



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on MARCH 25, 2004 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on February 26, 2004 and the Special Meeting held on March 02, 2004 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on MARCH 25, 2004.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **MARCH 25, 2004** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario.

**PRESENT:**

**A. Milliken Heisey, Q.C.**, Chair  
**Pam McConnell**, Councillor & Vice Chair  
**John Filion**, Councillor & Member  
**Case Ootes**, Councillor & Member

**ALSO PRESENT:**

**Julian Fantino**, Chief of Police  
**Albert Cohen**, City of Toronto - Legal Services Division  
**Deirdre Williams**, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P80. INTRODUCTIONS**

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

Detective Sergeant Michael Cannon  
Staff Sergeant Gregory Cantelon  
Staff Sergeant Ellery Butula  
Staff Sergeant Gerald Mountford  
Sergeant Anthony Charles  
Sergeant Mark Daniels  
Sergeant Gregory Lawr  
Sergeant Anthony Lawson  
Sergeant Edward McKay  
Sergeant Timothy Oberfrank  
Sergeant Graham Queen  
Sergeant Andy Richardson  
Sergeant Richard Rogers  
Sergeant Doug Surphlis  
Sergeant Don Theriault  
Sergeant Mark Yeandle  
Sergeant Peter Trimble

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**#P81. SEMI-ANNUAL REPORT – “60/40 STAFFING MODEL”:  
JULY TO DECEMBER 2003**

The Board was in receipt of the following report JANUARY 29, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT ON THE "60/40" STAFFING MODEL

Recommendation:

It is recommended that: the Board receive the following report for information purposes.

Background:

At its meeting on October 18, 2001, the Board requested that the Chief provide regular update reports on the staffing results in each division following the implementation of the "60/40" model (Board Minute #C189/01 refers). This report represents the period between June 30, 2003 to January 20, 2004.

The methodology for evaluating the deployment strength for the primary response function was created in response to the 90-Day Review Process. The "60/40" staffing model provides for a target allotment of 60% of an officer's time for calls for service response (reactive activities) and 40% toward proactive activities within the community.

As of June 30, 2003, the average divisional primary response constable strength was at 91.7% of the "60/40" target strength. Between June 30, 2003 and January 20, 2004, sixty-three (63) primary response constables separated from the Service and seventy two (72) newly appointed 4<sup>th</sup> class constables were deployed to the sixteen divisions using the "60/40" staffing model. As a result of the separations and deployment of new recruits, the average divisional strength in January 2004 was 90.8% of the "60/40" target strength. The average divisional strength was at 98.3% of the budgeted target strength. The budgeted target strength refers to the total number of constable positions in the primary response function.

The "60/40" target strength for each division was not re-calculated since January 2003, as it is currently under review by Human Resources. This review is currently in the final stages. It is anticipated that the review recommendations will be implemented and the formula will be recalculated prior to the next semi-annual report.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to respond to any questions the Board may have.

**Deputy Chief Steven Reesor, Policing Operations Command, was in attendance and provided a presentation to the Board on the actual results of the “60/40” constable staffing model for the period June 2003 to January 2004.**

**The Board was advised that the actual divisional strength in January 2004 was short an average of 29 constables in each of the 16 divisions compared to the “60/40” target strength.**

**The Board received the foregoing report and requested a further report be provided to the Board for its April 29, 2004 meeting which includes updated staffing statistics based upon the reallocation of officers throughout the divisions following the anticipated deployment of new probationary constables and identifies, if possible, how the proposed future zone boundary changes will impact staffing levels in the divisions.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P82.           INSTALLING VIDEO CAMERAS IN POLICE CARS**

The Board was in receipt of the following report FEBRUARY 02, 2004 from Julian Fantino, Chief of Police:

Subject:           IN-CAR CAMERAS

Recommendation:

It is recommended that: the Board receive the following report on the advantages and disadvantages of installing video cameras in Toronto Police Service cars.

Background:

At its meeting of December 11, 2003 (Board Minute #P350/03 refers), the Toronto Police Services Board requested that the Chief of Police provide the Board with a report regarding the advantages and disadvantages of installing video cameras in Toronto Police Service (TPS) cars. This report was requested for the Board's February 2004 meeting.

In preparing this report, the Service's Corporate Planning (CPN) unit reviewed published reports and consulted with numerous police agencies regarding the police use of in-car cameras. In addition, CPN drew upon this Service's own experience by examining the results of our 1993 in-car camera pilot project.

It quickly became evident that, to date, there are few published evaluation studies that provide conclusive evidence that in-car cameras prevent/reduce targetted traffic stops. There is documented and anecdotal evidence that suggests there are advantages in the use of in-car camera systems, in that, they enhance officer safety and promote increased professionalism in officer-citizen interaction.

However, it must be stressed that in-car camera systems are not the panacea for biased policing. During the course of a day, an officer has countless interactions with members of the community. The images captured by in-car cameras represent only a fraction of the interactions between police and community. The issue of biased policing must be addressed through a combination of sound policy and procedure, education and training, accountability and supervision, and community outreach. Initiatives such as our website information feature "What To Expect When Stopped" serve to enhance professionalism within the Service and educate the public but alone, like in-car cameras, will not address the issue of biased policing. Any effort to combat biased policing must affect all members of the Service, not simply those who drive patrol vehicles. Any discussion of an in-car camera program must include a clear statement of the intended goals for such a program.

The following list of advantages and disadvantages is the result of available reports, TPS experience and discussions with individuals from various police agencies who have been involved in the implementation of in-car cameras.

**Advantages:**

- **Increased officer and community safety**

An in-car camera system in some ways may be likened to an “invisible” witness. As we all know, a routine traffic stop can quickly escalate into a life and death situation, which can also place the general public at risk. The knowledge that an officer’s electronic witness is capturing and recording vital audio/visual information will impact upon the way in which a motorist interacts with that officer. In emergent situations, an in-car camera system will permit the officer to maintain focus, without distraction, on the occupants of a motor vehicle.

- **Improved public perception of police accountability**
- **Demonstration of good faith and willingness to address issues of concern**
- **Increased officer professionalism**

Police officers and members of the public are aware that their actions are being recorded, which may result in modified behaviour by all involved in an interaction. The electronic record may become evidence in both criminal and departmental proceedings. Members of the public may develop a perception that police are more accountable since their actions are recorded.

