chief provided the Board with a report detailing the backlog of 2013 VSS requests totalling 16,947 (Min. No. P43/14 refers).

At the time of this report, the VSS backlog totalled 3,584 requests.

### **Update – Implementation of Increased VSS Staffing and Fees**

At its meeting of April 10, 2014, the Board approved the hiring of 13 additional staff, an increase in VSS processing fees (for cost recovery purposes), and a guaranteed processing time of two weeks. An expedited service for additional fees and a 72 hour processing time was also approved (Min. No. P66/14 refers). The Board is currently seeking approval for the fee increases from Toronto City Council.

### **Update – Request for Information (RFI) – Outsourcing Police Background Checks**

The RFI process concerning outsourcing police background checks has now been closed. The Service has currently undertaken to review submissions from seven organizations that offered information in this process. The Service will update the Board in a future report should there be any significant findings.



### Conclusion:

The analysis of VSS processing demonstrates the diligent steps utilized by the PRCP in order to provide partnered agencies/organizations with comprehensive information. The MOUs articulate that the role of the PRCP is to provide the applicant with a summary of the information available through police databases and that the agency/organization that the applicant wants to work or volunteer with is responsible for determining their suitability. The results of a VSS are just one component of the information available to, and evaluated by the agency/organization.

The VSS back log continues to be reduced by utilizing the interim measures of staff redeployment. These measures will remain in effect until the proposed increase in VSS staffing and fees come into effect in September 2014 (pending Toronto City Council approval).

Submissions for the RFI concerning outsourcing police background checks have been received and are currently being reviewed for further action, if deemed appropriate.

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

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

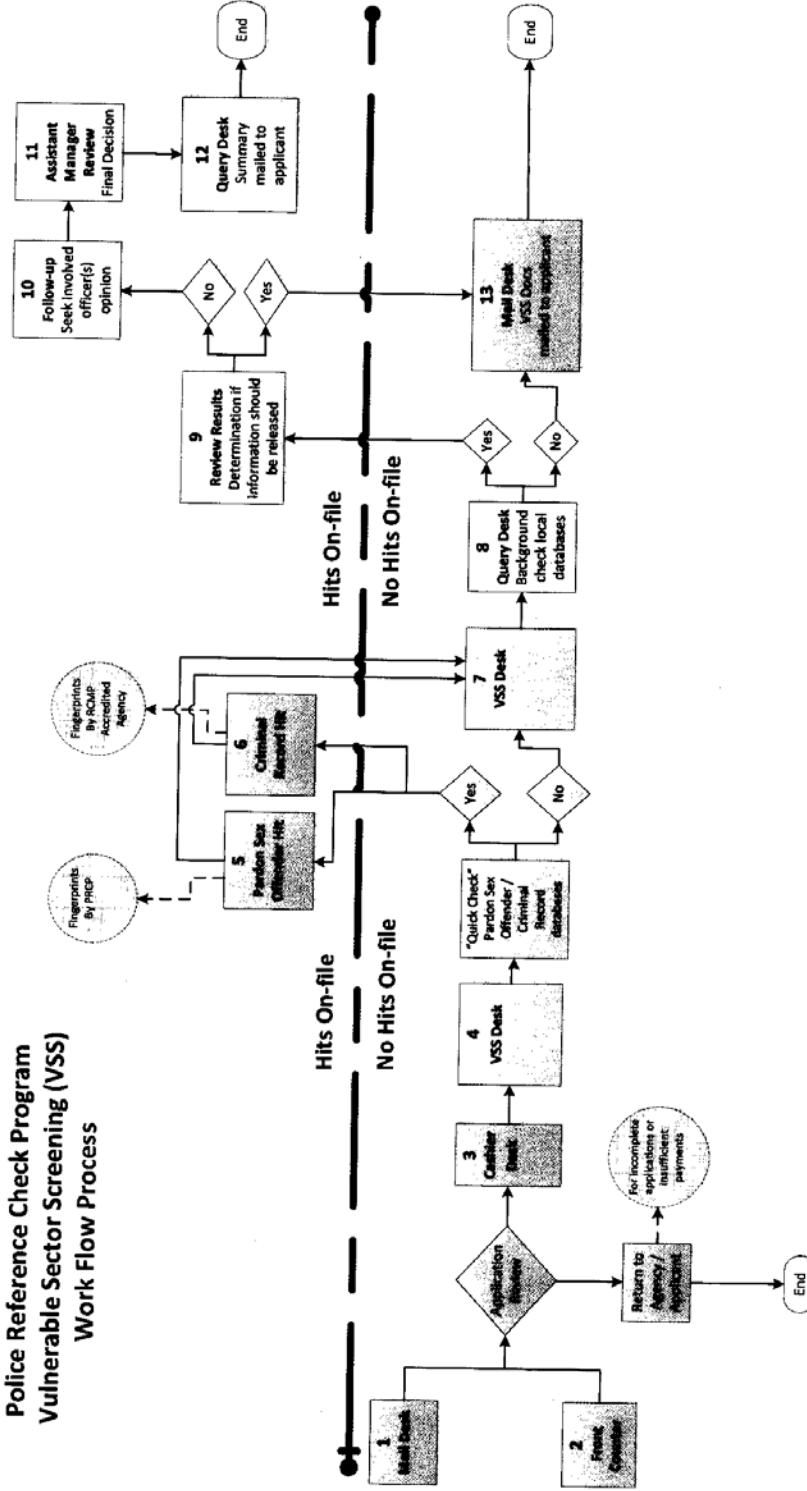
**The Board approved the following Motions:**

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

**Moved by: D. Noria**

# Appendix - A

## Police Reference Check Program Vulnerable Sector Screening (VSS) Work Flow Process



#### 1. Mail Desk

- Routes application - from external mail (Canada Post) or "Drop Box" (front counter)
- Reviews application to ensure the payment and information correct
- Logs application in tracking database
- Forwards correct applications to the cashier desk
- Returns incorrect applications/incorrect payments to applicant or agency/organization for correction

#### 2. Front Counter

- Provides customer service by responding to inquiries from the public and gives direction on the VSS process
- Reviews applications from "Drop Box" and forwards them to Mail Desk
- Also provides customer service by responding to inquiries from the public regarding other "records" related services provided by the Service

#### 3. Cashier Desk

- Removes payment from application form
- Processes the payment and stamps for deposit
- Records information on Service financial system database (SAP)
- Prepares invoices for those agencies/organizations that are set up for billing
- Delivers payment to Financial Management for deposit
- Prepares refunds when applicable

#### 4. VSS Desk

- Completes a "quick" CPIC check on name & date of birth query of databases for pardoned sex offenders and criminal records
- If there is a "hit" on-file, the application will be forwarded to Step 5 and/or 6
- If there is no-hit on-file, the application will be forwarded to Step 8

#### 5. Pardoned Sex Offender - "Hit" on file

- If there is a "hit" on-file, RCMP fingerprint analysis/comparison required
- Send letter to applicant to set up appointment to be printed by the PRCP staff
- Prepare paperwork for photograph and fingerprints to be taken
- Accept \$25.00 payment and forward as required to RCMP
- Fingerprints and Photograph taken by Service and forwarded to RCMP
- File the application (temporarily removed from processing queue until results are returned from RCMP) (Results could take up to 120 days to return to the Service)

#### 6. Criminal Record - "Hit" on file

- If there is a "hit" on-file, RCMP fingerprint analysis/comparison required
- Send letter to applicant advising to arrange for a private company to have their fingerprints and photographs taken at RCMP accredited company and have results forwarded back to the Service
- Accredited company forwards fingerprints and photographs to the RCMP
- File application (temporarily removed from processing queue until results are returned from RCMP)
- Applicant receives information from RCMP - this could take up to 120 days

#### 7. VSS Desk

- After RCMP fingerprinting results are received, match and attach results to application
- Return application to processing queue

#### 8. Query Desk

- Query CPIC check (again) for most current status on databases
- Query checks on local police databases (Versadex, eCOPS, CIPS, NYC, etc.)
- Check suppression database maintained in RMS
- If there is a hit on-file, application stays in queue for Step 9
- If there are no "hits" on file, application proceeds to Step 13

#### 9. Review Results

- Determines if information/record should or shouldn't be released in accordance with legislation and/or policies

#### 10. Follow-up

- Seek the involved/investigating officer(s) opinion on circumstances involving applicant
- Send 15-day follow up message if reply not received

#### 11. Assistant Manager Review

- Review the information received in Follow-up (Step 10) to ensure compliance with legislation and/or policies
- Makes final determination if information/record should or shouldn't be released

#### 12. Query Desk

- Completes the summary sheet on secure paper
- Mail results to applicant

#### 13. Mail Desk

- Photocopy the "CYEAR" application form on secure paper
- Mark off the database as complete
- Mail response to applicant
- File original application

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P138.            FILING OF TORONTO POLICE SERVICE PROCEDURES**

The Board was in receipt of the following report April 30, 2014 from William Blair, Chief of Police:

Subject:            FILING OF TORONTO POLICE SERVICE PROCEDURES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of January 16, 2014, the Board approved a new Board policy entitled “Filing of Toronto Police Service Procedures” (Min. No. P5/14 refers). This policy directs, in part, that:

- (1) The Chief of Police will file with the Board, for information, any procedure developed or amended as a result of Board policy;*
- (2) Such filing will take place as part of a report submitted to the Board and included on a regular in camera meeting agenda;*
- (5) On an annual basis, the Chief of Police will file with the Board for its information, the complete index of Service procedures, noting those procedures which arise from Board policies;*
- (6) Such filing will take place as part of a report submitted to the Board and included on a regular public meeting agenda.*

Discussion:

The attached Appendix A contains a complete index of Service procedures, current as of April 30, 2014, when this report was written. Those procedures which ensure compliance with Board policies have been identified. When a Service procedure is governed by Board policy, the policy is referenced in the Associated Service Governance section of the procedure. A review has been completed of all current Service procedures and a list of procedures that are governed by Board policies was published on Routine Order 2014.05.09–0599.

Conclusion:

The attached Appendix A contains a complete index of Service procedures, identifying those which arose from Board policies. Professional Standards Support – Governance will compile an updated index, which I will file for the information of the Board on an annual basis.

Whenever any Service procedure is developed or amended as a result of Board policy, a report will be submitted for the information of the Board at a regular *in camera* meeting.

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

**The Board received the foregoing report.**

**Moved by: M. Moliner**

### Appendix A – Index of Service Procedures

Procedure			Governed by Board Policy	
No.	Name		Yes	No
01-01	Arrest		X	
01-02	Search of Persons		X	
	Appendix B	Risk Assessment – Level of Search	X	
	Appendix C	Transgender/Transsexual Persons	X	
	Appendix D	Handling Items of Religious Significance		X
01-03	Persons in Custody		X	
	Appendix A	Medical Advisory Notes		X
	Appendix B	Cell and Prisoner Condition Checks in UCMR		X
	Appendix C	Designated Lock-ups		X
	Appendix D	Booking Hall/Detention Area Monitoring		X
	Appendix E	Lodging of Transgender/Transsexual Persons	X	
01-05	Escape from Police Custody			X
01-07	Identification of Criminals			X
01-08	Criminal Code Release			X
	Appendix A	Appearance Notice (Form 9)		X
	Appendix B	Promise to Appear (Form 10)		X
	Appendix C	Recognizance Entered into Before an Officer in Charge (Form 11)		X
	Appendix D	Undertaking Given to an Officer in Charge (Form 11.1)		X
01-09	Criminal Summons			X
01-10	Provincial Offences Act Releases			X
01-15	Bail Hearings and Detention Orders		X	
	Appendix A	Show Cause Brief		X
	Appendix B	Guidelines for Bail Conditions		X
	Appendix C	Guidelines for the Commencement of Revocation of Bail Process		X
01-17	Detention Order (Provincial Offences Act)			X
02-01	Arrest Warrants		X	
	Appendix A	List of Arrest Warrant Forms		X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
02-01	Appendix B	Arrest Warrant Forms		X
	Appendix C	Forms to Obtain Bodily Substances, Prints or Impressions		X
02-02	Warrants of Committal			X
02-10	National Parole Warrants		X	
02-11	Provincial Parole Warrants		X	
02-12	Ontario Review Board Warrants and Dispositions		X	
02-13	Child Apprehension Warrants		X	
02-14	Civil Warrants			X
	Appendix A	Civil Warrant – Response		X
02-15	Returning Prisoners on Warrants Held by Toronto Police Service			X
	Appendix A	Approval to Return Person in Canada on Criminal Code Warrants Held by Toronto Police Service		X
	Appendix B	Approval to Return Person on Warrants Held by Toronto Police Service		X
02-17	Obtaining a Search Warrant			X
02-18	Executing a Search Warrant		X	
02-19	Report to a Justice/Orders for Continued Detention			X
	Appendix A	Report to a Justice (Form 5.2) – Distribution Chart		X
03-03	Toronto Jail and Detention Centres			X
	Appendix A	Admitting and Visiting Hours for Prisoners at Toronto Jail and Detention Centres		X
	Appendix B	Pre-Trial Detention of Young Offenders		
03-04	Outstanding Charges/Warrants of Committal for Incarcerated Persons			X
03-05	Withdrawal Management Centres			X
03-06	Guarding Persons in Hospital		X	
03-07	Meal Provision for Persons in Custody			X
03-08	Community Correctional Centres & Community Residential Facilities			X
03-09	Bail Reporting			X
04-01	Investigations at Hospitals			X
04-02	Death Investigations		X	
04-03	Use of Photo Line-Ups for Eyewitness Identification			X



Procedure			Governed by Board Policy	
No.	Name		Yes	No
04-05	Missing Persons		X	
	Appendix A	Guidelines: Door-to-Door Canvas – Missing Persons and Abduction Cases		X
04-06	Building Checks and Searches		X	
04-07	Alarm Response			X
04-09	Interpreters			X
04-10	Passports			X
04-11	Persons Seeking Asylum			X
04-12	Diplomatic and Consular Immunity			X
	Appendix A	Identity Cards		X
	Appendix B	Summary of Law Enforcement Measures		X
04-13	Foreign Nationals			X
04-14	Field Information Report		X	
04-15	Obtaining Video/Electronic Recordings from the Toronto Transit Commission		X	
04-16	Death in Police Custody		X	
04-17	Rewards			X
04-18	Crime and Disorder Management		X	
	Appendix A	Guidelines For Divisional Crime Management	X	
	Appendix B	Guidelines: Problem Solving	X	
	Appendix C	Community Partnerships	X	
	Appendix D	Divisional Deployment	X	
	Appendix E	Crime Analysis	X	
	Appendix F	Business Intelligence	X	
	Appendix G	Duties of a Police Officer – Subsection 42(1) <i>Police Services Act</i>		X
04-19	Surveillance		X	
04-20	Electronic Surveillance		X	
04-21	Gathering/Preserving Evidence		X	
04-22	Polygraph Examinations			X
04-23	Marine Unit Response		X	
04-24	Victim Impact Statements		X	

Procedure			Governed by Board Policy	
No.	Name		Yes	No
04-25	Foreign Inquiries/Investigations/Extradition Requests		X	
04-26	Security Offences Act			X
04-27	Use of Police Dog Services			X
04-28	Crime Stoppers			X
04-29	Parolees		X	
04-30	Scenes of Crime Officer (SOCO)		X	
04-31	Victim Services Program		X	
04-32	Electronically Recorded Statements		X	
04-34	Attendance at Social Agencies			X
04-35	Source Management – Confidential Source		X	
	Appendix A	Source Management – Payment Requests		X
	Appendix B	Source Management – Crown Letters		X
04-36	Agents		X	
	Appendix A	Agents – Crown Letters		X
04-37	Witness Assistance & Relocation Program (WARP)		X	
04-38	Intelligence Division		X	
04-39	Joint Forces Operations		X	
04-40	Major Incident Rapid Response Team			X
04-41	Youth Crime Investigations		X	
	Appendix A	Class of Offences and Recommended Dispositions		X
	Appendix B	STOP – Serious Teen Offender Program		X
	Appendix C	Under 12 – Centralized Services Protocol		X
04-42	Non-Emergency Primary Report Intake			X
04-43	Burial Permits			X
04-44	Undercover Operations			X
Chapter 05	Appendix A	Excerpt from Guideline LE-029 – Preventing or Responding to Occurrences Involving Firearms		X
05-01	Preliminary Homicide Investigation		X	
	Appendix A	Investigation Questionnaire: Pediatric Injury		X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
05-01	Appendix B	Investigation Questionnaire for Sudden Unexpected Deaths in Infants (Less than One Year of Age)		X
05-02	Robberies/Hold-ups		X	
05-03	Break and Enter		X	
05-04	Domestic Violence		X	
05-05	Sexual Assault		X	
	Appendix A	Third Party Records		X
05-06	Child Abuse		X	
	Appendix A	Subsections 72(1)(2)(3) of the <i>Child and Family Services Act</i>		X
05-07	Fire Investigations			X
05-08	Criminal Writings		X	
05-09	Tampering or Sabotage of Food, Drugs, Cosmetics or Medical Devices			X
05-10	Threatening/Harassing Telephone Calls			X
05-11	Fail to Comply/Fail to Appear			X
05-12	Counterfeit Money			X
05-13	Breach of Conditional Sentence			X
05-14	Immigration Violations			X
05-15	Asset Forfeiture Investigations		X	
05-16	Hate/Bias Crime		X	
05-17	Gambling Investigations		X	
05-18	Fraudulent Payment Cards		X	
05-19	Violent Crime Linkage Analysis System		X	
05-21	Firearms		X	
05-22	Abuse of Older or Vulnerable Persons		X	
	Appendix A	Older and Vulnerable Abuse Investigations – Contact Information		X
05-23	Financial Crime Investigations		X	
05-24	Child Exploitation		X	
05-25	Pawnbrokers and Second Hand Dealers			X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
05-26	Child Abductions		X	
	Appendix A	Guidelines: Door-to-Door Canvas – Missing Persons and Abduction Cases		X
05-27	Criminal Harassment		X	
	Appendix A	Behavioural Assessment Section – Sex Crimes Unit		X
	Appendix B	Excerpt from Guideline LE-028 – Criminal Harassment		X
05-28	Gang Related Investigations			X
05-29	Sex Offender Registry		X	
05-30	Major Drug Investigations		X	
05-32	Kidnapping		X	
06-01	Commencing POA Proceedings		X	
06-02	Withdrawal of a Provincial Offences Act Charge			X
06-03	Prosecuting Business Establishments			X
06-04	Emotionally Disturbed Persons		X	
	Appendix A	Quick Reference Guide for Police Officers – Emotionally Disturbed Persons		X
	Appendix B	Designated Psychiatric Facilities		X
06-05	Elopees/Community Treatment Orders		X	
06-06	Apprehension Orders		X	
06-07	Restraining Orders			X
06-08	Orders for Exclusive Possession of a Matrimonial Home			X
06-09	Animal Control			X
06-10	Landlord and Tenant Disputes			X
06-11	Licensed Premises		X	
06-12	Toronto Licensing Commission			X
07-01	Transportation Collisions		X	
07-02	Fail to Remain Collisions		X	
07-03	Life Threatening Injury/Fatal Collisions		X	
07-04	Railway Collisions			X
	Appendix A	Rail Accident Protocol		X
	Appendix B	Canadian Rail Incident Investigation Guideline		X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
07-05	Service Vehicles Collisions			X
07-06	Ability Impaired/Over 80 – Investigation		X	
	Appendix A	Ability Impaired/Over 80 Summary Chart		X
	Appendix B	Administrative Suspensions & Impoundments under the <i>HTA</i>		X
07-07	Ability Impaired/Over 80 – Hospital Investigation		X	
07-08	Approved Screening Device		X	
	Appendix A	Approved Screening Device Summary Chart – First Breath Analysis		X
	Appendix B	Second Breath Analysis Instructions		X
07-09	Breath Interview			X
07-10	Speed Enforcement		X	
07-11	Impounding/Relocating Vehicles		X	
	Appendix A	Divisional Chart for Forensic Exam Vehicle Impound		X
07-12	Theft of Vehicles		X	
	Appendix A	Letter of Direction		X
07-13	Unsafe Vehicles		X	
07-14	Parking Infraction Notice			X
07-15	Drug Recognition Expert Evaluations and Standardized Field Sobriety Testing		X	
07-18	RIDE Program		X	
07-19	Suspended/Disqualified Driving			X
	Appendix A	Letter of Direction		X
07-20	Licence Plates/Accessible Parking Permits			X
08-01	Employee and Family Assistance Program (EFAP)			X
08-02	Sickness Reporting			X
08-03	Injured on Duty Reporting			X
08-04	Members Involved in a Critical Incident			X
	Appendix A	Critical Incident Stress Handout		X
	Appendix B	Guidelines for the Support and Assistance of Affected Members		X
	Appendix C	Critical Incident Response Team / Peer Support Volunteers Flow Chart		X
08-05	Substance Abuse			X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
08-06	Hazardous Materials, Decontamination and De-infestation			
08-07	Communicable Diseases		X	
08-08	Central Sick Leave Bank			X
08-09	Workplace Safety		X	
08-10	External Threats Against Service Members			X
08-11	Workplace Violence		X	
08-12	Workplace Harassment		X	
08-13	Workplace Accommodation – Medical		X	
09-01	Property – General		X	
09-02	Property – Vehicles		X	
09-03	Property – Firearms		X	
09-04	Narcotics and Drugs		X	
09-05	Property – Liquor		X	
09-06	Property of Persons in Custody		X	
Chapter 10	Appendix A	Incident Management System Organizational Chart		X
Chapter 10	Appendix B	Containment & Perimeter Control	X	
Chapter 10	Appendix C	Definitions		X
10-01	Emergency Incident Response		X	
10-02	Incidents Involving Hazardous Materials			X
10-03	Bomb Threats and Explosions		X	
	Appendix A	Explosive Device Safe Standoff Distance Chart		X
10-04	Nuclear Emergencies			X
	Appendix A	Notification Protocols		X
	Appendix B	Nuclear Safety Status Zones		X
10-05	Incidents Requiring the Emergency Task Force		X	
10-06	Medical Emergencies			X
10-07	Industrial Accidents			X
10-08	Chemical / Biological / Radiological / Nuclear Agents Events			X
10-09	Evacuations			X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
10-10	Emergencies and Pursuits on TTC Property			X
10-11	Clandestine Laboratories and Marihuana Grow Operations			X
10-12	Counter-Terrorism			X
10-13	Threats to School Safety			X
10-14	Public Health Emergencies/Pandemic Response		X	
11-01	Public Safety & Emergency Management Response		X	
11-03	Police Response at Labour Disputes		X	
11-04	Protests and Demonstrations			X
11-05	Major Disturbances at Correctional Facilities			X
11-06	Labour Disputes at Correctional Facilities		X	
11-08	Use of Mounted Section			X
12-01	Confidential Crown Envelope			X
12-02	Court Attendance			X
12-03	Use of Affidavits			X
12-04	Unserved Criminal Summons			X
12-05	Request to Withdraw Criminal Charge			X
12-06	Coroner's Inquest			X
12-08	Disclosure, Duplication and Transcription			X
12-09	Request for Adjournment			X
12-10	Re-laying Charges and Appeal Notices			X
12-11	High Risk Security Court Appearances		X	
Chapter 13	Appendix A	Unit Level Criteria / Conduct Penalties	X	
Chapter 13	Appendix B	Chief's Advisory Committee		X
Chapter 13	Appendix C	Progressive Discipline		X
Chapter 13	Appendix D	Letter of Suspension		X
Chapter 13	Appendix E	Letter of Revocation		X
Chapter 13	Appendix F	Notification for Legal Indemnification Time Limit		X
Chapter 13	Appendix G	Expunge <i>Police Services Act</i> Conviction	X	
13-01	Awards		X	

Procedure		Governed by Board Policy	
No.	Name	Yes	No
13-02	Uniform External Complaint Intake/Management	X	
13-03	Uniform Internal Complaint Intake/Management		X
13-04	Uniform Unit Level Discipline	X	
13-05	<i>Police Services Act</i> Hearing	X	
13-06	Uniform Complaint Withdrawal		X
13-07	Policy/Services Provided Complaints	X	
13-08	Uniform Suspension from Duty		X
13-09	Civilian Complaint and Discipline Process	X	
13-10	Civilian Suspension from Duty		X
13-11	Unsatisfactory Work Performance		X
13-12	Legal Indemnification	X	
13-13	Civil Documents	X	
13-14	Human Rights	X	
13-16	Special Investigations Unit		X
13-17	Memorandum Books and Reports	X	
13-18	Anonymous Reporting of Discreditable Conduct		X
13-19	Breath Test for Service Members		X
13-20	Accommodation for Persons with Disabilities	X	
14-01	Staff Development and Learning Plan – Uniform	X	
14-02	Evaluations, Reclassifications and Appraisals – Uniform	X	
	Appendix A   Appraisal Process – Uniform		X
14-03	Probationary Constable/Field Training		X
14-04	Acting Assignments		X
14-05	Orientation Interview of Supervisors and Subordinate Senior Officers		X
14-06	School Crossing Guards		X
14-07	Changes to Uniform and Civilian Establishment		X
14-08	Request to Fill Established Positions and Hire Part-Time or Temporary Staff		X
14-09	Civilian Transfer, Reclassification and Promotion	X	
14-10	Uniform Promotion Process – up to & Including the Rank of Inspector	X	



Procedure			Governed by Board Policy	
No.	Name		Yes	No
14-11	Uniform Promotion Process to Staff Inspector, Superintendent and Staff Superintendent		X	
14-12	Voluntary Lieu Time Donations			X
14-13	Contract Persons and Consultants		X	
14-14	Termination of Employment			X
14-15	Secondments		X	
14-17	Detective Classification and Plainclothes Assignment			X
14-18	Internal Support Networks (ISN)		X	
14-19	Workplace Accommodation – Non Medical		X	
14-20	Auxiliary Members		X	
14-21	WPPD – Senior Officers			X
14-22	Conflict of Interest Involving Related Members			X
14-23	Attendance at Special Activities			X
14-24	Police Officers Reclassified to Civilian Management Positions			X
14-25	Secondary Activities		X	
14-26	Leaves of Absence			X
14-28	Attendance at Competitions or Events		X	
14-29	Change in Personal Information			X
14-30	Re-Employment of Former Members and Lateral Entries		X	
	Appendix A	Chart		X
14-32	Crime Prevention		X	
14-33	Educational Leave of Absence			X
14-34	Transfer – Police Officer			X
14-35	Special Constables			X
14-36	Participation in a Learning Opportunity			X
14-37	Military Leave of Absence for Active Duty		X	
15-01	Use of Force		X	
	Appendix A	Provincial Use of Force Model		X
	Appendix B	Provincial Use of Force Model Background Information		X
15-02	Injury/Illness Reporting		X	

