

2022 CEO Report

Who We Are

The Fund is a fraternal benefit society open to all members of the Toronto Police Services (TPS). We were founded in 1952 by fellow members to help meet the needs of your loved ones when they need it most. Since then, we've paid out millions of dollars to the beneficiaries of Fund members. It's how we look after each other in the spirit of fraternalism.

Members	We were created by members and are owned by our members.
Families	Our product and services primarily benefit our members and their families.
Fraternal	Membership benefits are aligned with members' careers and available exclusively to members of the Toronto Police Service (TPS).
Protect	Our purpose is to protect our members and their families from the financial consequences of dying too soon.
First to Respond	We take away the financial stress for families by delivering hassle-free services, promptly and compassionately.

Toronto Police Widow and Orphans Fund

Our **Mission** is to be **first to respond** to a family's needs upon the death of a member.

Our **Vision** is to be a leader in providing **easily accessible benefits** in support of members and their families.

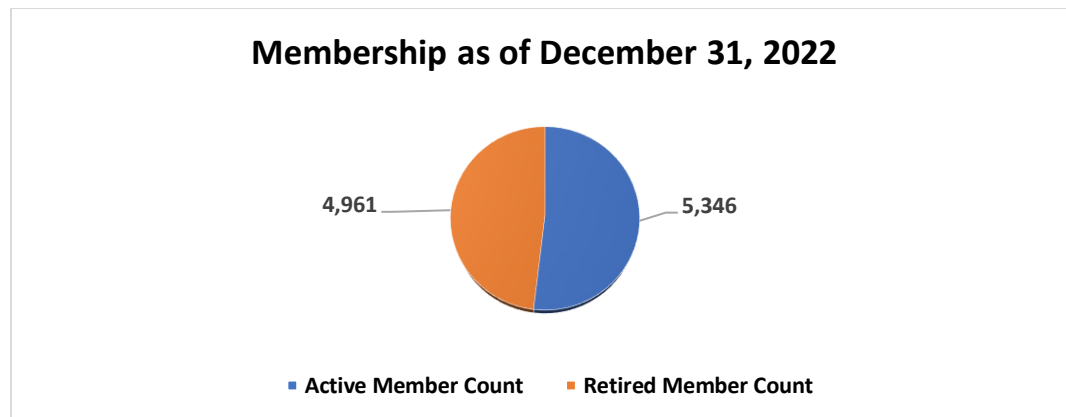
Our **Values** are **Compassion, Integrity, Accountability, and Sustainability**

Compassion	As a member of the Fund, you belong to our fraternal family. You and your family are treated with care, kindness and sympathy.
Integrity	Our actions are in the best interest of our members. We demonstrate our commitment in an honest and trustworthy manner.
Accountability	We take responsibility for decisions, actions and outcomes, and being transparent with our members.
Sustainability	We demonstrate the commitment to ensure the Fund continues to serve members and their families in their time of need.

2022 at a Glance

Let us tell you more how we live our values...

Who we Serve



In 2022, we had 310 new members join the Fund. Information about the Fund and its benefits are presented and shared with members at the time they're hired by the TPS. This offers several advantages including locking in the Fund dues rate, and participation aligned such that it may complement a member's retirement with the fully paid-up Fund benefit. For anyone who didn't join when hired, the Fund welcomes them and in turn the member may earn a prorated or modified benefit if less than 300 months participation is reached.

Fund members pay dues throughout their working career and while an active member of the Service, are eligible to the Active Member Death benefit.

Upon retirement, members receive a lump-sum Endowment benefit. Retired members then continue their membership in the Fund without further payment of dues and are eligible for the Retired Member Death benefit.