- **Reduction of false complaints**

Electronic recordings may result in the reduction of false complaints against police officers.

- **Increase in guilty pleas and convictions**

It has been the experience of some police agencies that the number of guilty pleas and convictions increase as a result of the availability of images of officer-citizen interaction or driving behaviour.

One of the first examples to support increased conviction rates came from Garrison, Texas. In January 1991, in-car videotape provided the clue that led to the identification and conviction of the killers of Constable Darryl Lunsford, an American law enforcement officer.<sup>1</sup>

- **Training/Debriefing Tool**

The availability of images of actual officer-citizen interaction may be used in both the training and debriefing processes.

- **Record of traffic stop**

Pre-recording features (siren, emergency lights, and audio/visual) are available in digital technology and allow the recording of images prior to the actual traffic stop. These images may be used in court and other proceedings.

**Disadvantages:**

- **Does not document officer rationale/reasoning for a stop**

Not all drivers are stopped for driving infractions (e.g., insurance, vehicle safety, R.I.D.E.). Images will not identify all of the factors that contribute to an officer's decision to stop a car or investigate a citizen in a given incident (e.g., an officer's observation of suspect behaviour combined with knowledge of criminal activity in a particular area such as a slow moving vehicle in the early morning hours in a factory area with a high incidence of break and enters).

- **Cost**

A conservative estimate of \$5 million is projected for the purchase of in-car camera (digital) systems (based upon 492 patrol vehicles).<sup>2</sup> This estimate does not include time spent per vehicle on installation, ongoing maintenance and replacement costs, purchase of digital processing equipment, Service-wide training, and the potential for exponential growth in storage and disclosure costs. The technology selected (wireless, hardwired or removable hard-drive), to upload digital files from the vehicle to the server will have certain financial implications. A projection of the total cost was beyond the scope of this report.

- **Storage**

TPS storage requirements would not be static, but dependant upon many variables including:

- number of vehicles equipped
- how many hours of digital images per day per vehicle
- retention schedule and disclosure requirements
- digital technology still requires an enormous amount of storage space, which is potentially more cost effective and manageable than VHS technology
- digital technology requires unique technical support, and a specialized infrastructure to manage the flow of digital data files.

A projection of the total cost was beyond the scope of this report.

- **System Reliability Unknown**

VHS in-car camera systems were prone to weather conditions and not reliable. Currently, technology in this area is moving toward digitization. The digital systems are new and relatively unproven in the policing environment. It is expected that the International Association of Chiefs of Police will report upon the experience of police agencies using digital or VHS technology in the summer 2004 release of its study of in-car camera use.<sup>3</sup>

- **Reduced Enforcement**

Concerns among front-line officers, and/or action by the Toronto Police Association may result in fewer traffic stops or citizen contacts due to unease about criticism or liability.<sup>4</sup>

- **Impact upon case preparation time**

It is not known at this time the extent of the impact upon case preparation time. It is anticipated that with the introduction of this new evidence there will be some increase in case preparation (e.g., time spent viewing images, comparing written notes to images, preparation of written transcripts, etc.). This issue is related to the anticipated disclosure costs noted under the **Disadvantage – Cost**, above.

Comments:

There are strong emotions and opinions regarding the usefulness of in-car camera systems for the purpose of preventing or correcting biased policing. Our preliminary research indicates there is inconclusive evidence that the use of in-car cameras will address the issue of targeted police stops and the reasons for the stops (which lays at the very heart of the debate). However, there is evidence to suggest that the use of cameras will have an effect upon officer-citizen interaction subsequent to a traffic stop. The research indicates that there are advances to be made in police professionalism and officer safety through the use of in-car cameras. Any implementation of in-car cameras should be based on the understanding that in-car cameras are not the panacea for biased policing.

Canadian and U.S. police agencies have repeatedly cited budgetary concerns as their main reason for declining to install in-car cameras. Others await the publication of the International Association of Chiefs of Police (IACP) forthcoming study results. Likewise, many Ontario police services await the outcome of the Ontario Provincial Police study.

Before any further discussion on the implementation of a pilot study in Toronto, I believe that it would be prudent to wait for the findings of the IACP study and the preliminary findings of the Ontario Provincial Police pilot study, as already recommended by the Board/Service Joint Working Group.<sup>5</sup> Also, given the current fiscal challenges facing this Service to obtain a maintenance budget for 2004, I believe that it would be premature to implement a pilot study without the appropriate and secured funding.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions that may arise.

**The Board received the foregoing and approved the following Motion:**

**THAT the Chief provide a report on the feasibility of establishing a pilot project involving cameras in police patrol cars, in the most cost-effective manner possible, and that the implementation of this proposed pilot project be considered by the Board as part of the 2005 capital budget request process.**

## ENDNOTES

1. Nichols, L.J, *Cutting Edge Technology, Executive Brief, The Use of CCTV/Video Cameras in Law Enforcement*, International Association of Chiefs of Police, March 2001, p.13.
2. Page 44 of *The Report of the Board/Service Race Relations Joint Working Group*, September 2003, website: [www.torontopolice.on.ca](http://www.torontopolice.on.ca), uses a cost of \$10,000 per vehicle installation (and a smaller number of vehicles) to give the projection of in-car camera costs for the Toronto Police Service. The projection in this report uses the same dollar figure per vehicle and projects on a number of 492 Service vehicles. The 492 vehicles includes: all patrol vehicles, all traffic vehicles, supervisor vehicles, ETF vehicles, COR vehicles, Guns & Gangs Task Force vehicles, spare vehicles and Police Dog Services vehicles. *Source*: Fleet Management.
3. The International Association of Chiefs of Police has studied in-car camera systems use (VHS and digital) based upon the experience of 47 state and municipal U.S. police agencies. The study will examine the impact of such systems in four key areas: police officer safety, service liability, community perceptions of police, and police professionalism. The release of the findings is expected in the summer of 2004.
4. Supra note 2, page 42.
5. *The Report of the Board/Service Race Relations Joint Working Group*, September 2003, website: [www.torontopolice.on.ca](http://www.torontopolice.on.ca), page 44, Recommendation 11.

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**#P83. 2003 ANNUAL RACE RELATIONS REPORT**

The Board was in receipt of the following report FEBRUARY 20, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 ANNUAL RACE RELATIONS REPORT

Recommendation:

It is recommended that the Board receive the attached 2003 Annual Race Relations Report for information.