Procedure			Governed by Board Policy	
No.	Name		Yes	No
15-04	Service Firearms		X	
15-05	Shotguns			X
15-06	Tactical Training with Firearms		X	
15-07	Use of Authorized Range			X
15-08	Soft Body Armour			X
15-09	Conducted Energy Weapon		X	
15-10	Suspect Apprehension Pursuits		X	
15-11	Use of Service Vehicles		X	
15-12	Inspection of Police Vehicles and Equipment		X	
15-13	Requests for Loan Vehicles			X
15-14	Fuel and Oil			X
15-15	Shared Equipment			X
15-16	Uniform, Equipment and Appearance Standards		X	
	Appendix A	Uniformed Command Officers & Senior Officers		X
	Appendix B	Police Constable to Staff Sergeant		X
	Appendix C	Uniformed Civilian Members		X
	Appendix D	Auxiliary Members and Volunteers		X
	Appendix E	Officers – Specialized Functions		X
	Appendix F	Appearance Standards– Officers and Civilian Uniformed Members		X
	Appendix G	Wearing of Decorations and Medals		X
	Appendix H	Wearing of Name Badges	X	
15-17	In-Car Camera System			X
15-18	Secure Laptop			X
16-01	Service and Legislative Governance and Legal Agreements		X	
	Appendix A	Routine Order Approval and Publication Process		X
16-03	Forms Management			X
16-04	Correspondence and File Management		X	
	Appendix A	Unit Commander File Index		X
16-06	Audit and Quality Assurance Process		X	

Procedure			Governed by Board Policy	
No.	Name		Yes	No
16-07	Collection and/or Use and/or Reporting of Statistics Related to Prohibited Grounds		X	
	Appendix A	Definitions		X
17-01	News Media			X
	Appendix A	Sample News Release		X
17-02	Major News Reports			X
17-03	The Municipal Freedom of Information and Protection of Privacy Act			X
17-04	Community Safety Notifications		X	
	Appendix A	Occurrences where Public Warning/Notification and Consultation with BAS be Considered		X
	Appendix B	Disclosure of Personal Information		X
17-06	CPIC Purge List		X	
17-07	BOLOs and FYIs			X
17-08	Use of Special Address System			X
17-09	Use of the Service Crest and Name		X	
17-10	Internet			X
17-11	Toronto Police Service Intranet (TPSnet)			X
17-12	Service Communication Systems		X	
17-13	Social Media			X
18-01	Covert Credit Cards			X
18-02	Transfer of Funds			X
18-03	Requests for Goods and/or Services			X
18-04	Third Party Claims for Damage to or Loss of Private Property			X
18-05	Reimbursement for Damaged or Soiled Personal Items and Clothing			X
18-06	Flashroll			X
18-07	329 Fund		X	
18-08	Donations		X	
18-09	Service Seminars			X
18-10	Collection of Overpayments			X
18-11	Lieu Time-Negative Balance			X

Procedure			Governed by Board Policy	
No.	Name		Yes	No
18-12	Membership in Professional and Occupational Associations			X
18-13	Authorization and Expense Reimbursement for Service Business Travel			X
	Appendix A	Authorization Limits and Required Signatures		X
	Appendix B	Expense Allowances		X
18-14	Authorization and Expense Reimbursement for Service Training			X
	Appendix A	Authorization Limits and Required Signatures		X
	Appendix B	Expense Allowances		X
18-15	Shared Resources			X
18-16	Use of Revenue			X
18-17	Corporate Credit Cards			X
	Appendix A	Expenditures Authorized for Payment with a Corporate Credit Card		X
18-18	Business Expenses			X
	Appendix A	Examples of Appropriate Business Expenses		X
18-19	Paid Duties			X
19-01	Fire Safety Plans			X
19-02	Police Facilities		X	
	Appendix A	Notice		X
	Appendix B	Parking Access – Personal Vehicles		X
19-03	Police Headquarters			X
	Appendix A	Parking Access – Private Vehicles of Members		X
19-09	Off Site Police Facilities			X
19-10	Unit Operational Continuity Plan			X
20-02	Commercial Film Industry			X
20-04	Social Functions		X	
20-06	Funeral Entitlements			X
20-14	Members Serving on Boards/Committees		X	
20-15	Special Events			X

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P139. ADEQUATE, EFFECTIVE AND SUSTAINABLE POLICING IN  
TORONTO – PROPOSAL FOR A BOARD-LED REVIEW – SELECTION  
OF CONSULTANT**

The Board was in receipt of the following report May 29, 2014 from Alok Mukherjee, Chair:

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

Recommendation:

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

Financial Implications:

At its meeting on January 16, 2014, the Board requested the City of Toronto to extend financial support for a Board-led Review (P4/14 refers). At its meeting on February 13, 2014, the Board was advised that the City agreed to allocate \$300,000 from 2013 operating budget surplus for the purpose of conducting the Review (P32/14 refers). These funds are now available in the Board's 2014 operating budget. As a result of the Request for Proposal process it has been determined that the cost of the review will be \$249,000 excluding taxes.

Background/Purpose:

At its meeting in February, 2014 the Board authorized a Steering Committee, comprised of the Chair, Vice Chair and Executive Director to oversee the review, including the development of scope, terms of reference, project deliverables and timelines consistent with the Board's decision of January 16, 2014. The Steering Committee was also authorized to proceed with necessary steps in accordance with the Board's By-law 147 (as amended) for the purchase of goods and services to acquire the services of an external consultant to conduct the review, and report the outcome of the purchase process to the Board, for its information.

As Board members will recall:

*The purpose of the review will be (a) to assess the extensive changes recommended by the internal organizational review carried out by the Chief of Police; (b) to determine if these changes meet the Board's expectations in terms of achieving a cost of policing that is not only affordable in the short term but also sustainable over the long term; and, to that end, (c) to identify further opportunities for change that are practical, achievable and meet the statutory threshold of adequate and effective policing."*

Following the Board's February 2014 meeting, Chief Blair assigned Deputy Chief Mike Federico to work with the Steering Committee to facilitate the work of the successful proponent.

Discussion:

Request for Proposals No. 2014-13 was issued and closed on May 12, 2014. The RFP was posted to MERX which is Canada's leading electronic tendering service, designed to facilitate the procurement of goods and services worldwide. Submissions were received from:

- KPMG LLP;
- Mercers Canada.;
- Ernst & Young; and
- Curt Griffiths

The Steering Committee, facilitated by Ms Karen Kellman, Manager of Purchasing Support Services, met to evaluate the four (4) proposals that were received. The proposals were evaluated on pricing and with weighted criteria, as follows:

- Understanding of the Assignment/Issues and Challenges 10%
- Familiarity with current debates on policing as it relates to economics of community-based policing 15%
- Work Plan/and Deliverables 15%
- Demonstrated experience 30%
- Background in sophisticated financial analysis 10%
- Demonstrated track record in timely completion of assignments 10%
- Relevant References 10%

At the conclusion of its review, the Steering Committee awarded the project to KPMG LLP.

Conclusion:

It is anticipated that the project will commence in mid-June and will conclude with a presentation of a final report to the Board at its public meeting on October 15, 2014.

**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 JUNE 19, 2014**

**#P140. ANNUAL REPORT: 2013 TORONTO POLICE SERVICE  
PERFORMANCE REPORT**

The Board was in receipt of the following report May 13, 2014 from William Blair, Chief of Police:

Subject: 2013 TORONTO POLICE SERVICE PERFORMANCE REPORT

Recommendation:

It is recommended that the Board receive the 2013 Toronto Police Service Performance Report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the results of the measurement of the Service Priorities, using the performance indicators set out in the Business Plan, as required by Ontario Regulation 3/99 (*Adequacy and Effectiveness of Police Services*).

The Board has requested that the Service Performance Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

In the 2013 Business Plan, approved by the Board in December 2012, nine priorities were stated. Within these priorities there were nineteen individual goals; for each of the goals, a number of performance objectives/indicators were identified (Min. No. P313/12 refers).

Given the budget environment and ongoing initiatives (including the City of Toronto's Service Efficiency Review and the Chief's Internal Organizational Review), the Police Services Board approved the extension of the 2012 Service Priorities into 2013, with some revision (Min. No. P313/12 refers). The revision involved the removal of goals that were no longer relevant or feasible or because processes had been put into place to address the issue, as well as the inclusion of a new priority entitled 'Focusing on Police Interaction with Individuals Experiencing Mental Illness', approved by the Board in November 2012 (Min. No. P282/12 refers).

The nine priorities, nineteen goals, and performance indicators (compared to the baseline measures in 2012), are presented in the 2013 Service Performance Report. Also provided is information on the activities that were undertaken by Service units to address the goals and priorities.

It should be recognized that a number of factors affect the achievement, or non-achievement of the performance objectives specified for the goals. The results of surveys with a relatively small return rate, such as the agency worker surveys, tend to reflect the views of those who responded rather than the views of the larger population. Perceptions of all those surveyed may also be affected by events within the community and issues being discussed in the media.

Much of 2013 was spent planning for significant changes to business processes and organizational structure, as well as planning for and then implementing a new, comprehensive information/records management system. The time and resource commitments required by these projects, along with the significant restraints imposed by reduced staffing levels and budget constraints also undoubtedly affected the Service's ability to achieve some objectives.

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

#### Conclusion:

At this time, the 2013 Toronto Police Service Performance Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

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

**The Board received the foregoing report.**

**Moved by: A. Pringle**



# Toronto Police Service Performance Report



# 2013

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A report in accordance with Ontario Regulation 3/99 (the Adequacy Standards Regulation) on the Service's achievements in relation to the Service Priorities and Goals as outlined in the 2013 Business Plan.

**May 2014**

## 2013 Service Performance -- Priorities

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

The Priorities reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of any of the prohibited grounds, including race, gender, sexual orientation, age, disability, and place of origin. The Priorities are based on a commitment to accountability, transparency, and to our City's diverse communities, by providing equitable, non-biased policing services, and by building a Service that is representative of those we serve.

The 2013 Priorities and Goals were generally a continuation of the Priorities presented in the 2009-2011 Business Plan. In late 2011, given the budget environment and ongoing initiatives (including the City of Toronto's Service Efficiency Review and the Chief's Internal Organizational Review), the Police Services Board approved the extension of the 2009-2011 Service Priorities, with some revision, through 2012. In late 2012, these Priorities and Goals were further revised, either because they were no longer relevant or feasible or because processes had been put into place to address the issue, for continued effort through 2013. The most significant revision was the inclusion of a new Priority focusing on police interaction with people experiencing mental illness.

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

It will be noted that some of the goals involved performance objectives that were not achieved. Much of 2013 was spent planning for significant changes to business processes and organizational structure, as well as planning for and then implementing a new, comprehensive information/records management system. The time and resource commitments required by these projects, along with the significant restraints arising from the reduced staffing levels resulting from a hiring freeze, undoubtedly contributed to the results shown in the following pages.

## Focusing on Child & Youth Safety

Violence committed upon and by youth continues to be an issue of great concern for the community and the Toronto Police Service. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of concern in the Environmental Scan and consultations.

### Our Goals Were:

- ▶ Increase Safety in and around schools and promote student trust and confidence in police.
- ▶ Provide youth with crime prevention and safety information, and encourage reporting.
- ▶ Reduce the impact and effects of bullying and cyber-bullying.
- ▶ Focusing on violent crime, prevent and decrease the victimization of children and youth.














### Examples of What We Did:

- ▶ The Service's Divisional Policing Support Unit (DPSU) reported that the School Resource Officer (SRO) and Community School Liaison Officers (CSLO) programs continued to build trust and positive relationships between youth and police participating in the school community.
- ▶ Presentations were delivered by the DPSU to schools city-wide, and at community centres, on topics such as bullying, cyber-bullying, bicycle/pedestrian safety, youth violence, gang awareness, drug awareness, and lockdowns. Through partnerships with agencies such as the PROS (Providing Resources Offering Support) and the Special Victims Section of the Service's Sex Crimes Unit, a new presentation on Domestic Human Trafficking was developed and available for all CSLOs and SROs.
- ▶ Outreach was also done through participation in programs such as TROOP (which focuses on 'at risk' or 'vulnerable' youth who live in domestic violence shelters, who are crown wards of Children's Aid, who are newcomers to Canada, who live in high priority neighbourhoods, or who are involved with the justice system) and the Trinity Program (which works with youth, from the Toronto District School Board, involved with the justice system and who have been expelled).
- ▶ As the number of 'sexting' cases reported increased, the Child Exploitation Section Service's Sex Crimes Unit partnered with the Canadian Centre for Child Protection (CCCP) in support of their SPEX Intervention and Prevention program. The SPEX program addresses the issue of youth creating, sending, or sharing sexual images and/or videos with peers using social media. The Child Exploitation Section created and delivered presentations for the both the Toronto District and the Toronto Catholic District School Boards (elementary and high schools) on this program. Presentations were also delivered to and

well received by local universities, the Children's Aid Society, the Catholic Children's Aid Society, and the Native Family Services.

- ▶ The Child & Youth Advocacy Centre (CYAC) became operational on October 1<sup>st</sup>, 2013. The CYAC was set up as a single location that provides a multi-agency, specialized approach to investigating child physical and/or sexual abuse and/or severe neglect cases. The victims and their families receive child-focused investigation, treatment, support services, and advocacy under one roof.
- ▶ The Sex Crimes Unit continues to take part in community safety meetings with representatives from BOOST (Child Abuse Prevention & Intervention) and the Toronto District School Board with respect to recently released offenders into the community or with any concerns relating to current offenders already in the community that might offend against children.

## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Increase Safety in and around schools and promote student trust and confidence in police.	increase in proportion of students who say they feel safe in and around school	89%	90%	+1%	
	increase in proportion of students who say they feel comfortable talking to police about problems	63%	64%	+1%	
	decrease in assaults, robberies, and weapons offences on school premises	1,171	989 *	-16%	
Provide youth with crime prevention and safety information, and encourage reporting.	increase in proportion of students who say they received some crime prevention/safety information	31%	27%	-4%	
	increase in proportion of students who would be willing to report a crime they witnessed to police	32%	34%	+2%	
	increase in proportion of students who would be willing to report they were the victim of a crime to police	53%	58%	+5%	
	an increase in the number of crimes that are reported by youth	4,800			
	increase in proportion of students who would be willing to provide information to police about a problem or a crime	85%	88%	+3%	
Reduce the impact and effects of bullying and cyber-bullying.	increase in proportion of students who received information on bullying and/or cyber-bullying	40%	39%	-1%	
	decrease in proportion of students who say they were bullied in the past 12 months	15%	14%	-1%	
	decrease in proportion of students who say they were cyber-bullied in the past 12 months	11%	11%	--	
	decrease in the proportion of students who say they are concerned about bullying in/around their school	47%	51%	+4%	
Focusing on violent crime, prevent and decrease the victimization of children and youth.	decrease in number of children (0-11 years) victimized by violent crime	1,326	1,260	-5%	
	decrease in number of youth (12-17 years) victimized by violent crime	3,802	3,193	-16%	

\* To November 4<sup>th</sup> only due to implementation of new records management system.

Shading = data not available at time of writing.

## Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. The Service will continue to improve response to victims of domestic and family violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims.

### Our Goal Was:





- ▶ Focusing on domestic violence:
  - (a) Improve the provision of support, follow-up information, and referrals to victims, and
  - (b) increase reporting by victims.

### Examples of What We Did:

- ▶ The Service's Divisional Policing Support Unit continued to provide domestic violence training to members, including bi-annual training of divisional Domestic Violence Co-ordinators.
- ▶ Collaboration and outreach continued through participation on such committees as the Domestic Violence Advisory Committee (DVAC), the Integrated Domestic Violence Court Committee, and the Scarborough Access Service; through presentations to schools, colleges, universities, the Ontario Law Society, the annual Multi-Language Interpreter Service general meeting, and the Young Parent Resource Centre; through the use of social media including Twitter and LinkedIn; and as a contributing author to an e-book on domestic violence titled "Violence Against Women All Pervading", distributed to universities, social agencies, and within law enforcement.
- ▶ The Scarborough Family Justice Pilot Project, funded by the Department of Justice Canada, is being piloted in 41 Division from February 2013 to October 2014. This Initiative offers a collaborative and co-ordinated delivery of services (police, courts, and community services) to domestic violence victims and their children. Each victim and their children are offered the assistance of an Advocate who becomes their case manager and is a conduit to, and a member of, a multi-disciplinary team of professionals. The Advocate provides support, case co-ordination, guidance and consistent information through the criminal justice process. Among the goals of this Pilot is increased, victim-friendly access to services, as well as increased reporting by victims.

- ▶ The Written and Revocable Consent Initiative continued to be piloted out of the Toronto West Courthouse (Etobicoke). Among the goals of the initiative is to help victims of domestic violence navigate the court process as it relates to consent and withdrawal of consent with domestic violence offenders, and to provide both the courts and the Service with the most current and relevant information in regards to Written Revocable Consent.
- ▶ Another initiative, piloted in 11 Division in conjunction with Old City Hall Courts, identifies high risk domestic violence offenders, referring them to the John Howard Society for one on one immediate counselling, with the objective of reducing risk to the victim and family.

### What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Focusing on domestic violence: (a) Improve the provision of support, follow-up information, and referrals to victims, and (b) increase reporting by victims.	increase in proportion of agency workers who say police have improved over the past year at providing follow-up information	15%	24%	+9%	
	increase in proportion of agency workers who say police have improved over the past year at providing referrals	20%	21%	+1%	
	increase in proportion of agency workers who say they have trust/confidence in police	82%	76%	-6%	
	increase in number of domestic occurrences reported to police	6,217			
	increase the number of TPS referrals to Victim Services (domestic violence involved)	5,059	4,924	-3%	

Shading = data not available at time of writing.

## Focusing on People with Distinct Needs

The concerns of and issues related to people with distinct needs were raised in a number of consultations held with the public and have been discussed in the Environmental Scan. Once again, the need to build trust between the police and these people was highlighted. With the aim of fostering mutually respectful and beneficial relationships, the Police Service is committed to providing professional and non-biased service to all those who need them.

### Our Goals Were:

- ▶ Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, and homeless people.
- ▶ Ensure that all victims of violence, including the families and friends of victims if appropriate, have access to victim services and support.










### Examples of What We Did:

- ▶ The Service's Divisional Policing Support Unit (DPSU) continued to provide elder abuse training to Service personnel, including to the newly established divisional liaison officers, and participated in case consultations (between police, community, and service providers) relating to elder abuse, disability, mental health issues, and homelessness. The Unit, in conjunction with Toronto Police College and the Ontario Police Training Video Alliance (OPTVA), also developed a provincial training video for police personnel on Alzheimer's disease and wandering persons.
- ▶ The DPSU continued to actively participate on projects and partner with organizations dealing with elder issues and homelessness issues, including the Housing and Homelessness Services Network, the Bringing an Awareness of Senior Safety Issues to the Community Committee, and the Social Media Working Group (Fraud Prevention Month). The Unit also actively promoted an awareness of issues such as elder abuse and neglect, dementia, disability issues, mental health issues, frauds and scams, and general crime prevention and safety through the use of social media and radio shows (e.g. Zoomer Radio, Goldhawk Fights Back).
- ▶ The Service continued to present, as needed, the Newcomer Resources Program, including the Guide to Police Services and the newly created pamphlets, translated into 20 languages, explaining the Written Revocable Consent Pilot project, the Scarborough Family Justice Pilot project, and access to services.



- ▶ The Aboriginal Peacekeeping Unit (APU) of the DPSU reported that the Service continued to work with the Aboriginal Consultative Committee (ACC), representing sixteen separate organizations from within the Aboriginal community in Toronto (representing homelessness, youth, hostels, housing, elderly, and family services), to address the needs of the communities they represent.
- ▶ Identifying the need to sustain and foster relationships with youth, the Aboriginal Peacekeeping Unit continued to participate in a variety of community-driven and youth-focused events in partnership with the ACC. Hosted by the ACC, Chief Blair, Chair Mukherjee, the divisional Aboriginal Liaison officers, the Employment recruiting section, and other Service members actively participated in a Town Hall meeting, addressing specific issues of concern by the community (tasers, recent police shootings, and three suspicious/suicidal deaths of three young Aboriginal females).
- ▶ Newly established Aboriginal Divisional Liaison Officers extended the outreach of the Aboriginal Peacekeeping Unit and were a resource to the Aboriginal community at the divisional level. With input from the ACC, the APU, and the Toronto Police College, training is being finalized and will be delivered to these officers in 2014.
- ▶ The DPSU also acknowledged some challenges during 2013, including the loss of experienced officers through retirement and the hiring of new officers with less training and experience in dealing with these populations, as well as a lack of Aboriginal-related training to recruits and Service members.

## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, and homeless people.	increase in proportion of agency workers dealing with seniors who said they had trust/confidence in police	85%	83%	-2%	
	increase in proportion of agency workers dealing with Aboriginal people who said they had trust/confidence in police	88%	75%	-13%	
	increase in proportion of agency workers dealing with newcomers who said they had trust/confidence in police	86%	78%	-8%	
	increase in proportion of agency workers dealing with homeless people who said they had trust/confidence in police	84%	72%	-12%	
	increase in proportion of agency workers dealing with seniors who said police understanding of the needs of their client population was excellent/good	53%	47%	-6%	
	increase in proportion of agency workers dealing with Aboriginal people who said police understanding of the needs of their client population was excellent/good	57%	18%	-39%	
	increase in proportion of agency workers dealing with newcomers who said police understanding of the needs of their client population was excellent/good	51%	46%	-5%	
	increase in proportion of agency workers dealing with homeless people who said police understanding of the needs of their client population was excellent/good	52%	24%	-28%	
Ensure that all victims of violence, including families and friends of victims if appropriate, have access to victim services and support.	increase in the number of TPS referrals to Victim Services	9,202	8,748	-5%	

## Targeting Violence, Organized Crime, & Gangs

In the Service's community survey, people have identified guns and gangs as two of the most serious policing problems in Toronto. Drugs have also been identified as a serious problem for some neighbourhoods. In consultations with the public and with Service members, participants also stressed drug distribution and use as sources of violence and crime, and as having a strong negative impact on the quality of life in those affected communities. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

### Our Goals Were:

- ▶ Reduce violent crime, especially shootings, and illegal gun activity.
- ▶ Reduce the availability and impact of drug activity on neighbourhoods.

### Examples of What We Did:

- ▶ The Organized Crime section of the Financial Crimes Unit continued to update source management intelligence related to drug targets on an on-going basis, and the Asset Forfeiture section significantly increased its identification and seizure of proceeds from drug-related offences in 2013.
- ▶ The Integrated Gun & Gang Task Force, often in collaboration with the Drug Squad and/or Divisional Policing Command, were involved in a number of initiatives and successfully executed a number of major investigations to address guns, drugs and community safety, including:
  - Drug Market Initiative Research – To develop a framework for implementing a proven, innovative, and evidence-based approach to community safety.
  - Guns, Drugs & Gangs (GDG) – To reduce opportunity for, and number of offenders involved in, gun, gang, and drug related crime, using intelligence-based deployment to increase police visibility and enforcement.
  - Trident – A multi-jurisdictional investigative project deploying 18 officers from other services in a joint effort to reduce the number of offenders engaged in gang, gun, and drug-related crimes. The Project also strengthened co-operation and co-ordination among GTA police services.

- Scarecrow – An investigation of individuals who are properly licenced and legally purchase firearms, but divert them into the illegal firearms market for substantial profit. Project Scarecrow was the catalyst for the production of a CISO FATE Ontario High Volume Buyers report designed to identify potential “domestic firearms traffickers” to investigators in a more efficient fashion.
  - Pressure – A major project targeting gang-related drug and gun offences (shootings); significant seizures of cash and drugs diminished the gang’s ability to continue activities.
  - Traveller – A city-wide investigative project targeting organized drug and gun-related crime, resulting in the seizure of substantial cash, assets, drugs, and dozens of guns and other weapons.
- ▶ The Drug Squad continued to deploy enforcement teams throughout the city in 2013. While the number of seizures carried out by the Drug Squad remained about the same as in 2012, the seizures of cocaine and heroin were almost double those of 2012. Canadian currency seized as a result of drug investigations was over three and a quarter million, almost four times the cash seizure in 2012. Six major drug investigation projects, including Project Infinity, targeting criminal organizations across the GTA, were concluded in 2013 and contributed significantly to the increase in seizures.
  - ▶ Project ICE was a multi-divisional, intelligence-led investigation of gang- related activities; the project provided officers with a real-time and automatic notification of associations of persons in relation to gangs.
  - ▶ Divisional Policing Command (now Community Safety Command) continued the TAVIS and Summer Safety programs during 2013 to address violence in identified chronic problem neighbourhoods.

### What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Reduce violent crime, especially shootings, and illegal gun activity.	decrease in number of shootings	217	202	-7%	
	decrease in number of robberies	5,015	4,011	-20%	
	increase in number of firearms seized	2,069	2,589	+25%	
	decrease in rate of crimes against persons (per 1,000)	11.1	10.0	-10%	
	increase in community perception of police effectiveness in dealing with gun crimes	69%	78%	+9%	
Reduce the availability and impact of drug activity on neighbourhoods.	increase in number of persons charged with drug offences	8,103	7,021	-13%	
	decrease in proportion of community concerned about drugs in their neighbourhood	58%	47%	-11%	
	increase in community perception of police effectiveness in enforcing drug laws	67%	69%	+2%	

## Delivering Inclusive Police Services

Although the members of the Service generally enjoy the good opinion of our communities, we must always strive to preserve and improve this positive regard. The manner in which members interact with the community, and each other, can be a major factor in the success of a police service. The Toronto Police Service is committed to providing, internally and externally, equitable and professional services. Further, recognizing and valuing the diversity of the city, the Police Service must ensure that we continue to strive to be representative of the communities we serve.









### Our Goals Were:

- ▶ Provide professional, high quality, customer-focused service to members of the community.
- ▶ Ensure interactions with other Service members are professional, non-biased, and respectful.

### Examples of What We Did:

- ▶ Training specific to Human Rights, delivered by the TPS Diversity Management Unit (DMU), has been included in both the Advanced Leadership Course, for newly promoted Staff Sergeants and Civilian Supervisors, and the In Service Leadership Program, for existing Sergeants, Detectives, Staff Sergeants, and Detective Sergeants. In 2013, there one Advanced Leadership course and six In Service Leadership Program courses were delivered.
- ▶ The training delivered by the DMU addresses the human rights requirements in the uniform performance appraisal. The section of the appraisal form assessing human rights performance states: "The Service is committed to the protection and promotion of Human Rights in both the workplace and in the delivery of police services. The Service is dedicated to providing all members with a work environment which fosters a climate of understanding and mutual respect. The Service is committed to the delivery of police services that are fair, respectful, and unbiased." The requirements of the section include:
  - completion of human rights training;
  - demonstrated knowledge and understanding of the Ontario Human Rights Code and Human Rights issues as they apply to policing (examples include knowledge of racial profiling, race biased policing, racism, sexual harassment, sexism, ageism);
  - adherence to the principles of human rights and treats others in a fair, respectful, and unbiased manner; and
  - delivery of policing services in a fair, respectful, and unbiased manner.

## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Provide professional, high quality, customer-focused service to members of the community.	decrease in number of public complaints	764	725	-5%	
	increase in community satisfaction with the time it took to respond to their call	72%	79%	+7%	
	increase in community perception of police professionalism during contact	76%	82%	+6%	
	increase in community satisfaction with police during contact	82%	83%	+1%	
Ensure interactions with other Service members are professional, non-biased, and respectful.	decrease in proportion of members who agreed with the statement "I believe there is a lot of discrimination within the Service"	45%	52%	+7%	
	decrease in number of internal complaints related to harassment and discrimination	28	28	--	
	increase in proportion of members who say they are satisfied with their work environment	82%	75%	-7%	
	training on the revised performance appraisal form (Human Rights section) incorporated into Supervisory and Leadership courses	n/a	implemented *		

\* See 'Examples of What We Did' for details.

## Focusing on Service Delivery

As is detailed in the *Police Services Act*; the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing services. The Service must therefore ensure that it adequately provides those services which are demanded by the community in the most efficient and effective manner possible. In addition, it is important that community members better understand the scope of policing services that can be provided and how to most effectively access these services.

### Our Goals Were:

- ▶ Manage community expectations of police service through communication and education.
- ▶ Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.

### Examples of What We Did:

- ▶ The Prime section of Communications Services, formerly the Alternate Response section, was expanded in 2013 to deal with a greater scope of report-taking both online and by telephone. The changes to the scope of report taking was determined by extensive discussion between CIOR team members and external security partners (e.g. major retailers, school security, other GTA police services, etc.). Communication call-takers advise the public of the telephone and online reporting options when they call to report an incident.
- ▶ The Chief's Internal Organizational Review concluded on December 31, 2013. The goal of the review was to re-engineer the Service to create a sustainable new model for policing, prioritizing services and delivering them in a manner that allows the Service to meet its legislative obligations and maintain a safe city in partnership with our communities. The Review considered alternate forms of service delivery and a re-examination of core services. (*Board Minute 18/2104*)
- ▶ The following is a list of the reviews, starting with those that are implemented, or in implementation:
  - Flexible Schedules for Specialized Units (implemented) – This review recommended a schedule that improved officer deployment in divisional specialized units: an '8 days on/6 days off' shift rotation to provide 7 day a week coverage.
  - Divisional Prisoner Management (in implementation) – This review recommended replacing the police officer currently performing this function with a civilian court officer; 65 of 85 identified positions have been transitioned.

- TPS Auxiliary Policing Program (implemented) – This review recommended a more efficient rank structure, more effective communications with the parent Service, and improved alignment of the TPS Auxiliary Police with the Service.
- Civilianize Forensic Identification positions (in implementation) – This review recommended civilianizing 4 police officer positions to improve efficiency, since civilian staff are less likely to be redeployed from these highly skilled positions because of operational needs and they do not have the same training requirements as officers (e.g. annual use of force).
- CopLogic and Theft (Shoplifting) Call for Service Diversion (in implementation) – This review recommended a program that will increase on-line crime reporting, reducing the need for officers to attend minor events, including some shoplifting calls for service; this will free up officers for more serious matters.
- Accenture - Organizational Structure, Span of Control, Civilianization, Delaying Review (structure implemented; remainder in implementation) – This review recommended an organizational structure that adjusted spans of control and reporting relationships, introduced new business processes and new business units, increased efficiencies, removed the rank of Staff Inspector and identified opportunities to consider civilianizing some functions currently being performed by police officers.
- Traffic Technology (in implementation) – The review recommended expanding automated camera enforcement of speed, prohibited turns, red lights, and other intersection violations to improve public safety and the movement of vehicular traffic. A second part of this review recommended centralizing traffic personnel in order to investigate all motor vehicle collisions and enforce traffic laws more effectively and efficiently.
- Duty Operations Centre (DOC) Review (implemented in part) – This review recommended creating the Toronto Police Operations Centre to more effectively and promptly deploy Service assets across divisional boundaries to respond to operational needs.
- Civilianization and Centralizing of the School Crossing Guard Program (implementation approved, but deferred for later budget discussions) – This review recommended civilianizing the administration of school crossing guards, returning 11 police officers to front-line duties.
- Training and Course Facilitation (TPC) (in implementation) – This review recommended changes to the delivery of training, including civilianizing 7 positions and eliminating 2 others, increasing on-line training, and implementing more efficient shift changes.
- Employment Background Consultants (in implementation) – This review recommended outsourcing background investigations to contracted consultants to free-up police officers for frontline service. Eleven consultants have been contracted so far.
- Special Events Resource Assignment (in implementation) – This review recommended more efficient and effective methods of deploying on-duty resources to special events to improve service and manage the volume of requests. It also recommended developing a closer working relationship with the City and establishing requirements for organizers to provide private security where appropriate.



- Community Engagement and Intelligence Gathering (Police and Community Engagement Report [PACER]) (in implementation) – This review made recommendations to help the Service improve public safety through community engagement, while reducing the associated social costs.
- Civilianizing Scenes Of Crime Officers (in implementation) – This review recommended civilianizing and centralizing Scenes of Crime Officers under the Forensic Identification Unit. This role is currently performed by police officers attached to all Primary Response Units. Ten civilians are expected to be hired in fiscal year 2014.
- Civilianization and Combining of Divisional Positions (implemented in part) – This review considered civilianization of support positions within divisions (e.g. Divisional Crime Analyst, Planner, School Liaison, Community Relations, Crime Prevention, and the Quality Control Detective). The Command approved civilianizing the Crime Analyst position.
- The Right Number Review (completed) – This review determined that under the circumstances existing at the time, the Service required 5,781 police officers to provide adequate and effective policing, an increase of 178 officers over the authorized strength of 5,604. The review also developed a staffing tool that can help determine future needs.
- Outsourcing of Courts Screening Positions (completed; status quo approved) – This review recommended that security screening at the front doors of all criminal court locations in the City of Toronto continue to be performed by Toronto Police court officers.
- Closing Divisions – 13 and 54 Divisions (completed; status quo approved) – This review recommended maintaining 54 Division and 13 Division as full service divisions.
- Multi-Agency Collaboration to Assist Community Development: Hub Model (ongoing) – This review is researching the efficiencies and economies of working with partner agencies, within a neighbourhood focus. This will help divert clients from the criminal justice system by ensuring that the most appropriate agency responds. Recommendations include developing criteria to determine what agency takes the lead, and assessing the concept's suitability for city-wide application.
- Emergency Services Efficiencies Review (ongoing) – This review is researching the efficiencies and economies of eliminating unnecessary overlap between Toronto Police specialized operational units (i.e. Public Safety, Emergency Task Force, Marine, Police Dog Services, Mounted). Recommendations include centralization and unified command.
- Customer Service Review (ongoing) – This review is researching the most effective way to improve person to person interactions by developing an organizational culture that moves Toronto Police from delivering good service to great service. Recommendations include engaging an external consultant to help develop the strategy.
- Internal External Processes – Divisional Civilianization and Automation (ongoing) – This review is researching the Primary Response Unit calls for service to determine those that can be served appropriately through an alternative model and those that do not require police attendance.

## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Manage community expectations of police service through communication and education.	increase in proportion of community who say they are aware of the different services offered by front-line policing functions	57%	55%	-2%	
	increase in proportion of community who say they understand when to call the non-emergency line rather than 9-1-1	57%	79%	+22%	
	increase in proportion of community who say they are aware of that the TPS provides an alternate form of response for some non-emergency calls	33%	31%	-2%	
Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.	number of services and/or business processes reviewed	n/a	22 CIOR reviews *		
	number of units or functions for which appropriate staffing levels and types have been determined	n/a	16 units and/or functions for which staffing levels, civilianization, and/or outsourcing recommendations were made *		

\* See 'Examples of What We Did' for details.

## Addressing Community Safety Issues

Members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. While traditional safety concerns are still present in our communities, more and more, the threats posed and opportunities afforded by the ever increasing use of technology in society are of significant importance in the delivery of police services. The Toronto Police Service is committed to developing the necessary skills and processes to take advantage of the advancements in technology to better address the investigation of crimes which use or involve technology.

### Our Goal Was:




- ▶ Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.

### Examples of What We Did:

- ▶ Operation Reboot completed an eight month review of 'everything to do with technology' within the Service. The review included:
  - An assessment of threats against the Service, including cybercrime.
  - An assessment of opportunities specific to technology, including software, hardware, and applications to improve the efficiency and effectiveness of Service operations and security.
  - A review of all Service governance to identify gaps specific to technology, including open-source intelligence and social media.
  - An assessment of the use of social media Service-wide, including inactive accounts, determination of the positional responsibility for use of social media, and a reconfiguration of the way the Service uses social media.
  - A recommended five-tier training model to associate members' use of technology to a training designation.
  - An assessment of opportunities, threats, and threat mitigation as identified in consultations with 200 internal and external stakeholders.
  - Consultation with Judges and Crown Attorneys in the GTA to improve efficiencies and co-ordination around changes in legislation specific to technology.
  - And, technology vulnerability assessments of a selection of members' homes, police units, and external partner workplaces.

- ▶ Operation Reboot undertook a Proof of Concept test for tablets and smart phones with a variety of applications for operational and investigative purposes; the project evaluation is on-going.
- ▶ A glossary of technical terms for the purpose of consistency of use in warrant preparation, testifying in court, etc., has been compiled and will be published with live edit capabilities; at this time, the Service has a definition of cybercrime, however, a definition consistent at the provincial and federal levels has not been agreed.
- ▶ A field to indicate a 'computer-facilitated offence' for tracking and reporting purposes was included in the implementation of the Versadex in November 2013.
- ▶ The Financial Crimes Unit continued its Social and Digital Media awareness campaign on Twitter, YouTube, Facebook, and the TPS website, including a one hour weekly talk-show called 'Fraud Chat' on Twitter; a Facebook page 'Fraud Chat' was also created.
- ▶ Through specialized training and using new software acquired by Intelligence Services, the Service has an improved ability to extract and analyse information from mobile communication devices.
- ▶ The Service conducted a very successful pilot project in summer of 2013 to use social media to advance community safety; working out of the Duty Operations Centre, intelligence analysts used social media in real-time to identify potential threats to community and personal safety, and possible disturbances to the quality of life in neighbourhoods (demonstrations, protests, large gatherings, etc.). Officers were dispatched through the Duty Operations to investigate.

## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.	definitions determined	n/a	implemented *		
	Service capability to track and analyse crimes involving or using technology	n/a	implemented *		
	officer perception of Service ability to investigate crimes involving or using technology	75%	78%	+3%	

\* See 'Examples of What We Did' for details.

## Ensuring Pedestrian, Cyclist, & Driver Safety

The traffic on Toronto's roadways affects almost everyone within the City and is a consistent theme at public meetings. It has also been identified by members of the community in the Service's telephone survey as one of the most serious problems affecting neighbourhoods. The safety of pedestrians, cyclists, and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Toronto Police Service. Mobilizing local communities to respond to local traffic problems will assist in sustaining successful efforts and improving neighbourhood roadway safety.

### Our Goal Was:







- ▶ Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.

### Examples of What We Did:

- ▶ Traffic Services and divisions reported that they continued to update and deliver programs focused on educating and increasing general awareness on pedestrian, cyclist, and driver safety.
- ▶ While elements of pedestrian, cyclist, and driver safety education/awareness were all part of many of the public safety announcements and presentations delivered to the community (schools, committees, Town Hall meetings), there were some campaigns/programs that were specific (pedestrian safety, cycling safety) or were addressed to particular groups (seniors, youth, newcomers).
- ▶ The Service facilitated presentations to high school students on a regular basis focusing on driver safety/awareness, including PARTY (Prevent Alcohol and Risk Related Trauma in Youth) developed by Sunnybrook Health Sciences, and TIPSy (Think First Injury Prevention Strategy for Youth) developed by St. Michael's Hospital, both of which focused on impaired and distracted driving, speeding, and seatbelts.
- ▶ Social media was increasingly used to promote safety awareness (e.g. the YouTube "Reality Check" video promoting distracted, impaired, speeding and seatbelt awareness, and the "Do the Bright" thing campaign encouraging people to wear bright-coloured or reflective clothing when possible).
- ▶ Safety awareness was also promoted through participation on committees, including MADD, school safety committees, BASSIC (Bringing an Awareness to Senior's Safety in the Community), and the Bike Safety Working Group, and through attending community events such as the Helmet Safety Event City Hall, Arrive Alive at Humber College, and the Seniors Fair Expo.

- In addition to the educational and awareness programs, the Service continued general enforcement initiatives and those focusing on specific concerns, such as “Operation Impact” (an annual national campaign targeting aggressive driving, not wearing seat belts, driving while impaired and distracted driving); school safety enforcement initiatives (addressing traffic safety around schools, especially at drop-off and pick-up locations during drop-off and pick-up times); drinking and driving enforcement (through the RIDE program and strategic blitzes); and the “Keep it Moving Toronto” initiative (enforcing no-stopping zones, gridlock and other traffic offences hindering the flow of traffic).

### What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.	decrease in number of road-related injuries to pedestrians	2,159	1,686	-22%	
	decrease in number of road-related injuries to cyclists	1,458	1,216	-17%	
	decrease in number of road-related injuries to drivers	7,021	6,984	-1%	
	increase in pedestrian perception of safety	70%*	76%*	+6%	
	increase in cyclist perception of safety	52%*	50%*	-2%	
	increase in driver perception of safety	78%*	83%*	+5%	

\* Proportions do not include those who said question was not applicable to them.

## Focusing on Police Interaction with Individuals Experiencing Mental Illness

Dealing with individuals experiencing mental illness is a continuing challenge for police. The requirement for Service members to better understand and more effectively address the immediate and specific needs of these individuals is a priority for the Service. In addition to developing internal information systems and effective training, the Service is committed to building stronger and more collaborative partnerships with professional mental health service providers to ensure the safety and appropriate care of individuals experiencing mental illness.

### Our Goals Were:

- ▶ Ensure safe outcomes for all emotionally disturbed persons during interactions with police.
- ▶ Development of reliable data collection and analysis.
- ▶ Enhance member training for professional and respectful interactions with emotionally disturbed persons.
- ▶ Enhance co-ordination of services offered by police and community service agencies.














### Examples of What We Did:


- ▶ Training is a priority in ensuring safe outcomes and professional and respectful interactions with emotionally disturbed person. Effectively interacting with emotionally disturbed persons is a significant component of the In-service Training (IST) Program, a mandatory annual training requirement for **all** officers. In 2013, the component was designed to focus on a more personal approach to mental illness. A number of TPS members spoke about their experiences with dealing with a family member with mental illness, promoting a way for officers to identify with mental illness and the difficulties faced by emotionally disturbed persons and their families. This approach was used to facilitate an understanding and promote empathy for the emotionally disturbed persons they deal with in the community, and to reinforce that mental illness has far reaching implications and affects all facets of society, including police officers. Interacting with emotional disturbed persons was also integrated into the scenario component of the IST.

- ▶ The Toronto Police College worked extensively with mental health professionals from the Centre for Addiction and Mental Health to provide strategies to assist officers in their interactions with emotionally disturbed persons, consistent with recommendations from the Jardine-Douglas, Klibingaitus, Eligon Inquest. Use of verbal de-escalation techniques is the foundation of the IST and is emphasized in all aspects and components of training.
- ▶ The Toronto Police College also implemented technology to assist in the implementation of verbal de-escalation strategies through the use of video simulation scenarios. These judgement-based training components provide an opportunity to apply verbal de-escalation strategies and reinforce officer and public safety principles, enhancing the continued role playing scenarios that contain encounters with emotionally disturbed individuals.
- ▶ More than 30 police officers and psychiatric nurses from partnering hospitals participated in a week-long training course, the required course for participating as a Mobile Crisis Intervention Team(MCIT) member. The course, presented in partnerships with the hospitals, included expert speakers, survivors, and families of emotionally disturbed families.
- ▶ In 2013, the MCIT program was expanded from four to five teams with the participation of the Toronto East General Team now providing service to the communities within 54 and 55 Divisions. During 2013, the MCIT Steering Committee worked on the planning for a further expansion to include a sixth team from North York General Hospital. *(Effective early in 2014, the North York General Hospital Team serves the communities of 32 and 33 Divisions.)*
- ▶ A comprehensive evaluation of the MCIT program – process and outcome – was initiated in 2013.
- ▶ The Service has initiated a review of the data and information collection and extraction systems required to best analyse the scope of service requirements for emotionally disturbed persons. The Service is currently assessing the adoption of the INTER-RAI form proposed by the provincial government as a consistent and comprehensive data collection tool for the province. With the introduction of the new record management system, work on this strategy has been temporarily suspended pending completion of the Versadex implementation. A comprehensive data collection tool and analysis framework for MCIT activities was developed in 2013 and implemented in April 2014. This data collection form was designed for the purpose of the evaluation, but is expected to be incorporated into the Versadex reporting component in the future.
- ▶ The Service continues extensive collaboration and consultation with external partners in the development of training for police officers on interaction with emotionally disturbed persons. Training emphasizes communication and de-escalation, and reflects current best practice information from the fields of mental health, crisis resolution, and police use of force. As noted in a report to the Board in 2013, to “assist in the development of training, and to incorporate the experiences of consumer/survivors into police training to help de-stigmatize the disease and those who suffer from it, the Service has consulted extensively with advocacy groups, mental health professionals, and consumer/survivors” (Board Minute #89/2013). The report also notes the collaboration between the Toronto Police College, Ms. Pat Caponi, co-chair of the Board’s Mental Health Subcommittee and Director of *Voices from the Street*, and Ms. Jennifer Chambers, Executive Director of the *Empowerment Council*, in the development of a 30-minute training video showcasing consumer/survivors and their experiences.



## What We Achieved:

Goal	Performance Objective/ Indicator	Baseline (2012)	2013 Result	Change	
Ensure safe outcomes for all emotionally disturbed persons during interactions with police.	decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)*	9%	9%	--	
	decrease in severity of injury during MHA interactions* ( <i>proportion of injuries categorized as 'major'</i> )	8%	7%	-1%	
Development of reliable data collection and analysis.	identify data required for necessary and appropriate analysis	n/a	progress ongoing**		
	identify process and system changes required	n/a	progress ongoing**		
	assess feasibility of making recommended changes to processes and systems	n/a	progress ongoing**		
Enhance member training for professional and respectful interactions with emotionally disturbed persons.	revise training to reflect a broader understanding of mental health issues	n/a	implemented**		
	include consumer/survivor and stakeholder input into training	n/a	implemented**		
	increase in officer awareness of community resources for the purpose of referral	67%	76%	+9%	
	increase proportion of officers aware of MCIT	93%	87%	-6%	
	increase number of EDP-related calls <sup>†</sup> where MCIT attended	2,177	2,332	+7%	
	increase in proportion/number of officers who say that the training they received helped them in interacting with emotionally disturbed persons	75% <sup>††</sup>	80%	+5%	
Enhance co-ordination of services offered by police and community service agencies	increase in agency workers who say the working relationship between their agencies and the police service was excellent/good	81%	59%	-22%	
	increase in proportion/number of officers who say that support services for emotionally disturbed	53%	47%	-6%	

	persons were readily available when required				
	increase in proportion of agency workers who say that police and agency services are well co-ordinated	68%	48%	-20%	

\* Due to implementation of new records management system, only January 1<sup>st</sup> – November 4<sup>th</sup> data is available at time of writing.

\*\* See 'What We Did' for details.

† Data from ICAD 52, and, as per the TPS Business Intelligence Unit's annual EDP report, includes calls for attempt suicide, elopee, emotionally disturbed person, jumper, overdose, and threaten suicide.

†† Wording of question slightly different than in 2013.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P141.           ANNUAL REPORT: 2013 POLICE TOWING CONTRACTS**

The Board was in receipt of the following report April 29, 2014 from William Blair, Chief of Police:

Subject:       ANNUAL REPORT - POLICE TOWING CONTRACT - JANUARY 2013 TO  
                  DECEMBER 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 of February 16, 2012, the Board received the forgoing and approved the following Motion (Min. No. P46/12 refers);

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

- Towing – compliance with terms of the contracts”

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

Discussion:

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

In an effort to ensure compliance, all contract towing service providers are subject to inspections undertaken by Traffic Services personnel where a random selection of invoices are reviewed to ensure conformity with the billing requirements of the contract. Every receipt in this statistically relevant sampling is checked for In/Out time stamps and the accurate calculation of tow fees and

storage costs. Any irregularities are noted; the receipts are photocopied and filed at Traffic Services. The Management at each contract tow service provider is counselled regarding contract requirements and arrangements are made for customer reimbursement, if applicable.

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

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

Invoice compliance audits for this report represent the period of January 1, 2013 ending December 31, 2013. Receipts used for the audits were drawn from the following dates:

- 1) March 11 to March 17, 2013
- 2) July 15 to July 21, 2013
- 3) November 4 to November 10, 2013

The results are as follows:

### **District 1**

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

The invoice audits of JP Towing, District 1, were conducted on these dates: June 5, 2013, November 22, 2013 and January 31, 2014.

<b>Audit Results</b>	
Total number of receipts inspected	520
Number of receipts contract compliant	520
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 8,032 street tows with police presence in District 1 for the year.

## **District 2**

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

The invoice audits of Bill & Son Towing, District 2, were conducted on these dates: June 3, 2013, November 20, 2013 and January 30, 2014.

<b>Audit Results</b>	
Total number of receipts inspected	77
Number of receipts contract compliant	77
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 529 street tows with police presence in District 2 for the year.

## **District 3**

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

The invoice audits of Abrams Towing, District 3, were conducted on these dates: June 3, 2013, November 20, 2013 and January 30, 2014.

<b>Audit Results</b>	
Total number of receipts inspected	235
Number of receipts contract compliant	235
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were four (4) complaints during the inspection periods, and no compliments.
- There were a total of 2206 street tows with police presence in District 3 for the year.

## **District 4**

### **Williams Towing Service Limited**

The invoice audits of Williams Towing, District 4, were conducted on these dates: June 4, 2013, November 18, 2013 and January 29, 2014.

<b>Audit Results</b>	
Total number of receipts inspected	167
Number of receipts contract compliant	167
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 1574 street tows with police presence in District 4 for the year.

### **District 5**

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

### **District 6**

#### **“A” Towing Service Limited**

The invoice audits of “A” Towing Service Limited, District 6, were conducted on these dates: June 4, 2013, November 18, 2013 and January 29, 2014.

<b>Audit Results</b>	
Total number of receipts inspected	646
Number of receipts contract compliant	646
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 11,281 street tows with police presence in District 6 for the year end.

### **Conclusion:**

The pound audit process revealed a compliance rate of 100% based on the samples examined. There were four (4) complaints from all sources which is a slight increase from the last period. All matters were resolved to the satisfaction of the TPS and the parties involved.

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: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P142.           ANNUAL REPORT: 2013 TRAINING PROGRAMS**

The Board was in receipt of the following report May 28, 2014 from William Blair, Chief of Police:

Subject:           ANNUAL REPORT: 2013 TRAINING PROGRAMS

Recommendation:

It is recommended that Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police College during the year 2013 (Min. Nos. P333/95 and P66/99 refer).

Discussion:

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

Attached is a detailed report on The Effectiveness of Police Training, which addresses the results of an effectiveness study, conducted on four courses delivered or sponsored by members of the TPC. This study focused on the transfer of classroom knowledge to field units and the impact of that knowledge on the Service and the community. The courses studied were as follows:

1. Bicycle Patrol Officer Course - 2013 (TV0023)
2. Organizational Development Course - 2013 (TH0026)
3. Police Services Act Course - 2013 (TE:TC0108)
4. In-Service Training Program - 2013 (TU0068)



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

Conclusion:

This report will provide the Board with an overview of the training provided by the TPC during 2013.

Deputy Chief Mike Federico, Operational Support Command, will be in attendance to answer any questions from Board members.

**The Board receive the foregoing report.**

**Moved by: M. Moliner**

## Appendix A

### EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, this is difficult to verify. In order to address the evaluation of Service training effectively, members at the Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following criteria:

Reaction,  
Learning,  
Transfer, and  
Impact.

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long-term in-depth analysis was conducted on selected programs. Specifically, four training courses or programs delivered in 2013 were reviewed based on the above criteria. These courses were as follows:

Bicycle Patrol Officer Course - 2013 (TV0023)  
Organizational Development Course - 2013 (TH0026)  
*Police Services Act* Course - 2013 (TE:TC0108)  
In-Service Training Program - 2013 (TU0068)

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 75% to 100%, this analysis revealed that the training members received throughout 2013 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve in order to address Service and community needs, as well as to incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with federal, provincial, and private partners have continued to grow throughout 2013, all of which have enhanced the ability of the TPC to deliver high-quality and relevant training to members of the Service in a timely and effective manner.



**Toronto Police Service  
Toronto Police College**

## **THE EFFECTIVENESS OF POLICE TRAINING**

April 2014

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## EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, this is difficult to verify. In order to address the evaluation of Service training effectively, members at the Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following criteria:

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

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long-term in-depth analysis was conducted on selected programs. Specifically, four training courses or programs delivered in 2013 were reviewed based on the above criteria. These courses were as follows:

1. Bicycle Patrol Officer Course - 2013 (TV0023)
2. Organizational Development Course - 2013 (TH0026)
3. *Police Services Act* Course - 2013 (TE:TC0108)
4. In-Service Training Program - 2013 (TU0068)

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 75% to 100%, this analysis revealed that the training members received throughout 2013 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve in order to address Service and community needs, as well as to incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with federal, provincial, and private partners have continued to grow throughout 2013, all of which have enhanced the ability of the TPC to deliver high-quality and relevant training to members of the Service in a timely and effective manner.

## **INTRODUCTION**

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

## **EFFECTIVENESS STUDY**

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

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

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

1. **Reaction:** occurs during and after the program.
2. **Learning:** occurs prior to, during, and at the end of a training program.
3. **Transfer:** occurs back in the work environment after at least six weeks.

4. Impact: cannot be measured for at least six months and may not occur for a considerable time after the delivery of a program.

