



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on September 11, 2014 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on August 14, 2014, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on September 11, 2014.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **SEPTEMBER 11, 2014** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Mr. Michael Del Grande, Councillor & Member
Ms. Frances Nunziata, Councillor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Karl Druckman, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P194. INTRODUCTIONS

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

Promoted to the Rank of Sergeant

Jack CACCAVALE

David COFFEY

Wendy DRUMMOND

Robin HARVEY

Wayne JACKSON

David LITTLE

Roger MAYERS

George MINASVAND

Charles ZEKERES

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P195. TORONTO 2015 PAN AMERICAN/PARAPAN AMERICAN GAMES -
STATUS REPORT**

The Board was in receipt of the following report July 25, 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 2011, the Toronto Police Service began planning for the Toronto 2015 Pan American/Parapan American Games (Games) to be held in the summer of 2015 within the City of Toronto and surrounding municipalities. At that time, there were 11 venues located within the City; however, this number has grown to in excess of 45. Many of the venues are clustered in terms of proximity in order to facilitate the transportation and movement of athletes and attendees, improve operations, aid security, and reduce the costs associated with stand-alone venues (Min. No. P20/14 refers).

The arrival of athletes, coaches, team officials, Games' family members, spectators and visitors to Toronto for the training and competition events will occur largely in the operational phase from June 24 to August 21, 2015. This 60-day timeframe will present the most significant challenges to the Service in terms of resource demands, transportation coordination, and logistical requirements.

The staffing complement for the Toronto Police Service's Pan Am Games Planning Team has expanded to 35 members, as necessary to tackle the tremendous workload as the final planning year rapidly progresses. The team also has three liaison positions representing the Service's Budget and Financial Analysis Unit, Public Safety Operations, and the Toronto Police College.

Planning Team members continue to attend meetings and liaise with multiple stakeholder groups involved in the Games' planning, including representatives from Toronto 2015, the non-profit

organizing committee mandated to plan, coordinate, promote, manage, and deliver the Games (Min. No. P275/12 refers).

Discussion:

This report outlines the current status with respect to funding for the Games, staffing requirements, business continuity and logistics planning, venue operational planning, communications, training, the traffic/transportation plan, and the Command and Control structure.

This report also addresses the Board's request that future status updates with respect to planning for the 2015 Games include information pertaining to the recommendations resulting from the report entitled, *Independent Civilian Review into Matters Relating to the G20 Summit* (ICR), as prepared by the Honourable John W. Morden. The ICR specifically addresses issues pertinent to major events and the Board's role with regard to those events (Min. No. P55/14 refers).

Main Cost Contribution Agreement

The Ministry of Community Safety and Correctional Services is engaged in ongoing negotiations with the municipal police services involved in the provision of policing and security for the Games in an effort to finalize Cost Contribution Agreements with each agency. However, as the Agreement with the TPS is not yet in place, the Service has been incurring costs since April 1, 2014, in direct relation to planning for the Games, and is no longer receiving reimbursement on a monthly basis.

The Cost Contribution Agreement with the Toronto Police Service, when finalized, will formalize the Board's funding arrangement with the Province and will allow for the recovery of salary and non-salary incremental expenditures incurred by the Toronto Police Service for the planning, mobilization, and demobilization phases of the Games. This agreement will cover the period from April 1, 2014 to the end of the demobilization phase. The previously signed agreements terminated effective March 31, 2014.

In consultation with City Legal and the Service's Budget and Financial Analysis Unit, a complete and comprehensive budget submission is being compiled that will incorporate budget projections for staffing and all authorized expenditures through to December 31, 2015.

It is anticipated that the Cost Contribution Agreement will be approved and provided to the Board for its consideration in Q3 2014. Until such time as the Cost Contribution Agreement is executed by the Board, monthly salary and non-salary related costs will be tracked and summarized for future submission to and reimbursement by the Province.

Discussions with the Ministry of Community Safety and Correctional Services liaison indicate that there will be full cost recovery from the Province for all costs directly related to planning for the Games, and all incremental expenses directly related to the operational phase of the Games, resulting in no net budgetary impact to the Toronto Police Service.

Staffing:

i. Pan Am Games Planning Team

The Pan Am Games Planning Team organizational chart was developed in accordance with the Incident Management System (IMS), the international and provincial standard for incident management and emergency response. The staffing complement for the Toronto Police Service Pan Am Games Planning Team has grown to 35 personnel as of June 2014 with pillar leads in each of the standardized functions under the IMS structure.

As the final planning year for the Games progresses and more definitive information is acquired, the Team's focus is shifting from preliminary estimates and planning assumptions to more concrete staffing models, the implementation of staffing strategies to increase the number of personnel available for the Games, the compiling of logistics and operational documentation, the initiation of an internal communications strategy, and the identification of training requirements for Service personnel.

The planning definitions, principles, and guidelines document has been reviewed by the Pan Am Games Planning Team's management, and where appropriate, has been amended by the project manager to ensure a 'best fit' model where resources are allocated in a streamlined and cost effective manner, while at the same time meeting the Service's obligations to provide policing and security for the Games.

ii. Recommended Staffing Strategies for Games' Deployment

A Focus Group was established within the Service to examine staffing requirements for the Games, taking into account vacation entitlements, court attendance, mandatory training, estimated staffing levels in 2015, and other variables that may impact personnel availability at any given time. This group has put forward recommendations regarding alternative strategies that may be put into place to increase the number of personnel available for deployment during the Games' operational phase, as well as to fulfil business continuity staffing requirements during this period.

Subject matter experts from Labour Relations, Human Resources – Staff Planning, Community Safety Command, Public Safety Operations, and Finance provided input to the Focus Group, along with consultation from the Toronto Police Association in terms of relevant Collective Working Agreement stipulations. The proposed staffing strategies have been presented to the Toronto Police Service Senior Management Team and Command for consideration. Subsequent to approval, communiqués will be disseminated to the Service's membership to inform them of staffing strategies that will be initiated in advance of deployment for the Games.

iii. Deployment and Business Continuity

The Business Continuity pillar members within the Pan Am Games Planning Team have done an extensive examination of resource requirements to meet policing and security obligations for the Games, in conjunction with the level of staffing needed to maintain business continuity during

the Games' operational phase. These resources include uniform and civilian members who will be assigned to the numerous venues located within the City of Toronto, Command Posts, staging areas, traffic and transportation management, logistics management, and a number of other responsibilities to ensure the Games' success.

Current year and historical annual special events are being examined for comparative purposes, as this will assist in projecting resource requirements for established events that take place during the Games' operational phase and necessitate the allocation of Service resources.

Specialty units will also be assigned to and available to complete various tasks, including but not limited to, conducting security sweeps prior to athletes' arrival, mobile squads to provide quick response to issues that arise (i.e. traffic congestion or collisions, investigative teams, crowd control), intelligence gathering and threat level assessment, video security and monitoring, fleet management, technical specialists, and other resources as needed to respond to unexpected events.

iv. Pan Am Scheduling System

Development of an event scheduling system has commenced to prepare for the distribution of an enormous volume of tasks (estimated 25,000 work details) at the multiple venues, traffic points, Games Route Network, Command Posts, and staging areas that will be located within the City of Toronto.

The Pan Am Scheduling System will allow for the following:

- Development of work detail assignments based on venue location and schedule requirements
- Identification of logistical requirements associated to the task assignments
- An on-line mechanism for Service members to select available tasks based on the member's preference and skills relevant to the work detail
- Ability to electronically mass assign personnel to the remaining tasks
- Preparation of accurate and up-to-date parade sheets
- Extraction of reports to assess suitability of members' task selections and compliance with Collective Working Agreement stipulations such as hours of work restrictions
- Streamlined staff processing at staging areas
- Provision of accurate time management records that will be referenced for data entry into the Service's Time and Resource Management System
- Provision of real-time information and reports regarding task assignment status, outstanding tasks, and the allocation of resources across the Service
- Task management, tracking, and adjustment of work details prior to and throughout the Games

The target timeline for production readiness of the scheduling system is year-end 2014.

Operational Planning:

Pan Am Games Planning Team subject matter experts have been paired with operational plan writers to create comprehensive venue specific operational plans that will incorporate information about each venue, the details of scheduled activities and work assignments, and deployment guides for the Venue Security Commander. These operational plans will address the requirements for each date, particularly during the peak days where security and resource demands are at their highest.

Operational plans are also being developed for the opening and closing ceremonies, as well as the Toronto 2015 sanctioned festivals that will take place in celebration of the 2015 Games.

Toronto Police Service Pan Am Games Planning Team Members, along with participating member agency representatives in the Integrated Security Unit (ISU), will attend the One Year Countdown kick-off events taking place at Nathan Phillips Square in July of this year.

Logistics:

The Pan American/Parapan American Games is a multi-sporting event involving competitions among members of 41 participating countries. An event of this magnitude entails months of logistical planning in many areas, including:

- Securing of lease agreements for external facilities for Command Posts and staging areas
- Command Post staffing structure and staging area setup for Toronto Police Service and external facilities
- Transportation plans for the movement of personnel from staging areas to work assignments
- Development of a staffing and shift scheduling plan for data entry into the scheduling system
- Development of a staffing plan for payroll and data entry support
- An asset management plan for the distribution and tracking of equipment
- A communications plan (radios, chargers, batteries, landlines, cell phones, call signs, communications channels)
- Event Management System installation and testing
- Transportation/fleet/vehicle requirements gathering and fuel plan
- Determination of signage requirements and procurement
- Telecom/information technology support plan
- Development of work assignments for tactical and specialized units
- Determination of staffing numbers for business continuity

Logistics Planning Team members will continue to liaise with involved stakeholders with respect to the procurement of equipment for each venue, the refinement of Command Post structure and staffing plans, the provision of meals and accommodation for Service members, the identification of vehicle and transportation needs, information technology requirements, and staging area procedures.

Additionally, the team is penning internal communications to provide members with sufficient notice pertaining to workplace accommodations and training requirements.

Venues:

The venue sites are divided into distinct areas within the City, encompassing the West, North and East Zone, the Downtown Zone, Pan Am Park, and Athletes Village. The Command Post structure has been streamlined to accommodate the size of each zone and the activities taking place within its boundaries, as well as the maximum daily staffing requirements for the provision of policing and security within the zone.

A large portion of the competition venues for the Games, as well as the opening and closing ceremonies and TO2015 sanctioned festivals, will take place within the City of Toronto. To date, in excess of 45 venues are located within the jurisdiction of the Toronto Police Service, although the venues are clustered such that many sporting events may take place within a specific geographical area. For example, Pan Am Park is the largest sport cluster of the Games, encompassing several different sites and venues along the shores of Lake Ontario, including Exhibition Place, Ontario Place, and the West Channel.

The venue plan writers have developed an operational plan template that will form the foundation for numerous operational plans and supporting documentation that will be disseminated to Venue Site Commanders, including detailed work assignments for each date during the Pan American and Parapan American Games.

Traffic and Transportation:

Transportation planning for the Games encompasses all modes of travel, including air, marine, railways, transit systems, and roadways, as defined and supported by the federal government. The traffic plan includes experienced resources with speciality training, reconstruction teams, motorcycles, bicycles, marked scout cars, road signs, interlocking barricades, etc.

There will also be a staffing plan for parking enforcement officers who will contribute to clearing the roadways during the Games. Alternate routes will be planned so that resources can be shifted, if necessary. Transportation stakeholders are discussing the potential establishment of a joint coordination group, as well as a communication link for interoperability across jurisdictions.

Planning is well underway with respect to the Games Route Network (GRN), which is an estimated 770 kilometre route of streets and highways that connect the Athletes Village and venues. Approximately 150 kilometres of the GRN will utilize hybrid priority lanes encompassing High Occupancy Vehicle (HOV) lanes for the movement of athletes, officials, Games' family, and representatives from the media. The Don Valley Parkway and portions of the Gardiner Expressway are included in the priority lane plans. The Traffic Team will play a vital role in keeping this system moving utilizing high visibility proactive patrols for enforcement and compliance, as well as enhanced response capabilities to clear the lanes should movement be impeded.

A key component of the transportation plan is the target displacement of twenty percent of background traffic on the GRN by asking motorists (Games and non-Games) to re-plan their routes or reduce the traffic volume (by working from home, travelling during alternate timeframes, or using the transit system). With the anticipated shift of motorists to transit use, as well as the expected increase in ridership due to Games' spectators, the Traffic Team is working to develop an interagency team (Toronto Police Service, Toronto Transit Commission, GO Transit) to enhance emergency response to transit stoppages and delays.

Training:

The Pan Am Games Planning Team has identified a need to consult with subject matter experts from the Toronto Police College and Public Safety Unit to assist in the development of a Pan Am training curriculum, as well as the planning and execution of exercises and test events.

The Toronto Police College liaison, along with representatives from members of the Integrated Security Unit, have formed a Training Committee and are collectively working towards identifying training needs, methods of delivery, timelines, and target participants. The following outline describes the proposed mode of training, in addition to some of the topics that have been identified to date.

- *Self-directed Training*

Module One will consist of on-line Canadian Police Knowledge Network (CPKN) self-paced training providing background information and an overview of the Pan American/Parapan American Games (venues, participants, screening methods, accreditation), Toronto 2015 (volunteers, workforce), the Integrated Security Unit, the GRN, the Torch Run, and the role of the private security firm retained to assist with the provision of Games' security. An overview of legislative authorities will also be covered in the on-line modules, including the Charter and the Ontario Disabilities Act, with an emphasis on customer service experience.

The Training Committee will provide all content for course development for on-line modules with a target rollout in January 2015.

- *Printed Material*

A handbook is being developed with input from all ISU police services for distribution to officers. The handbook will cover topics addressed in the on-line training, in addition to the accreditation process, and answers to other frequently asked questions.

- *Instructor Led Training*

The third training component (face to face training), specific to the Toronto Police Service, will address venue specific details and applicable Toronto Police Service Policies and Procedures.

Other training requirements currently identified include:

- Incident Management System (IMS) Level II and Level III for all Planning Team members
- Scribe training in accordance with the IMS doctrine
- Motorcycle training – Level I - Basic, Level II – Advanced Skill, and Level III - VIP training
- Security sweep training developed by the ISU for participating agencies
- Training on the new scheduling system (PASS) being developed for use during the Games
- Training on the RCMP's Event Management System (EMS)
- Integrated Community Liaison training provided by the Ontario Provincial Police

Community and Business Liaison - Communications Plan

The Pan Am Games Planning Team Community and Business Liaison is developing a comprehensive communications strategy for internal and external parties, community groups, and local area businesses impacted by the Games. The intent is to inform all parties of the measures taken to ensure the Games are safe and secure, to maintain peace and order within the City of Toronto, to provide access to accurate information, and to open and maintain channels of communication before, during, and after the event.

The communications strategy will incorporate internal intranet and Pan Am website messages to inform Service members about the Games, the Integrated Security Unit, venue details, and the answers to frequently asked questions. The website will be updated to provide members with direct links to partner agency websites.

An external email address has been created that will allow members to ask Games' specific questions that have not been addressed in the internal Pan Am website. A Toronto Police Service Pan Am Facebook and Twitter account will also be utilized to disseminate timely updates and links to Pan Am related stories, blogs, and websites.

With respect to strategies that will be utilized to increase personnel availability for the critical, peak dates in the Games' operational phase, it is recognized that Service members must be given timely and accurate information well in advance of the 2015 Games. The Community and Business Liaison is working with members of Corporate Communications to develop appropriate messages and delivery methods for Service personnel. These communiqués will be disseminated upon approval from Command and in consultation with the Toronto Police Association.

The Community and Business Liaison is networking and collaborating with Pan Am partner agencies (Toronto 2015, the City of Toronto, the Ministry of Transportation, and the Integrated Security Unit) to establish messaging strategies that will be utilized to inform area residents, business, visitors, the media, and other external parties affected by or interested in the Games' events. Further details will be provided to the Board as these strategies are initiated.

Command and Control:

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 command and control structure for the 2015 Games is outlined in the ISU Concept of Operations document. This document stipulates that the Toronto Police Service, as a partner in the ISU, will be responsible for and will retain authority for all security planning, operations, and demobilization at venues located within the City of Toronto. The Toronto Police Service is, therefore, responsible for the safety and security of athletes at designated Games' venues and on the GRN. Proper, visible accreditation and security screening will form the basis for access control, in conjunction with vehicle screening areas and security equipment, where determined to be appropriate or warranted through ongoing threat level assessment.

Command Posts will also be set up to provide oversight and command and control for the North, East and West Zone, the Downtown Zone, Pan Am Park, Athletes Village, and Traffic Services. These command posts will report to the TPS Major Incident Command Centre (MICC). Each venue will have a dedicated Venue Site Commander during peak hours and a designated responsible lead in off hours when there is little activity at the venue.

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 and facilitate information sharing among the various police services conducting Games-related activities, and to enable the provision of additional or specialized resources if needed by participating police services.

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. The UTCC will monitor transportation issues on Pan Am travel routes, evaluate the impact of any transportation impediments, disseminate information accordingly, and coordinate the response of participating partners. The Toronto Police Service will be responsible for traffic management decisions within the City of Toronto and will have traffic leads assigned to the UTCC for the purposes of traffic command.

Conclusion:

The Toronto Police Service plays an integral role in planning for the 2015 Pan American/Parapan American Games, and as such, is a key contributor to the ISU and many stakeholder groups entrenched in preparing for the Games.

Planning for the Games includes the identification and management of a number of variables that will contribute to the Games' success, as well as contingency planning for unexpected events that may influence the overall experience of athletes, Games' family, spectators, and visitors to the City of Toronto.

The Pan Am Games Planning Team is currently focussing on the refinement of staffing models to address resourcing and business continuity, the writing of operational plans, and the coordination of many logistical components that must be put into place prior to the Games' operational phase. Pan Am Games Planning Team members continue to work collaboratively with other stakeholders and ISU partners with respect to the content and scheduling of training and exercise events, traffic and transportation planning, and pertinent issues identified at joint operational planning group meetings.

The Team's project manager maintains an issue and risk log to monitor timelines and to track the identification and resolution of issues that have the potential to impact successful planning for the Games.

Discussions with the Ministry of Community Safety and Correctional Services are ongoing with respect to the development of the Cost Contribution Agreement. The Service's Budget and Financial Analysis Unit liaison is working with the Pan Am Games management team to finalize the budget submission to the Province.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board about the foregoing matter. A copy of Mr. Langenfeld's written submission is on file in the Board office.

In response to the Board's question about insurance coverage for the games, the Chief stated that the Pan Am Organizing Committee is responsible contractually for contracting insurance coverage and is responsible for the full cost. Also, the Chief said that the Police Service is insured against liability. However, there is usually additional coverage for events such as Pan Am. As well, he noted that the adequacy of the insurance policy will be assessed and reported to the Board prior to signing off on the contract.

With respect to the responsibility of safety and security of the Pan Am Games, the Chief advised the Board that the Ontario Provincial Police is responsible for overall security. However, the majority of events will be taking place in Toronto, so there will be operational command structures in place led by members of the Service which will be responsible for the security of events in Toronto. In fulfilling their duties, members of the Service will be guided by the policies and procedures of the Board and the Service. The Chief also noted that there will be an impact on staffing costs which will be borne by the Pan Am Organizing Committee. With respect to safety and security of visiting dignitaries, the Chief advised that although the Service will provide security support, the security of internationally protected persons, by international treaty, is the responsibility of the RCMP. In addition, the responsibility for the security of other dignitaries that are not

internationally protected persons, who will have security requirements, is being discussed with federal and provincial partners.

The Chief also advised the Board that there will be a comprehensive public information strategy in place to assist the public in understanding safety and security issues, as well as provide information about how to navigate through various security arrangements. The information strategy is still being developed and will be provided to the Board when completed. The Chief noted that the report being considered at today's meeting reflects the Board's discussions to date and the information requested by the Board at its August 14, 2014 meeting. In addition, the Chief will endeavour to report to the Board other information or issues that arise.

The Board approved the following motions:

- 1. THAT the Board receive the deputation by Mr. Langenfeld; and**
- 2. THAT the Board receive 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 SEPTEMBER 11, 2014**

#P196. ELSPETH HEYWORTH CENTRE FOR WOMEN

The Board was in receipt of the following report August 18, 2014 from Alok Mukherjee, Chair:

Subject: ELSPETH HEYWORTH CENTRE FOR WOMEN

Recommendation:

It is recommended that the Board receive the report from the Elspeth Heyworth Centre for Women (EHCW).