Background:

At its meeting on March 27, 2002, the Board received the third and final report on the status of a three-year Race Relations Plan (Board Minute P83/02 refers). At the same meeting, the Board requested that the Service resume the submission of annual reports regarding race relations initiatives, starting in 2003.

At its meeting on February 20, 2003, the Board received a comprehensive Service report entitled Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service. Since the information in Policing a World Within a City included material similar to an annual race relations report, the Board accepted it in lieu of the 2003 Annual Race Relations Report. The Board also requested that the Service recommence its yearly submission of the Annual Race Relations Report in 2004 (Board Minute P33/03 refers).

Accordingly, the 2003 Annual Race Relations Report has been prepared with input from the entire Service. The report is divided into five sections that provide the reader with a clear overview of race relations initiatives undertaken across the Service throughout 2003.

These sections are as follows:

Section 1	Year in Review
Section 2	Operational Model
Section 3	Specialized Units
Section 4	Community Consultative Process
Section 5	Service Delivery - The Front Line

It is recommended that the Board receive the attached 2003 Annual Race Relations Report and presentation for their information.

Acting Deputy Chief David Dicks of Policing Support Command will be in attendance to answer any questions that may arise.

**Staff Inspector Robin Breen delivered a presentation to the Board with regard to the Service's 2003 race relations initiatives.**

**The Board commended Staff Inspector Breen and the Service members for their continuous efforts to improve police-race relations in the City of Toronto.**

**Chair Heisey also commended Chief Fantino for the quick response by the Service to a number of serious anti-Semitic incidents which occurred in Toronto during the past week. Chief Fantino advised the Board that the Toronto Police Service is working closely with the York Regional Police Service and that a joint investigation between the two police services has been established in order to resolve anti-Semitic incidents which have occurred in both jurisdictions.**

**The Board received the foregoing report and approved the following Motions:**

- 1. THAT Chief Fantino provide a further statistical report to the Board on the number of male and female visible minority members of the Service and their respective uniform rank or level of management; and**
- 2. THAT Mr. Keith Norton, Commissioner, Ontario Human Rights Commission, be invited to attend the Board's May 25, 2004 meeting to present the report entitled *Paying the Price: The Human Cost of Racial Profiling* which was published by the Commission in December 2003.**

## **2003 Annual Race Relations Report**

### **EXECUTIVE SUMMARY**

At its meeting on March 27, 2002, the Toronto Police Services Board requested that the Service resume the submission of annual reports regarding race relations initiatives, starting in 2003. This report was prepared with the co-operation of Service members representing all ranks and command areas.

Policing a rich and dynamic multicultural and multiracial environment such as Toronto is both rewarding and challenging to the organization. The Service continues to strive for excellence through its Mission Statement and Core Values, and this report outlines the most significant efforts made by the Toronto Police Service in the area of police-race relations in 2003.

This report is divided into five sections, as follows:

#### **Section 1: Year in Review**

This section provides an overview of the most significant developments during 2003 in the City of Toronto. It outlines the steps taken by the Toronto Police Service to improve mutual understanding and foster positive relationships with and among the various diverse communities served. It also includes descriptions of the consultative processes with individuals and groups throughout Toronto and beyond, and the information gathered during these consultations.

#### **Section 2: Operational Model**

During this last year, the Race Relations Co-ordinating Committee and its component units (Human Resources, Training & Education, Community Liaison, Corporate Communications and Professional Standards) have re-examined their role in the Service's ongoing race relations efforts. Each unit has reviewed and, where necessary, renewed its Race Relations Mission Statement, Objectives and Strategies, which are set out in this report.

Section 2 presents an overview of the initiatives undertaken by the Race Relations Co-ordinating Committee and each of its component units throughout 2003.

#### **Section 3: Specialized Units**

Front-line divisions are supported by specialized units working at a number of levels. Some support the divisions, while others work from Police Headquarters. Some are administrative, some investigate crimes, and others help divisional officers provide community-oriented policing services.

Section 3 of this report presents an account of the projects and programs and, where possible, outlines the effects they have had on the services delivered by the Toronto Police Service.

## **Section 4: Community Consultative Process**

A key element of community policing is the effective and efficient level of consultation that is undertaken with all community stakeholders. Consultation is the vehicle by which the greater community and police exchange information about issues and concerns facing them. A true commitment to consultation and partnerships between the Service and all community stakeholders lends itself to more successful outcomes in the identification, prioritization and solution of community issues and concerns.

Section 4 of the report outlines the structure of the four community consultative processes currently in place and gives an overview of their activities in 2003.

## **Section 5: Service Delivery - The Front Line**

Services provided by each of the sixteen divisions include primary response, alternate response, community response, investigative response, traffic response, crime analysis, divisional training, community relations, crime prevention and school officers services. To the greatest degree possible within staffing limitations, all of these generalist and specialist police officers work together to provide a wide variety of services to the entire community and its individual groups.

In preparation for this report, each of the sixteen divisions addressed a series of questions about their division's police-race relations activities. Specifically, each unit commander was asked about:

- Training and officer awareness
- Crime, disorder and public safety partnerships with the cultural community
- Unit commander or senior officer outreach into the cultural communities
- Divisional members receiving community and Service awards
- Divisional involvement in cultural events
- Other divisional cultural or race relations initiatives
- Composition of each divisional Community Police Liaison Committee (CPLC) and initiatives undertaken in 2003
- Any additional information available regarding divisional activities

Section 5 of this report, with the exception of initiatives undertaken by divisional CPLC's found in Section 4, is a summary of the detailed responses offered by divisional unit commanders to these issues. The activities listed in this section are in addition to the countless community-building initiatives in which Service members involve themselves on a daily basis, both on and off duty.

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**#P84. REVIEW OF SEARCH OF PERSONS POLICY**

The Board was in receipt of a report, dated March 03, 2004, from A. Milliken Heisey, Q.C., Chair, with regard to a review of the search of persons policy.

The Board was also in receipt of a written submission, dated March 24, 2004, from the Toronto Police Accountability Coalition, with regard to the review of the search of persons policy.