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

### **Scope of 2013 Transfer Study**

During 2013, four Service training courses were selected for review based on a number of considerations which included the number of members mandated to take the training, and the regulatory requirements. The courses chosen were as follows:

1. Bicycle Patrol Officer Course - 2013 (TV0023)
2. Organizational Development Course - 2013 (TH0026)
3. *Police Services Act* Course - 2013 (TE:TC0108)
4. In-Service Training Program - 2013 (TU0068)

### **Methodology**

To address the transfer of knowledge, anonymous surveys were used to collect data on whether learning translated into changed behaviours in the workplace. Paper surveys were created using Class Climate software. These surveys were completed by members, most of whom were randomly selected. These surveys were then returned anonymously to the TPC. A Scantron scanner populated the Class Climate database with aggregate data for analysis. If the course had smaller and more manageable enrolment numbers, all members who attended that course were surveyed. A larger enrolment base required a random sampling of members, again allowing for an anonymous return.

## **FINDINGS BY COURSE**

### **The Bicycle Patrol Officer Course**

The Bicycle Patrol Officer course teaches basic bicycle skills that develop coordination, balance control, and confidence necessary for proficient operation of a police bicycle. Intermediate, advanced and police specific skills are introduced. Officer safety and safe operation of the bicycle are paramount throughout this course.

The program was developed by Police Vehicle Operations (PVO) and is taught by field trainers at divisions throughout the city as required. The program is overseen by PVO. Over the past five years, the course has evolved from a general bicycle course to the current police cycling program addressing the needs of our Service members. The course is delivered in two 10-hour days, and officers attend the course in bicycle-specific uniform with necessary safety equipment (helmet, gloves and safety glasses).

## Transfer

In order to assess transfer of learning for the Bicycle Patrol Officers course, a survey of members who completed the training was administered. The anonymous survey was distributed electronically and a total of 80 responses were received.

Respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge. Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 95% of respondents said yes and, 88% of respondents indicated that the learning they had acquired had helped to improve their overall confidence when riding.

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

To which Unit were you assigned when you took the course in 2013?

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

Primary Response Unit	13%
Community Response Unit	65%
Traffic Response Unit	1%
TAVIS	10%
Other *	11%

From which course topics were you able to apply knowledge?

Bicycle Safety/Rules of the Road	90%
Nutrition/Physical Fitness	60%
Gears and Cadence Lecture	73%
Pre-ride Inspection Demonstration	59%
Accident Prevention Lecture	65%
Cycling Injuries Lecture	49%
Slow and High Speed Drill Exercises	71%
Group Ride Exercise	71%

In 2013, did you suffer an injury that was reported as Injured on Duty (IOD) as a result of operating a Service bicycle?

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\*The Units specifically named are the main units where members attending the Bicycle Patrol Officers course were assigned; however, it is possible for members from any unit within the Service to attend the course. Due to the large number of units within the Service, the designation “other” is used to identify members assigned to any unit other than the ones named.



Yes	10%
No	90%

Which of the following have you applied during the course of your duties?

Proper nutrition and a high level of physical fitness	65%
Proactive strategies to avoid common types of bicycle collisions	75%
Taken steps to avoid common cycling injuries	59%
Manoeuvring the bicycle at low and high speeds with confidence	88%
Ride in small and large groups safely	88%
An understanding of the basic parts and mechanical operation of a Service bicycle	59%
Efficiently able to operate Service bicycles for the necessary length of time to carry out my assigned duties	74%
A higher degree of confidence in my ability to safely operate a bicycle on behalf of the Service	74%

### **Organizational Development Course**

The Organizational Development course is designed for civilian members of the Service who want to enhance their managerial skills. Equally important is the attendance of uniform members in a supervisory capacity who may be working with civilian members. The course consists of a three-day program, focusing on an array of management skills necessary for civilian members interested in supervisory positions.

The learner group includes any civilian member who is currently a supervisor or has demonstrated the potential to be a supervisor, and any uniform member in a supervisory capacity who is or may be working with civilian members.

### **Transfer**

In order to assess transfer of learning for the Organizational Development course, a survey of members who completed the training in 2013 was administered. The anonymous survey was distributed electronically and a total of 32 responses received. Respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge.

Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 91% of respondents said yes, 100% of respondents indicated that the learning they had acquired had helped to improve their overall confidence.

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

To which Unit were you assigned when you took the course in 2013?

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

Human Resources	3%
Finance and Business Management	3%
Information Technology Services	13%
Operational Support Services	16%
Corporate Risk Management	6%
Area Filed	9%
Central Field	13%
Detective Operations	22%
Other <sup>*</sup>	19%

From which course topics were you able to apply knowledge?

Emotional Healing	53%
Discipline Process	34%
Star Power	31%
Conflict Resolution	73%
Performance Appraisals	32%
Personnel Management	63%
Impromptu Case Studies	16%
Note Keeping	44%
Provincial Oversight/Conduct	16%

Which of the following have you applied during the course of your duties?

Effectively maintaining a work and home life balance	72%
Initiating and processing a discipline issue	16%
Determining the effect of power differential within a group	47%
Improving my ability to deal with difficult employees while recognizing the importance of human rights	69%
I have been identifying more effective interim supervisors	6%
An increase in escalation of employee issues	16%
Initiated and processed both internal and external complaints	16%

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\* The Units specifically named are the main units where members attending the Organizational Development course were assigned; however, it is possible for members from any unit within the Service to attend the course. Due to the large number of units within the Service, the designation “other” is used to identify members assigned to any unit other than the ones named.

## ***Police Services Act Course***

The *Police Services Act (PSA)* course is one week of training for sworn supervisors holding a Unit Complaint Coordinator (UCC) position, and for members transferring to the Professional Standards Investigative Unit. Course content is also suitable for existing UCC's who require additional training.

The *PSA* course provides learners with the skills and knowledge to perform their duties properly as a Professional Standards investigator. At the end of the course, learners are expected to:

- Understand the investigative steps involved in routine *PSA* investigations.
- Have a working understanding of what is required for an investigative report, with appropriate use of investigative resources, authorities, case law, and sound reasoning in their investigative conclusions.
- Understand the mandate of the OIPRD and the powers of the Director to facilitate Local and Informal Resolutions.
- Understand the difference between sworn and civilian member investigations.
- Understand the difference between *PSA* and Human Rights investigations.

In 2013, the *PSA* course was developed because of an identified need for this training for Service members, and the absence of this training within the province of Ontario.

## **Transfer**

In order to assess the transfer of learning for the *PSA* course, a survey of members who completed the training was administered. The anonymous survey was distributed electronically and a total of 32 responses received. Respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge.

Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 91% of respondents said yes, and 91% of respondents indicated that the learning they had acquired had helped to improve their overall confidence when using the Police Services Act.

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

To which Unit were you assigned when you took the course in 2013?

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

Professional Standards	20%
Units Complaint Coordinator	40%
Criminal Investigation Bureau	3%
Organized Crime Enforcement	3%

Traffic	3%
Primary Response Unit	6%
Other*	34%

From which course topics were you able to apply knowledge?

Service and Policy Complaints	63%
Human Rights	69%
Information Security	46%
Labour Relations	46%
TPA Perspective	31%
OIPRD	74%
Use of Force	34%
Case Law	40%
Prosecution Services	34%
Social Media and the Internet	37%
Investigative Process and Report Writing	71%
Complaint Intake and OIPRD Process (by PRS Personnel)	71%

Which of the following have you applied during the course of your duties?

The <i>Police Services Act</i> and how it applies to investigations	83%
How the complaint intake process works within the Service	63%
How the OIPRD process works within the Service	60%
What constitutes a Human Rights complaint	53%
How the Human Rights Tribunal works	31%
How as an Investigator Human Rights issues must be considered	49%
Tools that are available for an Investigation through Information security	51%
How collective bargaining agreements must be considered with an investigation	34%
How the Toronto Police Association can work with investigators	43%
The OIPRD process and what options are available to the OIPRD	54%
Provincial Use of Force Model and how it applies to investigations	49%
How case law and authorities can assist an investigation	60%

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\* The Units specifically named are the main units where members attending Police Services Act course were assigned; however, it is possible for members from any unit within the Service to attend the course. Due to the large number of units within the Service, the designation “other” is used to identify members assigned to any unit other than the ones named.

What Prosecution Services does and how the <i>PSA</i> tribunal works within the Service	43%
How social media, the internet and computer investigative techniques can assist an investigation	37%

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

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

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

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

### **Transfer**

In order to assess transfer of ISTP, a survey of the members who completed the training in 2013 was administered. The anonymous survey was distributed electronically and a total of 717 responses were received. Respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge.

Results indicated that a transfer of learning had occurred. When asked if they had applied any of the knowledge gained from the course, 75% of respondents said yes, and 85% of respondents indicated that the learning they acquired had helped to improve their overall confidence with their use of force options.

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

To which Unit were you assigned when you took the course in 2013?

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

Criminal Investigation Bureau	11%
School Resource	1%
Organized Crime Enforcement	6%
Sex Crimes	2%

Traffic	9%
Youth Crime/Family Violence	3%
Bail Compliance	1%
Intelligence	3%
Homicide	1%
Primary Response Unit	32%
Street Crime/Major Crime	3%
Community Response Unit	11%
Divisional Policing Command (TAVIS)	2%
Other <sup>*</sup>	18%

From which course topics were you able to apply knowledge?

Firearms Training and Provincial Qualification	35%
Defensive Tactics Training and Re-qualification (Including Baton annual re-qualification, and Oleoresin Capsicum (O.C.) Stream annual refresher)	32%
Judgment Training Dynamic Simulations Training (DST)	42%
Wellness: Post Traumatic Stress Disorder (PTSD)	34%
Emotionally Disturbed Persons De-escalation	45%
Use of Force	40%
DST Video Scenario 1	16%
Conductive Energy Weapon (C.E.W.) Re-Certification	11%

Which of the following have you applied during the course of your duties?

Effect an arrest properly	43%
Utilize the necessary legislative bodies to inform and articulate my action	42%
Engage our stakeholders with more confidence	28%
Apply Service procedures when dealing with the public with more confidence	35%
De-escalate conflict situations effectively through tactical communication	42%
Handling my firearm in the performance of my duties with more confidence	34%

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\* The Units specifically named are the main units where members attending the In-Service Training Program were assigned; however, it is possible for members from any unit within the Service to attend the course. Due to the large number of units within the Service, the designation “other” is used to identify members assigned to any unit other than the ones named.

Apply the relevant procedures and remained cognizant of <i>Charter</i> considerations when performing my duties	38%
Recognize and respond to persons with various disabilities appropriately	35%
Make proper judgment calls and select the most appropriate force option whenever necessary	33%
Make the better health choices and engage in activities aimed at promoting my overall wellness	47%

## **TORONTO POLICE COLLEGE SECTION HIGHLIGHTS**

### **INVESTIGATIVE TRAINING SECTION**

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

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

## **Gatehouse- Sexual Assault Survivors Seminar**

In addition to the delivery of the standard courses as described above, the Investigative Training Section in partnership with various police, community and government agencies regularly facilitates a variety of seminars and workshops. The TPC supports the educational initiatives of community partners by providing facilities for seminars and training. One such partner is The Gatehouse, which has used the TPC facility for several years to provide training on issues related to the abuse of children and support for survivors of abuse.

## **NEWLY DEVELOPED COURSES AND INITIATIVES**

### **Interviewing and Interrogation Techniques Course**

As a result of a wide-ranging domestic and international consultation process, and recent developments in Canadian case law, the *Interviewing and Interrogation Techniques* course was redesigned and renamed in 2013. The new course titled *Investigative Interviewing* is an evidence-based approach to gathering information from victims, witnesses and suspects. It seeks to align interviewing training more closely with the extensive body of scientific research that has been conducted in this field over the past thirty years. The course combines this material with the field experience of foreign and domestic law enforcement agencies that have identified and implemented best-practice approaches to investigative interviewing. The new course addresses issues that are critical to the difficult task of reliably gathering information from people, while effectively managing risk during criminal investigations.

### **Financial Crime Investigation Course**

Based on demand from the field, the TPC collaborated with the Financial Crimes Unit and select private sector partners to develop a week-long Financial Crimes Investigation course for front-line financial crime investigators. This training focuses on practical and technical issues related to this increasingly complex area of criminal investigation. Topics covered include: tracing financial transactions and assets, identifying and securing sources of electronic evidence, investigating synthetic identities, money laundering, mass marketing fraud, and forensic accounting, to name a few.

### **Impaired Driving Investigations Course**

Investigative Training Section members, in collaboration with subject matter experts from the Crown Attorney's office, Traffic Services, Professional Standards and Arrive Alive Canada developed a new three-day course on Impaired Driving Investigations. Some of the topics include the detection, arrest, processing and testimony specific to impaired driving and related cases.



## **TRAINING INITIATIVES**

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

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

- Sexual Assault Advisory Committee;
- Domestic Violence Advisory Committee;
- OACP Traffic Sub-committee;
- Ontario Major Case Management Working Group;
- P.A.C.E.R Internal Advisory Committee;
- Level Three Search Working Group;
- In-Car Car Camera Working Group; and
- Investigative Interviewing Working Group.

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

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

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

## **Memorandum Book Notes – The Foundation of Good testimony – A Toronto Police Service Guide.**

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

### **Investigative Mentorship Network**

As in previous years, members of the Investigative Training Section deliver lectures on a variety of courses run by other sections within the TPC, including the Leadership, Recruit, Coach Officer, and In Service Training programs. Investigative Training instructors also lectured at divisions and specialized units upon request. Some of the topics covered included Domestic Violence Investigations, Sexual Assault Investigations, Investigative Detention, Articulation and Impaired Driving. Instructors also continue to provide assistance, guidance and support to individual members and units upon request.

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

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

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

### **COMMUNITY POLICING SECTION**

The Community Policing Section is responsible for the delivery of training to all police recruits, as well as training for Service members in the areas of Ethics, Professionalism, Customer Service, Diversity, Coach Officer, Lateral Entry Officers, Auxiliary Police Recruit Training and Electronic Disclosure. The Community Policing Section also assists in the delivery of Human Rights lectures, Investigative training lectures and Wellness lectures as part of the In Service Training Program.

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

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

- Community Mobilization and Crime Prevention
- Crime Prevention through Environmental Design
- Auxiliary Officer Course
- Lateral Entry Course
- Ethics and Professionalism in Policing
- Ethics and Inclusivity (Civilian Course)
- Organizational Development (Civilian and Uniform Supervisor Course)
- Professional Development (Civilian Course)

### **Occupational Health and Safety**

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

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

### **NEWLY DEVELOPED COURSES**

- Ethics and Inclusivity (Civilian Course)
- Professional Development (Civilian Course)

These courses were designed and delivered by a civilian instructor assigned to the section. The Ethics and Inclusivity course is offered to civilian members of the Service. The Professional Development course was designed for civilian members wishing to develop their skills and mentoring potential.

### **IN-SERVICE TRAINING SECTION**

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

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

- In-Service Training Program – Uniform
- In-Service Training Program – Investigative
- Shotgun Requalification
- Booking Hall Officer Safety
- School Lockdown Frontline Responder
- Plainclothes Tactical
- Senior Officer Use of Force
- Use of Force Reset Course
- X26 Conducted Energy Weapon Training
- Auxiliary Use of Force Requalification Training

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

- Auxiliary Recruit Use of Force Training
- Document Servers Recruit Course
- Police Vehicle Operations Advanced Bicycle Firearms Training
- CBRNE Awareness Training
- Parking Enforcement Officer Safety Training
- Mobile Crisis Intervention Team Training
- Police Officer Pre Aylmer Recruit Training
- Police Officer Post Aylmer Recruit Training
- International Deployment Tactical Orientation

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

## **INITIATIVES**

### **Load Bearing Vest Project**

The In-Service Training Section began a pilot project regarding load bearing vests. The purpose of the project was to assess the durability, functionality, comfort and practicality of using load

bearing vests at the frontline officer level. The pilot project will analyze the results and assess the viability of providing Load Bearing Vests to the front-line officers.

### **Leg Restraint Project**

The In-Service Training Section began a pilot project regarding the use of leg restraints. The project was conducted at three divisions to evaluate the use of alternate strategies for prisoner control and safety. The pilot project will analyze the results and assess the viability of using leg restraints in front-line policing situations.

### **ARMAMENT SECTION**

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

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

- Conducted Energy Weapons Instructor and User
- Shotgun Re-qualification and User
- Glock Pistol Training and Recertification
- C8 Carbine, Uniform and Investigative
- MP 5 Sub Machine Gun
- Recruit Firearms Training

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

### **Use of Force Analyst**

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

### **NEWLY DEVELOPED COURSES**

#### **C-8 Carbine Basic User**

In 2013, the Toronto Police College initiated a pilot project to assess the use of the C8 Carbine rifle for front-line police response. Three Divisions are now equipped with rifles, which are deployed in marked police vehicles. To support the pilot, the Armament Section developed a four-day basic user course specifically designed for front-line uniform operations.

## **POLICE VEHICLE OPERATIONS**

The purpose of Police Vehicle Operations (PVO) training is to advance the learner's cognitive and psychomotor driving skills. This training enhances the learner's driving skills, while considering multiple impact factors such as location, environment and skill level.

The key programs delivered to members in 2013, including front-line supervisors, were the Police Officer's Driving course and the Safe Skills and Emergency Driving course. PVO also enhanced the Bicycle Operator's course, as a greater number of officers conduct their patrols on bicycles. These proactive risk management initiatives were designed to deliver practical training to all front-line officers.

The following courses are delivered on an ongoing basis by PVO instructors:

- Civilian Driving
- Police Officer Driving
- Advanced Driving
- Wagon Operators
- Command Post
- Recruit Officer Driving
- Bicycle Patrol
- Bicycle Instructors
- All-Terrain Vehicle
- Driver Assessment
- Truck Operator
- Safe Skills Assessment
- Community Station Operator
- Truck and Trailer Operator
- Advanced Bicycle
- Bicycle crowd Control

## **LEARNING DEVELOPMENT AND STANDARDS SECTION**

The Learning Development and Standards Section (LD&S) provides training to both uniform and civilian members of the Service. The section is responsible for eLearning, trainer accreditation, adult education, conferences, records coordination, and field training supervisors (the Learning Network), and Quality Assurance (QA). In 2013, the TPC underwent some internal restructuring and Business Systems Training (BST) was moved to the LD&S Section.

## **TRAINING INITIATIVES**

### **ELearning**

Members of the LD&S section commenced development of the Homicide First Responder eLearning module. Pre-production and filming were completed in 2013. These aspects of training development were completed in conjunction with Homicide, Video Services and a community partnership with Humber College and the Rovers. This module is in the final stages of editing.

Members of the LD&S section also commenced development of the TTC Vehicle Access and Egress Awareness eLearning project. Some filming was completed on subway cars and buses. However, extreme weather conditions caused cancellation of further filming. Production is set to resume in the coming months.

### **The Learning Network**

Through The Learning Network (TLN), timely and relevant training is provided to front-line officers, often through DVD and print media, by supervisors who are directly responsible for training at the unit level. In 2013, several meetings were held to ensure that field training supervisors had an opportunity to question learning materials and deliver a consistent message. This training is often delivered with the assistance of training videos. LD&S members assist with the development of in-house videos and are active members of the Ontario Police Video Training Alliance (OPVTA). In 2013, TLN initiated self-scheduling for ISTP training through the Human Resources Management System (HRMS) application.

LD&S and the OPVTA, in conjunction with Stone Gate Community, the Ministry of Community Safety and Correctional Services, and DPSU-Vulnerable Persons, filmed an Alzheimer's awareness video entitled Every Step Counts. This training video was released in August 2013.

LD&S and the OPVTA completed filming of an interview with Justice Budzinski, who spoke about aspects of reliability and credibility in the courtroom. This video will be released shortly.

### **Course Training Standards**

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

To ensure that standards are maintained, members of the LD&S section deliver the following courses that teach best practices associated with course training standards. These courses include the Effective Teaching for Adult Learners and the Effective Presentation courses. These courses include instruction on topics dealing with lesson preparation, evaluation, and documentation;

instructional skills and adult education. When requested, the LD&S section assists with reaction and learning evaluations for internal and external conferences.

### **Business Systems Training**

The mandate of the BST instructors is to develop and deliver training in software applications used throughout the Service.

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

- SAP Administrator
- SAP Unit Commander
- CPIC
- TRMS two-day course
- Excel (beginner)

### **Versadex Training**

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

## **CONCLUSION**

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a self-reported transfer of learning ranging from 75% to 100%, this analysis revealed that the training members received throughout 2013 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled, "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve to address Service and community needs, as well as incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with Federal, Provincial, and private partners have continued to grow throughout 2013, all of which have enhanced the ability of the TPC to deliver quality and relevant training to members of the Toronto Police Service in a timely and effective manner.



## APPENDIX B

### 2013 Courses Delivered by Toronto Police College, On-Line and Training Videos

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC - ARM	TF0002	Shotgun Training & Qualification	2	4	26
TPC - ARM	TF0004	MP5 Recertification	1	3	7
TPC - ARM	TF0010	Glock 27 Compact	1	3	30
TPC - ARM	TF0023	C-8 Carbine Operator Course	4	3	29
TPC - ARM	TF0024	X26 Taser Requalification	1/2 hr.	105	499
TPC - ARM	TF0026	X26 Taser Training	1	3	26
TPC - ARM	TF0027	MP5 Semi Auto Fire Course	3	1	10
TPC - ARM	TF0028	C-8 Carbine Requalification	1	12	67
TPC - ARM	TF0030	12 Hour X26 Taser Training	12 hrs.	23	117
TPC - ARM	TU0007	MP5 Requalification	1	3	5
TPC - ARM	TU0072	C8 Uniform	4	4	36
<b>TOTAL</b>				<b>164</b>	<b>852</b>
TPC - CP	HU0002	Advanced Leadership Course	10	1	19
TPC - CP	HU0012	In-Service Leadership Program	3	4	63
TPC - CP	S00218	IRIS PRU Training	30 hrs.	1	15
TPC - CP	TH0021	Crime Prevention Course	3	3	60
TPC - CP	TH0023	Community Mobilization	5	2	48
TPC - CP	TH0026	Organizational Development Course	3	4	69
TPC - CP	TH0031	Ethics & Inclusivity In The Workplace	3	9	167
TPC - CP	TH0032	Professional Development Course	3	5	91
TPC - CP	TH0033	Auxiliary Supervisor Course	2	1	17
TPC - CP	TM0026	Recruit Training	12	1	81
TPC - CP	TM0027	Uniform Coach Officer	5	4	69
TPC - CP	TM0045	Occupational Health & Safety for Supervisors	1	3	29
TPC - CP	TM0105	Occupational Health & Safety Civilian	1	17	188
TPC - CP	TM0106	Ethics & Professionalism in Policing	1	3	28
TPC - CP	TM0107	Post-Aylmer Recruit Training	28	1	80
TPC - CP	TM0108	Community Inquiry Report & Receipt	1 hr.	10	311
TPC - CP	TM0109	Fair & Impartial Policing (Senior Officer)	1	5	120
TPC - CP	TO0001	Basic Certification JOHS	3	2	44
TPC - CP	TO0002	Sector Specific JOHS Training	2	2	42

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC - CP	TO0062	eDisclosure	1	3	12
TPC - CP	TR0001	First Aid & Cardio Pulmonary Resuscitation	2	81	1172
TPC - CP	TR0004	First Aid Renewal	1	26	271
TPC - CP	TR0006	Auto External Defibrillator	4 hrs.	8	78
<b>TOTAL</b>				<b>196</b>	<b>3074</b>
TPC - INV	TC0003	Drug Investigation	3	4	80
TPC - INV	TC0005	Plainclothes Course	3	3	143
TPC - INV	TC0009	Assets Forfeiture	3	3	127
TPC - INV	TC0013	General Investigators-Blended	5	15	212
TPC - INV	TC0016	Youth Crime Investigative Course	3	2	74
TPC - INV	TC0024	Interview Techniques	5	3	0
TPC - INV	TC0027	SACA Update	3	1	15
TPC - INV	TC0033	DNA Data Bank Training	3	1	16
TPC - INV	TC0042	Domestic Violence Investigator	3	4	144
TPC - INV	TC0043	Advanced Fraud Investigators	10	1	22
TPC - INV	TC0052	Death Investigator Course	5	5	144
TPC - INV	TC0081	Firearms Investigation Course	3	3	88
TPC - INV	TC0091	Search Warrant Drafting	3	4	28
TPC - INV	TC0092	Sexual Assault Investigators	10	4	127
TPC - INV	TC0093	Child Abuse Investigators Course	5	4	90
TPC - INV	TC0101	Ontario Major Case Management Software	10	4	17
TPC - INV	TC0102	Ontario Major Case Management – Full	8	6	102
TPC - INV	TC0106	Computer & Technology Facilitated Investigations	5	13	156
TPC - INV	TC0108	<i>Police Services Act</i> Course	5	3	59
TPC - INV	TC0110	Investigative Interviewing Course	5	6	71
TPC - INV	TC0111	Impaired Driving Investigation	2	1	23
TPC - INV	TO0014	Operation Pipeline / Convoy	2	6	194
TPC - INV	TT0001	At Scene Collision Investigation	10	3	36
TPC - INV	TT0002	Technical Collision Investigation	10	1	14
TPC - INV	TT0017	Traffic Generalist Course	5	6	96
TPC - INV	TT0020	Provincial Statutes Course	5	6	116
<b>TOTAL</b>				<b>112</b>	<b>2194</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC - IST	TD0009	Officer Booking Hall Course	2	11	142
TPC - IST	TF0028	C-8 Carbine Requalification	1	3	32
TPC - IST	TO0071	Auxiliary U Of F Requalification	4 hrs.	7	183
TPC - IST	TU0045	School Lockdown Frontline Responders	4 hrs.	8	222
TPC - IST	TU0058	International Policing Deployment	10	1	6
TPC - IST	TU0061	Patch/Reset Use of Force	1	122	161
TPC - IST	TU0062	Shotgun Requalification	6 hrs.	34	406
TPC - IST	TU0067	ISTP - UNIFORM	2	98	3832
TPC - IST	TU0068	ISTP - INVESTIGATIVE	2	96	1021
TPC - IST	TU0069	2013 Court Officer Use of Force Requalification	4 hrs.	25	209
TPC - IST	TU0070	Senior Officer Use of Force	1	23	88
TPC - IST	TU0071	2 Day Plainclothes Tactical	2	15	172
TPC - IST	TU0073	2014 Court Officer Use of Force Requalification	4 hrs.	30	426
<b>TOTAL</b>				<b>473</b>	<b>6900</b>
TPC - LDS	LDS008	Effective Teaching for Adult Learners	35 hrs.	4	25
TPC - LDS	S00040	Workstation Orientation	1	1	14
TPC - LDS	S00050	CPIC WEBLINK	1	1	29
TPC - LDS	S00058	Criminal Information Processing System	1	1	22
TPC - LDS	S00162	Systems Applications & Product	2	1	8
TPC - LDS	S00190	ECOPS - Occurrences	1	1	15
TPC - LDS	S00200	TRMS Upgrade	2	1	32
TPC - LDS	S00209	S.A.P. Unit Commander's Course	4 hrs.	1	6
TPC - LDS	S00210	Excel 2010 Level 1	1	1	30
TPC - LDS	TM0032	Effective Presentation	4	5	63
<b>TOTAL</b>				<b>17</b>	<b>244</b>
TPC - PVO	TV0001	Civilian Vehicle Operations	1	6	16
TPC - PVO	TV0002	Uniform Civilian Vehicle Operations	1	25	50
TPC - PVO	TV0003	Police Officers Vehicle Operations	2	3	8
TPC - PVO	TV0004	Highway Patrol Course	4	3	15
TPC - PVO	TV0014	Wagon Operations Course	2	1	1
TPC - PVO	TV0019	Truck Operations Course	2	39	41
TPC - PVO	TV0020	Command Post Course	2	3	4
TPC - PVO	TV0023	Bicycle Patrol	2	67	187
TPC - PVO	TV0025	All - Terrain Vehicle Course	2	5	18
TPC - PVO	TV0028	Bicycle Instructor	4	3	39