Financial Implications:

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

Background/Purpose:

On October 7, 2013, the Board approved \$10,000 from the Special Fund to cover the cost of the production and distribution of a publication by Elspeth Heyworth Centre for Women. The purpose of the publication is to create awareness and to address issues of domestic abuse in newcomer and immigrant communities in Toronto (Minute No. P250/13 refers).

Ms. Sunder Singh, Executive Director, EHCW, and Mr. Ajit Jain attended the Board's February 13, 2014 meeting to deliver a presentation regarding the project as well as to publicly launch the book entitled *Violence Against Women – All Pervading*. The Board and the Toronto Police Service were presented with copies of the book (Minute No. P17/14 refers).

Since that time the book has been promoted at a number of book launches and presentations, including at Parliament Hill and Queens Park, as well as in the media. Copies of the book have been distributed to several universities, all libraries in the City of Toronto and the City of Vaughan, as well as to numerous community and government agencies, and community leaders. The book has also been instrumental in presenting an opportunity for EHCW to work with a national agency to address the issue of domestic violence against women.

Attached for your information a report from Ms. Singh, which provides an update about the book as well as thank the Board for its financial support.

Conclusion:

Therefore, it is recommended that the Board receive the report from the Elspeth Heyworth Centre for Women (EHCW).

The Board received the foregoing report.

Moved by: M. Thompson



Elspeth Heyworth Centre for Women

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Satellite Office 133 Fieldstone Dr., Vaughan, ON L4L 0A1 | Phone 905.747.1515 | Fax 905.747.1510

Report Toronto Police Services Board

APPLICANT INFORMATION

Name of Applicant: Ms. Sunder Singh, Executive Director
Organization: Elspeth Heyworth Centre for Women
Mailing Address: 2350 Finch Ave. West, Unit D, Toronto, ON, M9M 2C7
Telephone no.: 416-663-2978 ofc./ 416-500-2748 cell
Email Address: sunder@ehcw.ca

Event:

Publication of the proceedings of community forum called "Reduce Abuse – The Change Begins", held on February 15, 2013.

The book titled "Violence Against Women – All Pervading" was published by Elspeth Heyworth Centre for Women and edited by Ajit Jain, journalist and author. Ajit Jain compiled the book with strong message to create awareness of domestic abuse in communities, with solutions by renowned leaders to reduce this nature of violence.

Completion of the publication: The publication was completed in January 2014. A total of 2,000 copies were printed for distribution.

ehcw invited half a dozen battered women to the Centre to narrate their horrific stories of abuse. These women were interviewed by Mr. Ajit Jain. Their stories are part of the publication based on the information gathered from them. The names of the women were changed to protect their identity. The intension was to raise community awareness of ongoing domestic abuse among newcomer and immigrant populations.

This publication was pertinent to public interest. It created an awareness that services in the community are available to protect the women who are subject to abuse. The book included the list, produced by John Valerio, Domestic Violence Unit of Toronto Police Services, of services provided within the community for women.

Distribution of the books:

The books were distributed to:

Canadian Charitable Registration No. 13909-6135 RR0001



Elspeth Heyworth Centre for Women

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- Police Divisions in Toronto
- McMaster University
- Toronto University
- Ryerson University
- All of 200 Libraries in Toronto
- All of the Libraries in Vaughan
- Various Community Centres
- Community members during International Women's Day in Vaughan.
- Community Leaders
- Women clients of ehcw who are at risk of abuse or facing abuse
- Organizations working with newcomers, immigrants and women
- Offices of various government services
- All Provincial Members of Parliament
- Various Federal Members of Parliament

Media Coverage:

The publication received enormous attention from the media. Following list of media covered the news of the publication:

- Toronto Star
- Toronto Sun
- Globe and Mail
- Gujarat Express
- Times of India
- CTV
- OMNI
- Asian Television Network

Book Launch and Presentations:

Senator Asha Seth hosted the launch of the book at the Parliament Hill in Ottawa. Present at the ceremony were Minister Kellie Leitch, MP Judy Sgro, and many Members of Parliament and Senators.

Media briefing, sponsored by MPP Dipika Damerla, was called at the Queen's Park in February 2014. The news briefing was covered by OMNI and Asian Television Network (ATN).



Elspeth Heyworth Centre for Women

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The book has been received by the Governor General, MP Judy Sgro, Finance Minister Joe Oliver, Minister Jason Kenney, Minister Kellie Leitch, High Commission in India, Mayor and his Council in Vaughan,

Senator Asha Seth appreciated the book in her video sent to Elspeth Heyworth Centre for Women during its celebration of International Women's Day on February 27, 2014 at the Vaughan City Hall.

Publication Sources:

Input into the publication came from the following sources:

- Mr. Ajit Jain, Journalist and Author
- Dr. Alok Mukherjee, Chair Toronto Police Services Board
- Dr. Jean Augustine, Fairness Commissioner of Ontario
- Detective John Valerio – Domestic Violence and Child Abuse Coordinator, Toronto Police Services
- Honourable July Sgro, MP
- Dr. Mohit Bhandari, Professor and Academic Head, Canada Research Chair, Division of Orthopedic Surgery, McMaster University
- Raminder Dosanjh, Community Activist
- Ujjal Dosanjh, Former Premier of British Columbia and Former Federal Health Minister
- Satwinder Bains, Director, Centre for Indo-Canadian Studies, University of Fraser Valley
- Sapali Guruge, Associate Professor, School of Nursing, Ryerson University
- Usha George, Professor & Dean, Faculty of Community Services, Ryerson University
- Vathsala Jayasuriya, Senior Lecturer, Faculty of Medicine, University of Jayewardenepure, Sri Lanka
- Susmita Vaidya, Settlement Counselor, Elspeth Heyworth Centre for Women
- Trina Joshi, Women's Rights Advocate
- Gita Das, Clinical Psychologist
- Mamta Mishra, Executive Director, World Literacy of Canada
- S. Nihal Singh, Veteran Indian Journalist and Author
- Professor Prabhat Jha, Director of Centre for Global Health Research, St. Michael's Hospital
- Rama Singh, Department of Biology and Centre for Peace Studies, McMaster University



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- Rami Chabra, Community Activist
- Ratna Ghosh, James McGill Professor and W.C. Macdonald Professor of Education, McGill University
- Zahra Sohani, PhD Candidate and Researcher, McMaster University
- Sunder Singh, Executive Director, Elspeth Heyworth Centre for Women

Outcomes:

Women had found strength and boldly come forward to talk about how they had combatted abuse in their homes. As a result, the workshops held at the Police Division 31 based on the information in the book has built confidence in women at risk of violence or facing violence to speak out in their community.

ehcw has met and made connections with Status of Women Canada to potentially secure a program at ehcw in its efforts to reduce domestic violence.

ehcw has submitted a Letter of Interest to Status of Women Canada, for the purpose of creating a training manual to train the trainers as well as provide tools for the newcomers landing in Canada, on how to combat violence against women. Statistics and current information from the published book would be part of the information dissemination.

To create awareness in the Gujarati community in the GTA, stories of domestic violence are now appearing, on a weekly basis, in one of the leading Gujarati newspaper called the "Gujarat Express". Individual identities are protected.

Cost:

Total cost of the graphic work, colour printing, material and distribution was \$12,000. \$10,000 were contributed by Toronto Police Services Board. An expense of \$2,000 was covered by Elspeth Heyworth Centre for Women through its social enterprise fundraising activities.

Thank you:

We are indebted for financial support from the Toronto Police Services Board that made the publication of *"Violence Against Women – All Pervading"* possible.

Sunder Singh
Executive Director

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P197. CENTRAL JOINT HEALTH AND SAFETY COMMITTEE

The Board was in receipt of the Minutes from the Central Joint Health and Safety Committee Meeting held on July 04, 2014. A copy of the Minutes is appended to this Minute for information.

The Board received the foregoing report.

Moved by: A. Pringle



Central Joint Health and Safety Committee

- MEETING MINUTES -

**Training Room
Police Dog Services
Toronto, Ontario**

**Friday,
July 04, 2014
at 10:00 AM**

Meeting No. 52

Members Present: Dr. Alok Mukherjee, TPSB, Committee Co-Chair
Mr. Keith Bryan, TPA, Committee Co-Chair
Mr. Tony Veneziano, Chief Administrative Officer, TPS, Command Representative
Mr. Jon Reid, TPA, Executive Representative

Also Present: Ms. Wendy Ryzek, Manager, Occupational Health & Safety
Mr. Rob Duncan, Safety Planner & Program Coordinator, OH & Safety
P.C. Christian Pelletier, Safety Officer, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: S/Sgt. James Hung, Police Dog Services *
P.C. David O'Brien, Police Dog Services *

* Members of the Police Dog Services Local Joint Health and Safety Committee

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

Opening of the Meeting:

1. Dr. Alok Mukherjee introduced Mr. Jon Reid, Director, Toronto Police Association, who will participate on the Committee as the new TPA Executive Representative as a result of the vacancy created by the retirement of Mr. Rick Perry who had been Co-Chair of the Committee. The Committee extended a welcome to Mr. Reid.

Dr. Mukherjee noted that in light of Mr. Perry's retirement, Mr. Bryan has now assumed the role of Co-Chair of the Committee on behalf of the TPA.

2. Dr. Mukherjee extended a welcome to the guests, provided an overview of the Committee and explained how it works in conjunction with the Local Joint Health and Safety Committees ("local JHSCs") which are operating throughout the Toronto Police Service (TPS).
3. The Committee approved the public and confidential Minutes from its meeting held on January 24, 2014.

The Committee considered the following matters:

4. Police Dog Services Local Joint Health and Safety Committee ("PDS LJHSC")

The Committee had a discussion with the members of the PDS LJHSC and was advised that:

- **Soiled and Contaminated Clothing:**

Due to the nature of the work that is performed by the officers at PDS, which includes foot pursuits/searches through fields and ravines or searching buildings for drugs, the clothing worn by the officers is often soiled by dirt and dog feces or contaminated by drug residue. S/Sgt. Hung and P.C. O'Brien inquired as to the feasibility of purchasing a washing machine and a dryer to enable the officers to clean or decontaminate their uniforms at PDS. The Committee was advised that there is sufficient space for a washing machine and a dryer and an appropriate water supply connection. The Committee was also advised that the Mounted Unit has a washing machine and a dryer and the Emergency Task Force has two sets of washing machines and dryers for cleaning the officers' uniforms.

The Committee agreed that there was a need to install a washing machine and a dryer at PDS.

Mr. Veneziano said that he would discuss this matter with Deputy Chief Mark Saunders, Specialized Operations Command, and will provide an update at the next Committee meeting.

- **Sun Protective Clothing:**

Wide brim hats have been issued to PDS Training Officers due to the considerable length of time that they are exposed to the sun while engaged in exterior training exercises. These hats provide the Training Officers with a greater level of sun protection by shielding their face and ears from the direct sun.

P.C. O'Brien said that he is a Training Officer and, while using the hat that was provided to him, demonstrated the way in which the hat effectively blocks his face and ears from the sun. P.C. O'Brien recommended that, if possible, these hats be issued to all of the PDS officers as they, too, are exposed to the sun for extended periods of time. The Committee was advised that, if wide brim sun protection hats were to be issued to all of the PDS officers, an additional 20 hats would be required.

The Committee was advised that long sleeve sun protection shirts have been provided to all of the PDS officers given the length of time that they work in the sun.

Mr. Veneziano said that he, in conjunction with Deputy Chief Mark Saunders, Specialized Operations Command, would consider the recommendation to issue wide brim hats to all of the PDS officers and will provide an update at the next Committee meeting.

P.C. O'Brien advised the Committee that several officers were "testing" new waterproof footwear that had recently been issued to them and that the footwear has reinforced ankle support which will be important when officers traverse the ravines.

No written notes were provided with respect to these matters.

Details of the Committee's discussion about an additional health and safety concern which was deemed to be a confidential matter are noted in the confidential Minutes which form part of the Minutes for this meeting.

Status:	Issues Arising from a Discussion with Members of the PDS LJHSC: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update at the next Committee meeting on the feasibility of installing a washing machine and a dryer at PDS and whether sun protection hats will be provided to all PDS officers.

5. Occupational Health and Safety Awareness Day – Request for Additional Funds
Update by: Dr. Alok Mukherjee, Chair, TPSB

Dr. Mukherjee advised the Committee that at its meeting on April 10, 2014, the Toronto Police Services Board agreed to increase its annual financial contribution towards the costs of hosting the OHS Awareness Day from \$1000 to \$2000, effective 2014.

Mr. Bryan said that, pursuant to its commitment made at the January 24, 2014 Committee meeting, the Toronto Police Association would match the contribution made by the TPSB and will also now contribute \$2000 annually to the OHS Awareness Day, effective 2014.

Ms. Wendy Ryzek expressed her appreciation to Dr. Mukherjee and Mr. Bryan for the increase in financial assistance provided by the TPSB and TPA.

Written notes provided by Dr. Mukherjee with respect to this matter are attached to these Minutes for information.

Status	OHS Awareness Day – Request for Additional Funds: <u>Resolved</u>
Follow-up	The Committee agreed that this matter has been resolved and that no further action is required at this time by the Committee.

6. Improvements to Internal Communication and Education with Respect to Workplace Violence and Harassment

Update by: Mr. Tony Veneziano, CAO, Command Representative

Mr. Veneziano advised the Committee that the OHS Unit is developing a plan to improve the way in which information about workplace violence and harassment is communicated to TPS members internally and that he would provide a broader update at the next Committee meeting.

Written notes provided by Mr. Veneziano with respect to this matter are attached to these Minutes for information.

Status:	Improvements to Internal Communication and Education with Respect to Workplace Violence and Harassment: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update on this matter at the next Committee meeting.

7. Initiatives for Broader and Ongoing Communication and Education with Respect to Health, Safety and Wellness

Update by: Mr. Tony Veneziano, CAO, Command Representative

Mr. Veneziano advised the Committee that the OHS Unit is developing a plan to improve the way in which information about health, safety and wellness is communicated to TPS members internally and that he would provide a broader update at the next Committee meeting.

Written notes provided by Mr. Veneziano with respect to this matter are attached to these Minutes for information.

Status:	Initiatives for Broader and Ongoing Communication and Education with Respect to Health, Safety and Wellness: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update on this matter at the next Committee meeting.

Quarterly Update:

8. TPS Wellness Initiatives

Update by: Mr. Tony Veneziano, CAO, Command Representative

Mr. Veneziano delivered the quarterly wellness update, including upcoming and current wellness initiatives. Specific details of the initiatives are contained in the written notes that Mr. Veneziano provided and are attached to these Minutes for information.

Dr. Mukherjee inquired as to the status of an initiative that was proposed by former Deputy Chief Keith Forde several years ago pertaining to the availability of healthy takeaway meals for members while they are working shifts. Dr. Mukherjee said that a list was to have been created which identifies the locations, by police division, where healthy foods could be purchased, including the locations that are open late in the evening and during the night. Dr. Mukherjee also said that the list was to have been posted to the Intranet so that members could access the information on their in-car workstations. Mr. Bryan concurred with the creation of a list as proposed by Deputy Chief Forde given that, currently, it is difficult for TPS members to access healthy food options while working shifts, especially the midnight shift.

Dr. Mukherjee also recommended that a section of the Intranet be developed for the purpose of sharing information on new wellness issues, lifestyle articles or any recent research that may be available on health and wellness.

Mr. Veneziano said that he would provide a response to these two recommendations at the next Committee meeting.

Status:	Quarterly Update: TPS Wellness Initiatives: <u>Ongoing</u> List of Healthy Takeaway Meals For Members Working Shifts: <u>Ongoing</u> Wellness Information on the Intranet: <u>Ongoing</u>
Action:	Mr. Veneziano will provide an update on these matters at the next meeting.

Tour of Police Dog Services:

9. At the conclusion of the meeting, S/Sgt. Hung conducted a tour of the Police Dog Services facilities for the Committee members. Several of the PDS officers and their police dogs provided a demonstration of the training exercises.

****Confidential Matters****

The Committee also considered several confidential matters.

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

Next Meeting:

Date: to be determined
Time:
Location: Toronto Police Association

Members of the Central Joint Health and Safety Committee:

Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board	Mr. Keith Bryan, Co-Chair Toronto Police Association
Mr. Tony Veneziano, Command Representative, Toronto Police Service	Mr. Jon Reid, Executive Representative Toronto Police Association

Central Joint Health and Safety Committee
Meeting
July 04, 2014

Update by Dr. Alok Mukherjee, Chair, TPSB

5. Annual Occupational Health and Safety Awareness Day – Request for Additional Funds

At its meeting on April 10, 2014, I submitted the following Motions to the Toronto Police Services Board which were subsequently approved without amendments:

1. THAT, given that the annual Occupational Health and Safety Awareness Day has been an effective educational activity which is well attended, and given that the Board, the TPS and the TPA are of the view that it is an important component of their joint commitment to create a safe and healthy workplace, the Board increase its financial contribution to the OHS Awareness Day from \$1000 to \$2000;
2. THAT, with regard to Motion No. 1, the Board provide the Chair with standing authority to allocate an amount of \$2000 from the Special Fund each year to assist with the costs of hosting the OHS Awareness Day commencing in 2014; and
3. THAT the Occupational Health and Safety policy be amended, at the time of the next annual review of the policy, to reflect the Board's commitment to provide \$2000 on an annual basis for the OHS Awareness Day.

Therefore, the Board will contribute \$2000 in financial support for the 2014 Occupational Health and Safety Awareness Day and in each following year.

Central Joint Health & Safety Committee (CJHSC)

Notes for Minutes

Date of Meeting: Friday, July 4, 2014
Time: 10:00 hrs
Location: Police Dog Services, 44 Beechwood Drive

Public Agenda Items

#	Item	Notes
6	Workplace Violence & Harassment Communication	The Occupational Health & Safety Unit has begun developing plans for communication initiatives to improve awareness and knowledge with respect to workplace violence and harassment as well as health, safety, and wellness. More information regarding these initiatives will be shared at the next meeting.
7	Communication with respect to health, safety, and wellness	
8	Quarterly Wellness Update	<p>Statistics: January to April 2014</p> <p>Healthy Eating Program Headquarters Number of people attended: 10 Total weight (pounds) lost: 27 pounds</p> <p>Mat Class with Erin (modified version of the TPS Yoga Program – gentle poses and meditation) Bi-weekly sessions (on-going) at the Toronto Police College Number of people attending: 5-15 per session</p> <p>ISTP Wellness Topic: Building Resiliency & Post-Traumatic Stress Disorder (PTSD) Number of people attended the ISTP Wellness Presentation: 1100</p> <p>Wellness Website Average number of monthly visits: 350</p> <p>Nutrition Presentations (including Pre + Post OPC Recruits and Court Recruits and Platoon Training) Number: 28 People attended/reached: 560</p> <p>Nutrition Basics Presentations (for Court Officers) Number: 22 People attended/reached: 170</p>

		<p>Nutrition Consults Number of consults/people reached: 62</p> <p>Fitness Pin Incentive Number of tests: 534 fitness pin tests (518 passes, 16 fails)</p> <p>Fitness Consults Number of consults/people reached: 27</p> <p><u>UPCOMING & CURRENT WELLNESS INITIATIVES</u></p> <p>Fitness Consults/ Fitness Pin Testing Cont'd</p> <p>Nutrition Consults/Nutrition Presentations Cont'd</p> <p>TPS Yoga Program to be offered Service-Wide Yoga is booked to run at D33 (platoon training), ETF, HQ and to continue at the Toronto Police College; Yoga to be offered at other locations across the Service</p> <p>Trauma and Building Resiliency Presentation for Civilians in the Fall</p> <p>Meditation program (10 weeks) to be run at HQ in the Fall</p>
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P198. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION: JANUARY – JUNE 2014**

The Board was in receipt of the following report August 20, 2014 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT OF ACCOUNTS, JANUARY 1, 2014 – JUNE 30,
2014

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

Labour Relations counsel, legal indemnification, arbitration and inquest costs are funded from the Service's Legal Reserve.

Background/Purpose:

At its meeting on January 25, 2001, the Board approved a Policy governing payment of legal accounts which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests which were approved by the Director, Human Resources Management and the Manager of Labour Relations (Min. No. P5/01 refers).

This report provides a semi-annual update for the period of January 1, 2014 to June 30, 2014.

Discussion:

During the period of January 1, 2014 to June 30, 2014, forty-seven (47) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP (Hicks Morley) for labour relations counsel totalling \$217,653.88 were received and approved for payment by the Manager of Labour Relations.