I appreciate the Value for money while being managed by those familiar and sensitive to the needs of our membership. – Member testimonial

Compassion

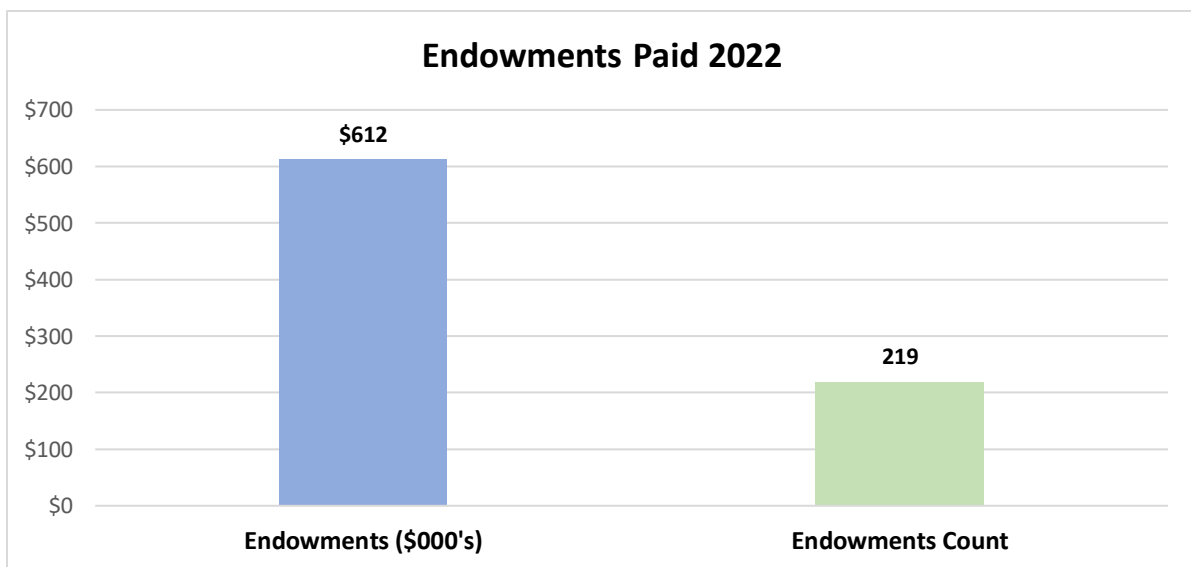
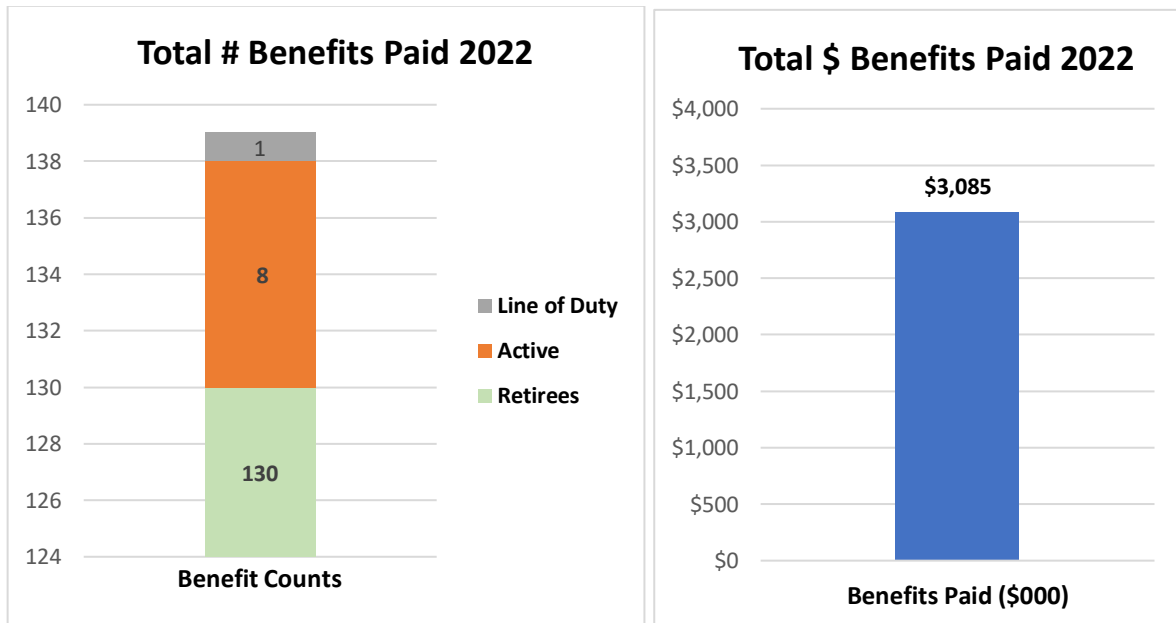
Upon notification of a death, we connect with the family to offer our support in their time of need. We promptly arrange benefit payment and can coordinate payment directly with the funeral home.