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
TPC - PVO	TV0040	Driver Assessment	1	22	28
TPC - PVO	TV0042	Safe Skills Emergency Driving	1	41	178
TPC - PVO	TV0043	Community Station Operators Course	10 hrs.	3	5
TPC - PVO	TV0052	Blue Card	1 hr.	18	82
TPC - PVO	TV0055	Truck Operations & Trailer	2	3	3
TPC - PVO	TV0057	Advanced Bicycle Course	4	5	50
TPC - PVO	TV0061	All Terrain Side-by-Side Course	10 hrs.	1	3
TPC - PVO	TV0063	Bicycle Patrol Instructors Recertification	10 hrs.	4	27
TPC - PVO	TV0064	Bicycle Patrol Officers Recertification	10 hrs.	95	426
<b>TOTAL</b>				<b>347</b>	<b>1181</b>
CPKN		Aboriginal Awareness		33	33
CPKN		OPVTA 119 Liquor License Act		64	71
CPKN		Airport Policing		10	11
CPKN		AODA		58	87
CPKN		AODA - Working Together		160	3595
CPKN		APT - Arrest		10	10
CPKN		APT - Criminal Offences		5	5
CPKN		APT - Domestic Violence		7	7
CPKN		APT - Drugs		8	8
CPKN		APT - Investigative Detention		10	10
CPKN		APT - Law Drinking and Driving		12	12
CPKN		APT - Provincial Statutes		8	8
CPKN		APT-Search-Seizure WO Warrant		8	8
CPKN		Basic Investigation Skills		5	5
CPKN		CBRN: First Responder		1	1
CPKN		CCRTIS		5	5
CPKN		Canadian Firearms Registry Online		6	6
CPKN		Characteristics Armed Persons		2	2
CPKN		Child Abduction Legislation & Charging		4	4
CPKN		Characteristics of an Armed Person		43	52
CPKN		Crisis Intervention De-escalation		5	5
CPKN		Competency-based Management for Policing		5	5
CPKN		Competency-based Mgmt for Spvr		4	4
CPKN		Conducted Energy Weapons Op		4	4
CPKN		CNRail Incident Invest Guideline		11	11

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Coach Officer Training		9	10
CPKN		Collision Investigation Lvl 2		4	4
CPKN		Counterfeit Currency Analysis		2	2
CPKN		Counterfeit Trvl and Ident Docs		3	3
CPKN		CPIC Query Narrative		2	2
CPKN		Criminal Use of Diamonds		6	18
CPKN		Critical Incident Stress Mgmt		2	2
CPKN		Crown Attny.Div.Trng. – Articulation		97	125
CPKN		Critical Incident Stress Mgmt (FR)		2	2
CPKN		Death Notification		5	5
CPKN		Deception Detection Tech		2	2
CPKN		Domestic Violence Invest		2	2
CPKN		Drinking and Driving		139	243
CPKN		DVAM System Update		99	160
CPKN		Excited Delirium Syndrome		2	2
CPKN		Explosives Awareness v2.0		7	10
CPKN		Fatigue Management		67	79
CPKN		Fed Parolees & Comm Corrections		2	2
CPKN		Fight Fraud on the Front-line		7	7
CPKN		Firearms ID for Public Agents		6	6
CPKN		Firearms ID Public Agents 2.0		2	2
CPKN		Firearms Investigation		15	18
CPKN		Firearms Verification		1	1
CPKN		Forensic DNA Evidence		2	2
CPKN		Forensic Evidence Collection		5	5
CPKN		Forensic ID Pre-course		2	2
CPKN		Frontline Spvr "Domestic Violence		5	5
CPKN		Frontline Supervisor "Org Skill"		8	8
CPKN		Frontline Spvr Leadership		10	10
CPKN		Frontline Spvr Perf Mgmt		10	10
CPKN		Frontline Supvr Self-Manage		7	7
CPKN		Global Dist Lrning Law Enforcement		1	1
CPKN		General Invest. Training Part 1		117	216
CPKN		Graffiti Investigation		4	4
CPKN		Harassment Awareness Workplace		7	7
CPKN		Hate & Bias Crime Invest.		2	2
CPKN		Hate Crimes Awareness		3	3
CPKN		Healthy Eating		127	151

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Hindu Religion: Items of Religious Significance		161	4990
CPKN		Human Trafficking		54	59
CPKN		ICCS Update Training		141	457
CPKN		Identifying Staged Collisions		68	78
CPKN		IMS 100		158	472
CPKN		In-Car Camera 2010		88	242
CPKN		In-car Camera Operator 2009		9	12
CPKN		Infectious Disease-Pandemic		13	13
CPKN		Interact Cntctless payment - FR		2	2
CPKN		Interact Deception Fraud		9	9
CPKN		Interact E-Transfer		7	7
CPKN		Interact Flash Cntactless Pint		6	7
CPKN		Interact Fraud Prevention		108	145
CPKN		Interact Fraude par Escroquerie		1	1
CPKN		Interact Overseas ATM Attacks		6	6
CPKN		Interviewing		17	19
CPKN		Intro Criminal Intel Analysis		3	3
CPKN		Intro to Criminal Intelligence		4	4
CPKN		Intro to Epistemology & Metaph		1	1
CPKN		Intro to Human Trafficking		3	3
CPKN		Intro to Major Case Management		4	4
CPKN		Intro to Production Orders		1	1
CPKN		Intro to Versadex		185	4870
CPKN		Introduction to Human Sources		4	4
CPKN		Introduction to P2P Networks		3	3
CPKN		Items of Religious Significance - Sikh Religion		87	124
CPKN		LGBT		147	278
CPKN		LIDAR Refresher Training		2	2
CPKN		Major Events Security		4	4
CPKN		Meth Lab: First Responder		1	1
CPKN		Missing Children AMBER Alert		5	5
CPKN		National Police Info. Systems			1
CPKN		National Sex Offender Registry		3	3
CPKN		Note Taking		1	1
CPKN		Ofnce-Relatd Property Fndmntls 3		1	1
CPKN		OHS: Frontline Officer		1	2
CPKN		OHS: Supervisor		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		OPVTA 036 Sins of Testifying		81	96
CPKN		OPVTA 037 Crack		38	42
CPKN		OPVTA 038 Susp App Pursuits		74	93
CPKN		OPVTA 052 Notebook Confidential		33	35
CPKN		OPVTA 061 Cop's Best Friend		102	123
CPKN		OPVTA 063 Active Killers		26	60
CPKN		OPVTA 068 Grow House Menace		21	23
CPKN		OPVTA 078 Edged Weapons		76	85
CPKN		OPVTA 082 Meth Labs		53	60
CPKN		OPVTA 087 Char of Armed Pers		61	66
CPKN		OPVTA 096 Child Exploitation		9	9
CPKN		OPVTA 098 Field Interviews		41	44
CPKN		OPVTA 104 Domestic Violence		47	50
CPKN		OPVTA 104 Foot Pursuit		54	57
CPKN		OPVTA 107 Motorcycle Enforcement		62	69
CPKN		OPVTA 109 Spont Disorder		44	46
CPKN		OPVTA 110 Prescript Drug Enf		39	42
CPKN		OPVTA 112/113 Faith Diversity		39	43
CPKN		OPVTA 115 Sex Offenders		45	50
CPKN		OPVTA 117 Psychosis		12	13
CPKN		OPVTA 118 Warrantless Search		30	33
CPKN		OPVTA 121 Training to Succeed		42	46
CPKN		OPVTA 122 Search of Persons		14	15
CPKN		OPVTA 123 Firearm Seizures		45	49
CPKN		OPVTA 128 Trauma Doesn't Bleed		57	63
CPKN		Overview Intrcpt Prvt Comms		2	2
CPKN		Police Ethic & Accountability		8	8
CPKN		Police Information Portal		2	2
CPKN		Police Response Track Level Emerg		67	75
CPKN		Preventing Officer Involved Coll		3	3
CPKN		Racially Biased Policing		79	136
CPKN		Racially Biased Policing 2013		17	49
CPKN		Recog Emotionally Distrdb Person		34	35
CPKN		Religion of Islam: Items of Religious Significance		194	490
CPKN		Report Writing		1	1
CPKN		Respd to Victims of Id Crime		6	6
CPKN		Seized Firearms Safety		2	2

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Sikh Religion: Item Rel Sig		91	128
CPKN		Source Management		55	62
CPKN		Sovereign Citizens		13	13
CPKN		Spct Appr Prst v.4 Refshr OL		2	2
CPKN		Search & Ssr: Wrntles Auth. V3		2	2
CPKN		Stolen Innocence		50	56
CPKN		Subject-Precipitated Homicide		3	3
CPKN		Suspect Apprehension Pursuits 13		219	3156
CPKN		Suspect Apprehension Pursuits		4	4
CPKN		Terrorism Event Pre-Incident Indc		14	14
CPKN		Terrorism: New Dim Frontline Plcing		23	24
CPKN		The ACIIS Query Online		6	6
CPKN		The New Landscape of Fraud		11	11
CPKN		The Theory of Com and Memory		1	1
CPKN		The Theory Truth and Deception		4	4
CPKN		Threats to School Safety		5	5
CPKN		Urban Gang Dynamics		5	5
CPKN		Vol 024 Life in the Fast Lane		56	59
CPKN		Vol 030 Blue Canaries		63	71
CPKN		Vol 055 Guaranteed Safe Arrival		48	52
CPKN		Vol 065 Feeney Warrants		59	64
CPKN		Vol 069 Video: Best Witness		37	42
CPKN		Vol 070 Conditional Sentences		45	49
CPKN		Vol 079 Live Wires		55	66
CPKN		Vol 083 First Officer to Scene		52	59
CPKN		Vol 088 Cooperative Driving		46	51
CPKN		Vol 090 Suicide Intervention		43	44
CPKN		Vol 091 Death Notification		51	56
CPKN		Vol 097 Seized Firearm Safety		36	40
CPKN		Vol 100 Debit/CC Fraud		52	60
CPKN		Vol 105 Terrorism		56	62
CPKN		Vol 106 Invs Threat Com Diseases		37	41
CPKN		Vol 116 Building Searches		43	47
CPKN		Vol 120 Use of Force		44	53
CPKN		Vol 124 From Call to Court		17	17
CPKN		Vol 125 The Balanced Life		68	76
CPKN		Vol 126 Obstruct Police		84	94
CPKN		Vol 127 CEW Tactics		55	59



Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPKN		Vol 129 Spct Appr Pursuits		104	148
CPKN		Vol 130 SM for Policing		96	108
CPKN		Vol 131 Entry Warrants		84	173
CPKN		Vol 132 Sexual Assault		6	6
CPKN		Vol 135 – Impaired Driving		2	2
CPKN		Vol 140 Freeman on the Land		1	1
CPKN		Vol. 136 - Cover & Concealment		1	1
CPKN		Water Safety First Responders		5	5
CPKN		WHMIS for Everyone - Ont. Specific		3	3
CPKN		WiseUp to Counterfeiting for Police		10	10
<b>TOTAL</b>				<b>5931</b>	<b>24057</b>
<b>SUB TOTAL - TPC</b>				<b>1309</b>	<b>14445</b>
<b>SUB TOTAL - CPKN</b>				<b>5931</b>	<b>24057</b>
<b>GRAND TOTAL</b>				<b>7240</b>	<b>38502</b>

## APPENDIX C

### 2013 Courses Completed by External Units, Conferences - Seminars and Continuing Education Courses

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
B&C	TO0024	Budgeting Course	2	2	42
<b>TOTAL</b>				<b>2</b>	<b>42</b>
COMM	TO0044	Com Op Coach & Mentoring Crse	3	2	16
COMM	TS0002	Police Com/ Call Taker Course	150 hrs.	1	6
<b>TOTAL</b>				<b>3</b>	<b>22</b>
D11	LPE001	Schizophrenia Society Present	1 hr.	4	48
D11	LPE023	TTC ES&ETST	5 hrs.	5	20
D11	LPE029	Canadian Pacific Railway	1 hr.	1	17
D11	LPE031	AGCO- Liquor Enforcement ON	3/4 hr.	5	63
D11	LPE032	Canadian Border Services	1 hr.	5	70
D11	LPE036	Municipal Licensing & Standards	3/4 hr.	3	40
D11	LPI007	Sexual Assaults Investigations	1 hr.	5	66
D11	LPI010	Proceeds of Crime-FCU	1 hr.	1	12
D11	LPI011	Toronto Gangs & Characteristic	1 hr.	1	18
D11	LPI012	Transit Patrol Unit Awareness	1 hr.	3	48
D11	LPI014	Biker Enforcement Unit - IS	1 hr.	4	56
D11	LPI019	Fugitive Squad Presentation	1/2 hr.	5	61
D11	LPI023	Drug Identification	1 hr.	5	71
D11	LPI024	Transit Patrol for Div PRU	1 hr.	2	30
D11	LPI026	Missing Persons- Search	1 hr.	5	66
D11	LPI027	ETF Frontline Information	1 hr.	5	74
D11	S00218	IRIS PRU Training	30 hrs.	35	626
D11	S00223	IRIS Uniform Sergeants Course	1	5	54
D11	TM0108	Community Inquiry Report & Rcpt	1 hr.	12	203
D11	TO0079	Divisional Locker Mgmt System	2 hr.	10	169
D11	TR0001	First Aid and CPR	2	1	12
<b>TOTAL</b>				<b>122</b>	<b>1824</b>
D12	LPE001	Schizophrenia Society Present	1 hr.	7	79
D12	LPE009	Impaired Driving Lecture	1 hr.	5	76
D12	LPE010	Al-Anon and Alateen Presentat	1/2 hr.	7	89
D12	LPE032	Canadian Border Services	1 hr.	5	67
D12	LPE035	Enbridge Natural Gas Awareness	1 hr.	5	73

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
D12	LPI011	Toronto Gangs & Characteristic	1 hr.	1	14
D12	LPI019	Fugitive Squad Presentation	1/2 hr.	10	99
D12	LPI023	Drug Identification	1 hr.	5	71
D12	LPI026	Missing Persons- Search	1 hr.	3	42
D12	TM0108	Community Inquiry Report & Rcpt	1 hr.	6	108
D12	TO0079	Divisional Locker Mgmt System	2 hr.	14	150
<b>TOTAL</b>				<b>68</b>	<b>868</b>
D13	LPE024	LLA Licensed Premises Insp	1 hr.	1	12
D13	LPE025	Canada Postal Investigations	1 hr.	3	34
D13	LPE031	AGCO- Liquor Enforcement ON	3/4 hr.	4	44
D13	LPE034	Addiction Team Interventions	1 hr.	5	59
D13	LPE035	Enbridge Natural Gas Awareness	1 hr.	1	17
D13	LPE037	LLA Enforcement & Prosecutions	1 hr.	2	11
D13	LPI019	Fugitive Squad Presentation	1/2 hr.	5	55
D13	LPI025	Use and Benefits of the PolyGram	1 hr.	2	26
D13	TM0108	Community Inquiry Report and Rcpt	1 hr.	10	142
D13	TO0079	Divisional Locker Mgmt System	2 hr.	15	119
<b>TOTAL</b>				<b>48</b>	<b>519</b>
D14	LPE034	Addiction Team Interventions	1 hr.	2	34
D14	LPE035	Enbridge Natural Gas Awareness	1 hr.	3	46
D14	LPI019	Fugitive Squad Presentation	1/2 hr.	4	74
D14	LPI025	Use & Benefits of the PolyGram	1 hr.	4	58
D14	S00218	IRIS PRU Training	30 hrs.	35	684
D14	S00223	IRIS Uniform Sergeants Course	1	1	8
D14	TM0108	Community Inquiry Report & Rcpt	1 hr.	9	244
D14	TO0079	Divisional Locker Mgmt System	2 hr.	8	209
<b>TOTAL</b>				<b>66</b>	<b>1357</b>
D22	TM0108	Community Inquiry Report and Rcpt	1 hr.	4	85
D22	TO0079	Divisional Locker Mgmt System	2 hr.	5	81
<b>TOTAL</b>				<b>9</b>	<b>166</b>
D23	LPE001	Schizophrenia Society Present	1 hr.	5	97
D23	LPE007	Crown Attorney LED Training	1 hr.	2	51
D23	LPE022	TCH Presentation	1/2 hr.	1	24
D23	LPE032	Canadian Border Services	1 hr.	5	93
D23	LPE035	Enbridge Natural Gas Awareness	1 hr.	4	70
D23	LPI002	Working with PDS	1 hr.	1	15
D23	LPI007	Sexual Assaults Investigations	1 hr.	1	13
D23	LPI019	Fugitive Squad Presentation	1/2 hr.	5	91

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
D23	LPI023	Drug Identification	1 hr.	1	22
D23	LPI023	Drug Identification	1 hr.	3	61
D23	S00218	IRIS PRU Training	30 hrs.	33	646
D23	TM0108	Community Inquiry Report and Rcpt	1 hr.	5	125
D23	TO0079	Divisional Locker Mgmt System	2 hr.	7	148
D23	TR0001	First Aid and CPR	2	1	21
D23	TV0064	Bicycle Patrol Officers Recertification	10 hrs.	1	1
<b>TOTAL</b>				<b>75</b>	<b>1478</b>
D31	TM0108	Community Inquiry Report & Rcpt	1 hr.	6	152
<b>TOTAL</b>				<b>6</b>	<b>152</b>
D32	TM0108	Community Inquiry Report & Rcpt	1 hr.	3	70
D32	TO0079	Divisional Locker Mgmt System	2 hr.	7	129
<b>TOTAL</b>				<b>10</b>	<b>199</b>
D33	TM0108	Community Inquiry Report & Rcpt	1 hr.	3	76
D33	TO0079	Divisional Locker Mgmt System	2 hr.	1	147
D33	TR0001	First Aid & CPR	2	1	8
<b>TOTAL</b>				<b>5</b>	<b>231</b>
D41	LPE003	Residential Tenancy Act Enforc	1 hr.	5	97
D41	LPE006	CSIS-Terrorism & Extremism	1 hr.	2	54
D41	LPE024	LLA Licensed Premises Insp	1 hr.	4	90
D41	LPE025	Canada Postal Investigations	1 hr.	5	106
D41	LPI001	Investigating Federal Offences	1 hr.	5	114
D41	LPI008	Source Management	1 hr.	1	27
D41	LPI017	Bail & Parole Unit Presentation	1/2 hr.	5	132
D41	TM0108	Community Inquiry Report & Rcpt	1 hr.	8	186
D41	TO0030	Child Restraint Technician Crse	2	2	28
D41	TO0079	Divisional Locker Mgmt System	2 hr.	12	199
<b>TOTAL</b>				<b>49</b>	<b>1033</b>
D42	LPE026	IBC-Staged Collisions	1 hr.	2	23
D42	LPI015	Impound & Towing Presentation	1 hr.	2	39
D42	TO0079	Divisional Locker Mgmt System	2 hr.	11	160
<b>TOTAL</b>				<b>15</b>	<b>222</b>
D42	TR0001	First Aid and CPR	2	5	36
D43	S00218	IRIS PRU Training	30 hrs.	32	652
D43	TR0001	First Aid and CPR	2	1	10
<b>TOTAL</b>				<b>38</b>	<b>698</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
D51	TO0081	DLMS Train the Trainer Course	4 hrs.	1	3
D52	LPI002	Working with PDS	1 hr.	5	64
D52	TM0108	Community Inquiry Report & Rcpt	1 hr.	5	160
D52	TO0079	Divisional Locker Mgmt System	2 hr.	12	198
<b>TOTAL</b>				<b>23</b>	<b>425</b>
D53	LPE017	Sunnybrook Hospital	1 hr.	2	27
D53	LPE028	TCIL for Toronto	1 hr.	1	16
D53	LPI023	Drug Identification	1 hr.	3	43
D53	TM0108	Community Inquiry Report & Rcpt	1 hr.	7	126
D53	TO0079	Divisional Locker Mgmt System	2 hr.	7	112
<b>TOTAL</b>				<b>20</b>	<b>324</b>
D54	LPE003	Residential Tenancy Act Enforcement	1 hr.	2	23
D54	LPE035	Enbridge Natural Gas Awareness	1 hr.	5	73
D54	LPI004	Pearson Airport Intel Unit Awa	1 hr.	2	28
D54	LPI022	Arrive Alive	1 hr.	3	41
D54	LPI023	Drug Identification	1 hr.	4	59
D54	TM0108	Community Inquiry Report & Rcpt	1 hr.	13	177
D54	TO0079	Divisional Locker Mgmt System	2 hr.	8	147
<b>TOTAL</b>				<b>37</b>	<b>548</b>
D55	LPI015	Impound & Towing Presentation	1 hr.	1	11
D55	TM0108	Community Inquiry Report & Rcpt	1 hr.	4	119
D55	TO0079	Divisional Locker Mgmt System	2 hr.	7	122
<b>TOTAL</b>				<b>12</b>	<b>252</b>
DMU	TO0058	Drop-by-Drop: Human Rights	2 hrs.	3	44
DMU	TO0075	DMU-Human Rights WIT Workshop	1	1	26
<b>TOTAL</b>				<b>4</b>	<b>70</b>
EMP	TO0070	CIRT - Peer Support Volunteer	5	1	22
<b>TOTAL</b>				<b>1</b>	<b>22</b>
ETF	TF0024	X26 Taser Requal	1/2 hr.	2	3
ETF	TO1015	Urban Sniper Ops ETF	5	1	2
ETF	TU0065	Use of Force ETF	1	20	89
<b>TOTAL</b>				<b>23</b>	<b>94</b>
FIS	TC0048	Scenes of Crime Officers Crse		4	44
FIS	TO0039	Intellibook/Livescan Fingerprints	2	33	275
FIS	TO0079	Divisional Locker Mgmt System	2 hr.	5	46
<b>TOTAL</b>				<b>42</b>	<b>365</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
HQ	TM0108	Community Inquiry Report & Rcpt	1 hr.	1	24
HQ	TO0049	Threat Assessment Trg Schools Lv1	1	5	39
HQ	TO0050	Threat Assessment Trg Schools Lv2	2	1	11
HQ	TO0079	Divisional Locker Mgmt System	2 hr.	1	14
HQ	TR0001	First Aid and CPR	2	1	12
<b>TOTAL</b>				<b>9</b>	<b>100</b>
IRIS	S00216	IRIS Frontline Train the Trainer	35	3	45
IRIS	S00217	IRIS Investigative Train the Trainer	35	1	21
IRIS	S00220	IRIS Investigative I Course	3	29	572
IRIS	S00221	IRIS Investigative II Course	30 hrs.	34	582
IRIS	S00223	IRIS Uniform Sergeants Course	1	18	178
IRIS	S00224	IRIS Detective Sergeant Course	1	8	87
IRIS	S00225	IRIS Booking	2	7	81
IRIS	S00226	IRIS Go Review	10	3	58
IRIS	S00227	Courts Services- IRIS Query & Browse	1	15	216
IRIS	S00228	Centralized Disclosure Mgmt	5	5	71
<b>TOTAL</b>				<b>123</b>	<b>1911</b>
IT - PMO	TO0033	Project Mgmt. Fundamentals	2	1	21
IT - PMO	TO0034	Project Mgmt. Getting Started	1	1	8
<b>TOTAL</b>				<b>2</b>	<b>29</b>
MAR	TM0108	Community Inquiry Report & Rcpt	1 hr.	1	17
MAR	TO2001	MAR Coxswain Level 1	15	1	6
MAR	TO2003	MAR Ice Rescue Specialist	4	1	9
MAR	TO2005	MAR - River Rescue	4	1	6
MAR	TO2011	MAR Basic First Aid	1	2	28
MAR	TO2012	MAR- Chain Saw Safety Course	5 hrs.	2	14
<b>TOTAL</b>				<b>8</b>	<b>80</b>
MTD	TO0029	Mounted - Basic Equitation Course	65	2	6
<b>TOTAL</b>				<b>2</b>	<b>6</b>
PDS	TM0108	Community Inquiry Report & Rcpt	1 hr.	3	22
PDS	TO0008	PDS - Quarry Course	4	22	22
PDS	TO0052	PDS: Explos & F/arm Detection Dog	40	2	2
<b>TOTAL</b>				<b>27</b>	<b>46</b>
PEMU	TO0079	Divisional Locker Mgmt System	2 hr.	8	67
PEMU	TO0081	DLMS Train the Trainer Course	4 hrs.	5	40
<b>TOTAL</b>				<b>13</b>	<b>107</b>