During the same period, fifty-nine (59) accounts from external counsel relating to legal indemnification totalling \$315,875.05 were received and approved for payment. Two (2) accounts, totalling \$9,517.42 that were submitted for payment were denied in full. There were no payments made relating to civil actions or inquests.

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period January 1, 2014 to June 30, 2014, of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests.

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

The Board received the foregoing report.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P199. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES: JANUARY – JUNE 2014**

The Board was in receipt of the following report August 20, 2014 from William Blair, Chief of Police:

Subject: WRITE-OFF OF UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES
- SEMI ANNUAL REPORT - JANUARY TO JUNE, 2014

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the accounts receivable balances written off. The write-off amount of \$30,304 in the first half of 2014 reduced the allowance for uncollectible accounts to \$292,653. The adequacy of this account is analyzed annually as part of the year-end accounting process. Any adjustment required to this balance will be included in operating expenses in the year the adjustment is made.

Write-offs for the first half of 2014 represent 1.77% of the accounts receivable balance as at June 30, 2014 and 1.13% of invoiced revenue for the year, excluding grants.

Background/Purpose:

At its meeting of May 29, 2003, the Board approved the Financial Control By-law 147. Part IX, Section 29 – Authority for Write-offs, delegates the authority to write-off uncollectible accounts of \$50,000 or less to the Chief, and requires that a semi-annual report be provided to the Board on amounts written off in the previous six months (Min. No. P132/03 refers).

The purpose of this report is to provide the Board with information on the amounts written off during the period of January 1 to June 30, 2014.

Discussion:

External customers receiving goods and/or services from Toronto Police Service (Service) units are provided with an invoice for the value of such goods or services. The Service's Accounting Services (formerly Financial Management) unit works closely with divisions, units and customers to ensure that some form of written authority is in place with the receiving party prior

to work commencing and an invoice being sent, and that accurate, complete invoices are sent to the proper location, on a timely basis.

Accounts Receivable Collection Process:

Generally, customers (except for paid duty customers) are given a 30 day payment term for all invoices and receive monthly statements showing their outstanding balances if the 30 day term is exceeded. In addition, they are provided with progressively assertive reminder letters for every 30 days their accounts remain outstanding. Accounts Receivable staff makes regular telephone calls to customers, requesting payment. The Service offers several payment options, including paying through credit card to facilitate the payment process.

Customers are sent a final notice when their accounts are in arrears for more than 90 days. They are provided with a ten day grace period, from receipt of the final notice, to make payment on their account before the balance is sent to an outside agency for collection. The Service's collection agency has been successful in collecting many accounts on behalf of the Service. However, in situations where amounts are small, company principals cannot be located, organizations are no longer in business or circumstances indicate that no further work is warranted, the collection agency will recommend write-off.

Change in Collections for Paid Duty Customers:

In March, 2014, the terms of payment for paid duty customers were changed in conjunction with the implementation of the Paid Duty Management System (PDMS). Prior to this change, most customers paid the officers directly after the completion of the paid duty assignment; hence, the Service only invoiced customers for the administrative fee, vehicle and equipment rentals and applicable taxes. Since the Service now pays the officers directly, there is a greater risk of non-collection from the customer and the amounts billed are significantly larger. To mitigate the risk of non-payment by customers, most customers are required to prepay in advance of their paid duty event, or to provide a deposit representing the value of several paid duty event totals. As a result, Accounting Services calculates the value of all paid duties prior to the event occurring, and invoices the customer only for small residual values, or returns unused deposits, if any.

Amounts written off during the January 1 to June 30, 2014 period:

During the six month period of January 1 to June 30, 2014, twenty-one (21) accounts totalling \$30,304 were written off, in accordance with By-law 147. The write-offs relate to marihuana grow operation fees and paid duty fees that were outstanding prior to the business process change initiated after the new paid duty system implementation. Additional information on the accounts written off is provided in the sections that follow.

Marihuana Grow Operation invoices (\$27,521):

The amount written off consists of nineteen (19) items, representing the original cost recovery amount and associated interest. In sixteen (16) cases, responsibility for the grow operation was determined to lie with the tenant of the establishment in which the grow operation was located.

As a result, given the latitude allowed by the by-law, the tenant was invoiced the cost recovery amount. Unfortunately, the balance could not be collected by the City of Toronto through property taxes as the residence was not owned by the individual who was invoiced. In addition, several small interest amounts were written off as they represented timing differences between when payment was issued by the debtor and when the Service deposited the funds. These amounts were considered too small to warrant further action.

With the exception of small interest amounts, all accounts were forwarded to the Service's collection agency, who spent several months attempting to collect the funds. The collection agency followed their standard collection process which includes finding the principal, where required, sending payment demand letters and investigating the individual's ability to pay. However, despite these efforts, collection was not successful in some instances as the individual could not be located or was unresponsive to the request for payment. The collection agency advised that the amounts were not significant enough to warrant legal action, and recommended write-off.

At its meeting of March 2013 (Min. No. P60/13 refers), the Board approved the following motion:

THAT the Chief of Police, in consultation with City of Toronto-Revenue Services, review the Motion adopted by Toronto City Council regarding the process by which cost-recovery and interest charges related to marijuana grow operations will be applied to the property taxes of the property that contained the grow operation and determine if the TPS can increase the speed with which the TPS can apply outstanding costs to property taxes to avoid future write-offs.

City of Toronto Legal Services has initiated a review of City By-law No. 1076-2007 to determine changes that could be made to the by-law language that would allow implementation of the above motion. The Board will be kept apprised of this review and will be advised of any by-law changes that will be recommended.

Paid Duty fees (\$2,783):

Two paid duty customer balances were written off during the first half of 2014. In both cases, the organizations filed a Notice of Bankruptcy. Given the Service's status as an unsecured creditor, collection was deemed highly unlikely and write-off was recommended.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period January to June 30, 2014.

For all receivables, action has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's Accounts Receivable collection procedures.

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

The Board received the foregoing report.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P200. PAID DUTY SUB-COMMITTEE

The Board was in receipt of the following report August 27, 2014 from Alok Mukherjee, Chair:

Subject: PAID DUTY SUB-COMMITTEE

Recommendation:

It is recommended that the Board direct its Sub-committee on Paid Duty to report back to the Board's November 2014 meeting on the following items:

- (1) A comprehensive list of circumstances in which off duty police officers are performing paid duty functions;
- (2) An analysis of the circumstances in which presence of police officers is required due to federal and provincial statutes or municipal by-laws; and,
- (3) A proposal to use one or more alternative methods to provide those services currently being provided by police officers on paid duty which do not require uniform presence, provided those alternative methods reduce the cost burden on the users of paid duty and reduce the Service's cost of administering the system.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

At its meeting of May 15, 2014 the Board decided to establish a Sub-committee to address issues related to the practice of using off duty uniform officers to perform certain public safety functions on paid duty (Minute P125/14 refers). The Board motions stated as follows:

- 1. THAT the Board and the Chief of Police, in consultation with the City of Toronto Economic Development & Culture Division, Emergency Medical Services Division, Parks, Forestry & Recreation Division, and Transportation Services Division, coordinate a public and stakeholder review of the policies governing requirements for paid duty officers at special events held within the city, including the new Toronto Police Service Staffing Matrix for special events, and report back to the Board at its meeting on July 17, 2014 with recommendations to:**

- (a) ensure the preparation of integrated safety and security plans describing the role and responsibilities of Toronto Police Service on duty and paid duty officers, auxiliary members, and private security staff;
 - (b) minimize the need for Toronto Police Service paid duty officers through alternative options such as the use of auxiliary members and private security at special events; and
 - (c) ensure for large scale special events that the paid duty officers and auxiliary members on site have a sufficient degree of experience with similar scale events.
2. THAT the Board request the Chief to ensure that, in future, the TPS will discuss with prospective paid duty clients, the conditions when paid duty officers may or may not be warranted to assist the requester in determining whether they wish to proceed with their request;
 3. THAT the public be allowed to provide input regarding paid duty;
 4. THAT the Board approve the foregoing report from the Chief; and
 5. THAT the Board establish a sub-committee to undertake the project set out in Motion No. 1 and that it would include Councillor Thompson, Councillor Del Grande and Mr. Pringle.

Moved by: A. Pringle

The Sub-committee has been provided with a comprehensive package of resource materials documenting the issues related to paid duty that the Board and the City have been attempting to address for the past several years. At its meeting on July 16, 2014, Board members engaged in a spirited and probing discussion of these issues with Chief Blair. The next meeting is scheduled for September 17, 2014. It is the intent of the Sub-committee to work speedily to carry out consultation with key stakeholders, examine the Service's response to the issues raised and arrive at a resolution of the issues within a reasonably short timeframe.

The purpose of this report is to recommend that the Board provide a very specific direction to the Sub-committee related to identifying alternatives to the current system that are less expensive and reduce the administrative cost incurred by the Service.

Discussion:

In 2010, City of Toronto Auditor General Jeff Griffiths conducted an audit of the paid duty system at the request of the Board. One of Auditor General Griffiths' recommendations was that the Toronto Police Service (Service) consider adopting the system used in Vancouver as an alternative to the one currently used in Toronto. In its response of November, 2012, the Service noted the differences between Vancouver and Toronto. It argued that because of those differences, it was not feasible to implement the Vancouver system here.

Even if the Vancouver system is not applicable to Toronto, there are other alternatives to Toronto's paid duty system that are being used across Canada.

For example, Abbotsford, BC, London, Ontario, and Halifax, NS, have entered into contractual arrangements with Commissionaires to provide a range of non-core police services. In Winnipeg, the police service has established a cadets' program through which cadets are performing a variety of policing duties. These outsourced and in-house alternatives have been found to cost less to the community, free up officer time for higher order policing functions, avoid cutting into service members' leisure and family time and reduce the administrative burden borne by the respective police services. There is no evidence that in any of these jurisdictions, use of these alternative methods has compromised public safety.

There are a variety of issues related to Toronto's paid duty system. However, the central issue that has emerged is pertaining to what it costs to the City and the public directly and indirectly, and to the Service due to the way in which it is administered centrally using a dedicated full-time staff.

This is the issue that the Sub-committee needs to take up with some urgency and bring back a proposal to the Board.

Conclusion:

It is, therefore, recommended that the Board approve the recommendations contained in this report.

Mr. Miguel Avila was in attendance and delivered a deputation to the Board about the foregoing matter. A copy of Mr. Avila's written submission is on file in the Board office.

The Chair noted that the reference in his report to examples of how outside sources in other jurisdictions use alternative methods to deliver a variety of services without using uniform police officers is not to suggest that all paid duties be performed by outside sources, rather, they are examples of how outside sources are being used.

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

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P201. RESPONSE TO THE CITY OF TORONTO – FEASIBILITY OF, AND
FINANCIAL IMPLICATIONS ARISING FROM, OUTSOURCING
COURT SECURITY**

The Board was in receipt of the following report August 12, 2014 from William Blair, Chief of Police:

Subject: THE FEASIBILITY OF AND THE FINANCIAL IMPLICATIONS ARISING
FROM OUTSOURCING COURT SECURITY

Recommendations:

It is recommended that:

- (1) The Board receive this report; and
- (2) The Board forward a copy of this report to the Deputy City Manager and Chief Financial Officer, City of Toronto, for information.

Financial Implications:

Any financial implications contained within this report are based on untested assumptions considering the multiple factors detailed within. Should an alternative business model be considered, a complete cost and benefit analysis would be required. Based on the assumptions contained within this report, there are negative financial implications resulting from existing collective bargaining agreements. If the intention is to immediately implement a change, the associated costs are estimated to be between \$0.2 million (M) and \$0.6M to cover the severance of those civilian members who have less than two years' service plus one civilian senior officer (currently 39 members) since contractually only those with less than two years' service plus civilian senior officers can be laid off. In addition, the Service would still be financially obligated for the remaining 742 civilian staff and their associated salary and benefit budget of \$66M per year until such time as all have been reassigned, retired, or been placed in other positions. These costs are separate from, and additional to, the costs associated to outsourcing.

Furthermore, any changes to the court security delivery model and identified cost formula could affect the funds transferred from the Province to the City of Toronto and would have to be re-evaluated. For 2014, it is estimated that the Service will receive approximately \$18.9M from the Province to assist in funding court security. By 2018, it is anticipated that the Service will continue to receive approximately \$44M annually.

Purpose:

At the January 16, 2014 Board meeting (Min. No. P7/14 refers) the Toronto Police Services Board received correspondence, dated December 16, 2013 from Roberto Rossini, Deputy City Manager and Chief Financial Officer, City of Toronto, that contained motions approved by the City's Budget Committee on December 10, 11, 12 and 13, 2013.

The motions from The City asked that the Deputy City Manager and Chief Financial Officer provide a briefing note to the Budget Committee meeting on the feasibility of the following options regarding court security:

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

The Board requested that the Service submit a report.

Discussion:

Legislative Authority/Obligations

The mandate of Court Services is drawn from various municipal, provincial, and federal laws. These duties are the legislated responsibility of the Service. Under the *Police Services Act (PSA)*, the Toronto Police Services Board is required to provide court security for all court proceedings within the City of Toronto. TPS Court Services is mandated to discharge the following duties:

- Provide court security
 - The *PSA* and *Provincial Adequacy Standards* make the municipal police responsible for court security and related functions. The police service appoints special constables to perform duties that require peace officer powers.
- Provide prisoner transport
 - The *PSA* and *Provincial Adequacy Standards* make the municipal police responsible for court security and related functions. The police service appoints special constables to perform duties that require peace officer powers.
- Obtain DNA samples
 - The *Criminal Code of Canada* makes peace officers responsible for collecting DNA samples and provides the powers to detain citizens and use force, as necessary, to ensure the collection of samples.
- Deliver and serve court documents and notices, as mandated by federal and provincial statutes
 - Federal statutes require peace officer status, e.g. *Criminal Code of Canada*
 - Provincial statutes require provincial offences officer status, e.g. *Provincial Offences Act*
- Provide training and supervision to Court Officers
 - *Provincial Adequacy Standards* dictate that police services are responsible for providing the training and supervision for court security
- Assist in the prosecution of offences

- Supports and protects the work of officers in the field by ensuring that all required information has been provided and is available to the Crown
- Provide certain services to the Coroner
 - The *Coroner's Act* requires that police officers be assigned to assist in Coroner's Court

The following legislation, Acts and regulations provide guidelines and rules for court security, prisoner management and associated process:

1. The Police Services Board is responsible for court security and prisoner management under the *Police Services Act* R.S.O. 1990, CHAPTER P. 15. Last amendment: 2009, c. 33, Sched. 9, s. 10.

Police Services Act, PART X
Court security, Municipalities with police forces

137. (1) A board that is responsible for providing police services for one or more municipalities has the following responsibilities, with respect to premises where court proceedings are conducted:
 1. Ensuring the security of judges and of persons taking part in or attending proceedings.
 2. During the hours when judges and members of the public are normally present, ensuring the security of the premises.
 3. Ensuring the secure custody of persons in custody who are on or about the premises including persons taken into custody at proceedings.
 4. Determining appropriate levels of security for the purposes of paragraphs 1, 2 and 3. R.S.O. 1990, c. P.15, s. 137 (1); 1997, c. 8, s. 41.

Common law replaced

(3) The responsibilities created by this section replace any responsibility for ensuring court security that existed at common law. R.S.O. 1990, c. P.15, s. 137 (2, 3).

2. Toronto Police Service Board Minute P439/00 approves the Adequacy Standards Regulation Policies, and makes the Chief of Police responsible for court security.

Police Services Act, Ontario Regulation 3/99
Adequacy and Effectiveness of Police Services

13. (1) Every chief of police shall establish procedures and processes in respect of [among other things],
 - (l) prisoner care and control;
 - (m) prisoner transportation: and O. Reg. 3/99, s. 13 (1).

16. If a Board is responsible for court security under section 137 of the Act, the chief of police shall,
 - a) prepare a court security plan;
 - b) establish procedures on court security that address supervision and training;
 and

- c) ensure that court security personnel have the knowledge, skills and abilities to perform this function.
3. The *Police Service Act* allows the Board to appoint special constables for the purpose of conveying prisoners and performing duties under Section X of the *PSA*.

Appointment of special constables by Board

53. (1) With the Solicitor General's approval, a board may appoint a special constable to act for the period, area and purpose that the board considers expedient. R.S.O. 1990, c. P.15, s. 53 (1); 1997, c. 8, s. 33 (1).

Powers of police officer

(3) The appointment of a special constable may confer on him or her the powers of a police officer, to the extent and for the specific purpose set out in the appointment.

Idem

(5) Subsection (4) does not prohibit police forces from authorizing special constables to escort and convey persons in custody and to perform duties related to the responsibilities of boards under Part X. R.S.O. 1990, c. P.15, s. 53 (5); 1997, c. 8, s. 33 (3).

(Refer to Appendix 'A' for other related legislation)

In the early 1980's, the Toronto Police Service (Service) started hiring civilian personnel to fill the position of court officer. Prior to 1980, this function was performed by police officers under the supervision of a sergeant at each court location. These court officers were sworn in as special constables, pursuant to the provisions of the *Police Services Act*.

As the City's policing needs expanded, so did the growth of Court Services. By 1990, court officers had been assigned responsibility for transporting prisoners between the court locations, divisions, and correctional facilities, a task previously performed by police officers.

There was also an increase in the number of courthouses for which the Service was responsible. In 1990 there were 138 court rooms. Today, members of Court Services secure 16 court locations across Toronto with a total of 274 court rooms encompassing criminal, civil, family, and *Provincial Offences Act (POA)* hearing rooms.

All sections within Court Services are managed by civilian Location Administrators who report directly to a Manager or Staff Inspector, who in turn report to the Superintendent of Court Services.

In September of 2012, Court Services began placing experienced, senior court officers into divisions to take on the function of divisional prisoner management, replacing police officers.

In November of 2013, eleven (11) criminal investigation clerk positions were transferred to Court Services and reclassified as disclosure clerks to meet the needs of the new records

management system (Versadex) implementation and the requirements to provide court disclosure.

Court Services has 781 members, comprised of 18 uniform and 763 civilian members, working in court locations as well as Prisoner Transportation, Document Services Section, Court Assisted Scheduling of Court, Planning, Risk Management, Training and Divisional Prisoner Management. It has an annual budget of \$63.6M, which excludes centralized costs.

In October 2008, the Provincial Government committed to fulfil its responsibility to pay for municipal court security and prisoner transportation and in 2012, the Province began making transfer payments.

In 2013 the Province transferred approximately \$12.6M to the Service. For 2014 it is estimated that the Service will receive approximately \$18.9M. By 2018 the planned cap of \$125M in provincial funding will be reached and it is anticipated that the Service will continue to receive approximately \$44M annually. Therefore, any changes to the court security delivery model and identified cost formula could affect the funds transferred from the Province to the City of Toronto.

TPS Model of Court Security

Court Services is a large unit that deals with complex, complicated and diverse duties related to security, cell and prisoner management, prisoner transportation, and police service processes that include case processing, disclosure, booking, DNA collection and fingerprinting. The size and population of the City of Toronto, the size and scope of operations of the Service, and the fluid demands of the justice system contribute to the extensive workload of the unit.

Over the year Court Services is responsible for over 83,000 persons in custody, over 154,000 prisoners transported, over 19,000 summonses and subpoenas served, over 584,000 *Provincial Offences Act* notices processed, over 34,000 charge informations created, and over 3400 DNA samples obtained. This workload is not expected to diminish.

In addition to prisoner management and court security (cell, perimeter, public screening) court officers react to the decisions of the court regarding the release or continued detention of prisoners. Staffing resources are constantly monitored, evaluated and reassessed to provide coverage during changes to courthouse demands and evolving security needs throughout multiple court locations. Overseeing and directing the work of court officers requires several levels of supervision and management which serves to protect the interests of the public, persons in custody, the judiciary, court staff, the Service and the Police Services Board.

Court Officers are trained in all aspects of court security requirements, prisoner management as well as specialized functions. The Court Services staffing model takes into consideration the operational needs of the court location and has built into it the flexibility to respond to circumstances, demands, and associated duties, as needs arise.

Court officers may be assigned to as many as 5 or 6 different functions throughout the day, based on continually changing operational needs. Just a few of the variables, which are often unpredictable, include the timing of prisoner arrivals and departures, the classification of prisoners (high risk), incidents of violence, the need to keep prisoners separate, the timing of courtrooms opening and closing, hospital runs, lawyer interviews, the nature of hearings taking place, and responding to legislated orders (e.g. court orders to extract blood sample for DNA, handling drug exhibits), etc. The ability to assign staffing resources to respond immediately to requests from the court, as the need arises, requires staff who are trained and available in a variety of specialized functions. The current Court Services staffing model is the most efficient and effective use of resources due to its flexibility to meet court security needs and address the responsibilities of the Toronto Police Service.