**The Board deferred the foregoing reports to its April 29, 2004 meeting and requested, in the interim, that Chief Fantino prepare a report containing the history of search of persons policies and guidelines and details of all previous reports submitted to the Board.**

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**#P85. REVISION OF BOARD REPORT FORMAT GUIDELINES**

The Board was in receipt of the following report MARCH 05, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: REVISION OF BOARD REPORT FORMAT GUIDELINES

Recommendation:

It is recommended that the Chief assign appropriate Information Technology personnel to work with Board staff to revise the technical guidelines established for submitting Board reports.

Background:

The Toronto Police Services Board (Board) has established technical and administrative guidelines, outlining how Board reports are to be submitted to the Board office for consideration by the Board. I have identified a need to revise the current methods used to submit reports to the Board.

The existing technical guidelines and procedures specify that Board reports are to be submitted to the Board office in hard copy format, on appropriate letterhead and accompanied with a copy of the report on disk.

In an era of information technology and in an effort to streamline the agenda preparation process, I am recommending an amendment to the existing technical guidelines, which would allow Board reports and attachments to be submitted to the Board office electronically, via email and in a format that is Internet publishing friendly.

I am also requesting that the Chief assign appropriate Information Technology personnel to work with Board staff to develop and ensure the smooth implementation of this process.

Upon completion of the process, Board staff will revise the technical guidelines and notify Service members of the changes by way of a Routine Order and by publishing the revised guidelines on the Board's Intranet site.

**Chief Fantino indicated an interest in providing comments on behalf of Service members who are required to prepare reports to the Board. The Board suggested that a representative of the Chief's office meet with Board staff to discuss technical improvements to the report format.**

**The Board approved the foregoing report and requested that the Chair provide a report to the Board after the guidelines have been revised.**

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**#P86. REQUEST FOR FUNDS: 2004 ANNUAL COMMUNITY POLICE  
LIAISON COMMITTEE CONFERENCE**

The Board was in receipt of the following report MARCH 08, 2004 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR FUNDING OF THE ANNUAL COMMUNITY POLICE  
LIAISON COMMITTEE (CPLC) CONFERENCE

Recommendation:

It is recommended that: the Board sponsor the annual conference for members of the Community Police Liaison Committees, to be held on a yet undetermined date in the fall of 2004, at a cost not to exceed \$6,000.00, and that the funding be provided from the Special Fund.

Background:

At its meeting on February 28, 2002, Chairman Norman Gardner submitted a report to the Board (Board Minute P51/01, refers). The Board approved the following recommendations from that report:

- 1. The Board sponsor a sixth annual conference for members of Community Liaison Committees on April 28, 2001, at a cost not to exceed \$6,000.00. That funding be provided from the Special Fund.**
- 2. Board members be invited to attend the CPLC conference on April 28, 2001, and be invited to participate in the Board/Community Workshop.**
- 3. That the Chief be requested to bring forward all future funding requests for the CPLC annual conference.**

The submission of this report will comply with the Board's direction that the Chief request funding for the annual CPLC conference.

**Annual CPLC Conference**

Since January 1997, the Board has been sponsoring an information sharing and networking workshop for members of the CPLC's. Over one hundred community and police representatives attend the conference. Evaluations submitted at the conclusion of the previous conferences have been very supportive of this initiative.

## CPLC Conference Budget for 2004

The following is a summary of the projected costs of hosting the 2004, CPLC conference. The budget is based upon the final expenditures for the 2003 conference. The figures in the denoted areas (\*) have been increased by five percent over the 2003 figures to allow for price increases from the suppliers.

<i><u>Item</u></i>	<i><u>Projected Cost</u></i>
Room Rental	Nil
Catering for 130 participants (Continental Breakfast, Lunch, & Breaks)	\$3,743.25*
Office Supplies, Printing	\$1,575.00*
Honorarium Certificates (Each community speaker receives a \$50.00 gift certificate)	\$600.00
<b>Total</b>	<b>\$5,918.25</b>

### Conclusion:

Community Police Liaison Committees represent an important component of the community-policing model in Toronto. The individuals who volunteer on these committees make a significant contribution to the safety of their community and assist the local police to deliver programming and crime reduction initiatives that are consistent with the needs of the community and the priorities of our Service.

This annual conference provides a forum for networking and information sharing between police and community leaders, while at the same time highlighting the accomplishments of individual communities.

It is therefore recommended that the Board sponsor the annual conference for members of Community Police Liaison Committees, to be held on a yet undetermined date in the fall of 2004, at a cost not to exceed \$6,000.00, and that funding be provided from the Special Fund.

Deputy Chief Steven Reesor of Policing Operations Command will be in attendance to respond to questions from Board members.

**The Board approved the foregoing.**

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**#P87.           REQUEST FOR FUNDS: 2004 ANNUAL OAPSB CONFERENCE**

The Board was in receipt of the following report MARCH 04, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject:       OAPSB 2004 CONFERENCE - REQUEST FOR FINANCIAL SUPPORT

Recommendation:

It is recommended that the Board provide \$5,000.00 from the Special Fund to support the hosting of the 2004 Ontario Association of Police Services Boards' Conference.

Background:

The Ontario Association of Police Services Board's 2004 Conference will be hosted by the Hamilton Police Services Board from May 6 to May 8, 2004 at the Hamilton Convention Centre. The conference theme is "Spring Training".

The OAPSB conference is one of only two annual opportunities for professional development for Board members and networking with fellow police board members from across Ontario. As such, it is important that the Toronto Board provide financial assistance to help ensure the success of the conference. When our Board hosted the 2003 conference, we received just over \$15,000.00 from other police boards and \$5,000.00 from the then Ministry of Public Safety and Security, in addition to a number of corporate donations.

I have appended a letter, dated February 25, 2004, from Mr. Bernie Morelli, Chairman of the OAPSB 2004 Conference Committee requesting that we consider providing financial support to the conference. I recommend that the Board provide \$5,000.00 from the Special Fund to support the hosting of the 2004 Ontario Association of Police Services Boards' Conference.