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
<b>PKG</b>	<b>PEO001</b>	Prk Enforcement Officer Recruit Trg	25	1	32
<b>TOTAL</b>				<b>1</b>	<b>32</b>
<b>PSU</b>	<b>TO3003</b>	PSU Basic Search Course	10	2	51
<b>PSU</b>	<b>TO3005</b>	PSU-CBRN PRU Awareness Crse	2	2	27
<b>PSU</b>	<b>TO3008</b>	PSU Incident Mgmt System 200	2	16	150
<b>PSU</b>	<b>TO3009</b>	PSU Incident Mgmt System 300	3	8	71
<b>PSU</b>	<b>TO3011</b>	PSU Basic Emergency Management	2	5	34
<b>PSU</b>	<b>TO3014</b>	PSU-Public Order Commander	5	1	2
<b>PSU</b>	<b>TO3018</b>	PSU - L RAD	1.5 hr.	1	20
<b>PSU</b>	<b>TO3025</b>	PSU - Use of Force/Fitness Requal	1	4	144
<b>PSU</b>	<b>TO3026</b>	EM/IMS Instructors 900/910	5	1	5
<b>TOTAL</b>				<b>40</b>	<b>504</b>
<b>SIS</b>	<b>TO0079</b>	Divisional Locker Mgmt System	2 hr.	2	44
<b>TOTAL</b>				<b>2</b>	<b>44</b>
<b>TDS</b>	<b>TO0079</b>	Divisional Locker Management System	2 hr.	3	84
<b>TOTAL</b>				<b>3</b>	<b>84</b>
<b>TSV</b>	<b>TO0048</b>	Traffic Collision Photography	10	5	11
<b>TSV</b>	<b>TO0073</b>	TS ASD Alco test 6810	1/2 hrs.	25	316
<b>TSV</b>	<b>TO5003</b>	SFST-Stand Field Sobriety Test	4	1	20
<b>TSV</b>	<b>TT0005</b>	Collision Reconstruction IV	15	1	5
<b>TSV</b>	<b>TT0012</b>	Speed Measuring Radar	1	2	2
<b>TSV</b>	<b>TT0014</b>	Laser - Lidar	1	75	97
<b>TSV</b>	<b>TT0027</b>	Mobile Radar	1	2	2
<b>TOTAL</b>				<b>111</b>	<b>453</b>
<b>CISO</b>	<b>I00004</b>	Mobile Surveillance	15	4	17
<b>CISO</b>	<b>I00012</b>	Covert Video Course	15	1	1
<b>CISO</b>	<b>I00024</b>	C-24 Lawful Justification	2	1	1
<b>CISO</b>	<b>I00027</b>	Human Source Development	5	1	1
<b>CISO</b>	<b>I00030</b>	Gang Net Training	2 hrs.	2	84
<b>CISO</b>	<b>I00031</b>	2013 Expert Witness Symposium	4	1	42
<b>CISO</b>	<b>I00034</b>	CISO -Criminal Extremism	5	2	7
<b>TOAL</b>				<b>12</b>	<b>153</b>
<b>CPC</b>	<b>C00016</b>	Forensic Identification	33	2	2
<b>CPC</b>	<b>C00027</b>	Police Explosives Validation	10	3	5
<b>CPC</b>	<b>C00030</b>	Post Blast Scene Technician	10	1	3
<b>CPC</b>	<b>C00033</b>	Senior Police Administration	15	1	1
<b>CPC</b>	<b>C00036</b>	Forensic Interviewing	10	1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CPC	C00040	Basic Bloodstain Pattern Recog	5	3	5
CPC	C00052	Police Explosives Tech & Radio	34	1	1
CPC	C00065	Adv Comp Forensic Workshop	4	3	6
CPC	C00067	Adv Footwear Impression Compar	5	1	2
CPC	C00068	Adv Forensic Digital Imaging	5	1	1
CPC	C00069	Adv Internet Child Exploitation	9	1	2
CPC	C00072	Using Internet as Intel Tool	5	2	4
CPC	C00075	Crisis Negotiators Course	10	1	4
CPC	C00076	Crisis Negotiators - Refresher	5	1	2
CPC	C00077	Advanced Friction Ridge Analyse	5	1	1
CPC	C00078	Cdn Internet Child Exploitation	10	1	1
CPC	C00079	Adv Render Safe Procedures	5	1	1
CPC	C00083	Critical Incident Commanders	10	1	1
CPC	C00087	Digital Technology for Invest	8	3	6
CPC	C00095	Forensic Post Disaster	10	1	1
CPC	C00101	Internet Evidence Analysis	10	1	1
CPC	C00109	Registry Analysis Workshop	4	1	2
CPC	C00112	Wireless Network Workshop	4	1	1
CPC	C00114	Post Blast Scene Refresher Crse	5	1	1
TOAL				34	55
OPC	P00004	Drug Investigation	17	2	4
OPC	P00006	Forensic Identification	45	1	1
OPC	P00007	Fraud Investigation Level 1	10	2	2
OPC	P00013	Police Services Act Seminar	5	1	1
OPC	P00043	Forensic Ridgeology Course	5	1	1
OPC	P00044	Search Warrant Course	5	1	3
OPC	P00047	Provincial Use of Force Trainers	15	1	10
OPC	P00055	Hearing Officer Course	5	1	2
OPC	P00056	Basic Bloodstain Pattern Recog	5	1	1
OPC	P00059	Forensic Recovery of Human Remains	5	2	3
OPC	P00067	Communication Centre Spvr Crse	10	2	4
OPC	P00069	Adv Friction Ridge Analysis	5	1	1
OPC	P00073	Chemical Treat & Florescence Tech	7	2	3
OPC	P00074	Digital Imaging Workshop	3	1	1
OPC	P00084	Basic Constable Training	60	1	80
OPC	P00094	Site Safety Supervisor Course	2	2	2
OPC	P00096	Death Investigation Course	5	1	3
OPC	P00097	Deely Harley Davidson-Canada	10	3	7



Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
OPC	P00100	Forensic Shooting Scene Examin	5	1	7
OPC	P00101	Gang Investigation Course	5	3	5
OPC	P00107	Photoshop for Forensics	5	1	2
OPC	P00112	Synthetic Drug Operations P-1	5	1	3
OPC	P00113	Synthetic Drug Operations P-2	5	1	1
OPC	P00114	Synthetic Drug Ops Re-Cert	2	4	12
OPC	P00118	DV Coordinators Trg Conf	3	1	10
OPC	P00119	Advanced Hate Crime Trg Course	5	2	3
TOAL				40	172
		<b>Conferences – Seminars &amp; Continuing Education Courses</b>			
CSCED		10th An Safe Schools Initiative		1	5
CSCED		10th Ann Safe Schools Initiative		1	3
CSCED		11 Ann Adjud & Prosecution Seminar		1	1
CSCED		'13 CAN Park Assoc Ann Conf		1	2
CSCED		'13 Esri CA User Conference		1	1
CSCED		'13 Media Relations Officer Crse		1	1
CSCED		'13 Ntl Crim. Law Trg Program		1	2
CSCED		'13 South Stats Crime Prev Trg		1	1
CSCED		'13 Tactical Conf & Trade Expo		1	2
CSCED		'13 Versadex Uses Best Practice		1	7
CSCED		16th Ann State Admiss. Seminar		1	1
CSCED		2013 Annual CGCA Conference		2	3
CSCED		2013 APT & OPTVA		1	1
CSCED		2013 Disaster Canine Search		1	1
CSCED		2013 Expert Witness Symposium		1	9
CSCED		2013 Fall FOIPN Seminar		1	1
CSCED		2013 Financial Crimes Inv Conf		1	9
CSCED		2013 Forensic Inv. Conference		1	19
CSCED		2013 IACA Training Conference		1	3
CSCED		2013 Intn'l Fin Crime Inv Seminar		1	1
CSCED		2013 Joint EDU Training		1	2
CSCED		2013 Law of Policing Conf		1	5
CSCED		2013 LEARN Conference		1	3
CSCED		2013 Meeting of Members		1	1
CSCED		2013 MIAA FII Workshop		1	4
CSCED		2013 MorphoTrak User Edu Conf		1	4
CSCED		2013 Mount Police Memorial wk.		1	4

<b>Facility</b>	<b>Course</b>	<b>Title</b>	<b>Course Term (Days/Hrs.)</b>	<b>Session Count</b>	<b>Completed</b>
<b>CSCED</b>		2013 OACP SIU Workshop		1	14
<b>CSCED</b>		2013 OALEP Spring Symposium		1	7
<b>CSCED</b>		2013 OAPE Annual Conference		1	10
<b>CSCED</b>		2013 ON Psych Assoc Conv.		1	1
<b>CSCED</b>		2013 Outlaw MGI Lecture		1	2
<b>CSCED</b>		2013 Prov EM Conference		1	1
<b>CSCED</b>		2013 SA DV Forum		1	1
<b>CSCED</b>		2013 Versadex Users Workshop		1	1
<b>CSCED</b>		2013 Western Canada Robbery		1	6
<b>CSCED</b>		2013 Women in Law Enforcement		1	2
<b>CSCED</b>		2013 Zero Graffiti Intl. Conf		1	2
<b>CSCED</b>		2013 Zero Graffiti Intn'l Conf		1	1
<b>CSCED</b>		2013 Zero Gref Intn'l Conf		1	0
<b>CSCED</b>		2013Communicator Conference		1	6
<b>CSCED</b>		2013OACPAnnual Meeting		1	1
<b>CSCED</b>		2013SMIP		1	1
<b>CSCED</b>		203Sr.Mgmt Institute for Police		1	1
<b>CSCED</b>		22nd Annual Police Labour Conf		1	1
<b>CSCED</b>		23rd Inn's Police Mounted Bike Assoc		1	1
<b>CSCED</b>		23rd Intl Police Mt Bike Assoc		1	3
<b>CSCED</b>		24th Ann Sched 2 Emp Grp Conf		1	5
<b>CSCED</b>		25 Years to Life		1	2
<b>CSCED</b>		25th Annual Crimes Against Children		1	1
<b>CSCED</b>		25th Annual Crimes Against Kids		1	1
<b>CSCED</b>		2nd Annual NW Gang Train Seminar		1	1
<b>CSCED</b>		54th AI on Addiction Studies		1	2
<b>CSCED</b>		55th Annual OPBA Conf 2013		1	1
<b>CSCED</b>		63rdAnnualONTrafficCouncilConf		1	2
<b>CSCED</b>		64thAnnualONTrafficCouncilConf		1	1
<b>CSCED</b>		7th Ann NY State/E. CA Luncheon		1	1
<b>CSCED</b>		8th Ann Intl Korean Police Con		1	1
<b>CSCED</b>		Accnting Stds NonforProfit org		1	1
<b>CSCED</b>		Accomodation & Undue Hardship		1	1
<b>CSCED</b>		Accounting 2		1	1
<b>CSCED</b>		Accounting Basics II		1	1
<b>CSCED</b>		Adjudicator & Prosecution Seminar		1	1
<b>CSCED</b>		Admin Cisco Unified Communications		1	2

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Adult Learning Pedagogies		1	1
CSCED		Adv- Anti-Human Trafficking Crse		1	3
CSCED		Adv BGA Chip Off Anal & Edu		1	1
CSCED		Adv BSG Chip Off Anal & Edu		1	1
CSCED		Adv Disaster & Emergency Mgmt		1	1
CSCED		Adv Issues in Com Policing		1	1
CSCED		Adv Issues in Com Policing		3	4
CSCED		Adv Issues in Community Policing		2	2
CSCED		Adv Issues: Community Policing		1	1
CSCED		Advance Wiretap Seminar		1	1
CSCED		Advanced Driving Course		1	2
CSCED		Advanced Footwear Analysis		1	1
CSCED		Advanced Tire Analysis		1	2
CSCED		Advanced Use of Force Seminar		1	2
CSCED		Advanced Wiretap Seminar		1	12
CSCED		AFCOM Data Centre World		1	1
CSCED		Airport Inv Symposium		1	2
CSCED		Alcohol & Gaming Seminar		1	9
CSCED		Alexander the Great		1	1
CSCED		Altern. Dispute Resolution		1	1
CSCED		Amer. Fraternal Annual Meeting		1	1
CSCED		American Sign Language A		1	1
CSCED		American Sign Language B		1	1
CSCED		AmericaProflSocietyAubseChildr		1	1
CSCED		Ancient Greece		1	1
CSCED		Annual CALEO Training Symposium		1	2
CSCED		Anti-Money Laundering &FC Conf		2	10
CSCED		APSAC Child Forens Intrw Clinic		1	1
CSCED		Artic Storyline Basic Live Onl		1	1
CSCED		ASP Trainer Certification		1	1
CSCED		Assertive Communication		1	1
CSCED		Asset Forfeiture		1	3
CSCED		Asset Mgmt for Shoestring Budget		1	1
CSCED		Assoc. Anti-Money Launder Sp.		1	1
CSCED		Attributes of EffInt Aud Dpt		1	1
CSCED		Audit Relevance & Reliability		1	1
CSCED		Author Prof Reports V10.1		1	1
CSCED		AuthorProfReportsv10.1		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Balance Legal Troubles		1	1
CSCED		Basic Bloodstain Pattern Recog		1	2
CSCED		Basic Emergency Mgmt		1	1
CSCED		Basic RF		1	1
CSCED		Basic Skills Course - M2 Upgrade		1	1
CSCED		Bicycle Maintenance Course		1	1
CSCED		Bicycle Patrol Instructors Crse		1	16
CSCED		Bike Patrol Instructor Recert		1	2
CSCED		Biker Enforcement Outlaw Gang		1	1
CSCED		Bill Cole's BBF for SOAs Trg		1	1
CSCED		Blue Card		3	3
CSCED		BOTOGM f/t Guth M 12V500 Simul		1	1
CSCED		Bridging Knldge Gap Astro 25		1	1
CSCED		Building Leadership Strength		1	0
CSCED		Building Resilient Employees		1	1
CSCED		Bureaucracy of the State		1	1
CSCED		Bus & Enterp Arch Public Sector		1	1
CSCED		Bus Continuity Mgmt 101webinar		1	1
CSCED		Bus. Writing & Grammar Skills		1	2
CSCED		Business Computer Applications		1	1
CSCED		Business Math		1	1
CSCED		Business of Emotion		1	1
CSCED		CA Eval Society Essential Skills		1	1
CSCED		CA Tactical Conf & Trade Expo		1	3
CSCED		CACP 2013 Annual Conference		1	3
CSCED		CACP Private Sector Edu Forum		1	3
CSCED		Cadaver Detection Trg		1	1
CSCED		CAFI Chap 006 - Edu Symposium		1	1
CSCED		CAN Critical Incident Ann Conf		1	6
CSCED		CAN Ident Society Ann Edu Conf		1	1
CSCED		CAN Surf Lifesaving Champs.		1	1
CSCED		CAN Tactical Conf & Trade Expo		1	4
CSCED		Can Task Force HUSAR Tech Sear		1	1
CSCED		CAN Western Technical Inv Crse		1	2
CSCED		Canadian Fraternal Assoc		1	1
CSCED		Canadian Social Problems		10	11
CSCED		CanFit Pro Intl Fitness Conf.		1	2
CSCED		CAPP Seminar		1	1

<b>Facility</b>	<b>Course</b>	<b>Title</b>	<b>Course Term (Days/Hrs.)</b>	<b>Session Count</b>	<b>Completed</b>
<b>CSCED</b>		Car Seat Technician		1	6
<b>CSCED</b>		Case Stud Crisis and Disasters		1	1
<b>CSCED</b>		CBRNE Live Agent Training		2	15
<b>CSCED</b>		CBSA Surveillance Course		1	1
<b>CSCED</b>		CCCA 2013 Natl. Spring Conf.			1
<b>CSCED</b>		CCCA Natl. Spring Conference		1	1
<b>CSCED</b>		Cert Forensic Computer Examine		1	1
<b>CSCED</b>		Certi in Business Analysis		1	1
<b>CSCED</b>		Certif Cellebrite MDE Crse		1	1
<b>CSCED</b>		Certif Cellebrite UFED PE Crse		1	1
<b>CSCED</b>		Challenges of Resilience		1	2
<b>CSCED</b>		Chief Pilot/Tactical Flight of		1	1
<b>CSCED</b>		Child Restraint Sys Technician		1	1
<b>CSCED</b>		Child Safety Seat Tech Renew		2	7
<b>CSCED</b>		CIT International		1	2
<b>CSCED</b>		Coaching and Developing Others		1	1
<b>CSCED</b>		Coaching: A Leadership Skill		1	6
<b>CSCED</b>		Co-Dependency as an Addiction		1	1
<b>CSCED</b>		Cognitive Processes		1	1
<b>CSCED</b>		Collective Agreement Admin		1	1
<b>CSCED</b>		Collective Bargaining Process		1	1
<b>CSCED</b>		College Writing Skills		3	3
<b>CSCED</b>		Combat Sex Exploit of Children		1	2
<b>CSCED</b>		Commercial MV Inspection		1	3
<b>CSCED</b>		Communications 200		1	1
<b>CSCED</b>		Communications in Groups		1	1
<b>CSCED</b>		Community Policing		1	2
<b>CSCED</b>		Competitive Bidding Online		1	1
<b>CSCED</b>		Compreh. Emerg. Mgmt.		1	1
<b>CSCED</b>		Computer Forensic Examiner		1	1
<b>CSCED</b>		Confid. Informant Foundations		1	2
<b>CSCED</b>		Conflict Mgmt in Law Enforcement		1	1
<b>CSCED</b>		Conflict Resolution		3	3
<b>CSCED</b>		Constable Select System Symposium		1	7
<b>CSCED</b>		Constr Proj Risk Mgmt Legal		1	1
<b>CSCED</b>		Correcting Payroll Err N Repay		1	1
<b>CSCED</b>		Counsel on Privilege & Confid		1	3
<b>CSCED</b>		CPKN Brd of Dir Meeting & Conf		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		CPKN Meeting and Conf		1	2
CSCED		Crime Analysis Application Crse		1	10
CSCED		Crime Analysis Certification		1	10
CSCED		Criminal Code		2	2
CSCED		Criminal Intelligence Analysis		1	6
CSCED		Criminal Inv Analysis Crse		2	5
CSCED		Criminological Theory II		13	14
CSCED		Criminology		2	3
CSCED		Critical and Creative Thinking		1	1
CSCED		Crown Attorney Summer School		1	1
CSCED		Cults and Terrorism		1	1
CSCED		Curric. Design for Adult Learner		1	1
CSCED		Curriculum Design for Adult Learn		1	1
CSCED		Curriculum Planning and Design		1	1
CSCED		Cyberbullying & Inv Techniques		2	22
CSCED		Data Anal. & Controls Monitor		1	1
CSCED		Dealing with Difficult People		1	1
CSCED		Deeley Harley Motorcycle Ops 2		1	4
CSCED		Defensive Tactic Seminar		1	17
CSCED		Desng Data Wrhous Workshop Trg		1	2
CSCED		Dialog between Courts & Tribunals		1	1
CSCED		Disaster Behavioral Health Crse		1	1
CSCED		Disaster Risk Management		1	1
CSCED		Discrim in Provision of Service		1	8
CSCED		Distraction Device Instr Cert		1	1
CSCED		Diversity Equity & Inclusivity		1	3
CSCED		DNA Data Bank, Warrant...T-T-T		1	1
CSCED		Draft & Review Search Warrants		1	3
CSCED		Drafting the Winning Factum		1	1
CSCED		Driver Instructor Licence		1	1
CSCED		DriveWise Driver Trg Seminar		1	1
CSCED		Drug Education Conference		1	10
CSCED		Drug Impair Drive Legis Preven		1	3
CSCED		Drug Investigation		1	4
CSCED		Drug recognition Evaluator		1	4
CSCED		DTS Level 1 Certif		1	1
CSCED		ECRUG-20th Annual Conf		1	1
CSCED		Elder Abuse Conference		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Electronics Technician -7 models		1	1
CSCED		Emerg Mgmt Communications		1	1
CSCED		Emerg Operations Center Mgmt		1	2
CSCED		Emergency Operation Center Mgmt		1	1
CSCED		Emerging Trends in Police Gov		1	1
CSCED		Emotional Survival Symposium		1	1
CSCED		Employment Law		1	1
CSCED		Employment Standards Act		1	2
CSCED		Emrg Ops Centre Management		1	1
CSCED		Enhanced PPE Functionality..		1	1
CSCED		Enhancing Emergency Management		1	2
CSCED		Ergonomics and Wellness		1	3
CSCED		Essent Competency & Bkgr Inv		1	10
CSCED		Est In house Tac Dispatch Team		1	1
CSCED		Ethics & the Justice System		15	19
CSCED		Ethics in Criminal Justice		1	1
CSCED		Ethics in Leadership		1	1
CSCED		Ethics Train the Trainer		2	2
CSCED		Executive Strategic Management		1	1
CSCED		Expert Witness Symposium		1	2
CSCED		Explosives Disposal Conf '13		1	1
CSCED		F&C Appl of HARE PCI-R		1	1
CSCED		Facial Recognition Symposium		1	1
CSCED		Fair & Impartial Policing		1	2
CSCED		FBI Domestic Terrorism/Soc Med		1	1
CSCED		FBI Fall Training Conference		1	3
CSCED		FBI NY East Can Chapt Luncheon		1	3
CSCED		FBINAA Training Luncheon		1	2
CSCED		FBINA-Session 254		1	1
CSCED		Federal Legislation		1	1
CSCED		Firearms Forensic Symposium		1	3
CSCED		First Aid/CPR		1	1
CSCED		First Responder Ops HAZMAT		1	1
CSCED		Forens. Trg in Child Abuse Inv		1	1
CSCED		Forensic Identification		1	1
CSCED		Forensic Interv of Children Trg		1	2
CSCED		Forensic Inv. Training Conf.		1	33
CSCED		Forensic Inv Conference		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Fostering Collab Environment		1	2
CSCED		Found. of Adult Education		1	1
CSCED		Foundations of Business Analysis		1	1
CSCED		Foundations: Adult Education		1	1
CSCED		Fraud Conf 2013		1	1
CSCED		French 2		1	1
CSCED		French 3		1	1
CSCED		French Beginner 1		1	1
CSCED		French Intermediate 1		1	1
CSCED		French Level 1		1	1
CSCED		French Level 2		1	1
CSCED		Friction Ridge Identification		1	1
CSCED		Fund. of IT Audit Workshop		1	1
CSCED		Fundamental of IT Audit Workshop		1	2
CSCED		Fundamentals of Emerg Mgmt		1	1
CSCED		Gartner Portals Summit 2013		1	1
CSCED		Gender, Leadership & Mgmt		1	1
CSCED		GIS for Crime Analysis		1	1
CSCED		Gov Finance Officer Assoc Conf		1	1
CSCED		Gov Finance Officers Assoc Con		1	1
CSCED		Gov Relations Commit Edu Event		1	2
CSCED		Gr. Lakes Police M/C Trg Seminar		1	17
CSCED		Gracie Surviv Tact Instr Cert		1	1
CSCED		Gracie Survival Tactics Lvl 1		1	1
CSCED		Great Lakes Leadership Seminar		1	1
CSCED		Greed and Globalization		1	1
CSCED		Group Based Violence Assess		1	2
CSCED		Hand to Hand PDT		1	41
CSCED		Harley Motorcycle. Ops Lvl 2		1	4
CSCED		Hate Crime Extremism Conf.		1	3
CSCED		HDI Radar Solutions		1	4
CSCED		High Threat CQB		1	2
CSCED		Hostile Environment Security		1	1
CSCED		Human Computer Interaction		1	1
CSCED		Human Resources Administration		1	1
CSCED		Human Resources Management		9	18
CSCED		Human Source Development		2	3
CSCED		Human Trafficking		1	1



Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Humanities 1905		1	1
CSCED		HUSAR Canine Certification		2	6
CSCED		IABPA 2013 Training Conf		1	2
CSCED		IABTI Seminar		1	1
CSCED		IAPA-InspNMainSteelStrgeRacks		1	2
CSCED		IAPro 5th Annual CAN Users Conf.		1	1
CSCED		ICP Specialist Course		1	1
CSCED		IIA 6th Annual Nat'l Conference		1	1
CSCED		Impact of Family Violence		1	4
CSCED		Implem Asset Mgmt for Munic		1	1
CSCED		Incident Command Crse		1	1
CSCED		Incident Command Negotiation Skills		1	1
CSCED		Inclusion Conference 2013		1	1
CSCED		Info Tech and Info Mgmt		1	1
CSCED		InformationSystem:TheKeyCompon		1	1
CSCED		Integrated Approach to Fire Inv.		1	1
CSCED		Install, Configure, Manage		1	4
CSCED		Instructional Strategies		1	1
CSCED		Intn'l Criminal Justice System		1	1
CSCED		Intn'l Financial Crimes Inv Conf		2	10
CSCED		Integrated Approach Fire Invest		1	1
CSCED		Intel Support Sys for INT Gather		1	6
CSCED		Intercept of Private Communic.		1	5
CSCED		Intergov Forum Risk Mgmt '13		1	1
CSCED		Interpol Integ in Sport Unit..		1	1
CSCED		Interspiro & Aqualung Tech Qua		1	1
CSCED		Integrated Approach to Fire Inv		1	3
CSCED		Intl Airport Inv Trg Symposium		1	6
CSCED		Intl Cdn Law/Legal In		1	1
CSCED		Intl Crime Prevent Special Trg		1	3
CSCED		Intl Insights and Innovation		1	1
CSCED		Intl Parking Instit '13 Conf		1	2
CSCED		Intl Terrorism & Org Crime Con		1	3
CSCED		Intl Fraud Inv Conference		1	1
CSCED		Intn'l Crime Prev Specialist		1	1
CSCED		Intox Users Group Annual meet		1	2
CSCED		Intro Politics and Government		1	0
CSCED		Intro to Addiction		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Intro to Criminology		1	1
CSCED		Intro to GeoMedia		1	1
CSCED		Intro to Politics		1	1
CSCED		Intro to Psychology		1	1
CSCED		Intro to Security Sector Refor		1	1
CSCED		Intro to Sociocultural Anthro		1	1
CSCED		Intro to Sociology		2	2
CSCED		Intro to the Caribbean		2	2
CSCED		Intro to Undercover Techniques		1	1
CSCED		Introduction to Politics		2	2
CSCED		Introduction to Sociology		1	1
CSCED		Introductory French		1	1
CSCED		Investigative Techniques		1	1
CSCED		IP Internet Investigators Trg		1	2
CSCED		Italian Organized Crime - ILE		1	1
CSCED		ITIL v3 Managing Across Lifecycle		1	1
CSCED		itSMF Canada 2013 Annual Conf		1	1
CSCED		JSI Systems Admin Trg		1	2
CSCED		JTAGForensicsTraining-TEELTech		1	1
CSCED		Justice Management		2	2
CSCED		Kingst. Search & Rescue Nav Ex		1	16
CSCED		KY Horse Police Mtd Colloquium		2	2
CSCED		Law Enforce Working Dog Seminar		2	9
CSCED		Law Enforcement Rsrch & Stat Meth		1	1
CSCED		LawEnfrcOccuSftyNHLthNntl2013		1	3
CSCED		LE OHS National Forum		1	1
CSCED		Leadership Theories		1	1
CSCED		Leadership, Values and Ethics		1	1
CSCED		Leading Effective Global Teams		1	1
CSCED		Learn to Ride a Motorcycle		1	1
CSCED		Legal Framework		1	1
CSCED		Legal Research and Writing		1	1
CSCED		Legisl. for Small Claims Crt		1	1
CSCED		Lift Truck Op Hands on Testing		1	2
CSCED		Lift Truck Operators Theory		1	2
CSCED		M Cycle Basic Skills		1	1
CSCED		Maj Incid Com & Negotiation Skills		1	1
CSCED		Major Leadership Research Paper		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Making your case Webinar		1	1
CSCED		Managing Land Search Operation		1	2
CSCED		Maps & Geospatial Revolution		1	3
CSCED		Master Senior Strategic Adviser		1	1
CSCED		Master's Thesis		1	1
CSCED		Master's Thesis 2		1	1
CSCED		Mayfest 2013 - Assoc for Deaf		1	1
CSCED		MCCA Police Exec Leashership Dev Program		1	1
CSCED		Media Relations Officer Crse		1	1
CSCED		Mental Health in Workplace OPVTA		1	3
CSCED		Mental Health Issues Crim Law Web		1	1
CSCED		MIAA Spring Workshop 2013		2	6
CSCED		Microsoft Office Visio		1	1
CSCED		Microsoft SharePoint App Devel		1	1
CSCED		Microsoft SharePoint 2010AppDvl		1	1
CSCED		Missing & exploit children con		1	2
CSCED		Managing Employees Union Enviro		1	2
CSCED		Modern Stand. Arabic lvl 8		1	1
CSCED		Modern Standard Arabic Level 6		1	1
CSCED		Modern Standard Arabic Level 7		1	1
CSCED		Moving Convo Fwd Crime Victims		1	2
CSCED		MTO App Driver Instruct Licence		1	1
CSCED		MTO D.L Medical Exam		1	1
CSCED		Multi-Level Guidelines Crse		1	2
CSCED		Municipal Finance 101		1	1
CSCED		N. Amer Police Equest Champ		1	4
CSCED		N. Amer. Mtd Unit Cnmders Conf		1	1
CSCED		Narrative Approaches to Perfor		1	1
CSCED		National Joint Committee Meeting		2	3
CSCED		Nat'l Conf for Victims Crime		1	2
CSCED		Nat'l Criminal Law Prog Conf		1	1
CSCED		Negotiations		1	1
CSCED		Net MCTS & Real Proj Trg		1	1
CSCED		NG9 911 Nat'l GovNCord Workshop		1	1
CSCED		Niagara Counterfeit & Fraud Wk		1	9
CSCED		NPIS AB Sub Committee Mtg		2	2
CSCED		Nuts and Bolts		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		OACP Diversity Comm Trg Symposium		1	1
CSCED		OACP Evolution of Workplace		1	3
CSCED		OACP-PAO Police Discipline '13		1	4
CSCED		OALEP Performance Measurement		1	2
CSCED		OAPE		1	1
CSCED		OCAA Summer Seminar MAG-CA		1	1
CSCED		OHIA 2013 Homicide Workshop		1	6
CSCED		ON Multi-Juris. Ice Dive Trg		1	9
CSCED		ON Prov Strat, Multi Disc Trg		1	9
CSCED		ON Safety League Drive Instruc		1	2
CSCED		ON Traffic Parking Workshop		1	8
CSCED		ONAccsPrivacySecurityRcdMgmt		1	1
CSCED		ONAsscCrimeStoppersTrainConf		1	1
CSCED		ONSPCAHumanSocietyConf		1	1
CSCED		Ont Women in Law Enforcement		1	2
CSCED		Ontario Traffic Parking Workshop		1	1
CSCED		Op Body and Fall Conf		1	1
CSCED		Optimizing Mentoring Programs		1	1
CSCED		Organizational Behaviour		3	3
CSCED		OSOR Inv course		1	1
CSCED		OTC Transport Planning Workshop		1	1
CSCED		Outlaw Motorcycle Gang Inv Conf		1	4
CSCED		OWLE Training Day		1	6
CSCED		P2P Investigators Course CAN		1	1
CSCED		PA State Reconstruction Trg		1	2
CSCED		Partners in Prevention 2013		2	2
CSCED		Pathways to Business Health		1	1
CSCED		Patrol Carbine Instructor		1	1
CSCED		Pensions and Benefits		1	1
CSCED		Personal Skills		1	1
CSCED		PET: Reconstruct & Recognition		1	2
CSCED		Pilot Licence/Night Flight Trg		1	1
CSCED		Pilot/Tactical Flight Officer		1	1
CSCED		Plan/Mgmt. Public Safety Events		1	25
CSCED		PMAC		1	1
CSCED		Police & Law Enforce Executive		2	2
CSCED		Police and Society		6	8