Court Services – Duties

The delivery of court security is based on municipal, provincial and federal partnerships. There are numerous established working relationships and memorandums of understanding with multiple police agencies of various levels as well as correctional facilities and mental health institutions including shared responsibilities regarding the transportation of prisoners and those with special needs (youth, disabled, medical, violent).

Furthermore, some of these partnerships rely on shared access to secure police data bases (e.g. CPIC) and so court officers are trained and authorized by the Service to fulfill the requirements of the *Canadian Criminal Code* and the *Identification of Criminals Act* to collect DNA samples and fingerprints, using force as necessary, for the Federal DNA database when ordered by the court.

Court officers search and manage prisoners, document and secure property, deal with medication and medical issues, provide meals, and monitor prisoner wellbeing. Court officers transport prisoners to and from divisions, court locations and detention facilities, and maintain prisoner care and control while they are in the custody of the Service. Court officers are routinely required to testify in court regarding the use of restraints, security concerns, prisoner delays, disruptions that impact court process or any other matter deemed of importance to the court. Additionally, court officers are called as witnesses for inquests relating to in-custody deaths and criminal trials.

Court officers are responsible for the safety and security of all persons within a court location. They ensure that dangerous items or contraband are not brought into these facilities. While performing these duties, they must be sensitive to cultural, religious, psychological and emotional needs, developmental disabilities, and respect the individual needs and rights of the public. They make arrests for illegal weapons or drugs at the security screening stations and provide medical assistance as a first responder to incidents.

Court officers hold positions of responsibility and errors can have significant impacts on prisoners' life and liberty, the safety of the citizens of Toronto and the public's perception of the Service, the courts and the justice system.

Court Services ensures that the justice system is served by providing carefully selected, well trained court officers and supervisors. The selection process is long and requires recruits to pass several levels of scrutiny prior to being selected.

The training that recruits receive encompasses a 15 week program that includes 7 weeks of in class instruction and 8 weeks of field training with a dedicated coach officer. Court officers require regular mandatory training to meet the provincial adequacy standards, annual Use of Force requirements, and to comply with the *Ontario Human Rights Code* and *Accessibility for Ontarians with Disabilities Act*. Court Services provides ongoing training through in-service sessions, workshops, and dynamic scenarios specific to the needs of the court locations and the Service. They are also trained for their specialised roles such as, the *Identification of Criminals Act*, the *DNA Identification Act*, the *Mental Health Act*, and Drug Treatment Court.

Court Services supports the work of front line personnel through a Court Services governance team, responsible for the development, implementation, and training of governance specifically related to Service responsibilities and legislation.

The interaction between court officers and prisoners, and court officers and the public can result in conflict or complaints. Court Services has a dedicated Risk Management Section that works in conjunction with the Service's Professional Standards to investigate and resolve conduct and complaint issues and ensure accountability of our members.

Specialised Duties and Considerations

As noted on page 3 of this report, court officers are cross trained and may take on multiple tasks through the course of a day. The following describes the specialised duties of court officers.

DNA Coordinator and DNA trained court officers

- The DNA coordinator, attends jails throughout the Province to take DNA samples for in-custody offenders, trains new DNA court officers, liaises with the DNA Databank in Ottawa and resolves issues.
- DNA court officers fingerprint and take blood samples from convicted offenders who are in or out of custody and complete the required forms and ensure all documentation prepared by the courts is correct and acceptable for submission to the RCMP DNA Databank.

Drug Treatment Court

- The Drug Treatment court officer liaises between the Service and the courts to ensure that accused persons who meet the requirements for the Drug Treatment Program are diverted into the program when directed.

Drug Exhibit Court Officers

- Court officers are responsible for retrieving drug exhibits required in court and maintaining secure custody of the exhibits until they are required by the court.

Divisional Prisoner Management

- Court officers are assigned to divisional booking halls to perform booking and prisoner management duties. This function was previously performed by police constables. Eighty-five court officers are required to fulfill this function at all divisions.

Police Liaison Services

- In addition to providing security within the court room, the main responsibility of Court Liaison is to attend all bail, set date, plea, and specialty courts to provide police related information to the crown on behalf of the Service. They monitor and communicate court decisions to those units within the Service and external law enforcement agencies who require the information for the purposes of immediate victim protection, bail compliance, and other areas of community safety.

Case Preparation and Disclosure Management

- Court officers and Disclosure Clerks are responsible for completing criminal cases, creating charge informations, and managing the delivery of disclosure prepared by police officers to the crown.

Canadian Police Information Centre (CPIC) Access

- Court officers have access to CPIC in order to provide reports to crown attorneys and information critical to the safe management of prisoners. Access to CPIC is managed by the Royal Canadian Mounted Police (RCMP) and is provided to law enforcement agencies only. Each agency having access to CPIC records is responsible for the confidentiality and dissemination of information stored on the CPIC system. The dissemination of information obtained from CPIC must be in accordance with existing federal and provincial policy and legislation concerning privacy and information access.

Emergency Management & Public Order - Hand Off Teams

- Court Services has specialized teams of trained court supervisors and officers that work with Emergency Management & Public Order to provide prisoner care and control during planned and spontaneous civil disruptions and mass arrests. These specially trained members can be called in for duty on short notice and respond to the needs of the Service.

Victim Notification

- Court officers monitor high risk cases involving victims of violence and participate in the victim notification process. They ensure divisions are notified immediately when an accused receives bail where there is a victim at risk of being re-victimized.

Witness Protection during Court Proceedings

- Court officers work with case managers to ensure the safety of witnesses attending court. They also provide an immediate response to safety threats and remove witnesses from the courthouse when threats occur. When witnesses are in custody, court officers ensure that the accused and witness remain separated within the cell environment.

Responding on Record to Questions from the Court

- Court officers and their supervisors are required to formally address the court in response to questions regarding prisoner transportation delays, restraints, or to explain security practices.

Fingerprinting for Identification

- Court officers are trained and on occasion take fingerprints from offenders. This is a function and requires access to Service equipment and secure databases.

Provincial Offences Act (POA), Civil & Family courts

- Court officers take persons into custody who receive a custodial sentence on *POA* charges. In Toronto, over 150 citizens are taken into custody at *POA*, Civil and Family courts per year.

Prisoner Care and Control

- Court officers manage the needs of prisoners, including recognizing signs of distress, drug and alcohol overdose and withdrawal; providing first aid and notifying EMS when required; ensuring medication is provided as prescribed, and separating prisoners who may endanger others (gang affiliations, emotionally disturbed, witness against other prisoners, agitated, etc.) Court officers give evidence in court addressing prisoner care and control for example, prisoner assaults resulting in injury and inquests relating to in-custody deaths.

Prisoner Meals

- Court Services must provide meals to prisoners housed in court locations and so manages the contract with the vendor.

Weekend and Statutory Holiday (WASH) Court

- Every weekend and statutory holiday court officers are required to operate bail court at Old City Hall.

Taking these matters into consideration, it becomes clear that privatizing or transferring court security to the City of Toronto Corporate Security would be extremely complicated. The complexities of the duties, responsibilities and functions performed within Court Services are so deeply embedded in the service delivery model of the Service that it would be a costly and labour intensive undertaking to attempt to successfully extract these integral functions.

Labour Relations Issues, Human Resources and Financial Implications

There are 781 members in Court Services, 18 uniform and 763 civilian members that would be impacted by privatization or transfer to the City of Toronto, Corporate Security. Salary and benefits for the current complement of 781 staff is \$68.9M. Based on collective agreement requirements the Service has limited flexibility in dealing with staff. The Board and the Service must consider the Unit A, C and D Collective Agreements' Article 21 – Technological Change.

Article 21 – Technological Change

21:01 It is the policy of the Board to endeavour to place in other positions any permanent Service members who may be displaced by technological improvements in the operation of the Service or by the contracting out of any services now performed by the members represented by the Association. Should the Board decide to contract out any work now performed by members falling within the bargaining unit, no such member with at least two years of permanent service with the Service will be laid off or have his/her employment terminated by reason thereof.

Court Services currently has 27 part time court officers and 11 temporary clerks with less than two years of permanent service who could potentially be laid-off. As there is not a similar article in the civilian Senior Officers Collective Agreement, the one civilian senior officer in the Unit could also be laid-off bringing the total to 39. For those members without protection from layoff or termination, it should be noted that although the *Employment Standards Act* stipulates notice and severance requirements, these should be considered the minimum because under common law one may be entitled to approximately four times the stipulated amount through litigation efforts. At this time, severance costs are estimated to be between \$0.2M to \$0.6M.

That would leave 742 members in Court Services and their associated salary and benefit budget of \$66M until they separated or were placed in other positions. At this point, it is not known how many could be placed into other positions within the Service. Currently, there are not enough vacancies to allow the Service to absorb all of the staff that would be affected.

The financial obligations for the staff that cannot be immediately placed may continue for several years into the future. Even the most optimistic estimate suggests that it would take up to eighteen years before all of the staff would be fully placed.

Section 40 Police Services Act - Reference to the Ontario Civilian Police Commission

Once a formal plan is in place to resolve the collective agreement issues, the Board will have to obtain the approval of the Ontario Civilian Police Commission (Commission) in order to reduce the size of the Service pursuant to Section 40 of the *PSA*.

The Service would be required to forward to the Commission a copy of the Board's resolution indicating a desire to reduce the size of the Police Service, a description of how it is to be achieved, an outline of the process followed by the local authorities to obtain public input on the proposal and any other information that may assist the Commission in making their decision.

The Commission will consider whether the proposed reduction will impair the Service's ability to provide adequate and effective police services that meet the needs of the community, and whether the terminated members of the police service will be dealt with in a fair and reasonable basis as it relates to settlements, severance terms, or agreed upon arbitration. The Commission also has the authority to order the matter to arbitration. The Commission will ask questions to assure itself that the local bodies have approached their decision to request a reduction in a manner that has allowed for public input into that decision. Upon receiving all of the noted information the Commission will issue a written decision.

Conclusion:

Court Services fulfils a critical operational and legislative requirement for the Service. Court Services provides an effective, efficient and economical service that manages all areas of court security, prisoner care and transport. Court officers directly support the front line function by managing the continued detention of prisoners and by assisting in the processing of Service matters through the court system.

The complexities of the duties, responsibilities and functions performed within Court Services are deeply embedded in the service delivery model of the Toronto Police Service. Court Services and court officers fulfill a critical operational role that impacts all areas of the Service and it is necessary to weigh the underlying risks and liability, including legislated responsibilities, business and judicial processes, external partnerships, contracts and memorandums of understanding, privacy rights, confidential databases, and collective agreements, when considering alternative service delivery models. Without more detailed research, it is unclear if it could be possible to successfully separate these functions from the Service and privatize them or transfer them to the City of Toronto Corporate Security.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board about the foregoing matter. A copy of Mr. Langenfeld's written submission is on file in the Board office.

The Board approved the following motions:

- 1. THAT the Board receive the deputation by Mr. Langenfeld;**
- 2. THAT the Board receive the forging report;**
- 3. THAT the Board forward the report to the City and, in so doing, advise that the Board has received the Chief's report for information and will be reviewing the outsourcing of court security after it receives KPMG's Comprehensive Organization Review report; and**
- 4. THAT the Board refer the foregoing report to KPMG to assess as part of its review.**

Moved by: M. Thompson

Appendix 'A'

4. The *City of Toronto Act* (Sec 103) outlines requirements for conveyance of prisoners. The Toronto Police Service provides this service for the City.

City of Toronto Act, 2006 R.S.O. 2006, CHAPTER 11, Schedule A, Conveyance of prisoners

103. If the attendance of a prisoner in a correctional institution is required at a hearing or proceeding and if the City was responsible for delivering the prisoner to the correctional institution, the City is responsible for conveying the prisoner from the correctional institution to the place of the hearing or proceeding and for the prisoner's return. 2006, c. 11, Sched. A, s. 103.

5. Toronto Police Service Court Officers enforce Section 136(1.) of the *Court Security Act*.

Courts of Justice Act R.S.O. 1990, CHAPTER C.43

Prohibition against photography, etc., at court hearing

136.(1) Subject to subsections (2) and (3), no person shall,

- (a) take or attempt to take a photograph, motion picture, audio recording or other record capable of producing visual or aural representations by electronic means or otherwise,
 - (i) at a court hearing,
 - (ii) of any person entering or leaving the room in which a court hearing is to be or has been convened, or
 - (iii) of any person in the building in which a court hearing is to be or has been convened where there is reasonable ground for believing that the person is there for the purpose of attending or leaving the hearing;

6. The *Public Works Protection Act* provides authority for the Chief to appoint guards to protect a public work. Court facilities in Toronto are considered a "public work." The Act confers peace officer powers on appointed guards. Guards may search anyone entering a public work.

Public Works Protection Act R.S.O. 1990, CHAPTER P.55

Guards, appointment

2. (1) For the purpose of protecting a public work, guards may be appointed by,

- (a) the Solicitor General;
- (b) the Commissioner of the Ontario Provincial Police Force;
- (c) any inspector of the Ontario Provincial Police Force;
- (d) the head or deputy head of the municipal council or the chief of police of the municipality in which the public work is located, or the person acting in the place or stead of the head or deputy head;
- (e) the chair or other person who is the head of a board, commission or other body owning or having charge of the public work, or the person acting in the place or stead of the chair or other person.

Powers of guard

- (2) Every person appointed as a guard under this section has for the purposes of this Act the powers of a peace officer.

Powers of guard or peace officer

3. A guard or peace officer,

- (a) may require any person entering or attempting to enter any public work or any approach thereto to furnish his or her name and address, to identify himself or herself and to state the purpose for which he or she desires to enter the public work, in writing or otherwise;
- (b) may search, without warrant, any person entering or attempting to enter a public work or a vehicle in the charge or under the control of any such person or which has recently been or is suspected of having been in the charge or under the control of any such person or in which any such person is a passenger; and
- (c) may refuse permission to any person to enter a public work and use such force as is necessary to prevent any such person from so entering. R.S.O. 1990, c. P.55, s. 3.

Arrest

- (2) A guard or peace officer may arrest, without warrant, any person who neglects or refuses to comply with a request or direction of a guard or peace officer, or who is found upon or attempting to enter a public work without lawful authority. R.S.O. 1990, c. P.55, s. 5.

7. Toronto Police Service Court Officers enforce the *Trespass to Property Act* as “Occupiers”.

Trespass to Property Act, R.S.O. 1990, CHAPTER T.21

Definitions

1. (1) In this Act, “occupier” includes,

- (a) a person who is in physical possession of premises, or
- (b) a person who has responsibility for and control over the condition of premises or the activities there carried on, or control over persons allowed to enter the premises, even if there is more than one occupier of the same premises; (“occupant”)

Arrest without warrant on premises

9. (1) A police officer, or the occupier of premises, or a person authorized by the occupier may arrest without warrant any person he or she believes on reasonable and probable grounds to be on the premises in contravention of section 2. R.S.O. 1990, c. T.21, s. 9 (1).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P202. RESPONSE TO THE CITY OF TORONTO – FEASIBILITY OF, AND
FINANCIAL IMPLICATIONS ARISING FROM, OUTSOURCING
PARKING ENFORCEMENT**

The Board was in receipt of the following report August 12, 2014 from William Blair, Chief of Police:

Subject: THE FEASIBILITY OF AND THE FINANCIAL IMPLICATIONS ARISING
FROM OUTSOURCING PARKING ENFORCEMENT

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 Deputy City Manager and Chief Financial Officer, City of Toronto, for information.

Financial Implications:

Any financial implications contained within this report are based on untested assumptions considering the multiple factors detailed within. Outsourcing and change might impact costs to the Toronto Police Service (Service) and City revenue. Should an alternative business model be considered, a complete cost analysis would be required in comparison with anticipated benefits. Based on the assumptions contained within this report, there are negative financial implications resulting from existing collective bargaining agreements. The associated staffing related costs are estimated to be \$0.3 Million (M) to \$0.9M in onetime costs for severance packages of those civilian members who have less than two years of service plus one civilian senior officer (currently 57) since only those with less than two years of service plus civilian senior officers can be laid-off. In addition, the Service would still be financially obligated for the remaining 340 staff and their associated salary and benefit budget of \$28.9M per year until such time as all have been reassigned, retired, or been placed in other positions. These costs are separate from, and additional to, the costs associated to outsourcing.

Background/Purpose:

At its meeting of January 16, 2014, the Board considered a Request for a Report – Response to City Motions Pertaining to Court Security, Parking Enforcement and Paid Duties (Min. No. P7/14 refers).

The Board approved that report and requested a report from the Chief of Police to include information on the feasibility of and the financial implications arising from the outsourcing of parking enforcement.

Outsourcing parking enforcement has been the topic of several past reviews. Those reports consistently recommended that parking enforcement remain with the Service. The following previous reviews are noted:

- **2002:** The City Chief Administrative Officer reported to the City Policy and Finance Committee on options of consolidating the entire Parking Enforcement Unit (PEU) operation into a City department or agency or maintaining the status quo. A highly exhaustive review of the entire parking program supported retaining the PEU within the Service on the basis that any benefits anticipated through other options must clearly outweigh the costs and risks to revenue. This was in response to City motions from 1998 and 2001.
- **2005:** The Chief of Police responded to a recommendation of the City Budget Advisory Committee to transfer on-street meter pay-and-display to the Toronto Parking Authority. The transfer was not recommended citing impact to policing operations and administration of the parking enforcement program.
- **2006:** The City Manager provided a Briefing Note in response to a motion in the 2005 City budget process, not recommending transfer of pay-and-display parking enforcement based on financial impact, community impact and risk associated with untested projections.

Discussion:

As the fourth largest city in North America, congestion and gridlock play a significant role in the vitality of the City of Toronto. Coordinated and strategic traffic enforcement by the Service is critical in addressing gridlock. The PEU forms an integrated component of the Service's strategy to achieve the pedestrian, cyclist, and driver safety goals as outlined in the Service's 2014-2016 Business Plan. The enforcement of parking bylaws supports the safe and efficient flow of traffic for all users of Toronto's roadways, the turnover of parking to support local businesses, compliance with the City's parking initiatives, and it responds to the parking concerns of the community. The present model of enforcement has evolved over forty years from one often performed by police officers to one carried out by civilian personnel. The current model of having both parking and traffic enforcement units within the Service provides an integrated and accountable approach to address gridlock and community parking concerns. The practice of utilizing uniformed civilian parking enforcement officers (PEOs) operating in a police oversight model instead of police officers is a trend in municipalities.

Although overseen and administered by the Service, the PEU budget is separate from the Service's operational budget and is reported separately to the City. Enforcement levels are closely monitored to ensure ticket issuance and the associated revenue projections align with annual City budgeting expectations.

This report will address the potential benefits and issues associated with outsourcing parking enforcement services. Previous models considered moving the entire operation, or a portion of the operation (permitted pay and display parking), to another City department. Some might ask if it is feasible to outsource only the on-street parking enforcement (parking ticket issuance). However, because the PEU provides other integrated value-added services discussed later in this report, extrication of one element of the PEU portfolio would be complicated and the benefit of doing so difficult to assess. Furthermore, without knowing the specific criteria and the program details surrounding a privatized model this report cannot provide a full cost benefit analysis.

Outsourcing is anticipated to have an overall positive financial outcome based on the assumption that salaries and benefits, which are the largest component of the operating budget, will be lower. However, this assumption must be carefully weighed against the financial impact of the collective agreement on labour relations, the potential loss of revenue through the implementation of an untested model, and the potential negative impact to overall police operations and risk management.

Policing Operations Impact

The Service's current model of parking enforcement provides operational support to front line policing. Some of the other services the PEU performs include:

- Stolen and wanted vehicle recoveries, including operation of the stolen vehicle recovery camera cars ("Street Sweepers"). The PEU recovers over 40% of stolen vehicles recovered in Toronto.
- Response to parking enforcement calls for service from the community (142,000 calls responded to in 2013).
- Special event management and posting of emergency no-parking signs for parades and special events.
- Relocation of vehicles for special events, snow removal operations, TTC track obstructions, City tree trimming operations, and other emergency situations.
- Parent Safety - Safe School Parking Program.
- Investigation and enforcement of disabled parking permit abuse (800 permits seized, 140 cautions issued and over 300 *Highway Traffic Act* charges laid in 2013).
- Parking Area Supervisor Community Outreach Program for special consideration in support of various requests from councillors and City agencies, businesses, neighbourhood associations, and places of religious observance.
- Management and oversight of the Municipal Law Enforcement Private Property Parking Program.
- Ability to mobilize over 300 uniformed civilian personnel in the event of an emergency (e.g. floods, blackouts, ice storm).
- Supporting Service programs, special projects and initiatives (e.g. traffic safety campaigns).
- Sharing parking ticket data intelligence with various units and policing agencies to support investigations.
- Complaint management and risk management oversight.