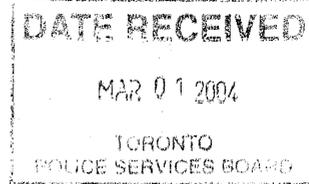
**The Board approved the foregoing.**



HAMILTON POLICE SERVICES BOARD

Bernie Morelli, Chairman

25 February, 2004



Toronto Police Services Board  
40 College Street  
7th Floor  
Toronto, ON  
M5G 2J3

Dear Sir / Madam:

**RE: OAPSB 2004 Conference - Financial Support**

We need your support to carry out a successful conference. It is my pleasure to advise you that the Hamilton Police Services Board is proud to be hosting the 42<sup>nd</sup> Annual Conference and General Meeting of the Ontario Association of Police Services Boards ("OAPSB") at the Hamilton Convention Centre from May 6, 2004 to May 8, 2004. The conference theme for 2004 is "Spring Training".

The Ontario Association of Police Services Boards is a **not** for profit volunteer based association, which represents approximately 150 police, services boards throughout the province. The OAPSB is a true "partner" that provides police service boards with guidance in fulfilling their governance roles as civilian oversight bodies.

In hosting this annual conference, the Hamilton Police Services Board, has the responsibility in providing, not only, sponsorship in kind but is required to seek out financial assistance. The OAPSB exists solely on annual membership dues and whatever funds can be raised through the annual conference. To ensure maximum attendance, the OAPSB sets the conference registration fees at a minimum. The many ancillary costs are paid by the support provided through financial donations.

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In years past, experience has shown that the most successful conferences are made so because of the co-operation and support of all policing agencies. To assist the OASPB in having a most successful conference, I invite your Police Services Board to consider a donation in support of this conference. Your financial support, in any amount, will be utilized effectively to support the OAPSB's mandate as an association dedicated to improving governance profiles, in service to all of us, its members. All contributions will be duly recognized at the conference.

Regardless of whether your Board is in a position to contribute to the 2004 OASPB Conference, I would encourage you and your members to attend the conference as delegates. Information regarding conference registration will be available on the OAPSB website at [www.oqpsb.ca](http://www.oqpsb.ca).

In closing, I want to thank you and your Board Members for your consideration of this matter and look forward to seeing you at the 2004 conference.

Yours very sincerely,



Bernie Morelli, Chairman  
OAPSB 2004 Conference Committee  
BM/lem



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**#P88. LIFEGUARD SALARY RATES FOR 2004**

The Board was in receipt of the following report JANUARY 29, 2004 from Julian Fantino, Chief of Police:

Subject: LIFEGUARD SALARY RATES FOR 2004

Recommendation:

It is recommended that: the Board approve the revised salary levels for lifeguards for 2004.

Background:

Since 2001, the Toronto Police Service has been solely responsible for lifeguard services at designated beaches in the City of Toronto.

The Service has, in the past, matched the City of Toronto rates for lifeguards. The last salary increase covering the year 2003 was approved by the Board on November 21, 2002 (Board Minute #P302/02 refers). Since then, the lifeguard and head lifeguard rates for the City of Toronto increased by 3% as a result of collective bargaining. In keeping with past practice, it is therefore recommended that the Board increase the salary rates for lifeguards and head lifeguards by 3% as follows, with no shift bonus:

	2003 <u>Hourly Rate</u>	Recommended 2004 <u>Hourly Rate</u>
Lifeguard	\$ 11.39	\$ 11.73
Head Lifeguard	\$ 13.04	\$ 13.43

It should be noted that at present, there still are several different collective agreements governing lifeguards across the City of Toronto with rates for the lifeguard classification ranging from approximately \$9.64 per hour to \$14.15 per hour. These rates have not yet been harmonized.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P89. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING CORPORATION: APPOINTMENTS**

The Board was in receipt of the following report FEBRUARY 24, 2004 from Julian Fantino, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO COMMUNITY HOUSING CORPORATION (TCHC)

Recommendation:

It is recommended that: the Board approve the appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation (TCHC), subject to the approval of the Minister of Community Safety and Correctional Services (the Minister).

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister.

At its meeting on January 29, 1998, the Board approved that requests for appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Board Minute #41/98, refers).

On March 8, 2000, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority (MTHA), now called the Toronto Community Housing Corporation (TCHC), for the administration of special constables (Board Minute #414/99, refers).

The Minister approved the request of the former MTHA to have some of its security officers appointed by the Board as special constables, pursuant to the Act, upon certain amendments to the agreement. At its meeting on October 26, 2000, the Board approved the requested amendment to the TCHC agreement to limit the number of appointments to a maximum of 55 applicants (Board Minute 480/00, refers).

At its meeting on November 21, 2002, the Board approved an eighteen-month extension of the appointments of the TCHC special constables, subject to the approval of the Minister. The extension of the appointments was approved by the Board on the basis of the extension of the TCHC special constable pilot project (Board Minute P296/02, refers).

The TCHC special constables are appointed to enforce the Criminal Code, and other federal and provincial legislation on TCHC property within the City of Toronto.

In January 2004, the Service was in receipt of a letter from Mr. Rick Girard, Senior Security Planner of the TCHC. Contained in this letter is a request for the Board to appoint the following listed individuals as special constables for the duration of their eighteen-month extended pilot project that is due to expire May 31, 2004.

1. Christopher Thomas DOWLING
2. Jason Hilary D'SOUZA
3. Fitzroy George HAYLE
4. Duncan Robert STRATTON

The agreement between the Board and the TCHC requires that background investigations be conducted on individuals recommended for appointment as special constables. The Service's Employment Unit completed background investigations on the individuals listed in this report and there is nothing on file to preclude them from becoming special constables.

The TCHC advise that all of the applicants have met the TCHC hiring criteria and successfully completed the mandatory training program conducted by the TCHC for their special constables.

The appointment of these individuals is within the maximum authorized limit.

It is therefore recommended that the Board approve the appointment of the individuals listed in this report as special constables for the TCHC, subject to the approval of the Minister.

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance to respond to any questions that Board members may have.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P90.           RESPONSE TO CORONER'S JURY RECOMMENDATIONS: INQUEST  
                  INTO THE DEATH OF STEPHEN GEORGE LOVELL**

The Board was in receipt of the following report FEBRUARY 17, 2004 from Julian Fantino, Chief of Police:

Subject:       RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM THE  
                  INQUEST INTO THE DEATH OF STEPHEN GEORGE LOVELL

Recommendation:

It is recommended that:

- (1)           the Board approve this response to the Coroner's Jury recommendations from the inquest into the death of Stephen George Lovell; and
- (2)           the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background:

On Saturday, July 21, 2001, at 1242 hours, the Communications Centre received a call from a citizen reporting a homeless male, later determined to be Mr. Stephen Lovell, in front of the 2-4-1 Pizza store at 451 Parliament Street. Mr. Lovell was known to most officers working at 51 Division as a severe alcoholic with violent tendencies, who was regularly in the 51 Division cells because he had been banned from hostels and detoxification centres in the area. The Coroner's Jury heard evidence that Mr. Lovell had been arrested approximately 105 times by officers in 51 Division.