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Police Discipline in 2013		2	2
CSCED		Police Dog Explos Imprint Trg		1	5
CSCED		Police Exec Research Forum Conf		1	1
CSCED		Police Fitness Appraiser Cert		1	2
CSCED		Police Leadership Conference		1	1
CSCED		Police Leadership Program		1	1
CSCED		Police Motorcycle Instructor		1	1
CSCED		Police Powers		1	1
CSCED		Police Powers 1		1	1
CSCED		Police Powers 2		2	2
CSCED		<i>Police Services Act</i>		1	1
CSCED		Police Vehicle Operations		3	3
CSCED		Policy Paper - CRJ 650		1	1
CSCED		Policy Studies Conference 2013		1	2
CSCED		Political Theory		1	1
CSCED		Pop Culture and Media		1	1
CSCED		Port Security Conf of Canada		1	1
CSCED		Portfolio Review & Practicum		1	1
CSCED		Prescription Drugs: Divrsn...		1	1
CSCED		Prevention & Deterrence f/ LE		1	1
CSCED		Preventive Creditry		1	1
CSCED		Principles of Group Benefits		1	1
CSCED		Prof Ethics, Strdrs & Conduct		1	2
CSCED		Professional Development Seminar		2	3
CSCED		Professional Standards in Policing		3	3
CSCED		Progr. c# w/ Visual Studio '10		1	1
CSCED		Programming in C# w MVS2010		1	1
CSCED		Prov Asset Forfeiture Fall Conf		1	7
CSCED		PSHSA Safety Mental Awareness		2	2
CSCED		Psych. Expln Behaviour		1	1
CSCED		Psychology 1010		1	1
CSCED		Psychology: Intro		2	2
CSCED		Psychology: Social		3	3
CSCED		Psychopathic Minds		1	1
CSCED		Public Administration		4	4
CSCED		Public Bureaucracy		1	1
CSCED		Public Order Commanders Course		1	1
CSCED		Public Policy: Challenges		13	18

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Public Safety 411		1	2
CSCED		Public Speaking & Presenting		1	2
CSCED		Quantitative Methods		16	17
CSCED		RCMP Remote Users Conf		2	2
CSCED		Reading & Writing Effectively		3	3
CSCED		Real Estate Portfolio Mgmt		1	1
CSCED		Religion Science & Philosophy		1	1
CSCED		Remington 870 Shotgun Armorer		1	1
CSCED		Research & Critical Reflection		5	7
CSCED		Research Method for Soc Science		1	1
CSCED		Research Methods		16	17
CSCED		Research Project		1	1
CSCED		Rising to Challenges 2013		1	1
CSCED		River Rescue Trainer Cert Crse		1	2
CSCED		Role of Audit. Public Sect Gov		1	2
CSCED		RTA Users Conference		1	1
CSCED		Safety Health & the Law		1	1
CSCED		SARSCENE 2013		1	1
CSCED		SC Congress Events TO seminar		1	1
CSCED		Schedule 2 Employers Group Conf		1	1
CSCED		Search and Seizure		1	1
CSCED		Search Warrant		1	2
CSCED		Security Conference		1	1
CSCED		Semi-AnnualWitnessProMeeting		1	4
CSCED		Seminar in Criminal Justice		1	1
CSCED		Senior Strat Adv Master Class		1	1
CSCED		Sex Traffic of Children Conf.		1	2
CSCED		Sexual Assault/Dom Viol Sem.		1	1
CSCED		Sexual Assault/Dom Viol Trg		1	1
CSCED		SharePoint & SQL Real Project		1	1
CSCED		SMD Radar Lidar Instructors		1	1
CSCED		Soc. Police & Crim Psych Conf		1	1
CSCED		Social Engineering Deceptions		1	1
CSCED		Social Psychology		1	1
CSCED		Social Statistics		1	1
CSCED		Social Theory		1	1
CSCED		Social Theory part 2		1	1
CSCED		Society for Pol and Crim Psych		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Sociological Expln Behaviour		1	1
CSCED		Sociology: Intro		1	1
CSCED		Sociology: Introduction		1	1
CSCED		Spanish Language skills 1		1	1
CSCED		Spec Topics in Crime & Sentenc		1	1
CSCED		SrMgmtInst4Police 2013sess54		1	1
CSCED		Standard First AID & CPR L C		1	1
CSCED		Statistics		1	1
CSCED		SteelCityPoliceMotorSkillsComp		2	4
CSCED		Steps Implementing Asset Mgmt		1	1
CSCED		Strategic Info System Planning		1	1
CSCED		Strategic Management		2	2
CSCED		Strategic Marketing Planning		1	1
CSCED		Strategic Operations Planning		1	1
CSCED		Structing Real Estate Transact		1	1
CSCED		Study of Galaxies		1	1
CSCED		Sudbury Symposium		1	4
CSCED		Supv. Practicum Apld Beh. Anal		1	1
CSCED		Surveillance Course		1	1
CSCED		Swift Water Technician		2	5
CSCED		Tactical Driving Course		1	1
CSCED		Taser Instructor Course		1	1
CSCED		Technical Intrusion Detection		1	1
CSCED		Terrorism Awareness for EFRs		1	1
CSCED		Terrorism Studies Cert		1	1
CSCED		Terrorism/HazMat Awareness Crse		1	1
CSCED		The 6Min Employ/Labour Law2013		1	1
CSCED		The Art of Leadership		1	3
CSCED		The Coll Cultur Soul Machine		1	1
CSCED		The Future of Public Svc in TO		1	4
CSCED		The Law of Policing		1	1
CSCED		TheDo'sNDonts of Witness Prep		1	3
CSCED		Theraptic Nutr & Suppl/ Practi		1	1
CSCED		Threat Assessment Training		1	1
CSCED		Threat Mgmt Symp, Sex Violence		1	1
CSCED		Tools & Fundamentals Publicity		1	1
CSCED		TPS/OPP Public Order Commander		1	3
CSCED		TPWOF		1	1

Facility	Course	Title	Course Term (Days/Hrs.)	Session Count	Completed
CSCED		Transf Audit Dept w Technology		1	1
CSCED		Transforming Trauma to Triumph		1	2
CSCED		Tredns & Issues Adult Learn		1	1
CSCED		Trends in Gender Issues		9	18
CSCED		U&P f/Schl Bomb Incidents		1	1
CSCED		Ultimate 911 Training Day		1	3
CSCED		USPCA Polic Dog Detect. Trials		1	1
CSCED		USPCA Reg 19 Police Dog I Tria		1	3
CSCED		Versadex Users Best Practices		1	1
CSCED		Versadex Users Conf		1	1
CSCED		Viclas Symposium		1	1
CSCED		Vmware SSphere: Fast Track		1	1
CSCED		Vmware VSphere: Ins, Conf, Man		1	1
CSCED		VmWare vSphere: Troubleshooting		2	3
CSCED		VMWAREvSphere: Manage for Perf		1	2
CSCED		VmwarevSphere:FastTrack		1	1
CSCED		VmwareVsphere:Install,Configur		1	1
CSCED		VmwarevSphereTroubleshooting		1	2
CSCED		Wayjax Equipment Forklift Trg		2	13
CSCED		Weapons of Mass Destruction...		1	1
CSCED		What's next for next Gen 911		1	6
CSCED		White Collar Crime		1	1
CSCED		Wilderness Advanced First Aid		2	9
CSCED		Wilderness 1st Aid Instructor		2	2
CSCED		Willful Blindness		1	2
CSCED		Workplace Accom Return to Work		1	1
CSCED		Work & Learning in Organization		2	2
CSCED		Xanalys Link Explorer Trg		1	1
CSCED		XIRAF Training		1	2
CSCED		Yoga Warriors Course		1	2
CSCED		Youth Mental Health Awareness		1	1
CSCED		Youth, Justice & Commun. Conf		2	9
CSCED		YYZ Airport Inv Trg Symposium		1	1
<b>TOTAL</b>				<b>750</b>	<b>1485</b>
	<b>GRAND TOTAL</b>			<b>1855</b>	<b>16172</b>



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P143. STATUS UPDATE: CLEARING BACKLOG OF BACKGROUND CHECK  
REQUESTS SUBMITTED TO THE POLICE REFERENCE CHECK  
PROGRAM**

The Board was in receipt of the following report May 28, 2014 from Alok Mukherjee, Chair:

Subject: STATUS UPDATE - CLEARING BACKLOG OF BACKGROUND CHECK  
REQUESTS SUBMITTED TO THE POLICE REFERENCE CHECK  
PROGRAM

Recommendation:

It is recommended that the Board agree to delay the implementation of charging City Divisions and Agencies fees for vulnerable sector screening until September 1, 2014, to allow City Divisions and Agencies and Toronto Police Services time to develop administrative processes to track requests and reconcile charges.

Financial Implications:

There are no financial implications arising out of the recommendation contained in this report. If City Council does, indeed, authorize City staff to enter into a memorandum of understanding between the City and the Toronto Police Service for the provision of vulnerable sector police reference checks for successful applicants, current employees or volunteers of City Divisions and Agencies for the same fees as charged to the public, there will be a financial impact, but it is unknown at this time.

Background/Purpose:

At its meeting on January 16, 2014, the Board approved the following motion:

*THAT an update report be provided for the February 2014 meeting on how the  
TPS will clear the current backlog of background checks that have been requested  
(Min. No. P14/14 refers).*

The Board had requested that the Chief provide the Board with an update report on how the Toronto Police Service (the Service) would clear the current backlog of background checks that have been requested through the Records Management Services (RMS) – Police Reference Check Program (PRCP).

The Board, at its meeting of March 13, 2014, received this update report, it noted that "...a review of the business processes in PRCP has been commenced" and that the Service would "...seek to identify strategies and implement efficiencies wherever possible."

At this time, the Board approved a number of Motions, including the following:

4. *THAT, effective June 1, 2014, the City of Toronto be charged for all applications that are completed for the City and that those funds be used to bolster the timeliness of conducting the background checks.* (Min. No. P43/14 refers).

#### Discussion:

As a result, the above-noted Motion was directed to City of Toronto. The matter was referred to the City's Executive Committee as part of its agenda of May 27, 2014, in a report entitled "Charging the City of Toronto for Police Reference Check Applications" which included a number of recommendations from the City Manager.

This report recommended that the City enter into a memorandum of understanding between the City and Toronto Police Service for the provision of vulnerable sector police reference checks for successful applicants, current employees and volunteers of City Divisions and Agencies for the same fees as charged to the public. It also recommends that the Toronto Police Services Board delay the implementation of charging fees for vulnerable sector screening checks until September 1, 2014 to allow City Divisions and Agencies and Toronto Police Service time to develop administrative processes to track requests and reconcile charges.

The report was approved and will now be forwarded to City Council for inclusion on its agenda of June 7.

#### Conclusion:

Therefore, it is recommended that the Board agree to delay the implementation of charging City Divisions and Agencies fees for vulnerable sector screening until September 1, 2014, to allow City Divisions and Agencies and Toronto Police Services time to develop administrative processes to track requests and reconcile charges.

#### **The Board approved the following Motions:**

- 1. THAT the Board approve the foregoing report; and**
- 2. THAT the Board provide a copy of the report to the City of Toronto – Executive Committee for information.**

**Moved by: A. Pringle**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P144. ICR RECOMMENDATION NO. 3 – SERVICES PROVIDED BY THE  
CITY OF TORONTO – LEGAL SERVICES DIVISION**

The Board was in receipt of the following report May 20, 2014 from Alok Mukherjee, Chair:

Subject: ICR RECOMMENDATION NO. 3 - SERVICES PROVIDED BY THE CITY  
OF TORONTO-LEGAL SERVICES DIVISION

Recommendation:

It is recommended that the Board approve and authorize me to execute the appended service level agreement governing the relationship between the Board and City of Toronto-Legal Services Division.

Financial Implications:

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

Background/Purpose:

In Recommendation No. 3 of the "Report of the Independent Civilian Review into Matters Relating to the G20 Summit", Mr. Morden recommended that "[t]he Board should have its own counsel whose legal services are not available to either the Toronto Police Services of (sic) the City of Toronto."

The rationale for this recommendation was set out as follows:

Situations can and do arise where the lawyer can be in a conflict of loyalties to the Board, the police service, and the City of Toronto.

The current legal adviser of the Board informed the Review that, generally, if he could, he will provide the same advice to both the Board and the police service. If he could not provide the same advice, he would not and it would appear to be a matter of first comes first served. He would advise the second comer that he had already advised the other "client." Generally, his first priority was as counsel to the Board and so, if the police service approached him on the same issue, he would tell it to obtain its advice from some other source. This rarely, if ever, came up.

Matters will arise from time to time where the Board will need legal advice on the nature and scope of its responsibility. The giver of this advice should not be encumbered by the possibility of being in a position of conflict of interest. It is in the public interest that the Board should have its own counsel whose legal services are not available to either the Toronto Police Service or the City of Toronto. There is precedent for this in the Board's current practice of having independent outside counsel advise and represent it on its labour relations responsibilities

No specific examples of conflict that have arisen were identified by Mr. Morden.

At its public meeting of July 19, 2012, the Board received Mr Morden's recommendation with respect to legal services and approved the following motion:

THAT the Board direct the Chair to report back to the Board no later than October 2012 on the options and potential financial implications that would arise from approval of Mr Morden's Recommendation No. 3.." (Board Minute P166/12 refers).

At its meeting of October 15, 2012, the Board reviewed a report from the Chair outlining the legal services provided by the City of Toronto – Legal Services Division, the cost implications of using City of Toronto – Legal Services Division lawyers as opposed to outside counsel, whether separate counsel should be used for governance issues, the issue of conflict of interest as well as other issues raised by Board members.

In my report, I noted that I was assured that if a conflict were to arise, the City Solicitor will deal with it as required by the Rules of Professional Conduct.

The Board approved the report, with the following motions (Min. No. P248/12 refers):

1. the Board continue to retain the services of City of Toronto–Legal Services Division; and,
2. the Board formalize its relationship with the City of Toronto–Legal Services Division by entering into a service level agreement; and
3. the Chair be authorized to negotiate a service level agreement with the City Solicitor, subject to approval by the Board.

### Discussion

As a result of these motions, Mr. Karl Druckman, City of Toronto – Legal Services Division, in consultation with our counsel, Mr. Albert Cohen, has prepared a draft service level agreement governing the relationship between the Board and City of Toronto-Legal Services Division. The agreement has been revised in accordance with my comments on an earlier version and discussions with Mr. Jim Kidd, Insurance and Risk Management, City of Toronto. The

agreement has also been drafted in accordance with a review of the conflict provisions of the Law Society of Upper Canada's "*Rules of Professional Conduct*."

At this time, I am satisfied with the content of the service level agreement, as drafted. As required by Board motion, the agreement is subject to the approval of the Board.

#### Conclusion

Therefore, it is recommended that the Board approve and authorize me to execute the appended service level agreement governing the relationship between the Board and City of Toronto-Legal Services Division.

**The Board approved the foregoing report.**

**Moved by: A. Pringle**

**A copy of the fully-executed agreement is appended to this Minute for information.**

## **1. Purpose**

- a) The purpose of this Service Level Agreement ("SLA") is to formally recognize the arrangement, and delineate the rights and responsibilities, between the Toronto Police Services Board (the "Board") and the Legal Services Division of the City of Toronto (the "Division").
- b) The Division provides a wide range of legal services to the Board and to the Chief of Police of the Toronto Police Service for the benefit of the Board. This SLA defines the scope and nature of the legal services provided and the protocols by which these services will be delivered.
- c) The Chair of the Board will represent the Board and the City Solicitor will represent the Division.

## **2. Definitions**

- a) "Board" means the Toronto Police Services Board.
- b) "Chief" means the Chief of the Toronto Police Service.
- c) "City Solicitor" means the City Solicitor for the City of Toronto or her designate.
- d) "Division" means the City of Toronto Legal Services Division.
- e) "Executive Director" means the Executive Director of the Board.
- f) "Legal Services" means professional legal services provided by both lawyers and staff members of the Division and includes, but is not limited to, providing strategic legal advice and legal opinions, conducting and or managing litigation matters, drafting and negotiating agreements, acting as the representative of the Board when requested, drafting by-laws, providing policy assistance and ensuring regulatory compliance where necessary.

## **3. Identification of Services**

- a) The Chair and the City Solicitor will meet, as required, to discuss all major projects and initiatives identified by either party and to discuss the nature and frequency of the support required for the provision of all necessary Legal Services. The Chair and City Solicitor will involve the Chief of Police or his representative in those discussions as they consider necessary
- b) The Division will identify the resources necessary to properly deliver the required Legal Services, taking into consideration the type, complexity and frequency of Legal Services required by the Board and the TPS.

- c) The parties acknowledge that, for the benefit of, and in the name of the Board, the City Solicitor provides Legal Services, as requested by the Chief or his representatives, for the preparation of legal agreements, in accordance with the Board's Financial Control By-law, without the involvement of the Board, the Chair or the Executive Director. With the exception of section 7 of this SLA, nothing in this SLA is intended to preclude the continued provision of such Legal Services and the provision of such Legal Services will be considered by the Board, the Chair and the City Solicitor when addressing any matters arising under this SLA. The Board will provide a copy of this SLA to the Chief for his information and to ensure the Chief and his representatives' compliance with the requirements of this SLA when directly requesting Legal Services.

#### **4. Request For and Delivery of Legal Services**

In order to ensure that the Legal Services meet the operational needs, initiatives and priorities of the Board, the Board shall:

- a) attempt to assess its annual need for Legal Services and so advise the City Solicitor through the provision of an annual workplan;
- b) notify the City Solicitor of any significant change that may materially affect the Board's need for Legal Services, including relevant budget changes, policy changes, special initiatives or other changes in priorities;
- c) request the involvement of the Division in all legal matters at the earliest possible opportunity in order that the Division may consider the best options available to provide the required Legal Services as expeditiously as possible to meet the Board's reasonable expectations for receiving the required Legal Services;
- d) provide clear instructions and all available information and documentation on matters to be handled by the Division and/or external law firms retained by the Division on behalf of the Board;
- e) in the case of the preparation of opinions, contracts and documents other than litigation documents, discuss expectations with respect to completion, particularly in light of the complexity of a given matter, and identify a reasonable completion date;
- f) consult with the Chief of Police and the Division, as and when appropriate, to establish the priority of matters for which Legal Services are provided and reassess priorities from time to time as required, where circumstances or caseload demands warrant a review of priorities;
- g) as part of the need and priority setting obligations outlined in sections 4a) and 4e) of this SLA, provide feedback and suggestions for improving the efficiency and cost-effectiveness of the delivery of Legal Services to the Board.

## **5. Responsibilities of the Division to the Board**

- a) The City Solicitor shall be responsible for the provision of all Legal Services which are rendered to the Board, whether or not these Legal Services are provided by internal or external legal counsel.
- b) The City Solicitor shall identify at least one legal counsel within the Division to act as the initial primary contact to service the day-to-day legal requirements of the Board. The City Solicitor may choose to select other legal counsel within the Division to also act as contacts for the Board's purposes.
- c) Division staff assigned to provide Legal Services to the Board will regularly advise and consult with the Chair and, when appropriate, with the Chief and /or their designates on all legal matters for which such staff is responsible and shall obtain instructions and direction from the Board, the Chair and the Chief, as may be required, so as to ensure the effective management and delivery of Services to the Board.
- d) The entire resources of the Division shall be available to the Board at all times, and the Board may, through the City Solicitor, draw upon additional resources within the Division, including staff resources, whenever the workload and/or complexity of matters makes it necessary to do so to meet the Board's needs for Legal Services. The Division will provide Legal Services to the Board in the most cost-effective and practical manner possible, taking into account the complexity and importance of the issues. The City Solicitor will advise the Chair if, in her view, external counsel is required to provide requested he Legal Services due to the scope or subject matter of the request.
- e) Legal Services will take reasonable steps to ensure the consistency of advice and services provided to the Board.

## **6. Responsibilities of the Board**

The Board shall ensure that the City Solicitor is apprised of any legal matters as soon as they arise and that all requests for Legal Services are made as early as possible in the relevant process to ensure that the Board's legal need are adequately addressed. In this regard, the Board authorizes the following persons, or any of their staff designated in writing, to request Legal Services:

- (i) the Chair;
- (ii) the Chief; and
- (iii) the Executive Director.



## **7. Independence and Conflicts of Interest**

- a) The parties agree that the City Solicitor will provide Legal Services to the Board in a manner that is independent of any legal services provided to the City of Toronto and the Chief.
- b) The parties acknowledge that in providing advice to the Board, from time to time Division counsel may encounter possible conflicts of interest between either the interests of the Board and the Chief, or the interests of the Board and the City of Toronto, or the interests of the Board and its insurer. If such situations arise, Division counsel shall advise the City Solicitor. In cases where there is an apparent conflict of interest, then the City Solicitor shall so advise the Board and the other party and seek their consent to continuing to act for both of them. If either of the parties does not consent, the City Solicitor may have to withdraw from providing advice to either party on the matter in question in accordance with rules established by the Law Society of Upper Canada.

## **8. Chargeback from Board**

- a) The City Solicitor will annually advise the Executive Director of the hourly rates to be charged by the Division to the Board for Legal Services in the upcoming year and they will jointly estimate, for Board budgetary purposes, the likely total cost of Legal Services for which the Board will be responsible in the upcoming year.
- b) The estimated amount shall be included in the annual operating budget of the Board and shall represent the estimated cost of all Legal Services to be provided by Division staff, but shall not include the cost to provide external Legal Services retained by the Division on behalf of the Board, which will be borne exclusively by the Board.

## **9. Resolution of Service Issues**

- a) In the event that a disagreement arises surrounding the provision of Legal Support Services under this agreement, the Board, through the Executive Director, and the City Solicitor shall make all reasonable efforts to resolve such disagreement.
- b) Should the disagreement be unresolved, the Chair and the City Solicitor shall make all reasonable efforts to resolve the disagreement.
- c) If the Chair and the City Solicitor cannot resolve the disagreement, then either party may terminate this SLA, provided that the City Solicitor must comply with any requirements for withdrawal of legal services established by the Law Society of Upper Canada.

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Chair, Toronto Police Services Board

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City Solicitor, City of Toronto

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P145.        RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF CHARLES  
MCGILLIVARY**

The Board was in receipt of the following report May 08, 2014 from William Blair, Chief of Police:

Subject:        RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF CHARLES MCGILLIVARY

Recommendations:

It is recommended that:

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

Financial Implications:

There are potential financial implications related to jury recommendation #1. These financial implications cannot be determined at this time, as the research into the implementation requirements is currently ongoing. As noted in the response to this recommendation, the research is expected to be completed by the end of July 2014.

Background:

A Coroner's Inquest into the death of Charles McGillivary was conducted in the City of Toronto during the period of February 3, 2014 to February 27, 2014. As a result of the inquest, the jury directed seven recommendations to the Toronto Police Service (Service).

The following is a summary of the circumstances of the death of Charles McGillivary and issues addressed at the inquest, as delivered by Dr. Dan Cass, Presiding Coroner.