- Language interpretation assistance to police investigations.
- Management and oversight of towing contracts.
- The provision of Service wide training and service delivery standards.

Consequently, if PEU were outsourced, the Service would have to reduce service, maintain a contingent of PEOs or replace them with police officer.

Towing Contracts and Services

Towing services and how effectively they are managed has a direct impact on the safe and efficient flow of traffic. Towing and impound services are provided by towing companies contracted by the Board and the services are shared between the PEU and other TPS units. However, most towing under the Board's contract is the result of parking enforcement performed by the PEU and if the Service is no longer responsible for parking enforcement the number of tows conducted by the Service would decrease. Since the Service collects fees to cover the costs for the oversight of contract towing, which includes monitoring the towing fees paid by the public when they retrieve their vehicles from the pound, it can be expected that there would be a corresponding reduction in this revenue. Currently, the Service budgets \$695,000 in revenue to cover the costs of staff (1 Sgt, 4 PCs, 1 clerk) and overhead (5 vehicles, and equipment and supplies) assigned to manage the program.

Under an outsourced model, the Service will have to reconfigure access to its Vehicle Impound System, so that the private company can input and retrieve data in order to locate towed and impounded cars. The Service has not been able to calculate the associated costs at this time but without the modification it would be difficult for the public to locate their car when it is towed.

Municipal Law Enforcement Program

The PEU oversees the Municipal Law Enforcement Officer (MLEO) program involving contracted private parking enforcement agencies (PPEAs) under specific provisions of the Toronto Municipal Code. This program allows private property owners to enforce parking rules on their own properties. This ensures that Toronto Police parking enforcement officers are dedicated to their primary mandate of enforcing on-street parking by-laws. Currently 100% of MLEO parking ticket revenue goes to the City. Considering that MLEOs issue approximately 175,000 tickets per year, generating more than \$5 million in revenues, this program is cost effective.

MLEO agencies generate income by charging property owners a fee for service but the Chief is responsible for this program under the Toronto Municipal Code. The management and oversight of the program includes training, certification, decertification, site inspection, legal indemnification, risk management and complaint intake and management. Furthermore, private property parking enforcement requires specialized knowledge of case law and the legal framework affecting various private property issues all of which are distinct from on-street parking enforcement. The risks include a potential for corruption, high error rates leading to

ticket cancellations, high towing refund costs and escalated court challenges. That is why the Service oversees the program.

If the Service retains responsibility for this program, it should be considered a cost against potential savings from outsourcing. Oversight of this program requires that the existing controls remain in place otherwise private property enforcement could revert back to the problems of “common-law” enforcement which had no consumer protection and put City parking ticket revenue at risk.

Strategic Relationships

In addition to the liaison with City councillors, the PEU maintains partnerships with key City staff at all levels to ensure that the activities of the PEU are coordinated with the common goals of the Service and the City. These partnerships include Transportation Services, Revenue Services, Court Services, Toronto Parking Authority and the City Legal Division.

The PEU is a trusted partner and is always invited to the table in the early stages of projects to ensure operational coordination and strategic policy direction from an enforcement perspective. Projects such as the Downtown Transportation Operations Study, Congestion Management Study, Habitual Offender Towing, Bylaw Consolidation, Court Attendance Management Strategy, Courier and Delivery Vehicle Parking Permits, Parking Considerations, Rush Hour Enforcement Strategy and the implementation of Temporary Parking Permits would not have achieved the same level of success or effectiveness without the participation of the PEU as an active project partner. Maintaining these cohesive relationships manages risk so consideration must be given to establishing the same collaborative relationships with an outsourced provider.

Another issue for consideration is whether an outsourced provider is entitled to City Legal representation or advice as many situations require that City Legal assist in risk assessment and decision making.

Integrity in Enforcement

The PEU has an arms-length relationship with the City through the Chief of Police who ultimately reports to the Board. The PEU has been recently and successfully audited for integrity and efficiency. Outsourcing would appear to move the operation into a different relationship that may not have the same level of control, transparency or accountability.

Risks must be managed to prevent corruption, unethical or overzealous enforcement practices, and issues that affect the public trust, especially when parking enforcement generates \$90M in revenue on an annual basis. As was experienced when integrity issues were encountered with private property enforcement in the 1990’s, the Service and the City became overburdened with public complaints. This was resolved when the PEU and the City worked in partnership to create program enhancements and necessary bylaw amendments that allowed for strict governance and, oversight.

This experience shows that effective oversight, investigation, and risk management are required to maintain integrity and compliance to a level that satisfies the Auditor General. The Service’s ongoing role to investigate officer conduct and towing disputes, as well as provide risk management oversight is mandatory in order to support overall community trust and program integrity. There is risk to the reputation of the Service if there are concerns of inadequate governance, professional standards, enforcement practices or dissatisfaction with the dispute resolution process, since the public perceives that the Service is responsible for law enforcement.

Experiences in Other Jurisdictions

A comparison of enforcement models across the United States and Canada indicates that the responsibility for parking enforcement is primarily assigned to policing units comprised of uniformed civilian staff or by city departments. Seven of the ten jurisdictions reviewed, including New York City and Montreal, were found to have policing units and city departments directly responsible for the enforcement of parking regulations. Three jurisdictions utilized a form of outsourced private companies for their parking enforcement needs. Large cities such as Chicago and New York have experienced challenges in the outsourcing of their parking enforcement that have resulted in returning it to police oversight or lengthy and costly legal challenges.

Canadian Enforcement Model Comparisons				
City	Population	# Tags Issued	Responsibility	Comments
Toronto	2,791,140	2.6M	Police Unit	
Montreal	1,649,519	1.2M	Police Unit	
Vancouver	603,502	330,000	City	
Calgary	1,096,833	275,000	City Agency/Private	Parking Enforcement managed by the Calgary Parking Authority and enforcement contracted to The Canadian Corps of Commissionaires.
Edmonton	812,201	150,000	City/Private	Parking Enforcement managed by the City of Edmonton and enforcement contracted to Paladin Security.
Ottawa	883,391	370,000	City	

USA Enforcement Model Comparisons				
City	Population	# Tags Issued	Responsibility	Comments
New York City	8,336,697	10M	Police Unit/City	
Los Angeles	3,792,621	2.65M	City	
Chicago	2,714,856	2.5M	Private/Police Unit	Enforcement of Parking

				Meters is the responsibility of Chicago Parking Meters LLC which contracts out enforcement of meters to LAZ Parking. Policing staff enforce all other infractions.
Houston	2,160,821	200,000	City	
Philadelphia	1,547,607	1.6M	City Agency	Parking Enforcement managed by the Philadelphia Parking Authority.

In 2008, the City of Chicago, Illinois, leased the rights to its 36,000 on street parking meters to private investors for seventy-five years for \$1.3 billion. In this arrangement, Chicago Parking Meters LLC receives all revenue from the parking meters and is responsible for the maintenance and replacement of its infrastructure. Enforcement of the parking meters is the responsibility of Chicago Parking Meters LLC who outsources it to LAZ Parking, a large national parking management services company. The City of Chicago receives all the revenue from the fines. Police staff are responsible for enforcing all other parking regulations. With this change, the cost of parking and the intensity of enforcement at parking meters increased concerns from the local business and neighbourhood improvement associations creating a public relation issue for the City.

In 2008, the City of Montreal, Quebec, transferred responsibility of its parking enforcement section to the Montreal Police Service. A previous systemic issue of parking fraud that resulted in the termination of ten parking enforcement managers and the suspension of dozens of parking enforcement agents contributed to this transfer. Efficiencies in operations, structure, control, and an increase in ticket issuance has been realized since the transfer to the police service.

In 1998, the City of New York, New York, transferred the responsibility of parking enforcement from the Parking Violations Bureau to the New York City Police Department. Issues of corruption and political influence were prominent when parking enforcement was managed by the city. New York City recently reviewed the privatization of its on street parking system and decided against it as they were not able to demonstrate that outsourcing would significantly improve the city's financial and operational performance.

In 2002, the City of Toronto Chief Administrative Officer conducted a review and prepared a report that compared Toronto's parking enforcement program to the enforcement models of other jurisdictions. This report concluded that the Toronto Police Service, Parking Enforcement Unit compares favourably with other cities, particularly Canadian cities, in consideration of the number of tags issued per officer, costs per tag, and collection rates.

Labour Relations Issues, Human Resources and Financial Implications

The 2014 Toronto Police Parking Enforcement net operating budget is \$44.6M. Salaries and benefits for the current complement of 8 uniform and 386 civilian staff is \$33.7M. The current PEO salary range based on collective bargaining is \$28.60/hour to \$31.81/hour (\$59,733.50 to

\$65,105.93 per year, based on 80 work hours biweekly). This is noticeably less than a City of Toronto Municipal Standards Officer, Level 1, working in Bylaw/Law Enforcement, whose salary range is \$36.04 to \$39.48 per hour (\$65,592.80 to \$71,853.60 per year, based on 70 work hours biweekly).

Parking Enforcement Officers are members of the Toronto Police Service so they have no right to strike or commence a labour action. This ensures that there is no disruption to parking enforcement services. It is not known if similar conditions will apply to an outsourced service.

Prior to contracting out parking enforcement, the Service will have to resolve the legal obligations contained within the negotiated articles of both the Unit "A" and Unit "C" Collective Agreements. These include language that prevents the Board from laying off or terminating a member of either unit with more than two years' service for any work that they perform which is contracted out. The section reads:

Article 21 - Technological Change

21:01 It is the policy of the Board to endeavour to place in other positions any permanent service members who may be displaced by technological improvements in the operation of the Service or by the contracting out of any services now performed by the members represented by the Association. Should the Board decide to contract out any work now performed by members coming within the bargaining unit, no such member with at least two years of permanent service with the Service will be laid off or have his/her employment terminated by reason thereof.

Parking Enforcement currently has 56 parking enforcement staff with less than two years of permanent service. As there is not a similar article in the civilian Senior Officers Collective Agreement, the one civilian senior officer in the Unit could also be laid-off bringing the total to 57. Although, the *Employment Standards Act* stipulates notice and severance requirements, these should be considered the minimum requirements because under common law one may be entitled to approximately four times the stipulated amount through litigation efforts. At this time, severance costs are estimated to be between \$0.3M to \$0.9M.

That would still leave 337 members in Parking Enforcement and their associated salary benefit budget of \$28.9M. At this time it is not known how many of the remaining staff could be placed into other positions within the Service. Currently, there are not enough vacancies to allow the Service to absorb all of the staff that would be affected. It is also unknown whether existing staff have the skills that would allow for transferability to other positions within the Service. Skills testing and assessment of these members would be required to assist in identifying placements which would put increased demand on other Service units and members.

The financial obligations for the staff that cannot be immediately placed may continue for several years into the future. Even the most optimistic estimate suggests that it would take up to ten years before all of the staff would be fully placed.

Section 40 of the Police Services Act – Reference to the Ontario Civilian Police Commission

Once a formal plan is in place to resolve the Collective Agreement issues, the Board will have to obtain the approval of the Ontario Civilian Police Commission (Commission) in order to reduce the size of the Service pursuant to Section 40 of the Police Services Act (PSA).

The Service would be required to forward to the Commission a copy of the Board's resolution indicating a desire to reduce the size of the Police Service, a description of how it is to be achieved, an outline of the process followed by the local authorities to obtain public input on the proposal and any other information that may assist the Commission in making their decision.

The Commission will consider whether the proposed reduction will impair the Service's ability to provide adequate and effective police services that meet the needs of the community, and whether the terminated members of the police service will be dealt with in a fair and reasonable basis as it relates to settlements, severance terms, or agreed upon arbitration. The Commission also has the authority to order the matter to arbitration. The Commission will ask questions to assure itself that the local bodies have approached their decision to request a reduction in a manner that has allowed for public input into that decision. Upon receiving all of the noted information the Commission will issue a written decision.

Information Technology Infrastructure

Taking over the physical component of writing parking tickets from an organization that issues 2.6M tickets per year is not a minor undertaking. The support framework to carry out this function is a feature that must be accounted for in an outsourced model. A comprehensive and detailed assessment on the planning, methodology and timing of the transfer and development of IT infrastructure addressing any interface issues would be required. A life cycle replacement plan for hand held devices and associated systems should also be considered. This will require concerted effort of an outsourced service provider in consultation with City and police staff and will add costs to the operation of an outsourced service provider.

Although an outsourced service provider could utilize hand held technology, certain components of the technology would be unavailable, reducing the efficiency of an outsourced company. For example, in the current model, each time a parking tag is issued the licence plate is queried against stolen vehicle information from the Canadian Police Information Centre (CPIC) and a list of vehicles wanted by police. Access to CPIC and police systems will be disabled for any non-police agency.

Projects such as the recently released Habitual Offender Towing Initiative, permit parking programs, and new projects on the horizon, rely upon electronic enforcement. An outsourced provider should be expected, then, to develop and manage their own systems connected to the City's IT network. A requirement would be to build systems that satisfy City ITS standards in continuous operation while ensuring accuracy, auditability and privacy of data. This must be carefully managed to ensure risk to revenue is not at stake and to ensure that the enforcement of the City's transportation initiatives that are dependent on rapid data transfer, are not compromised. It has been the experience of the PEU when involved in projects of this type that a high level of expertise is required due to the scale of IT solutions required in a City of this size.

Service Delivery Standards and Training

Delivery of service standards for the current PEU complies with all statutes, bylaws and regulations. An outsourced operation would be expected to maintain those standards. It will require effective governance through the development of policies and procedures and will require training to support professional service delivery. This could be accomplished by the Service creating and providing training on these standards on a cost recovery basis or by developing an alternative training model. Service delivery standards would also need to be in place to include performance management systems that satisfy the Auditor General's ongoing reviews of the City's Parking Ticket Operations Division.

Transition Challenges

The timeline to achieve an outsourced operation must take into account continuity of program delivery and City revenue. There is an anticipated learning curve for the outsourced staff while they become familiar with the complexities of enforcement in Toronto and this has the potential to increase ticket error and cancellation rates. The transition process could, therefore, place a strain upon police resources in the event of interruptions or deficiencies in the service delivery.

Conclusion:

The efficient and safe movement of traffic and response to the parking concerns of the community is a core responsibility of the Service and the PEU is instrumental in achieving that mandate. It is also understood that the City has a responsibility to ensure that services are delivered in the most cost effective way possible. Since human resource costs tend to be the largest single component of the operating budget, some municipalities have outsourced parking enforcement services in anticipation of savings.

This report outlined several factors that need to be considered when weighing the existing model's efficiencies against the potential risks and rewards of an outsourced alternative. As a result, without more study, the Service is unclear what, if any, benefits can be realized through outsourcing parking enforcement.

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

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board about the foregoing matter. A copy of Mr. Langenfeld's written submission is on file in the Board office.

The Board approved the following motions:

- 1. THAT the Board receive the deputation by Mr. Langenfeld;**

- 2. THAT the Board receive the forging report;**
- 3. THAT the Board forward the report to the City and, in so doing, advise that the Board has received the Chief's report for information and will be reviewing the outsourcing of parking enforcement after it receives KPMG's Comprehensive Organization Review report; and**
- 4. THAT the Board refer the foregoing report to KPMG to assess as part of its review.**

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P203. RESPONSE TO THE JURY RECOMMENDATIONS ARISING FROM
THE INQUEST INTO THE DEATH OF JEFFREY BALDWIN**

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

Subject: RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF JEFFREY BALDWIN

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

Background:

A Coroner's Inquest into the death of Jeffrey Baldwin was conducted in the City of Toronto during the period of September 9, 2013 to February 14, 2014. As a result of the inquest, the jury directed three recommendations to the Toronto Police Service (Service).

The following is a summary of the circumstances of the death of Jeffrey Baldwin and issues addressed at the inquest, as delivered by Dr. Peter Clark, Presiding Coroner.

Summary of the Circumstances of the Death

Jeffrey Baldwin was born on January 20, 1997 and died on November 30, 2002 at age 5 years and 10 months. At the time of his death, he weighed 9.68 kilograms or 21 pounds, the same weight recorded when he was 2-years-old. Death was due to bilateral bronchopneumonia with sepsis due to chronic starvation. A criminal investigation resulted in the maternal grandparents being convicted of manslaughter for which they received life sentences in federal institutions.

To assist the reader in understanding the dynamics of this case, the case history will be reviewed back to 1969, at which time Elva Bottineau was living with Partner One. Her first child, a girl, died at age 6-months of what was initially considered to be natural

causes. Investigation revealed the presence of multiple fractures and the death was reclassified as a "battered child syndrome." Elva was charged with assault causing bodily harm. She went on to have 2 more children with Partner One before they separated in 1974. She then began a relationship with Partner Two. Due to ongoing concerns about parenting issues, the Catholic Children's Aid Society (CCAS) had a supervision order in effect which was voluntarily terminated in April 1978 due to the progress that had been made.

Elva Bottineau and Partner Two had two daughters born in 1975 and 1977. In 1978, the children from the previous relationship between Elva Bottineau and Partner One were apprehended and taken into care as Partner Two reportedly had beaten them extensively. Partner Two was charged with assault and pled guilty, receiving a \$300.00 fine and 2 years' probation. A third daughter was born to Elva Bottineau and Partner Two in July 1978. In October 1979, the two children from the prior relationship became crown wards.

The CCAS again applied for and obtained a supervision order to help the parents obtain counseling and develop child management skills for their three young daughters. In April 1981, the supervision order was voluntarily terminated due to the progress the family had made.

The middle daughter of the Elva Bottineau - Partner Two relationship went on to become the biological mother of Jeffrey Baldwin and his surviving siblings.

Sibling One was born in June 1994. At 5 months of age, a neighbour contacted police to advise that the parents had been fighting and had left the infant alone when the biological mother chased the father outside. The parents agreed to CCAS becoming involved, which resulted in a referral to a community support centre for counseling.

The grandmother (Elva Bottineau) contacted the CCAS to express concerns about ongoing domestic violence between the couple and their poor parenting skills. The parents agreed for Sibling One to stay with the grandparents for a short time while they took counseling and obtained suitable housing. In June 1995, the fighting between the couple continued to be a concern. Following a family meeting at the CCAS, it was agreed that Sibling One would be cared for by the maternal grandparents on a permanent basis with both biological parents having full access for visitation. The maternal grandmother applied for and was granted full custody by the Family Court, with the consent of the biological parents. The CCAS closed its file.

The following year in August 1996, the grandmother phoned the CCAS worker to express concerns regarding Sibling Two, who was now 7 months old. Specifically, concerns were identified with the care being provided by the biological parents who were still fighting with each other. It was alleged that the father had hit the mother who was 5 months pregnant with Jeffrey. The CCAS worker and a health care specialist visited the residence. In September, Sibling Two apparently fell off the couch resulting in a hospital visit. The physician was not concerned about Sibling Two's weight. However, there were sufficient concerns for the CCAS to open the file for ongoing services and supervision. A

High Risk Case Conference was held. Ongoing concerns identified included parenting issues, the health and care of Sibling Two, and the continuing fighting between the parents.

Following Jeffrey's birth on January 20, 1997, his mother continued to struggle with providing care to the two infants while the same domestic issues persisted. The Health Care Specialist and Public Health Nurse expressed concern about the failure to regularly attend for medical appointments. The children were noted to be "passive." Sibling Two's teeth were identified as a new concern due to the intake of Kool Aid and fruit drinks. Finances were an ongoing problem with the CCAS worker providing food vouchers and TTC tickets on several occasions. The couple continued to physically fight to the point that a separation seemed likely.

In July 1997, the grandmother expressed her ongoing concerns for the safety of the children to the CCAS worker. A High Risk Case Conference was held the following month at the CCAS at which time apprehension of the children was presented to the mother as a possible outcome unless there were positive changes in the home situation. The grandmother allied herself with the position of the CCAS while the mother was resistant to having CCAS involved and minimized the ongoing domestic relationship issues.

In September 1997, the mother signed an agreement to attend counseling at the Family Services Association, but she failed to attend. Nor did she attend at Public Health programs for young parents.

At the end of January 1998, the CCAS worker received differing information about the home situation from the mother and the grandmother. The mother stated she didn't want the grandmother interfering while the grandmother reported more fighting between the parents. The father apparently moved out of the residence at this time.