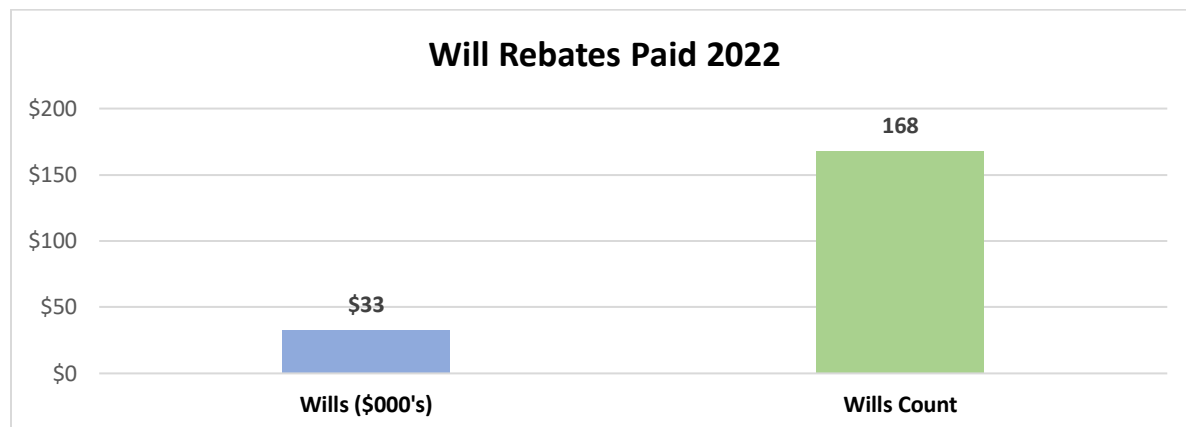
"This is to acknowledge receipt of your letter and cheque from the TPWOF, in the recent passing of my husband...I would like to express my sincere appreciation for how your office has responded in helping me, at a time when it can be an overwhelming process to handle so many details. I especially would like to thank

Helen, who handled everything so proficiently, but also with compassion. Thank you – Beneficiary testimonial

“I was told, when I joined MTPF, what good work the TPWOF does for members and their families, so I signed up immediately. My most recent dealings with TPWOF have been so very helpful.” – Member testimonial

Benefits Paid to Members





Service Delivery

In support of the Fund's commitment to be *First to respond*, our target to pay benefits to members' beneficiaries is within fifteen days. In 2022 and 2021, our actual average service was delivered in six days.

Integrity

The Fund and its Board of Directors, management and staff act within clear mandates and regulations.

- By Laws are enacted to direct the Fund and its governance.
- Representatives of fraternal partners are appointed as Directors on the Fund's Board, annually. These fraternal partners include the TPS, the Senior Officers Organization (SOO), the Toronto Police Association (TPA), the Toronto Police Amateur Athletic Association (TPAAA), and the Toronto Pensioners Association (TPPA).
- Additional Directors at Large and Knowledge Directors are appointed following a thorough review of skills, expertise and diversity needs.
- Policies that govern our actions are developed and reviewed annually by the Board.
- Informed decisions are made including how the Fund is governed, how assets are invested, and how risks and operations are overseen.
- Regulatory oversight, external audits and external actuarial analyses are conducted.