Toronto Ambulance Services attended the call and offered medical aid to Mr. Lovell, which he refused. At 1256 hours the police constable on scene notified the dispatcher that it was Mr. Lovell. A short time later the police constable advised the dispatcher that Mr. Lovell was in his car and he was transporting him to 51 Division. The police constable made the notation in his memorandum book, "Stephen Lovell intox., violent take in for intox, wants to fight."

At 1308 hours Mr. Lovell was paraded before the Officer in Charge of 51 Division and at 1310 hours he was placed into a cell.

During the time in which Mr. Lovell was lodged in his cell, the station underwent three shift changes. The afternoon shift extended from 1430 to 2330 hours, the night shift from 2330 to 0530 hours and the day shift began again at 0530 hours.

On July 22, 2001 at 0608 hours, during a routine cell check by the booking officer on duty, Mr. Lovell's lifeless body was discovered. Toronto Ambulance Services were contacted and attended to Mr. Lovell. At 0621 hours, Mr. Lovell was pronounced dead via an electronic transmission of vital signs to the hospital. The Special Investigations Unit was contacted and invoked its mandate. At 0828 hours, Mr. Lovell was formally pronounced dead by the Coroner.

The doctor who performed the post-mortem examination testified at the inquest, that based on the fixed lividity found in the body, it is their opinion that Mr. Lovell died prior to midnight on July 21, 2001. The post-mortem examination determined the cause of death to be "Seizure Disorder associated with Ethanol Withdrawal/Chronic Alcoholism and Remote Cerebral Trauma".

Testimony from the inquest into Mr. Lovell's death indicates that routine cell checks were conducted during the afternoon and nightshift, however, these checks were not recorded properly in accordance with Service procedures. The jury also heard testimony that the officers had been disciplined on their failure to be familiar with the booking related procedures, and their failure to record cell checks in accordance with these procedures.

On July 8, 2003, at the conclusion of the inquest, the Coroner's jury made nine recommendations; eight of which were directed at the Toronto Police Service.

Response to Coroner's Jury Recommendations:

Recommendation # 1

*The Toronto Police Service should examine and, if possible, implement an electronic system to relay pertinent medical information regarding persons held in custody. The system should be readily accessible to officers, especially bookers, and include medical information, such as seizures, diabetes, heart conditions, known diseases, etc. and any other pertinent information. Further, such information should be consistently recorded on the erasable board in the booking hall, on the Record of Arrest form and in the Unit Commander's Morning Report.*

The known pertinent medical information of prisoners is presently captured in the Service's Criminal Information Processing System (CIPS). Every time a prisoner is processed, the booking officer enters all pertinent information relating to the prisoner and the arrest in the Prisoner Handling folder of CIPS. The system then automatically assigns a CIPS number to the entry. However, although this information is available within the CIPS database, the method of retrieving this information is cumbersome. For an officer to retrieve historical medical information entered on previous arrests, it requires an individual search of each CIPS case file number. For persons who have been arrested on numerous occasions, this can be time consuming and it would be unreasonable to expect an officer to access it during the booking process.

The Service recognizes the need for a more efficient data retrieval component for known medical information. The recommendation to develop a search engine to track previously entered medical information was forwarded to Information Technology Services (ITS) for consideration. After consultation with ITS, it was determined that to try and develop a search engine within the technological environment of CIPS, which is approximately 12 years old, would be time consuming and costly. However, the Service is currently undertaking a record reorganization and the Enterprise Case and Occurrence Processing System (eCOPS) program is under construction. Although this is currently outside the scope of the current project, during the development phase of this new program, a request will be made of the development team to assess the impact and cost of incorporating this jury recommendation into the new records system. According to ITS, the development of the component of the program that will allow an officer to search for medical information is still sometime away, but will be properly assessed and evaluated. A timeline for this development cannot be determined at this time.

With regard to the pertinent medical information of prisoners being consistently recorded on the erasable board in the booking hall, there is a requirement within Service Procedure 03-01 'Persons Detained in Custody' of the Officer in Charge of a Lock-Up to ensure information regarding "special mental, physical or medical considerations" concerning a prisoner is posted within the cell area.

This same information is already being captured on the Record of Arrest (TPS 100). The pertinent medical information which is entered by the booking officer into the Injury/Illness area of the prisoner management folder in CIPS, is automatically transferred onto the TPS 100.

In terms of this information being captured in the Unit Commander's Morning Report (UCMR), although this information is not consistently captured to the extent that this recommendation suggests, medical information is captured. The intent of the UCMR is to provide the Unit Commander with a summary of all pertinent information for the past 24 hours. Prisoner medical information is captured in this document within the 'cell check' section, however, it is entered more on a need to know basis.

There is a requirement within Procedure 03-01, for the booking officer to record all cell checks on the UCMR. Appendix 'A' of this procedure provides instructions for the officer on how the cell check area of the UCMR should be completed. Item 3 of this appendix reads as follows:

*"3. Occasions that require detailed notes, specific to individual prisoners, in the Cell*

*Checks template include:*

- an intoxicated or high risk prisoner's condition is checked,*
- a medical concern or illness develops,*
- violent, suicidal or agitated actions of prisoners,*
- medication has been administered,*
- any other noteworthy incident involving a prisoner's condition,*

*All such entries should give the cell number and a brief outline of the circumstances."*

In addition to the required entries on the UCMR, the Service has in place numerous safeguards to ensure that those members handling the care and control of prisoners are made aware of pertinent medical information. For example, Procedure 03-01 'Persons Detained in Custody' directs the Police Officer:

- "1. Prior to lodging a person in police cells shall*
- take the person before the Officer in Charge (OIC) and advise of any pertinent information relating to the person or to the arrest including, but not limited to;*
    - i. known or suspected suicidal tendencies*
    - ii. violent tendencies*
    - iii. serious medical conditions"*

This procedure also directs the Officer in Charge:

- "7. When receiving a person for lodging in police cells shall ensure*
- compliance with Items 1 and 2 of this procedure*
  - that all persons who are responsible for monitoring the condition of persons in police cells are made aware of any pertinent information regarding the person including, but not limited to;*
    - i. known or suspected suicidal tendencies*
    - ii. violent tendencies*
    - iii. serious medical conditions"*

There is a requirement within Procedure 03-01 that the booking officer complete the applicable sections in the Prisoner Handling folder in CIPS. This includes entering all pertinent medical information obtained into the Injury/Illness section of this folder.