In February 1998, a High Risk Case Conference was held. The mother agreed to work with a Parent Support worker and a CCAS worker who provided intense in-home support and training. Shortly after this conference, the grandmother advised the CCAS worker that she was going to apply to the court to obtain custody of Sibling Two and Jeffrey as she had done for Sibling One.

The precipitating incident that resulted in the grandmother obtaining custody of Sibling Two and Jeffrey occurred on March 10, 1998 when Jeffrey was 13-months-old. A worker from the welfare office contacted the CCAS to advise that she had observed rough and inappropriate behaviour by the mother with her two children while in the waiting room. The incident allegedly involved yelling and severe shaking. No investigation was conducted, nor were statements taken from any witnesses. Shortly after the incident, the CCAS worker along with both grandparents attended at the children's home at which time the parents denied the allegation. According to the parents, they were told by the CCAS that the children had to either go into foster care or stay with the grandparents. It was agreed that Sibling Two and Jeffrey would stay in the care of the grandparents until

improvements could be made. The children were assessed at the Hospital for Sick Children. There were no obvious injuries detected.

Within two weeks, the grandmother advised the CCAS worker that she was applying for custody as she did not believe a supervision order would be sufficient to protect the children. On April 28, 1998, at the courthouse, the parents consented to transferring custody of Sibling Two and Jeffrey to the grandmother. Again, the CCAS closed their file.

In mid-July 1998, the mother, who was now living in Markham, delivered Sibling Three in a Toronto hospital. Due to the location of her residence, the York Children's Aid Society (YCAS) was notified. They notified CCAS to apprehend the newborn due to ongoing safety concerns while in the care of the parents. Shortly after completion of a home study of the grandparents' residence, Sibling Three was also placed in the grandmother's care. In October 1998 the grandmother obtained temporary custody of Sibling Three with a supervision order. The YCAS did not check up on Sibling Three until June 1999. In October 1999 the grandparents obtained full custody of Sibling Three. The case was then closed by YCAS.

In 1999, the mother was pregnant again. The CCAS was advised by the grandmother of her ongoing concerns regarding parenting and the fact that the parents were living in a residence where they were looking after two other young children of the father's boss. CCAS decided to open a high risk file when the expected infant was born. On September 21, 1999, the infant was stillborn so the CCAS closed the file.

Ten months later in July 2000, the CCAS was notified by the Children's Aid Society of Toronto (CAST) of information received from a gentleman living in the United States. He reported that the mother's younger sister had been physically and sexually abused by the grandfather when she was younger. The CCAS worker attended at the grandparents' residence. All four children were examined. The grandmother advised the worker of the CCAS's previous involvement with the family. As the CCAS was experiencing a strike at the time, a supervisor became involved. The younger sister denied the allegation. When questioned, the grandmother denied that the grandfather lived in the home, although he did visit frequently. Following the home visit, the allegations of physical and sexual abuse could not be confirmed. The children living in the home appeared to be bonded to the grandparents. Letters of commendation signed by neighbours attesting to the grandmother's parenting ability were shown to the CCAS worker, although the letters were never verified. The case was closed by the CCAS.

The next CCAS contact with the family occurred on November 30, 2002 when staff from the Hospital for Sick Children called to report Jeffrey's death. He appeared to be malnourished and severely underweight.

The inquest commenced on September 9, 2013 with the verdict being received on February 14, 2014. The jury heard evidence from 51 witnesses over 53 days and had 315 exhibits to consider in arriving at their verdict.

Discussion:

Professional Standards Support – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner’s Inquest into the death of Jeffrey Baldwin.

Service subject matter experts from the Toronto Police College, Sex Crimes, and Legal Services contributed to the responses contained in this report.

Response to the Jury Recommendations:

Recommendation #98

The Chief of Police of the Toronto Police Service shall amend the Service Procedure on the disclosure of personal information pursuant to O. Reg. 265/98 of the Police Services Act to provide guidelines on the circumstances in which its members shall consider disclosure of personal information to a person or agency engaged in the protection of the public, or, to an individual at risk, to reduce the potential risk of harm to persons or class of persons, including children.

Response:

The Service concurs with this recommendation.

Ontario Regulation (O. Reg.) 265/98 “Disclosure of Personal Information” of the *Police Services Act (PSA)* is contained in Service Procedure 17-04 entitled “Community Safety Notifications” – Appendix B. However, Service Procedure 17-04 only addresses public warnings/notifications concerning known potentially dangerous individuals and the release of information in response to a request from a victim pertaining to the offender involved. There are more circumstances when personal information can be disclosed in accordance with section 41 (1.1) and O. Reg. 265/98 of the *PSA*.

Section 41(1.2) of the *PSA* states that any disclosure of personal information made under section 41(1.1) of the *PSA* shall be for one or more of the following purposes:

- protection of the public;
- protection of victims of crime;
- keeping victims of crime informed of the law enforcement, judicial or correctional processes relevant to the crime that affected them;
- law enforcement;
- correctional purposes;
- enforcement of and compliance with any federal or provincial *Act*, regulation or government program; or
- keeping the public informed of the law enforcement, judicial or correctional processes respecting any individual.

O. Reg. 265/98 of the *PSA* states that a Chief of Police or his or her designate may disclose personal information about an individual to any person if:

- the individual has been convicted or found guilty of an offence under the *Criminal Code*, the *Controlled Drugs and Substances Act* or any other federal or provincial *Act*;
- the Chief of Police or his or her designate who would disclose the personal information reasonably believes that the individual poses a significant risk of harm to other persons or property; and
- the Chief of Police or his or her designate who would disclose the personal information reasonably believes that the disclosure will reduce that risk.

In addition, O. Reg. 265/98 of the *PSA* states that a Chief of Police or his or her designate may disclose any personal information to any police force in Canada, any corrections or parole authority in Canada, or any person or agency engaged in the protection of the public, the administration of justice or the enforcement of or compliance with any federal or provincial *Act*, regulation or government program if the individual is:

- under investigation of;
- charged with; or
- convicted or found guilty of

an offence under the *Criminal Code*, the *Controlled Drugs and Substances Act*, or any other federal or provincial *Act*, and if the circumstances are such that disclosure is required for the protection of the public, the administration of justice or the enforcement of or compliance with any federal or provincial *Act*.

Service Procedure 17-04 is being reviewed and amended in consultation with the relevant stakeholders to provide greater clarity, direction, and emphasis regarding the circumstances in which members shall consider disclosure of personal information to a person or agency engaged in the protection of the public, or, to an individual at risk, to reduce the potential risk of harm to persons, including children. It is anticipated that Service Procedure 17-04 will be revised by year end 2014.

Recommendation #99

The Toronto Police Service shall amend the procedure to specifically address disclosure of personal information to child protection workers in circumstances where the Joint Protocol of Child Physical and Sexual Abuse does not apply.

Response:

The Service concurs with this recommendation.

The Protocol for Joint Investigations of Child Physical and Sexual Abuse outlines the guidelines and procedures for a coordinated response to child abuse in the City of Toronto. The joint protocol is based on a team approach to the investigation, prosecution, and coordination of child

abuse cases. A team response is required for all allegations of abuse involving a child where the circumstances could be a violation of the *Criminal Code* and may render the child in need of protection under the *Child and Family Services Act*.

However, there may be situations where the joint protocol does not apply, and sharing information with child protection workers is equally important to protect persons at risk. In all circumstances, an officer should consider disclosing information to child protection workers, pursuant to section 41(1.1) and O. Reg. 265/98 of the *PSA*.

Pursuant to O. Reg. 265/98 of the *PSA* the following factors shall be considered in deciding whether or not to disclose personal information:

- the availability of resources and information;
- what is reasonable in the circumstances of the case;
- what is consistent with the law and the public interest; and
- what is necessary to ensure that the resolution of the criminal proceeding is not delayed.

Service Procedure 05-06 entitled “Child Abuse” addresses disclosure of personal information in circumstances where the Protocol for Joint Investigations of Child Physical and Sexual Abuse applies; Service Procedure 05-06 entitled “Child Abuse” will be amended to direct members to also comply with Service Procedure 17-04 entitled “Community Safety Notifications” when disclosing personal information, including circumstances where the joint protocol does not apply.

In addition, Service Procedure 17-04 entitled “Community Safety Notifications” is being reviewed and amended in consultation with the relevant stakeholders to address the disclosure of personal information to child protection workers, including circumstances where the Protocol for Joint Investigations of Child Physical and Sexual Abuse does not apply.

Recommendation #100

The Toronto Police Service shall issue regular communiqués to all members of the Toronto Police Service advising of the amendments to the procedure and the important role disclosure of information can play in protecting persons or classes of persons at risk.

Response:

The Service concurs with this recommendation.

Service procedures are regularly reviewed and amended as required to reflect current legislation and processes. New or amended Service procedures, as well as other policy matters, are published on Routine Orders on the Intranet, which is a network that uses browser technology to enable members to exchange information within the Service.

Routine Orders are issued on a regular basis and contain direction from the Chief of Police regarding matters of personnel, police details or functions, and general information. Professional Standards Support – Governance is responsible for creating and amending procedures and publishing Routine Orders.

In response to this recommendation, a Routine Order will be published advising members of the amendments to Procedure 17-04 entitled “Community Safety Notifications” and Procedure 05-06 entitled “Child Abuse”, noted in the response to recommendations 98 and 99. This Routine Order will include a reminder to members of the important role disclosure of information can play in protecting persons at risk.

Conclusion:

As a result of the Coroner’s Inquest into the death of Jeffrey Baldwin, and the subsequent jury recommendations, the Service has conducted a review of Service governance and current practices.

In summary, the Service concurs with all recommendations contained in this report and is currently 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.

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 SEPTEMBER 11, 2014**

**#P204. INCREASING PARKING ENFORCEMENT ON ARTERIAL ROADS
DURING RUSH HOUR AND ON ALL BIKE LANES**

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

Subject: INCREASING PARKING ENFORCEMENT ON ARTERIAL ROADS
DURING RUSH HOUR AND ON ALL BIKE LANES

Recommendations:

It is recommended that:

- (1) The Board receive this report;
- (2) The Board forward a copy of this report to City of Toronto Government Management Committee for information; and
- (3) The Board restate its request to the Ministry of the Attorney General to amend the *Provincial Offences Act* to provide for an additional form of service, preferably by first class mail, of Parking Infraction Notices under Part II of the Act.

Financial Implications:

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

Background/Purpose:

At its meeting of June 10, 11, 12 and 13, 2014, City Council adopted item GM30.3 "Toronto Police Service Annual Report: Parking Enforcement Unit – 2013 Parking Tag Issuance" as follows:

1. *City Council request the Toronto Police Services Board to report to the Government Management Committee on August 11, 2014, on increasing enforcement by the Parking Enforcement Unit of regulations on arterial roads during the rush hours and on all roads with bike lanes; and to also include this information in its Annual Report on the Parking Enforcement Unit.*

City Council forwarded the request to the Toronto Police Services Board and the Board requested that a report be submitted for the September meeting.

The origin of this request was receipt of the Parking Enforcement Unit (PEU) 2013 Annual Report on Parking Tag Issuance by the City Government Management Committee. This

requested additional information on increasing rush hour and bike lane enforcement and including these statistics in future Annual Reports.

Discussion:

The Toronto Police Service is conscious of the challenges of gridlock and is committed to maintaining the safe and orderly traffic flow at peak periods on major arterial routes through ensuring compliance to parking bylaws. The impact of rush hour parking violations, even when motorists momentarily obstruct “no stopping” zones, (which are typically rush hour and bike lane locations) is approached with zero tolerance in the interests of traffic safety and managing congestion.

Bike lane enforcement, similarly, is a high priority within the PEU’s operational practices. The high visibility of officers is a deployment strategy utilized to promote compliance through visible patrol and zero tolerance of motorists obstructing bike lanes and cycle tracks. This is in keeping with the Toronto Police Service 2014-2016 Business Plan priority to promote safe communities and neighbourhoods.

New Offences For Rush Hour Periods and Bike Lanes

Enforcement during rush hour periods and in all dedicated bike lanes has been a matter of great discussion over the past several years. Prior to 2014, rush hour period and dedicated bike lane enforcement was regulated under the umbrella of the general “no stopping,” “no standing” and “no parking” bylaws. As such, statistics specifically related to tickets issued during rush hour periods and in bike lanes could not be extracted for inclusion in reports. This was identified in a previous Board report (Minute No. P134/10 refers) and subsequently Council amended the parking bylaws. The resolution came into effect on January 23, 2014, when new specific parking offences related to rush hour periods and bike lanes received Set Fine approval from the Ontario Senior Regional Justice. With these new stopping and standing parking offences, Set Fine amounts increased to \$150 from the \$60 fine that previously applied to most locations.

A public advisory campaign was launched by the City in collaboration with the PEU to introduce the new offences, the increased fines and to raise public awareness of the impact of obstructing rush hours and bike lanes. A high degree of media attention assisted and provided education to the public on the purpose and importance of the regulations.

It has been noted by PEU members that the increased rush hour fines and specific bike lane/cycle track offences have resulted in a better educational tool, hence raising awareness of the need to keep these lanes clear.

The PEU regularly engages with City Transportation, the City cycling infrastructure group and cycling advocacy groups, and respond to the parking concerns of the community by providing directed enforcement to focus on these important initiatives.

New Offences Enable Ticket Issuance Reporting

Since inception of the bylaw amendments, the PEU has been compiling the related data for internal monthly tracking. Currently, five months of rush hour period and bike lane ticket issuance data is available. As requested in the Government Management item, enforcement data for these offences will be included in future Annual Parking Ticket Activity Reports. Ticket issuance statistics for the rush hour enforcement offences are attached for the period January 23 to June 30, 2014 inclusive. The data demonstrates that at the onset of the new bylaw, enforcement levels were high. The rush hour enforcement strategy, which includes high visibility patrol by Parking Enforcement Officers (PEOs), has had a positive effect on traffic flow and the numbers have levelled off to a fairly consistent pattern on a daily basis due to the priority attention that is in place.

Reporting on these specific offences has only been possible since the new unique offences came into effect on January 23, 2014. It is not possible to statistically report the effect of the fine increases, as there is no unique data available prior to the fine increases. Staff observations indicate that higher fines, coupled with the high visibility of PEOs in the field, are communicating a strong message and providing a deterrent effect. In order to gain 100% compliance to these offences a PEO would be required to be posted on every block of the city, and this is not feasible. PEOs patrolling their assigned portion of a rush hour route, is a feasible option and is part of the current deployment strategy. However, momentary obstructions at some point in the route may occur and can still impact the flow of traffic.

There has been somewhat less time to observe the effect of the bylaw enhancements on bike lanes, since cycling significantly increases with the spring weather. Additionally, during the winter season, there were instances of bike lanes obstructed by snow and ice and situations where newly opened bike lanes experience ongoing construction and adjustments to the infrastructure rendering portions of them to be unenforceable. The Richmond Street cycle track currently under construction and the recently opened Adelaide Street cycle track are significant east/west arterial roads. As portions of these cycle tracks are completed, high visibility patrol and zero-tolerance enforcement is occurring or is planned to be implemented upon completion as part of the collaborative efforts of the City and the TPS PEU.

Bike lane/cycle track enforcement data is not included in this report as enforcement has been affected by the above noted factors including the addition of new bike lanes. With significant change over a short timeframe, more data is required to provide appropriate analysis.

Not reflected in ticket issuance statistics, are the numbers of instances where a PEO directs motorists to move along or in cases where the PEO uniform presence causes the motorist to move along. Observation and experience suggests that there may be approximately three “move-alongs” for every ticket issued. In some cases, motorists park with the intent to drive away upon the presence of a PEO. This creates a safety issue for motorists, pedestrians and the officer, and additionally, it is not possible to issue a parking ticket if the motorist “drives away” before the ticket is served. This subject is explored further in the latter part of this report.

Rush Hour Period Enforcement Priority

A highly visible presence of PEOs appears to be maintaining compliance, as enforcement statistics show a marked decline in offences in the days after the rush hour offences and increased fines took effect. Directed enforcement focuses on clearing rush hour routes, safety-related and obstructive parking offences during times of peak traffic volumes. This supports the Service’s safe communities and neighbourhoods priority in the form of road, pedestrian, motorist and cyclist safety, and the congestion management objectives of the City. The PEU has been actively monitoring the data associated with the new offences to ensure appropriate deployment of its resources, in prioritizing efforts for enforcement and the response to calls for service.

In addition, the PEU continues to be an active, collaborative partner engaged with City Transportation staff to support and represent the enforcement perspective regarding City initiatives such as the Downtown Transportation Operations Study (DTOS) and the Congestion Management Plan 2014-2018.

Towing

Courier and delivery vehicles tend to present an enforcement problem, as heavy towing equipment is required and takes time to arrive on scene. In general, towing is encumbered by a long distance and return time from the impound yard since the closure of 10 York St. PEOs issue tickets and make their best effort to tow. As the TPS works closely with City staff, options to address this problem have been considered, but to date there is no impound lot located in the downtown area to provide time effective service. Resolution of this challenge will be a positive step in managing vehicles stopping in bike lanes and rush hour routes and is expected to be considered in the upcoming towing contracts.

Service of “Drove-Away” Parking Tickets Recommended

Both rush hour congestion and bike lane obstructions are affected by an enforcement problem involving motorists impeding traffic, by stopping briefly, in the hope that they will be able to drive away before an officer arrives to complete and serve the ticket. These short duration obstructions are numerous enough to negatively impact traffic flow. From an enforcement perspective, this matter is an officer safety issue as PEOs are being struck and injured by drivers attempting to leave before the officer is able to place the ticket on the windscreen. The following chart indicates by year the number of PEOs that sustained injuries as a result of offenders driving away.

Year	2014	2013	2012
No. of PEOs injured	4	2	3

From a traffic flow perspective, motorists tend to return to re-offend in hope that the officer has moved along. This frustrates other users of the road and may lead to a perception that enforcement is inadequate. To address this problem, it is recommended that the Board make a request to the Ministry of the Attorney General to amend Part II of the *Provincial Offences Act* to provide for an additional form of service of Parking Infraction Notices, preferably by first class mail.

This would be a reiteration of requests previously made by the Board during the period of 2002 to 2006 (Minute No's. P330/02, P258/03, P286/04, P22/05, P382/05 and P270/06 refer). This request had the support of the Toronto Transit Commission (TTC) and the Ontario Traffic Council (OTC). Service of the ticket would preferably be by first class mail, as this would be the most viable and cost effective manner of enforcing "Drove Away" parking tickets as a congestion management strategy and officer safety improvement.

It should be noted that the two previous Board requests did not result in any action or amendments from the Province related to this issue. Responses from the office of the Attorney General indicated that the issue could be considered in an anticipated review of the *Provincial Offences Act* in a planned stakeholder process and a subsequent letter indicated the matter would be considered with a "streamlining review" of the *Provincial Offences Act*, however, no action has been taken.

Given that the enforcement and safety issues continue to persist and traffic flow issues continue to impact the City, it is recommended that the Board restate their request with the Attorney General for an amendment of Part II of the *Provincial Offences Act*, to allow for service of Parking Infraction Notices by first class mail, in cases where vehicles drive away.

Conclusion:

Compliance in rush hour periods and in dedicated bike lanes have been matters of great discussion over past years. The PEU is committed to traffic and pedestrian safety initiatives, managing congestion at times and locations of peak traffic volume, and rendering support to keeping the cycling infrastructure clear from obstructions. High visibility PEO uniform presence in these areas is considered vital to maintaining or increasing compliance and alleviating congestion. The enforcement tools that have been established through the bylaw amendments have closed the gap that previously existed in the Toronto Municipal Code. The new unique offences for both rush hour and bike lane offences have allowed for equitable enforcement with a strong zero tolerance message for deterrence. Moreover, these bylaw enhancements will allow the PEU to track and report ticket issuance for rush hour period and bike lane/cycle track enforcement.

Should future tools become available to assist with time effective towing and the service of drove-away parking tickets, these enhancements would represent further improvements in the management of traffic flow and congestion and the provision of operational traffic safety.