As we prepare for the federal regulatory requirement to transition financial reporting to new standards (International Financial Reporting Standards (IFRS) 17 and 9), updates were made in 2022 to accounting policies and the Investment Policy, and training was provided to the Board, its Audit Committee, management, and staff. The new reporting came into effect January 1, 2023.

Compliance, data reliability and financial sustainability of the Fund are confirmed by management and external experts. See the Fund's 2022 Annual Report and Chair Reports. Decisions made by the Board are based on data, experts, and discussion – with the best interest of our members at the forefront of those decisions.

Accountability

Key performance indicators and risks are identified and continuously evaluated by the Board each quarter, and more frequently when necessary. In the final two quarters of 2022, due to the investment environment (high inflation, geopolitical and market volatility) along with changes to the investment policy (in accordance with new regulatory requirements), it necessitated more frequent assessments.

In 2022, the details about the Fund benefits were consolidated into one central document, the Member Benefits Booklet. Previously, when benefits were updated and/or enhanced, these were noted in the applicable Board Minutes. With this consolidation, we assure consistent benefits and demonstrate our commitment to being transparent by providing clarity to members.

Through the pandemic, the Fund proved itself to be resilient. Improvements and efficiencies were made to operational processes and services as management and staff worked both from home and in the office. Governance continued to be strong with Directors meeting remotely. Our first in-person Board meeting since the disruption by the pandemic was held in December 2022, which was warmly received. We intend to continue to operate in a hybrid manner.

Sustainability

The Board held a strategy review in 2021. Following a careful review of internal and external conditions and factors, as well as member and beneficiary research, three key initiatives were confirmed: member growth, technology modernization and research other benefits. Progress was made in 2022, as described below. In establishing the 2023 objectives, the strategy and environmental conditions were re-evaluated.

Member Growth

Disruptions to presenting to members in person and the prevalence of digital communications expanded our tactics on how we grow our membership. Relationships with our fraternal partners is emphasized to ensure Directors and staff have every opportunity to provide in-person information sessions to new hires. Digital information packages are now being accommodated by TPS for one-off hires. Content was improved and reorganized on our website. A new full-time staff person is available to members by phone (416.502.8711) or email (admin@tpwof.ca).

Technology Modernization

Research was conducted commencing in 2021 and concluded in 2022 to understand our technology needs. In 2022, a solution was selected to satisfy our administrative, financial reporting, member service and engagement requirements within a reasonable budget. This decision will enable improved member service, operational resilience, as well as sustainability. Implementation is currently underway.

Research other Benefits

Our desire is to continuously improve our products and services for members. The death benefit was increased for both active and retired members in 2021. The Will rebate program was also expanded in 2021 to permit up to two rebates per member. In 2022 and 2023, we put a hold on moving forward with

exploring complementary products and/or services until there is more experience with the new financial reporting standards.

Operational Excellence

Operational decisions by the Fund are made with the aim of offering quality and reliable products, delivered with minimal difficulty or inconvenience to members. Care is on our service while keeping operational costs low. ***Quality, price, plus ease of purchase and service that no one else can match.***

- ✓ Easy to understand benefits
- ✓ Competitive dues rates (haven't changed since 1952!)
- ✓ Simple membership application
- ✓ Cost-effective administration and nimble operations
- ✓ No fuss benefit processing
- ✓ Responsive, compassionate service

Capital Adequacy

Various analyses are conducted and diligently reviewed to safeguard the sustainability of the Fund. This is how we fulfil our promise to members and their families in their time of need.

In Closing...

The community who serve and support the Fund are passionate about what we do – who, how, what and why we serve. To learn more, see the Chair Reports for the Plan Year ended March 31, 2023, included in the 2022 Annual Report.

Sincerely,

Sylvi Karr
President and Chief Executive Officer