Item 11 of this procedure requires the Officer in Charge of a Lock-Up:

- "11. When receiving a person for lodging in cells shall, in addition to the duties of an officer in charge as outlined in this procedure*
- accept custody of the person where the original unit has complied with the applicable procedures*
  - ensure information concerning the person is posted within the cell area including*
    - person's name*
    - cell number*
    - reason for arrest/detention*
    - initial time of arrest /detention*
    - time placed in cell*
    - special mental, physical or medical considerations*

***NOTE:*** *The officer in charge shall review the 'Cautions and Remarks' portion of the Prisoner Transportation List (TPS 181) on receiving a prisoner. Any further observations regarding a prisoner's physical or mental condition shall be added to this section of the TPS 181 when the prisoner is transferred."*

After careful review, the Service does not feel that more detail, than is already required on the Unit Commander's Morning Report, would enhance the care and handling of prisoners.

#### Recommendation # 2

*The Toronto Police Service should develop a protocol for cell checks. This protocol should outline a practical model for conducting cell checks and be added to the Toronto Police Services' Policy and Procedures and all applicable training programs.*

The Toronto Police Service concurs with this recommendation, and in fact was instrumental in the development/writing of this recommendation at the inquest. While the Rules and Procedures of the Toronto Police Service are extensive in governing the conducting of cell checks and outline the requirements of such, it has been identified that there is no clear definition outlining the components of a cell check. As a result, the Service has initiated the development of a protocol outlining a practical model for conducting cell checks.

The Toronto Police Service recognizes that persons detained in custody may have pre-existing medical conditions that may indicate the individual is at greater risk within the detention environment. Currently, Service procedures dealing with prisoner control include extensive Medical Advisory Notes that identify many of these conditions, including but not limited to, obstructive sleep apnea, drug or alcohol intoxication, drug or alcohol detoxification, epilepsy, diabetes, unconsciousness, suicide ideation, and so forth. Procedures also stress the requirement of the Officer in Charge, arresting officer, and booking officer to assess these conditions and to convey this information to any other officer responsible for control and care of the prisoner. When these conditions are identified, Procedure 03-01 requires the Officer in Charge to consider medical attention and to ensure such persons are more closely monitored and checked as frequently as possible.

Recognizing that there is limited risk to all prisoners and increased risk to prisoners with certain medical conditions, the Toronto Police Service requires booking officers to conduct cell checks to constantly assess the health status of prisoners. Service Procedure 03-01, "Persons Detained in Custody" directs booking officers as follows:

*"3. After lodging the person in police cells shall*

- *comply with Rule 3.7.3 and Procedure 03-02*
- *check the condition of persons detained in custody and*
  - *use a target of 30 minutes between cell checks having regard for all the circumstances during the tour of duty*
  - *record the checks on the Unit Commander's Morning Report (UCMR) template labeled 'Cell Checks'*
  - *notify the OIC of any change in condition of persons in custody*

**NOTE:** *Appendix A contains the instructions for recording cell checks in UCMR.*

- *awake intoxicated persons a minimum of every 4 hours but more frequently if circumstances require"*

While there is a requirement for booking officers to conduct cell checks with a target time of every 30 minutes, the term cell check should be more clearly defined. Evidence from booking officers at the Lovell inquest indicated that a cell check was walking through the cells to look for any change in condition of the prisoner. Officers described that a cell check for a prisoner that was asleep and intoxicated may last a few seconds, and involve a determination that the individual was breathing.

Evidence at the Lovell inquest from medical experts indicated that a proper assessment of an intoxicated prisoner, apparently sleeping, should take 30 seconds to a minute to determine if the prisoner is breathing properly and sleeping as opposed to unconscious.

To address the apparent discrepancy in application and the opinion of medical experts, the Toronto Police Service representative at the Lovell inquest recommended that a protocol be developed for cell checks. It was further recommended that this protocol should be developed in consultation with the Coroner's Office and other medical experts, taking into account the varying recognizable medical conditions, including drug and alcohol intoxication/detoxification, faced by police officers in control of prisoners.

Preliminary discussions have been conducted with the Coroner's Office and a doctor from the Centre for Addiction and Mental Health and they indicate they would be interested in assisting in the development of such a protocol. Once this cell check protocol is developed, it will be included in Service procedures and in the appropriate training courses. As the process for developing a practical model for conducting cell checks is still in preliminary stages, a timeline for the implementation of a cell check protocol cannot be determined at this time.

### Recommendation # 3

*The Toronto Police Service should ensure that each booking hall has an up-to-date hard copy manual that contains all procedures pertaining to the booking and detention of prisoners. As well these materials should be kept on the desk of the Booking Officer and Officer in Charge. Further, the Toronto Police Service should make sure the Booking Officer Course materials are available via the Toronto Police Service Intranet, and ensure the same is updated as required.*

The rules of the Toronto Police Service clearly outline that all Service members are responsible for being familiar with Service procedures, rules, routine orders and other authorized publications that may affect their duties. All Service rules and procedures are currently available on the Service Intranet, with hard copy manuals maintained at the unit level. Each booking hall is equipped with a networked computer that can access the Service Intranet.

In addition to the fundamental requirement for members to familiarize themselves with the above mentioned publications, the Service is developing additional enhancements to be in compliance with this recommendation. The Training and Education Unit of the Toronto Police Service is responsible for the delivery of the Booking Hall Officer Safety Course. In the delivery of that course, a manual has been prepared that contains the procedures relevant to the booking hall officer's function. In addition to these procedures, this manual contains information on communications, de-escalation, suicide assessment, medical conditions and other related topics.

This manual will be included on the Training and Education Unit web-site of the Service Intranet.