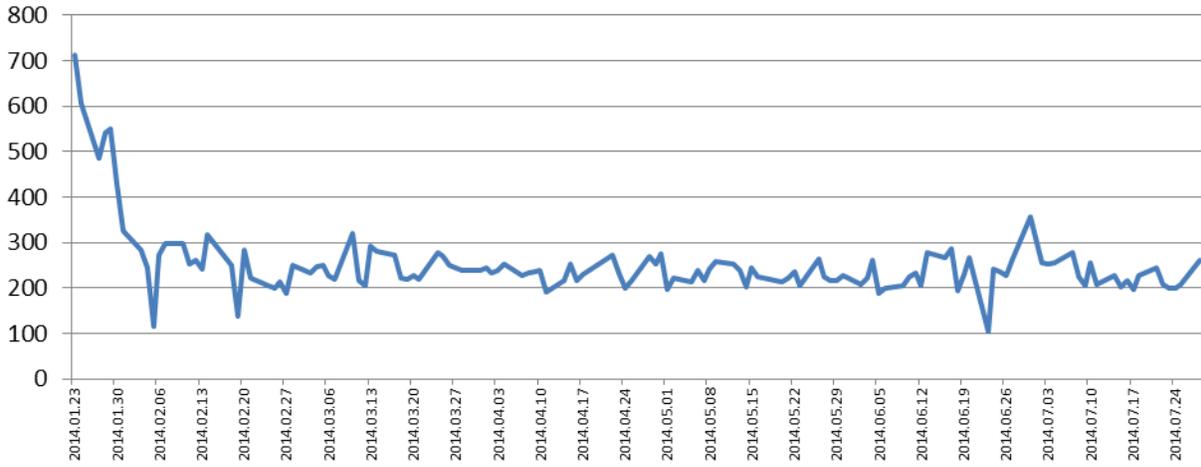
The Toronto Police Service is conscious of the challenges brought forth by gridlock and is committed to maintaining the safe and orderly traffic flow during peak periods in order to gain compliance to parking bylaws.

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

The Board approved the foregoing report.

Moved by: M. Thompson

RHR Tags 2014.01.23 - 2014.07.28



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P205. PRISONER MEALS – CONTRACT EXTENSION

The Board was in receipt of the following report August 11, 2014 from William Blair, Chief of Police:

Subject: PRISONER MEALS - CONTRACT EXTENSION

Recommendation:

It is recommended that the Board approve a one year extension to the existing contract with Pegasus Lunchbreak for the supply and delivery of prisoners' meals at a cost (excluding taxes) of \$1.74 per meal for the period January 1, 2015 to December 31, 2015. (Min. No. P256/12 refers).

Financial Implications:

Based on the cost per meal and the projected prisoner meals required, the estimated cost for prisoner meals in 2015 is \$208,000 (including taxes). This amount has been factored into the 2015 operating budget request.

Background/Purpose:

At its meeting of October 15, 2012, the Board was in receipt of a report recommending the approval of Pegasus Lunchbreak (RFQ1129218) as vendor for the supply and delivery of prisoners' meals at a cost (excluding taxes) of \$1.69 per meal for the period of January 1, 2013 to December 31, 2014, with the option to extend, at the Board's discretion, for two (2) separate one year terms at a cost of \$1.74 (excluding taxes) per meal. The Board approved the recommendation. (Min. No. P256/12 refers). This request addresses the first of the two (2) year option to extend.

Conclusion:

The current prisoners' meal contract extension with Pegasus Lunchbreak expires on December 31, 2014. To date, the service and products provided by Pegasus Lunchbreak have proven satisfactory and fall within standard acceptable nutritional guidelines.

As a result, the Service is requesting the Board approve the first extension option year from January 1, 2015 to December 31, 2015. Following the second option year, the Service will conduct a request for quote to establish a new contract.

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

Mr. John Sewell was in attendance and delivered a deputation to the Board about the foregoing matter. A copy of Mr. Sewell's written submission is on file in the Board office.

Mr. Sewell expressed concerns about the nutritional value of the meals the Service provides to prisoners and whether the meals meet nutritional guidelines such as Health Canada and the United Nation guidelines.

The Chief responded that in response to Board inquiries, the Service's Nutritionist was consulted regarding the nutritional value of the food provided to prisoners and that the Board was provided with a report at its August 17, 2011 meeting which outlined the nutritional value contained in the prisoner meals and confirmed that with the exception of the vegetarian and cheese sandwiches, the meals meet Canada's Food Guide nutritional guidelines as well as the United Nations' "Standard Minimum Rules for the Treatment of Prisoners" (Min. No. P210/11 refers).

The Chair undertook to provide a copy of the August 17, 2011 report to Mr. Sewell.

The Board approved the following motions:

- 1. THAT the Board receive the deputation by Mr. Sewell; and**
- 2. THAT The Board approve the foregoing report.**

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P206. DRY CLEANING, PRESSING AND LAUNDERING SERVICES –
REQUEST FOR ONE YEAR EXTENSION**

The Board was in receipt of the following report August 22, 2014 from William Blair, Chief of Police:

Subject: DRY CLEANING, PRESSING AND LAUNDERING SERVICES - REQUEST
FOR ONE YEAR EXTENSION

Recommendation:

It is recommended that the Board approve the option to extend the current contract with The Dry Cleaner-1639181 Ontario Inc., to provide dry cleaning, pressing and laundering services, for one year commencing January 1, 2015, and ending December 31, 2015, at a cost of \$2.85 per voucher (plus applicable taxes).

Financial Implications:

The proposed cost per voucher for the one-year extension in 2015 is \$2.85 plus taxes which is an increase of \$0.10 per voucher from the previous three years. The cost of dry cleaning, pressing and laundering services in 2015 is estimated at \$1.4M which is based on projected staffing and average voucher redemption. It is estimated that the annual cost increase will be \$50,000 plus taxes. The 2015 impact has been included in the 2015 operating budget request.

Background/Purpose:

A request for quotation (RFQ #1116072-11) was issued on August 26, 2011, by Purchasing Services, for dry cleaning, pressing and laundering services. At its meeting on October 20, 2011, the Board approved the services of The Dry Cleaner-1639181 Ontario Inc., commencing January 1, 2012, to December 31, 2014, along with an option for two one-year extensions at the discretion of the Board (Min. No. P269/11 refers).

This report provides information on the Service's recommendation to exercise the option and extend the services of The Dry Cleaner-1639181 Ontario Inc., for a period of one year.

Discussion:

In 2011, The Dry Cleaner was selected as the successful submission over two quotations. The submission of The Dry Cleaner was reviewed by Purchasing Services and was deemed to be compliant with the Service's specifications. The contract was valid for a three-year period with an option to renew for an additional two one-year periods at the Board's discretion.

The Service is now requesting that a one-year extension be granted. Under this arrangement, the cost per voucher will be \$2.85, an increase of \$0.10 plus applicable taxes per voucher. Although there will be an increase of \$0.10 per voucher incurred, the cost will be substantially lower than the historical redemption rate prior to 2011, which was \$4.25 per voucher.

Conclusion:

The current agreement with The Dry Cleaner, which expires on December 31, 2014, includes an option to extend its services for two additional one-year periods. The one-year extension will allow the Service to seek other avenues for a more efficient and updated technological process of the administration of the dry cleaning, pressing and laundering services. The Service has been satisfied with the performance of The Dry Cleaner over the term of the current contract and it is believed that The Dry Cleaner will continue to provide the same level of service in compliance with the Service's specifications.

As a result, the Service is recommending that the Board approve the option to extend the current contract with The Dry Cleaner for a one-year period commencing January 1, 2015.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P207. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING JULY 2014**

The Board was in receipt of the following report August 20, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING JULY 31, 2014

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board), at its November 7, 2013 meeting, approved the Toronto Police Service (Service) 2014 operating budget at a net amount of \$957.7M (Min. No. P255/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Service's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the Service's 2014 projected year-end variance.

Discussion:

As at July 31, 2014, a favourable variance of \$3.0M is anticipated. Given the significant size of the Service's operating budget, many components require several months of lead time and planning before expenditures can be made responsibly. As noted in previous variance reports, the Service is evaluating some of the plans originally approved as part of the 2014 operating budget to ensure that spending can be made in the most effective and economical way possible.

The following chart summarizes the variance by expenditure and revenue category. Details of each major expenditure category and revenue are discussed in the sections that follow.

Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$727.1	\$406.9	\$725.1	\$2.0
Premium Pay	\$45.9	\$22.0	\$46.9	(\$1.0)
Benefits	\$192.4	\$115.5	\$191.7	\$0.7
Materials and Equipment	\$23.7	\$11.7	\$23.1	\$0.6
Services	\$98.9	\$34.8	\$98.6	\$0.3
Total Gross	\$1,088.0	\$590.9	\$1,085.4	\$2.6
Revenue	(\$130.3)	(\$54.3)	(\$130.7)	\$0.4
Net	\$957.7	\$536.6	\$954.7	\$3.0

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

Salaries:

A favourable variance of \$2.0M is projected in the salary category, unchanged from what had been reported in the last variance report.

Expenditure Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$558.2	\$312.1	\$556.2	\$2.0
Civilian Salaries	\$168.9	\$94.8	\$168.9	\$0.0
Total Salaries	\$727.1	\$406.9	\$725.1	\$2.0

At this time, the Service is projecting 200 uniform officer separations for the year, compared to the 165 separations included in the 2014 budget. As a result, a favourable variance of \$2.0M is projected. The Service will continue to analyse the year-end estimate and any changes will be reported in future variance reports.

Premium Pay:

An over expenditure of \$1.0M is projected in the premium pay category, unchanged from what had been reported in the last variance report.

Expenditure Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.3	\$6.6	\$12.3	\$0.0
Overtime	\$4.6	\$3.3	\$4.9	(\$0.3)
Callback	\$9.0	\$4.8	\$9.7	(\$0.7)
Lieutime Cash Payment	\$20.0	\$7.3	\$20.0	\$0.0
Total Premium Pay	\$45.9	\$22.0	\$46.9	(\$1.0)

* Approx. \$1.0M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Additional premium pay is incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Overtime and call-backs are authorized where required to ensure deadlines are met, to properly maintain services, to ensure risks are mitigated and additional hard dollar costs are avoided. As vacancies are filled, the Service will place less reliance on premium pay. At this time, the projected premium pay variance is not offset by a corresponding savings in civilian salaries. No savings in civilian salaries are projected as there was a significant gapping reduction already included in the 2014 operating budget.

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

Benefits:

A favourable variance of \$0.7M is projected in the benefits category. This is \$1.1M more favourable than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$39.2	\$17.7	\$38.6	\$0.6
OMERS / CPP / EI / EHT	\$122.9	\$80.6	\$122.9	\$0.0
Sick Pay / CSB / LTD	\$17.3	\$11.0	\$17.7	(\$0.4)
Other (e.g., WSIB, life ins.)	\$13.0	\$6.2	\$12.5	\$0.5
Total Benefits	\$192.4	\$115.5	\$191.7	\$0.7

The budget for Medical/Dental is based on the costs of drugs and services, dental fee schedule, utilization rates and administrative fees. The 2014 cost estimates for drugs and dental services were based on the average increase experienced over the last four years. In 2013, the Service observed a marked decline in the annual rate of increase for these benefits. This was reflected in

the 2014 request; however, medical/dental costs have been lower than expected for the first seven months of this year. As a result, the Service is currently projecting a \$0.6M favourable variance in this category

Historically, the expenditures for the Central Sick Bank are funded through draws from a reserve, and this reserve is funded through budgeted contributions equal to 1/6 of 1% of salaries plus the value of the EI rebate. At the time of budget development for 2014, a small 2013 year-end reserve balance had been projected. Final 2013 year-end entries have resulted in a \$0 balance for this reserve, and a projected \$0.4M unfavourable variance in 2014. In addition, various "Other" benefits are projecting a \$0.5M surplus.

Materials and Equipment:

A favourable variance of \$0.6M is projected in this category. This is \$0.6M more favourable than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$13.2	\$6.4	\$12.6	\$0.6
Uniforms	\$3.8	\$1.9	\$3.8	\$0.0
Other Materials	\$4.6	\$1.8	\$4.6	\$0.0
Other Equipment	<u>\$2.1</u>	<u>\$1.6</u>	<u>\$2.1</u>	<u>\$0.0</u>
Total Materials & Equipment*	<u>\$23.7</u>	<u>\$11.7</u>	<u>\$23.1</u>	<u>\$0.6</u>

* Approx. \$0.1M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is the largest component in this category, and is based on the cost per litre as provided by City Finance. Although gas prices have increased recently, gas prices continue to be lower than budgeted. As a result, a \$0.6M favourable variance is projected in gasoline at this time. However, gas prices can fluctuate significantly. Therefore, this account will continue to be monitored closely.

Services:

A \$0.3M favourable variance is projected in this category. This is \$0.3M more than previously reported.

Expenditure Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.3	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.3	\$0.6	\$1.3	\$0.0
Courses / Conferences	\$1.4	\$0.6	\$1.4	\$0.0
Clothing Reimbursement	\$1.6	\$0.0	\$1.6	\$0.0
Computer / Systems Maintenance	\$12.1	\$10.0	\$12.1	\$0.0
Phones / cell phones / 911	\$5.6	\$2.7	\$5.6	\$0.0
Reserve contribution	\$38.3	\$8.7	\$38.3	\$0.0
Caretaking / maintenance utilities	\$19.2	\$4.0	\$19.2	\$0.0
Other Services	\$18.8	\$7.9	\$18.5	\$0.3
Total Services	\$98.9	\$34.8	\$98.6	\$0.3

Projected savings in the “other services” category are a result of the Service’s initiative to reduce spending where operationally feasible.

The City provides caretaking and maintenance services for the Service, and administers the Service’s utility costs. During the 2014 operating budget process, City and Service staff reviewed the costs for all facilities in detail. Taking into consideration appropriate service levels for caretaking and maintenance, as well as historical spending for utilities, the 2014 budget request was reduced by \$1.3M. Service and City staff will closely monitor expenditures and service levels during the year to ensure this spending level is not exceeded and service remains unchanged and at expected levels.

Revenue:

A favourable variance of \$0.4M is projected in this category, unchanged from what had been reported in the last variance report.

Revenue Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$21.7)	(\$14.5)	(\$21.7)	\$0.0
CPP and Safer Comm'y grants	(\$17.4)	(\$1.1)	(\$17.4)	\$0.0
Other Gov't grants	(\$24.4)	(\$10.7)	(\$24.4)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$11.4)	(\$6.5)	(\$11.4)	\$0.0
Secondments	(\$4.0)	(\$1.5)	(\$3.1)	(\$0.9)
Draws from Reserves	(\$18.5)	(\$5.1)	(\$18.5)	\$0.0
Other Revenues (e.g., pris return)	(\$32.9)	(\$14.9)	(\$34.2)	\$1.3
Total Revenues	(\$130.3)	(\$54.3)	(\$130.7)	\$0.4

The Service is projecting an unfavourable variance of \$0.9M in the secondments category. There has been a significant reduction on United Nations overseas secondments and as a result, revenues are expected to be much lower than budgeted.

Since 2003, the provincial government has been reimbursing the Service for the additional cost of transporting prisoners from the Maplehurst Detention Centre and Vanier Centre for Women from Milton to Toronto. When the 2014 budget was prepared, it was anticipated that the Ministry would be relocating these prisoners from Milton to the new Toronto South Detention Centre starting in April 2014, and the 2014 revenue budget was reduced accordingly. However, the Toronto South Jail is not fully open and the Service is still transporting prisoners from Milton to Toronto, resulting in a favourable variance of \$1.3M in “other revenues.”

Conclusion:

As at July 31, 2014, the Service is projecting a \$3.0M favourable variance by year-end. Expenditures and revenues will continue to be closely monitored throughout the year.

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

Board Member Noria acknowledged the favourable variance of \$3.0M and congratulated the Service on achieving those savings.

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 SEPTEMBER 11, 2014**

**#P208. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING JULY 2014**

The Board was in receipt of the following report August 19, 2014 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING JULY 31,
2014

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

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

The Board, at its November 7, 2013 meeting, approved the PEU 2014 operating budget at a net amount of \$44.6 Million (M) (Min. No. P256/13 refers). Subsequently, Toronto City Council, at its January 30, 2014 meeting, approved the Service's 2014 operating budget at the same amount.

The purpose of this report is to provide information on the PEU 2014 projected year-end variance as at July 31, 2014.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2014 Budget (\$Ms)	Actual to Jul 31/14 (\$Ms)	Year-End Actual Expend (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$28.77	\$16.08	\$28.47	\$0.30
Premium Pay	\$2.71	\$1.08	\$2.71	\$0.00
Benefits	<u>\$7.05</u>	<u>\$2.96</u>	<u>\$7.02</u>	<u>\$0.03</u>
Total Salaries & Benefits	\$38.53	\$20.12	\$38.20	\$0.33
Materials	\$1.62	\$0.60	\$1.58	\$0.04
Equipment	\$0.05	\$0.00	\$0.05	\$0.00
Services	\$5.78	\$2.18	\$5.31	\$0.47
Revenue	<u>(\$1.35)</u>	<u>(\$0.46)</u>	<u>(\$1.35)</u>	<u>\$0.00</u>
Total Non-Salary	<u>\$6.10</u>	<u>\$2.32</u>	<u>\$5.59</u>	<u>\$0.51</u>
Total Net	<u>\$44.63</u>	<u>\$22.44</u>	<u>\$43.79</u>	<u>\$0.84</u>

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

As at July 31, 2014, a favourable variance of \$0.84M is projected to year end. This is \$0.37M more favourable than previously reported. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$0.33M is projected in salaries and benefits at this time. This is \$0.33M more favourable than previously reported. PEU schedules one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2014. Current trends indicate that the 2014 attrition will be greater than the budgeted amount. As a result, PEU may be scheduling its 2014 class earlier in the year than planned to ensure the average complement of officers engaged in enforcement duties is maintained. Depending on the timing of this class, the projected variance may change by year end.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and

carefully controlled. Attendance at court while off duty is trending lower than budgeted; however, it is still too early in the year to project a savings and spending will be monitored accordingly. No premium pay variance is projected at this time.

Non-salary Expenditures:

The Parking Enforcement East (PKE) and Parking Headquarters Management (PHQ) operation has relocated from its leased facility to the Progress Avenue site. The former PKE and PHQ lease had a five-year term that expired June 30, 2014. At the time of budget preparation, the exact move date was not confirmed and therefore, the 2014 lease budget was not reduced.

The substantial completion of the space for Parking Enforcement at 330 Progress Avenue was achieved on May 15, 2014, and fit up of the space was completed mid-July. PKE and PHQ worked with members of the Service's Facilities Management and Information Technology Services and moved to the new facility at the end of July. As a result, PEU is projecting a favourable variance of \$0.47M in its facility lease budget.

The Service obtains gasoline through consolidated procurement with the City. The budget for gasoline is the largest component in this category, and is based on the cost per litre as provided by City Finance. Although gas prices have increased recently, gas prices continue to be lower than budgeted. As a result, a \$0.04M favourable variance is projected in gasoline at this time. This is \$0.04M more favourable than previously reported. However, gas prices can fluctuate significantly, and this account will continue to be monitored closely.

No other variances are projected at this time.

Conclusion:

As at July 31, 2014, the PEU operating budget is projected to be \$0.84M under spent at year end.

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

Board Member Noria acknowledged the favourable variance of \$0.84M and congratulated the Service on achieving those savings.

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 SEPTEMBER 11, 2014**

**#P209. SPECIAL FUND REQUEST: VICTIM SERVICES TORONTO – THE
SCARBOROUGH FAMILY JUSTICE INITIATIVE**

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

Subject: SPECIAL FUND REQUEST: VICTIM SERVICES TORONTO - THE
SCARBOROUGH FAMILY JUSTICE INITIATIVE

Recommendation:

It is recommended that the Toronto Police Services Board (the Board) approve a financial contribution of \$46,330.00 from the Board Special Fund, to assist Victim Services Toronto (VST) with bridge funding to keep the Scarborough Family Justice Initiative (SFJI) project operational from November 2014 to March 2015.

Financial Implications:

If the Board approves the recommendation, the Special Fund will be reduced by \$46,330.00. As at June 30, 2014, the balance in the Special Fund was \$1,632,994.

Background/Purpose:

The Board Special Fund is created through the sale of unclaimed property. Section 132(2) of the *Police Services Act* states “the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest.” The Board uses its Special Fund to support co-operative community/Toronto Police Service initiatives and employee recognition programs (long service, awards for performance, etc.), subject to funds being available.

The Board has the sole legislated authority to expend the Special Fund. The Board’s Special Fund Policy governs how the Special Fund is expended.

This is a request to allocate \$46,330.00 from the Special Fund to VST as bridge funding for its SFJI project. This is a multi-disciplinary initiative developed in response to the recommendations from the Domestic Violence Death Review Committee’s 2012 Annual Report, authorized by the Office of Ontario’s Chief Coroner. VST needs this bridge funding to maintain the project while it awaits approval of its funding request to Justice Canada.