Summary of the Circumstances of the Death

*Charles McGillivary was a 45-year-old, developmentally-delayed man who, at the time of his death, lived with his mother in Toronto. He was non-verbal, and there was some question as to whether he had a hearing impairment. Although a formal diagnosis of autism had not been made, the jury heard evidence that he manifested many of the features of autism. At the time of his death, Mr. McGillivary was 6 feet, 1 inch (185 cm) tall and weighed 270 pounds (122 kg).*

*On August 1, 2011, Toronto Police received a 911 call from a homeowner in the Bloor Street and Christie Street area who indicated that a former tenant was present and refusing to leave. Constables Paul Gribbon and Raymond Kang responded to the call and attended the residence. Before the officers arrived, the former tenant, Raymond Dion Clarke, had left the premises by jumping over a fence at the rear of the property. In speaking with the homeowner and reviewing information in their online database, the officers formed the belief that Mr. Clarke was in violation of certain conditions of a recognizance from a previous incident, and that he was subject to arrest for breach of his recognizance. Constables Gribbon and Kang obtained a physical description of Mr. Clarke from their database, as well as a facial photograph. Their database indicated that Mr. Clarke was 6 feet, 4 inches (193 cm) tall and weighed 319 pounds (145 kg).*

*The officers set out in their scout car to look for Mr. Clarke with the intention of arresting him. While driving eastbound on Bloor Street approaching Grace Street, they spotted a man walking westbound on the south side of Bloor Street who they believed to be Mr. Clarke. They called out "Raymond", but the individual (who was later determined to be Charles McGillivary) continued to walk. The officers turned their vehicle around, now travelling westbound in the eastbound lanes of Bloor Street with the emergency lights activated, and again attempted to communicate verbally with the individual. When the officers stopped their vehicle and started to exit, the individual changed directions, now walking eastbound at a faster rate. Constable Kang began to pursue the individual while Constable Gribbon used the scout car's radio to inform police dispatch that he was leaving the vehicle. Constables Kang and Gribbon testified that they continued to yell at the man, ordering him to stop, before catching up with him approximately 60 meters east of where their vehicle was now parked.*

*Constable Kang grabbed Mr. McGillivary's left arm, and Constable Gribbon grabbed his right arm. Both officers tried to bring his arms behind his back in order to apply handcuffs, but he resisted. Constable Gribbon used his leg to trip the man, bringing him forward onto the ground, face-down. There was varying testimony from the officers and a number of civilian witnesses as to whether the officers had broken or eased Mr. McGillivary's fall, or whether he hit the ground with full force. There was also varying testimony as to whether or how hard his head struck the pavement.*

*Once Mr. McGillivary was on the ground, Constable Gribbon applied force with his knee to the region of the man's right upper back/shoulder in order to assist in pulling his right arm behind his back. Constable Kang applied one handcuff to the man's left wrist, and another set of handcuffs to the right wrist, and then attached the free ends together as Mr. McGillivary's body habitus did not allow his hands to be brought close enough together to be secured with one set of cuffs. At no time did the officers or any bystanders hear the man speak.*

*The jury heard testimony from the officers that, almost immediately after the handcuffs had been applied, they noted the male to be in medical distress. He was unresponsive, with discolouration of the face and what they interpreted to be difficulty breathing. Some*

*civilian witnesses also described that the man's face turned blue, and some described him to be making a gasping or "gurgling" sound. Constable Gribbon radioed for an ambulance, and then asked for the call to be "rushed" as they were unsure whether the man was breathing. Based on the timing of police radio calls, the time from when Constable Gribbon radioed that he was exiting the scout car until he radioed to request an ambulance was approximately 2 minutes and 50 seconds.*

*Prior to the arrival of the ambulance, the officers, joined by a third officer who had arrived on scene, moved Mr. McGillivary to a sitting position for a short period of time in order to see if this improved his condition. They then lay Mr. McGillivary (who was still not responsive) down on the sidewalk. There were differing accounts as to whether he was placed on his back or on his side in the "recovery position".*

*Paramedics arrived on scene between four and five minutes after the radio call from Constable Gribbon. Immediately upon arriving at the patient, a paramedic directed that police begin cardiopulmonary resuscitation (CPR) chest compressions. Thus, Mr. McGillivary was unconscious and was likely not breathing for several minutes prior to the arrival of paramedics. The police officers indicated that they were not sure if Mr. McGillivary was still breathing (because they observed some "gasping" movements), and therefore did not believe that they should start CPR. In the course of resuscitation, the paramedics attached an automatic external defibrillator (AED), which did not demonstrate a "shockable" heart rhythm.*

*Paramedics attempted resuscitation at the scene and en route to the emergency department. Emergency personnel continued resuscitation, but efforts were unsuccessful and Mr. McGillivary was pronounced dead at 20:59 hours on August 1, 2011 at Toronto Western Hospital.*

*At the time that the incident took place, Mr. McGillivary had been out for a walk with his mother, who was following some distance behind him. As Ms. McGillivary was not able to testify due to illness, the jury heard an audio recording of the interview that she provided to the Special Investigations Unit (SIU) on August 9, 2011. She stated that she initially did not realize that the man with whom police were struggling on the ground was her son, but that when she realized this, she told the officers that his name was Charlie, and that she was his mother. The jury heard testimony from a number of police and civilian witnesses which was inconsistent with respect to whether or not Ms. McGillivary identified Charlie by name, or whether or not she stated that she was his mother. Most witnesses who observed this aspect of the incident, however, were consistent in their observations that police repeatedly ordered the woman to get back from the scene, and to remain within a nearby restaurant.*

*Mr. McGillivary's identity was subsequently confirmed visually at the hospital by his mother, and by comparison with a photo health card. Officers Kang and Gribbon both testified that, throughout the entire incident, they were of the belief that the male whom they had arrested was Raymond Clarke. Both learned some time later that the decedent*

*was, in fact, Charles McGillivray, and that they had pursued and apprehended Mr. McGillivray in error.*

*In addition to eyewitness testimony, the jury was shown three different video clips of portions of the events. These included in-car camera videos from two police vehicles, as well as a cell phone video recorded by a bystander on the north side of Bloor Street. The jury also heard evidence from a number of other experts, including trainers from both the Toronto Police College and the Ontario Police College; an instructor from St. John Ambulance who provides training to Toronto Police officers; and a Deputy Chief of the Toronto Police Service.*

*The jury heard evidence from 27 witnesses over 11 days of testimony. A total of 38 exhibits were entered. Closing arguments and the charge to the jury were presented over one half-day, and the jury deliberated for two days before reaching their verdict.*

#### Discussion:

Professional Standards Support was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner's Inquest into the death of Charles McGillivray.

Service subject matter experts from the Toronto Police College, Occupational Health & Safety, and Professional Standards, contributed to the responses contained in this report.

#### Response to the Jury Recommendations:

##### Recommendation #1

*Equip all Toronto Police Services primary response scout cars and supervisor vehicles with automatic external defibrillators (AEDs).*

##### Response:

The Service concurs with this recommendation and recognizes the significant benefits that AEDs provide. As such, Occupational Health & Safety has been tasked to research, in consultation with various Service stakeholders, all factors involved with the implementation of this recommendation.

This research, which was ongoing at the time of submission of this report, will address such items as:

- technical operating parameters of AEDs;
- maintenance requirements;
- considerations regarding placement/mounting of AEDs within Service vehicles;
- environmental considerations;
- training of Service members; and

- total costs involved.

It is anticipated that the technical research will be completed by the end of July 2014, at which time the Service will determine next steps and the timing thereof, as appropriate.

#### Recommendation #2

*Amend Procedure 01-03, section 6, to clarify that a police officer has an obligation to provide cardiopulmonary resuscitation (whether hands-only or hands and mouth breaths), not just “first aid”, in accordance with the member’s training, when a person in custody requires medical attention due to illness, injury or intoxication.*

#### Response:

The Service concurs with and has implemented this recommendation.

Service Procedure 01-03, “Persons in Custody”, has been amended to reflect that police officers shall perform first aid and CPR as required, when a person in custody requires medical attention due to illness, injury or intoxication.

#### Recommendation #3

*Equip every front line officer with mouth shields and gloves so they can perform CPR and mouth-to-mouth resuscitation.*

#### Response:

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

Front line officers are equipped with gloves and mouth shields for the purpose of providing CPR and mouth-to-mouth resuscitation. Officers are issued a “biohazard pouch” to be worn on their duty belt which contains these items. Additional equipment is also available in the first aid kits and biohazard kits currently found in the trunk of marked front-line police cars.

#### Recommendation #4

*Amend TPS Procedure 04-09 to include:*

- a) guidance for officers trying to determine if a subject is not communicating because of medical and/or cognitive disability, and*
- b) guidelines for officers in terms of best practices and resources available to them when interacting with persons who have difficulty communicating for reason of a medical condition and/or cognitive disability. Such guidelines should set out the roles that support persons, Duty Desk, Communications and Mobile Crisis Intervention Teams may play in such situations.*

Response:

The Service concurs with this recommendation.

At the time of receipt of this recommendation, Service Procedure 04-09, entitled "Interpreters", was in the process of being revised. The issues identified in this recommendation have been included, and are being addressed, as part of that revision process. Professional Standards Support - Governance is currently working with various internal stakeholders to ensure all issues, including those noted in this recommendation, are adequately addressed within the procedure. Once stakeholder consultations have concluded, a final draft of Procedure 04-09 will be completed and forwarded for publication on Routine Orders. It is anticipated that this process will be completed prior to year end 2014.

Recommendation #5

*Use both metric and imperial measurements when recording physical descriptors (e.g. height and weight) across all record systems.*

Response:

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

The Service's current records management system records measurement information in both imperial and metric format. When measurement information is entered into the records management system, regardless of the format (imperial or metric), the system automatically converts the information to the other format. The appropriate field is then populated, making the information available in both imperial and metric format.

With respect to Canadian Police Information Centre (CPIC) queries, information is entered in the metric format as per the system requirement. However, when CPIC queries with physical descriptors are returned to the Service, they are provided in both metric and imperial format.

For reference purposes, a conversion chart is also printed in the back of all memorandums books.

Recommendation #6

*Enhance the Chief of Police's "Section 11 Reports" to the Toronto Police Services Board so as to include a "quality improvement" section that outlines possible areas of improvement for procedures and/or training arising out of the Section 11 review.*

Response:

The Service concurs with this recommendation.

Pursuant to s. 11 of O. Reg. 267/10 of the *Police Services Act*, the Service conducts an Administrative Investigation (Section 11 review) for each event in which the Special Investigative Unit (SIU) has invoked its mandate. This is a regulated, structured review of Service governance, services provided and the conduct of our members. The focus of this review is to ensure:

- compliance with legislation and Service governance;
- our procedures are clearly written and we are providing the best direction to our members; and
- we are utilizing best practices and the best tools available to us.

The Section 11 review is essentially a mechanism for the Service to reflect on how we do business. All training, discipline and/or procedural issues identified through a review are articulated in the “Section 11 Report” submitted to the Board.

Moving forward, the chart contained within the “Summary of the Service’s Investigation” section of the “Section 11 Report” will include an additional column. This column will indicate when an investigation has identified areas for improvement within Service Governance. The Service recognizes that although Service Governance may be found to be compliant, there may still be areas for improvement. All future “Section 11 Reports” will now identify when such an area has been identified through a Section 11 review. Similar to any deficiency found within Service Governance, all identified areas for improvement will be directed to Professional Standards Support – Governance for review. All discovered deficiencies and areas for improvement, along with remedies taken, will be included in the “Section 11 Report”. Any changes to Service Governance will be reflected within associated training.

#### Recommendation #8

*Study the incorporation of dynamic, scenario-based training that involves officers practicing ground pins against resisting subject when paired with a partner.*

#### Response:

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

The Service has implemented the practical application of training focusing on ground pins with a secondary officer involving a resisting subject into the defensive tactics component of the In-Service Training Program (ISTP). Having the training delivered in this component allows repetition and refinement of the techniques, including proper instructor facilitation and evaluation.

#### Conclusion:

As a result of the Coroner’s Inquest into the death of Charles McGillivray, and the subsequent jury recommendations, the Service has conducted a review of Service governance, training and current practices.



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

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

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about the modifications that will be required to the interior of the TPS vehicles in order to install the AEDs.**

**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 JUNE 19, 2014**

**#P146. REQUEST FOR A REVIEW OF A COMPLAINT INVESTIGATION  
PERTAINING TO SERVICES PROVIDED BY THE TORONTO POLICE  
SERVICE – PROFESSIONAL STANDARDS CASE NO. PRS-051326**

The Board was in receipt of a report dated April 17, 2014 from William Blair, Chief of Police, with regard to the results of a review of a complaint investigation pertaining to services that were provided by the Toronto Police Service (case no. PRS-051326). A copy of the report is on file in the Board office.

**The Board approved the following Motion:**

**THAT the Board defer consideration of the foregoing report to its meeting on July 17, 2014 at the request of the complainant who intends to submit additional materials pertaining to her complaint which she would like to be considered at the time that the Board considers the Chief's report and she would like to deliver a deputation to the Board at that meeting.**

**Moved by: D. Noria**

**The Board agreed that the confidential report with respect to the review of this complaint would also be deferred to the July 2014 meeting (Min. No. C100/14 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P147. NEW JOB DESCRIPTION – MANAGER, HR PERFORMANCE  
MANAGEMENT & ADMINISTRATION – CORPORATE SERVICES  
COMMAND REORGANIZATION**

The Board was in receipt of the following report June 02, 2014 from William Blair, Chief of Police:

Subject: CORPORATE SERVICES COMMAND REORGANIZATION - NEW JOB  
DESCRIPTION FOR MANAGER, HR PERFORMANCE MANAGEMENT &  
ADMINISTRATION

Recommendation:

It is recommended that the Board approve the attached job description and classification for the new position of Manager, HR Performance Management & Administration (Z32025).

Financial Implications:

The Manager position is classified as a Z32 (35 hour) within the Civilian Senior Officer salary scales, with an annual salary of \$130,926 to \$151,557 (effective January 1, 2014).

There are no financial implications related to the recommendation contained in this report as an equivalent Manager, Human Resources Support Services Z32 (35 hour) position has been deleted from the Service's approved establishment (as a result of the reorganization) and replaced with this new Manager position.

Background/Purpose:

In early 2014, a revised Toronto Police Service (Service) organizational chart was recommended to the Board. This revised chart was based on the Organizational Structure Review and recommendations made by the Accenture consulting group in a 2013 report to the Chief. At its meeting on January 16, 2014, the Toronto Police Services Board approved, on an interim basis, the Service's 2014 organization chart (Min. No. P11/14 refers). The new organizational chart includes a new unit (HR Performance Management & Administration) within the Human Resources pillar. This new unit resulted from the dissolution of the Human Resources Support Services unit also located within the Human Resources pillar.

The purpose of this report is to obtain Board approval for the new job description that has resulted from the creation of the new unit, and to advise the Board of the impacts, as well as the benefits, that will result from this new unit.

## Discussion:

In response to the Accenture report, the Director, Human Resources reviewed the organizational structure for the human resources pillar, and identified a number of efficiencies that would better align workload and job function as well as expand and improve workforce performance related activities and services.

### *Previous Organizational Structure for HR Performance Management & Administration:*

Prior to the restructuring, the Human Resources Support Services unit included a Manager, Human Resources Support Services, who was responsible for the areas of Staff Planning, Employee Records, the Employee and Family Assistance Program (EFAP)/Critical Incident Response Team (CIRT) and Legal Indemnification.

### *What Have We Done:*

As a result of the review, the Human Resources Support Services unit was dissolved and the functions were incorporated into various other units, in the revised organizational structure. The Employee and Family Assistance Program (EFAP)/Critical Incident Response Team (CIRT) function now reports to Psychological Services, a sub-unit of Human Resources and the Legal Indemnification function has been moved to Labour Relations.

With the re-organization, HR Performance Management & Administration now consists of the Employee Records and Staff Planning sections of the former Human Resources Support Services, and will take on responsibility for an enhanced human resource performance management program.

The HR Performance Management & Administration unit was established to:

- streamline and enhance the performance evaluation process across the Service, so that it is value added and enables the development and high performance of our members; and
- create accountability for management of enterprise wide talent management, performance management, succession planning, employee records and staff planning.

HR Performance Management & Administration's role will now be more aligned to and focused on a mandate of being responsible for the coordination, management and oversight of workforce performance related activities and services, which includes the areas of talent management, leadership development, skills and professional development, succession planning and performance management.

### *Objectives and Benefits of the New Unit:*

In addition to being responsible for the maintenance of employee records and staff planning activities, the key objectives and benefits of the new unit include:

- a more focused organizational commitment to value-added employee performance management and development frameworks;
- the implementation of operational and tactical plans that support the Service's people strategy;
- analytics driven/evidence based talent management to gather insight on member actions, strengths, weaknesses and behaviours in order to drive improvement and performance excellence; and
- forecasting the Service's critical skills requirements and developing internal fulfillment strategies and scenarios.

Taking into consideration the mandate, objectives and benefits of the established new unit, the Manager, HR Performance Management & Administration Z32 (35 hour) will be responsible for planning, creating and implementing strategies to ensure the development and availability of employee talent, in order to optimize career development and productivity within the Service and meet the needs of the organization and its most valuable asset, our employees. One of the first objectives for the individual in this position will be to review, streamline and improve the performance evaluation process across the Service as it is currently paper driven and time consuming. It is also not seen as holding members accountable or achieving desired behaviours and performance as well as service excellence across the Service.

This will allow:

- the outcome being measured to be better aligned to the strategic goals and expectations of the Service;
- the metrics measuring the effectiveness of specific units/functions within the Service to be harmonized to ensure a consistent approach and produce a stronger measurement of outcomes; and
- improve the performance of an increasingly diverse, knowledge-oriented workforce.

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

#### Conclusion:

The Service's organizational chart has been restructured in order to achieve better working relationships amongst units while driving the Service's strategies and services forward. The Service's uniform and civilian members are our most valuable asset, and the salary and benefits we pay them represents a very significant component (89%) of our budget. It is therefore important that we develop appropriate strategies and take the necessary steps to ensure we assess and develop our members' performance consistently, efficiently and cost-effectively across the organization. The Manager, HR Performance Management & Administration will work with unit commanders and the senior management team to move the organization and our members towards service and performance excellence.

While this restructuring has not impacted the civilian establishment, it has resulted in the creation of a new position description to reflect the changes in job function and unit reorganization. The salary and classification for this position description is the same as the former position resulting in no additional cost to the Service.

To enable this reorganization, the Board is being requested to approve the job description and classification for the position of Manager, HR Performance Management & Administration (Z32025), which will report to the Director, Human Resources. This position will be staffed in accordance with established procedure.

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

**The Board approved the foregoing report.**

**Moved by: A. Pringle**



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 1139

**Pay Class:** Z32

**JOB TITLE:** Manager

**JOB NO.:** Z32025

**BRANCH:** Corporate Services Command – Human Resources

**SUPERSEDES:** NEW

**UNIT:** HR Performance Management & Administration

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:**

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Director

**DATE PREPARED:** 2014.05.29

#### **SUMMARY OF FUNCTION:**

Responsible for planning, creating and implementing strategies to ensure the development and availability of employee talent, in order to optimize career development and productivity within the Toronto Police Service (TPS) and meet the needs of the organization and our employees. The key areas of focus include: talent management, leadership development, professional development, succession planning and performance management. Also manages the development, administration, maintenance and delivery of those services provided by the Human Resources functions specifically pertaining to Staff Planning and Employee Records.

#### **DIRECTION EXERCISED:**

Manages and supervises the efforts and activities of staff members within the HR Performance Management & Administration unit.

#### **MACHINES AND EQUIPMENT USED:**

TPS workstation with associated software and other office equipment as required.

#### **DUTIES AND RESPONSIBILITIES:**

1. Develops and implements strategic workforce performance initiatives and processes that support the TPS's people strategy; oversees program management in the areas of talent management, leadership development, professional development, succession planning and performance management.
2. Ensures the TPS's employee performance management processes and systems are value-added and contribute to the Service's objective of assessing and improving the performance of its employees, in an efficient and cost-effective manner. Conducts regular reviews of the performance management systems and leads the development of strategies to ensure all TPS members are regularly evaluated to promote and help achieve high performance and talent management.
3. Ensures that talent management programs are analytics driven and evidence based in order to gather insight into employee actions and behaviours and to improve the performance of an increasingly diverse, knowledge-oriented workforce; also projects critical skills requirements for TPS and develops internal fulfillment scenarios for recommendation to the senior management team.



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 1139

**Pay Class:** Z32

**JOB TITLE:** Manager

**JOB NO.:** Z32025

**BRANCH:** Corporate Services Command – Human Resources

**SUPERSEDES:** NEW

**UNIT:** HR Performance Management & Administration

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:**

**NO. OF INCUMBENTS IN THIS JOB:** 1

**REPORTS TO:** Director

**DATE PREPARED:** 2014.05.29

#### **DUTIES AND RESPONSIBILITIES:** (cont'd)

4. Drives relevant and meaningful performance management practices; works to develop effective and timely reporting metrics in order to monitor, measure and report on issues, opportunities, plans and achievements; ensures metrics are linked to TPS' strategic initiatives (e.g. customer service, intelligence-led policing, traffic safety).
5. Ensures the existence of and manages an enterprise-wide performance management system; manages vendor partnerships, operations, communications and user training.
6. Applies sound strategies for organizational change management, project management, problem solving and process improvement to support workforce performance strategic initiatives and programs.
7. Stays abreast of the latest developments, best practices and trends in workforce performance strategies and other areas that may benefit the vision and priorities of the Service.
8. Responsible for managing the administration of TPS' corporate Employee Records involving all manner of personnel status changes, release of personal information (both inside/outside of the Service), the maintenance of the performance appraisal process, constable reclassifications/confirmation of Sergeants, deferral notification, provision of statistical information, records retention/storage, salary increments and management of cleaning vouchers; ensures strict adherence to Service policy and procedures.
9. Oversees the functions of the Staff Planning subunit responsible for uniform deployment, promotions and accommodation; manages the strength/establishment (staffing levels) for all units and oversees the Service's secondments, requests and requirements.
10. Ensures delivery of business results by meeting or exceeding all service level standards, and managing the unit budget and expenditures.
11. Ensures optimal use of human resources within the unit through the selection, performance management and career development of unit members.
12. Performs other related duties, as required.

**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 JUNE 19, 2014**

**#P148. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO –  
SCARBOROUGH CAMPUS: RE-APPOINTMENT**

The Board was in receipt of the following report May 20, 2014 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 31, 2014 to re-appoint the following individual as a special constable:

**Derrick Ingram**

### 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 31.

### Conclusion:

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

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

**The Board approved the foregoing report.**

**Moved by: D. Noria**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P149. SPECIAL FUND REQUEST: CANADIAN ASSOCIATION OF POLICE  
GOVERNANCE 2014 ANNUAL CONFERENCE**

The Board was in receipt of the following report May 15, 2014 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: CANADIAN ASSOCIATION OF POLICE  
GOVERNANCE 2014 ANNUAL CONFERENCE

Recommendation:

It is recommended that, as an exception to the Special Fund policy, the Board approve \$7,500.00 from the Board's Special Fund to support the Canadian Association of Police Governance ("CAPG") 2014 Annual Conference.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$7,500.00. As at May 14, 2014, the Special Fund balance is \$1.574M.

Background/Purpose:

CAPG will be holding its annual conference, in Halifax, Nova Scotia, from August 21 – 23, 2014. This year's conference marks the 25<sup>th</sup> Anniversary of CAPG and the theme is "A Retrospective on 25 Years of Civilian Oversight of Policing."

The CAPG conference is one of only two annual opportunities for professional development for Board members and staff and will cover a broad range of topics relevant to police services boards. As such, it is important that the Board provide financial assistance to help ensure success of the conference.

A letter from Cathryn Palmer, CAPG President, requesting that we consider providing financial support to the conference, is attached for your consideration.

Conclusion:

It is, therefore, recommended that as an exception to the Special Fund policy, the Board approve \$7,500.00 from the Board's Special Fund to support the Canadian Association of Police Governance ("CAPG") 2014 Annual Conference.

**The Board approved the foregoing report.**

**Moved by: M. Moliner**



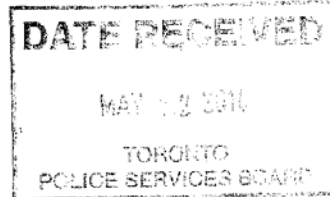
157 Gilmour St., Suite 302  
Ottawa, Ontario K2P 0N8  
Phone: 613.235.2272  
Fax: 613.235.2275  
www.capg.ca

SENT ELECTRONICALLY

May 7, 2014

Toronto Police Services Board  
40 College Street, 7th Floor  
Toronto, ON M5G 2J3

Re: CAPG 25<sup>th</sup> Anniversary Conference



Hello,

I am writing today to invite your support for the 25<sup>th</sup> Annual Conference of the Canadian Association of Police Governance (CAPG). The conference, hosted by the Halifax Regional Municipality (HRM) Board of Police Commissioners, with support from HRM and the HRM Police Service, will take place in Halifax, Nova Scotia, August 21 – 23, 2014.

Each year, the dedicated volunteers who sit on the Board of CAPG work closely with the host community to build the ultimate conference experience. The overarching objective is to offer a program for our delegates and companions that is affordable, provides rich dialogue and education, and showcases the host city. With costs increasing each year, we therefore look to our membership to assist us through financial support.

Members have shown their generosity and commitment to the program by sponsoring coffee breaks, hospitality suites, lunches or simply contributing whatever their budget can manage. Your contribution helps CAPG in covering the costs of putting together a first rate conference program and, more importantly, will keep the registration fees for our delegates to a level that even the smallest of police boards are able to afford. The CAPG annual conference is considered essential attendance for police board members for both educational and networking opportunities and for bringing a strong grassroots and civilian perspective to critical policing issues.

So, please take up our offer to sponsor CAPG's 25<sup>th</sup> Anniversary Conference. Your support will publicly demonstrate that you value the contributions police boards make across the country, in our own communities, and for the work the CAPG does in presenting a united voice on national issues.

I hope to see you in Halifax!

Sincerely,

A handwritten signature in cursive script that reads 'Cathryn Palmer'.

Cathryn Palmer, President

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P150. IN-CAMERA MEETING – JUNE 19, 2014**

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

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair  
Dr. Dhun Noria, Member & Acting Vice-Chair  
Mr. Michael Del Grande, Councillor & Member  
Ms. Marie Moliner, Member  
Mr. Andrew Pringle, Member

Absent: Mr. Michael Thompson, Councillor & Member  
Ms. Frances Nunziata, Councillor & Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2014**

**#P151.       ADJOURNMENT**

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Alok Mukherjee  
Chair