Discussion:

Section 4(2) of the *Police Services Act* requires that municipal police services provide assistance to victims of crime as part of their core function. Established in Toronto in 1990, VST is a non-

government agency whose primary mandate, working in partnership with communities and other organizations, is to assist Toronto police officers in providing appropriate support to victims of crime and sudden tragedies. VST provides immediate crisis response, intervention and prevention services that are responsive to the needs of individuals, families and communities affected by crime and sudden tragedies. It is the only agency in Toronto that offers immediate on-site crisis and trauma related safety and support services to victims of crime and sudden tragedies. Its programs include 24/7 victim crisis response, high risk support services, community crisis response, victim quick response and project T.E.A.R. (Teens Ending Abusive Relationships). The immediacy of this service allows VST to aid in mitigating the harmful effects of trauma on the victim and their loved ones.

The Ministry of the Attorney General and the City of Toronto Community Services Grant Program continue to provide funding to VST. However, both core government funding streams to VST are for the most part, perpetually flat-lined and not adjusted for inflation. The Toronto Police Service (the Service) provides considerable “in kind” support for the program. The Board has, in the past, provided funding towards VST’s operating cost and makes an annual contribution from the Special Fund to the agency’s recognition initiatives. In 2013, in support of VST’s invaluable contribution to the Service and the community, the Board amended its Special Fund policy to include a provision granting standing authority to the Chair and the Vice Chair to approve annual funding of up to \$25,000 to VST. The policy also states that should VST wish to apply for an amount above \$25,000, the request must be submitted in writing for consideration by the Board. VST has received the full \$25,000 annual Board funding for 2014. Ms. Bonnie Levine, Executive Director, VST, has submitted a request dated August 18, 2014, seeking additional funding of \$46,330.00, from the Board Special Fund to assist VST with bridging a gap in funding for its new SFJI program.

The SFJI is a multi-disciplinary effort that responds to recommendations from the Domestic Violence Death Review Committee 2012 Annual Report, authorized by Ontario’s Chief Coroner. It is a two year pilot project, started in November 2012, which provides localized customer service for victims of domestic violence. The goal of the SFJI is to create an innovative and holistic model of coordinated service delivery that will bridge justice and social service sectors across Toronto, Ontario and Canada, while increasing access to justice and social service sectors for vulnerable and marginalized communities affected by violence, and increase system efficiencies for the criminal justice and social service sectors.

The Service and VST are the lead organizations providing this service in collaboration with other justice and social service partners. The project is operational in 41 Division in Scarborough, with 43 Division being used as the comparator. The threshold for project participation is all victims of domestic violence and their children where charges are laid or warrant is sought. Each victim and their children are linked to an Advocate who works at 41 Division. The Advocate acts as a conduit to and a member of a multi-disciplinary team of professionals representing key services essential to the victim’s safety and quality of life. The Advocate meets each client as soon as possible following their video statement at a location of her choice. In addition to office space at 41 Division, the Advocates meet the clients in their home, the Mid-Scarborough HUB and the Kennedy Employment and Social Services. Overlapping services are coordinated between service partners while the Advocate acts as the case manager. Emerging

safety concerns are managed by project partners collaboratively and with clients' written consent.

Building on the efficacy of SFJI 2012-14, VST and the Service in collaboration with their partners, have proposed a Phase 2 which will replicate the project in 23 Division, Rexdale, Toronto. Phase 1 of the project has operated with two year funding from the Department of Justice Canada, from November 1, 2012 to October 31, 2014. Although the grant application is pending formal approval by Justice Canada for fiscal years April 1, 2015 to March 31, 2017, there has been verbal confirmation of funding for Phase 2. VST is seeking financial support from the Board for the gap in funding from November 2014 to March 2015. There is a significant risk to the continuation and success of the project as a five month gap will lead to the loss of project staff, two skilled social workers who have played an integral role in the development and success of the project. Their loss would impede the implementation of Phase 2 and project continuity could be lost.

An executive summary which provides an overview of the SFJI and includes interim statistics, as well a flow chart providing information about the program is attached to this report.

Conclusion:

VST's partnership with the Service fulfils the statutory obligation under the *Police Services Act* for the provision of victim support as a core service. This partnership provides significant benefits to police officers and to the public. The Board supports VST and appreciates its invaluable contribution to the Service and the community. Given the positive preliminary results of SFJI thus far, I am recommending that the Board support this program by approving a financial contribution of \$46,330.00 from the Board Special Fund, to assist VST with bridge funding to keep the SFJI project operational from November 2014 to March 2015.

The Board approved the foregoing report.

Moved by: D. Noria

Scarborough Family Justice Initiative Progress and Evaluation Report

Prepared for Victim Services Toronto, Toronto Police Service and Community Partners
August 18 2014

This project saves lives, it is an essential

Executive Summary

The collaborative and multi-disciplinary effort responds to recommendations from the *Domestic Violence Death Review Committee 2012 Annual Report*, Office of the Chief Coroner for Ontario, February 2014.

Evaluation of the Scarborough Family Justice Initiative (SFJI) is showing that 18 months into this two year pilot project there are demonstrated enhancements in customer service for victims of domestic violence:

- Victims and their children are safer as a result of coordination by agencies and strengthening the safety net for victims and children.
- Access to services is easier, quicker, simplified and less confusing for victims.
- Strategic and front line collaboration occurs among agencies and relationships are being leveraged that result in better outcomes for victims.
- Children are gaining access to more support services resulting in children's behaviour being more positive as they see their mother getting the support she needs.
- 4.5 times as many victims are contacting victim support services.
- Victims are accessing counselling services more quickly.
- More appropriate referrals and linkages to services and better follow through, less fragmentation and more comprehensive services to victims.
- Women are learning about the impact of violence on themselves and their children.

This is a project that

TPS capacity building:

- Described as having a dramatic effect institutionally, police officers have more time to focus on core policing because victim support services are provided by the SFJI.
- Co-location of the social workers at the police station, enables the social workers to engage with victims immediately, and the skills and resources of the social workers complement and are complemented by the skills and resources of the Toronto Police Service detectives.
- Increased system-wide service capacity and reduction in duplication of services among community agencies.

- TPS confident that victims are receiving the support they need.

Participants in the SFJI

- 95% are women, 68% are identified as racialized, 38% were born outside Canada (in 21 countries) and 64% have one or more child.
- There is increasing complexity of cases. Of the 26% of clients who have participated in the SFJI intensively for six months or more, 60% were born outside Canada and 82% have children.

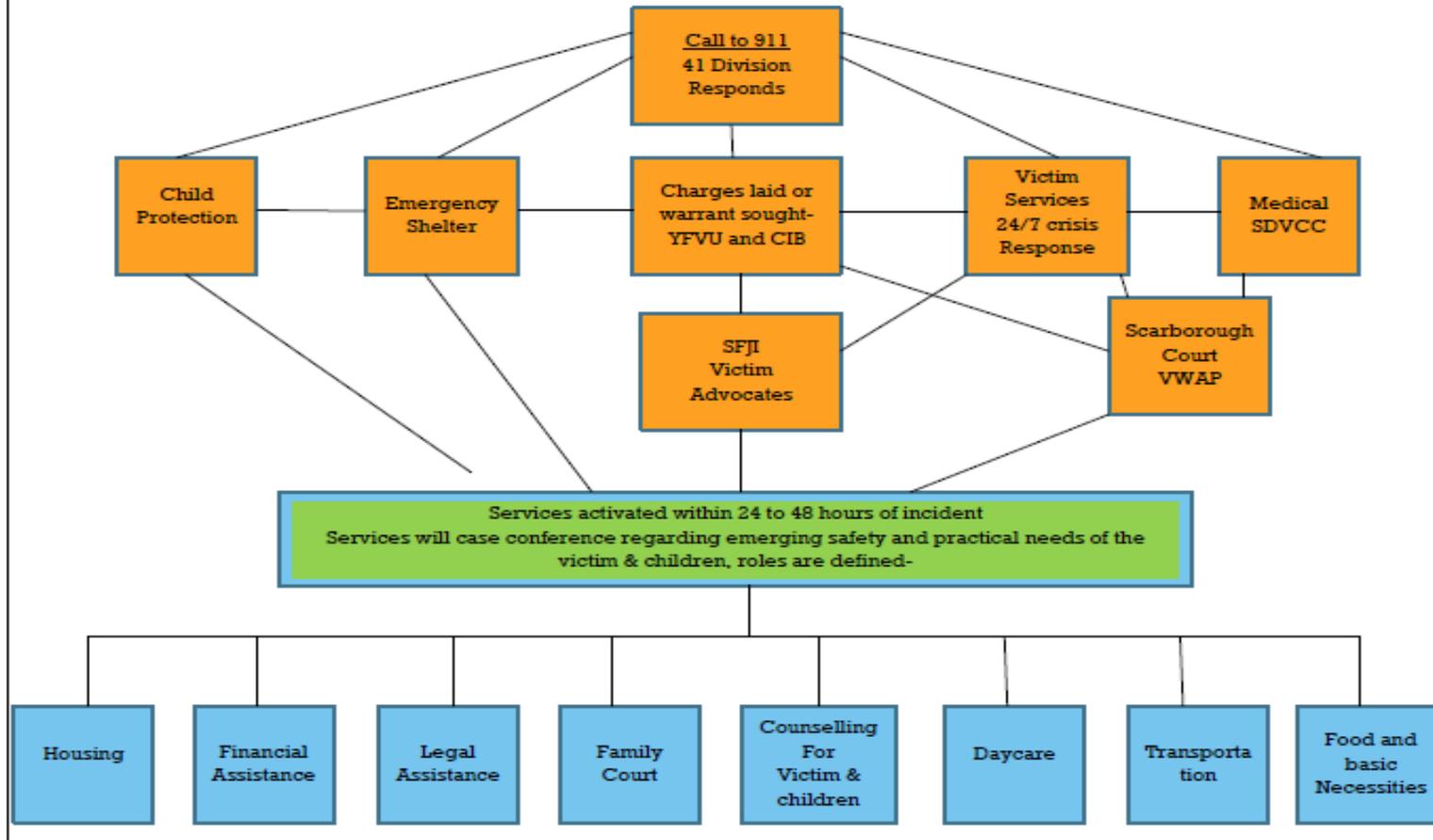
I have nobody else in Canada - everybody else is my husband's family.... [SFJI] is like a solid rock when I had no one else.

Women get to a place where they can move on.

- 51% of clients are under 30 years old; 61% of these women are racialized.
- 88% of clients are connected to between 1-10 new services. The top 3 needs identified by victims are housing, financial support and counselling. 25% of clients have identified 5 or more identified needs.

The SFJI recently won the Ontario Association of Chiefs of Police Victim Assistance Committee Award for improving the level of service provided to victims of crime, tragic events or other unfortunate circumstances.

Appendix 1: The Scarborough Family Justice Initiative ~ streamlining complex systems



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

**#P210. BIENNIAL REPORT: BOARD POLICY LE-034 – SEXUAL ASSAULT
INVESTIGATIONS**

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

Subject: BIENNIAL REPORT - BOARD POLICY LE-034 - SEXUAL ASSAULT
INVESTIGATIONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services, was created under the *Police Services Act* to provide provincial standards for the delivery of policing services in six core areas. One of the requirements of the Regulation is that there are policies and procedures in place with respect to sexual assault investigations.

The provisions of the Regulation make the Board responsible for establishing policy and the Chief of Police responsible for creating processes and procedures that set the Board policies into operation.

At its meeting of August 10, 2006, the Board approved policy TPSB LE-034, Sexual Assault Investigations (Min. No. P244/06 refers). The policy stipulates that with respect to sexual assault investigations the “Chief of Police shall”:

- a) develop and maintain procedures and processes that:
 - i) require that investigations be undertaken in accordance with the Service’s criminal investigation management plan;
 - ii) require compliance with the procedures set out in the Ministry of Community Safety and Correctional Services’ Ontario Major Case Management Manual;
 - iii) address communication and dispatch, initial response and investigation relating to sexual assaults; and
 - iv) address community notification.

- b) work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victims Services, as well as the local Crown, to ensure a coordinated and effective response to victims of sexual assault; and
- c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance.

The Board policy also requires the Chief "to report every two years on the implementation of the policy and recommend amendments, if required."

Discussion:

The requirements under subsection (a) of the Board policy are reflected in Service Procedure 05-05 Sexual Assault and are ongoing. This procedure has had three amendments since the date of the last biennial report of July 9, 2012.

On December 20, 2012 Service Procedure 05-05 Sexual Assault was reviewed, amended and re-issued (R.O. 2012.12.20-1340). On October 30, 2013, Service Procedure 05-05 Sexual Assault was reviewed, amended and re-issued (R.O. 2013.10.30-1216). The most current amendment to Service Procedure 05-05 Sexual Assault occurred on May 9, 2014 (R.O. 2013.05.09-0599). Amendments to the Procedure have specifically addressed and fulfilled subsections (a)(i) to (a)(iii). Amendments also included changes to reporting processes, the inclusion of the Child and Youth Advocacy Centre, victim safety and contact improvements, definitions and information pertaining to human trafficking.

Corporate Planning is currently reviewing Service Procedure 05-05 Sexual Assault, Procedure 05-29 Sex Offender Registry and Procedure 17-04 Community Notifications and expects to amend and re-issue these Procedures by year end.

This procedure and process fulfils subsection (a)(i) to (a)(iv).

SCI- Sex Crimes continues to work, where possible with hospitals and agencies which provide services to victims of sexual assault as required under subsection (b) of the Board policy. Since 2005, the Toronto Police Service in collaboration with other community partners in Toronto worked to develop the Child & Youth Advocacy Centre (CYAC). The community partners included the four Children's Aid Societies, BOOST, the SCAN program from Sick Kids Hospital, the Safe-T program from Halton Trauma Centre and the Victim Witness Assistance Program/Ministry of the Attorney General. The CYAC opened at 890 Yonge Street in Toronto on October 1, 2013. The CYAC is affording victims of physical and sexual abuse and their families, a place to feel safe in reporting. The victims and their families have access to immediate medical and mental health services, as well the security of a child friendly environment.

The goal of a CYAC is to ensure that children and youth who are victims of abuse and their families receive the very best child-focused investigation, treatment, support services and advocacy under one roof.

Currently the CYAC investigates cases of physical and sexual child abuse in eleven of the seventeen divisions in Toronto. The families, youth and children have benefited from the access to the collective services and resources available to them from the partner agencies working at the CYAC. The innovative practice and new approach to the investigation of child abuse at the CYAC has made a difference in our communities within the City of Toronto.

Since opening, the CYAC has investigated 402 cases of physical abuse and 211 cases of sexual abuse.

Also in addressing subsection (b) of the Board policy, SCI – Sex Crimes also continues to work with the Sexual Assault Advisory Committee (SAAC). SAAC is comprised of members of the community including Sexual Assault Care Centres, the Toronto Rape Crisis Centre, local Crown Attorney representation and other community agencies which provide services to victims of sexual assault.

The requirements under subsection (c) of the Board policy with respect to training issues have been addressed and are continue to be ongoing. The ten day Sexual Assault Investigators Course (SAIC) has been in place since May of 2008 and appropriate updates with regard to procedural, legal and community issues are implemented to the training lectures as they arise. The Toronto Police College has a plan in place for ongoing evaluation of this course (Min. No. P281/08 refers).

Conclusion:

The Toronto Police Service remains committed to following developed procedures and processes that are currently in place regarding sexual assault investigations.

SCI – Sex Crimes will continue to seek insight and perspective from our community partners in regards to sexual assault investigations. Ongoing monitoring and review by SCI – Sex Crimes, the Police College and Corporate Planning will continue to ensure best practices to investigate sexual assaults are adopted and implemented by the Toronto Police Service.

Deputy 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 SEPTEMBER 11, 2014**

**#P211. RESPONSE TO BOARD'S RECOMMENDATIONS TO AMEND THE
POLICE SERVICES ACT WITH REGARD TO DISCIPLINE**

The Board was in receipt of the attached correspondence August 07, 2014 from Kathleen Wynne, Premier:

The Board received the attached correspondence.

Moved by: A. Pringle

The Premier
of Ontario

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

La première ministre
de l'Ontario

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



August 7, 2014

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

Dear Dr. Mukherjee:

Thank you for your letter on behalf of the Toronto Police Services Board regarding disciplinary provisions of the *Police Services Act*. I appreciate your sharing the board's concerns on this issue.

Public trust and confidence in policing is essential to preserving community safety. That is why our government remains committed to a police complaint and disciplinary system that is accountable, open and transparent. I recognize this is an important issue for the Toronto Police Services Board.

I note that you have sent a copy of your letter to my colleague the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services. I have asked that the minister respond to you directly.

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

Sincerely,

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

Kathleen Wynne
Premier

c: The Honourable Yasir Naqvi



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P212. DELAY APPLICATION

The Board was in receipt of the following report September 8, 2014 from Alok Mukherjee, Chair:

Subject: Ratification of Board Decision: Delegation to Consider a Delay Application – Pursuant to Section 34 of the *Police Services Act*

Recommendation:

It is recommended that the Board ratify the decision made by a quorum of the Board on September 3, 2014 to invoke section 34 of the *Police Services Act* and delegate the consideration of a delay application involving two police constables to three members of the Board.

Financial Implications:

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

Background/Purpose:

A special confidential Board meeting is scheduled to take place on September 9, 2014 in order to consider a delay application that has been submitted by the Chief of Police involving two police constables. The meeting was scheduled based on the availability of four members. The remaining three members had indicated that they were unable to attend.

On September 2, 2014, after I learned that one member was, possibly, no longer able to attend the meeting, and after consulting with the Board's legal counsel, I sent an email communication to the Board recommending that it invoke section 34 of the *Police Services Act* and delegate the consideration of the delay application to three members of the Board.

The *Police Services Act*, in section 34, provides a police services board with the ability to delegate the consideration of a matter to two or more of its members. While this provision is rarely contemplated by our Board, I believed that it was the most appropriate option available to ensure that the September 9, 2014 meeting proceeds, as planned.

Discussion:

On September 03, 2014, a quorum of the Board approved the following recommendation:

THAT, pursuant to section 34 of the *Police Services Act*, the Board delegate Chair Mukherjee, Dr. Noria and Ms. Moliner with the authority to consider, on behalf of the Board, the delay application that is scheduled for September 9, 2014.

The foregoing decision was made on the basis that it would be formally ratified by the Board at its next regularly scheduled meeting.

Conclusion:

It is, therefore, recommended that the Board ratify the above noted decision made by a quorum of the Board on September 3, 2014.

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 SEPTEMBER 11, 2014**

#P213. STATUS UPDATE ON COMMUNITY CONTACTS

The Board asked for an update regarding Community Contacts Policy regarding the definition of public safety and the status of the draft procedure.

The Chief provided a verbal update and stated that there have been ongoing discussions with a number of stakeholders regarding the development of the procedure in response to community engagement and community contacts. The Chief stated that consultation is ongoing and that there is a meeting scheduled for September 30, 2014 to engage in further discussions. As well, the Chief will be meeting with the Minister of Community Safety and Correctional Services and the Attorney General. The Chief advised that with respect to the definition of public safety, some complex issues need to be resolved and that the procedure will not be completed until those issues are resolved. He said that the issues are complicated and could have significant implications with respect to the legality of police procedures, as well as significant impact on police operations and their ability to maintain public safety. Also, the Chief said that he is reluctant to predict when the report will be completed and asked for the Board's indulgence to allow the Service to provide a complete and comprehensive report. In addition, he said that currently officers are following existing policies and procedures and the law and that officers have not been trained on the new draft procedure as it has not been finalized.

The Board Chair said that the public expectation is that once a policy is approved it is in effect. But clearly as identified, there is a gap in the policy with regard to the definition of public safety and the fact that there are significant unresolved legal issues is of grave concern. However, we have to ensure that these concerns do not become the reason to leave the policy in uncertainty. He said that there is urgency for the Board, the Chief and the appropriate legal minds to set a timetable and to work together to resolve these concerns. Also, the Chair said that the Board takes the issues that the Chief has identified seriously. As well, he said that the Board will also undertake to do work in order to find a resolution as quickly as practicable to the issues the Chief has identified.

The Board received the foregoing update.

Moved by: M. Moliner

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 11, 2014**

#P214. IN CAMERA MEETING – SEPTEMBER 11, 2014

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

The following members attended the in-camera meeting:

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

Absent: Mr. Michael Del Grande, 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 SEPTEMBER 11, 2014**

#P215. ADJOURNMENT

Alok Mukherjee
Chair