As procedures, medical considerations and other topical information constantly change and adapt to the most current conditions in the booking hall environment, so does the manual change to reflect this. All officers that attend the Booking Hall Officer Safety Course are given the most current version of this manual. As the manual is physically reviewed and revised twice a year in preparation for scheduled courses, the Training and Education Unit will send a notification (if necessary) to the unit Training Sergeants that the most recent version of the manual is available and two copies should be printed. One of these copies will go to the desk of the Officer in Charge and the other to the booking hall.

#### Recommendation # 4

*The Toronto Police Service, in consultation with a medical expert, should ensure that all medical issues such as arousability and medical seizures are adequately covered in the Booking Officer Course conducted by the Toronto Police Service and all other applicable training programs.*

The Toronto Police Service is in compliance with this recommendation.

The Training and Education Unit has included in the Booking Hall Officer Safety Course lectures by a coroner from the Toronto Region and a psychiatrist from the Centre for Addiction and Mental Health. In their presentation, the attending coroner includes current information on medical issues that may cause death in a booking hall facility. The coroner discusses excited delirium, drug and alcohol abuse and detoxification, positional asphyxia, and unconsciousness. The psychiatrist that attends discusses suicide ideation, assessment and intervention by booking officers and the Officer in Charge.

In addition to the training provided by these experts, the Booking Hall Officer Safety Course incorporates training on the booking hall related procedures. Coverage during this part of the course includes a review of the extensive "Medical Advisory Notes" found in Service procedures.

Although not part of the Booking Hall Officer Safety Course, every officer on the Toronto Police Service attends first aid, and cardiopulmonary resuscitation training on an annual basis.

In January 2004, a one hour and forty-minute module, on the booking, parading and search of prisoners, was included in the Advanced Patrol Training Course that is attended by all frontline police officers. This course also includes a component on the medical considerations included in procedures.

Additional training on medical considerations on the Booking Hall Officer Safety Course is not required.

## Recommendation # 6

*The Toronto Police Service should consider a study to collect the health information on the Record of Arrest into a common database.*

The Service already has a database that collects the health information entered on the Record of Arrest (TPS 100) concerning persons in custody. The health information on the TPS 100 originates from the data entered into the Prisoner Handling folder of the Criminal Information Processing System (CIPS) during the booking process. The information entered into this folder is automatically transferred onto the TPS 100.

As outlined in the response to recommendation #1, the problem that has been identified with the current system, is that the method of retrieving antecedent medical information is cumbersome. It has been determined by members of Information Technology Services that to try and develop a search engine within the technological environment of CIPS, which is approximately 12 years old, would be time consuming and costly. However, the Service is currently undertaking a record reorganization and the Enterprise Case and Occurrence Processing System (eCOPS) program is under construction. Although this is currently outside the scope of the current project, during the development phase of this new program, a request will be made of the development team to assess the impact and cost of incorporating a component of the program that will allow an officer to search for medical information.

## Recommendation # 7

*The Toronto Police Service should ensure that the Unit Commander, Office(sic) in Charge and Bookers are familiar with Toronto Police Policy and Procedures relating to the booking and detention of prisoner's #01-02, 01-04, 03-01, 03-03(sic) and Routine Orders #2000.06.05-1162.*

The Toronto Police Service is in compliance with this recommendation.

Rule 3.1.1. entitled "General Responsibilities" makes it mandatory that all members shall familiarize themselves and conduct themselves in accordance with the contents of Service By-law, the Policy and Procedure Manual, all Routine Orders, all written communication, the contents of specialized manuals issued by the Chief of Police, the contents of an instructional manual relative to unit operating procedures issued by their unit commander, all CPIC messages and any other type of posted notification that may affect their duties.

The Procedures described in this recommendation are core to the task of being a booker or an Officer in Charge. These procedures include:

- 01-02 Search of Persons
- 01-04 Persons Brought into Custody
- 03-01 Persons Detained in Custody
- 03-02 Booking Halls/Central Lock-Ups (note typo in the recommendation reads 03-03)

Routine Order 2000.06.05-1162 advises officers of changes in procedures involving cell checks and their recording on the Unit Commander's Morning Report. These changes have since been incorporated into the electronic versions of the appropriate procedures.

There are other procedures involving the custody of prisoners, property and medical conditions that could be added to this list. These include:

- 01-03 Transportation of Persons in Custody
- 01-07 Identification of Criminals
- 03-06 Guarding Persons in Hospital
- 03-07 Meal Provision for Persons in Custody
- 04-16 Death in Police Custody
- 08-03 Communicable Diseases
- 08-07 Contamination/Decontamination
- 08-08 Deinfestation
- 09-06 Property of Persons in Custody
- 13-17 Memorandum Books

All of these procedures, relating to the handling and care of prisoners in custody, are included in the Booking Hall Officer Course Manual. Officers attending the Booking Hall Officer Safety Course are provided with a copy of this manual and are encouraged to retain and use it as reference material.

Since 2000, these procedures have been taught as part of the Booking Hall Officer Safety Course, and recently have been incorporated into the Basic Supervisory Course and Operational Supervisors Course at C.O. Bick College. However, not all supervisors, Officers in Charge and booking hall officers have had the opportunity to attend these courses. Additionally, due to the mobility within the booking hall officer function, it is not possible for all personnel to receive the Booking Hall Officer Safety Course prior to their assignment to that job function. With the inclusion of the Booking Hall Officer Safety Course Manual on the Service Intranet, it will be possible for an Officer in Charge and subordinates to review the training materials prior to fulfilling their booking hall functions.

In addition to the training provided on the Booking Hall Officer Safety Course, the Training and Education Unit has also developed the following four initiatives to deliver training on this issue:

- A Frontline Training Program that discusses and demonstrates the booking procedure, medical considerations, safety, search of prisoners, and communication requirements was created and aired on LiveLink October 09, 2003. This program was aired on each training day for a 5-week cycle to provide an opportunity for all frontline uniform officers to view this video.
- Roll Call training is scenario based. Each month topics are published on the Training and Education web-site, dealing with relevant frontline topics. Issues surrounding booking halls have been included as part of the ongoing Roll Call training for frontline platoons.

- The Outreach Training Section is developing digitized videos of booking hall situations to include on the Training and Education Intranet site. These videos will act as examples and include discussion of technique and procedure. This initiative is expected to be operational by July, 2004.
- A one-hour and forty-minute class session on medical advisory notes, the booking hall and search procedures, is being delivered to all frontline officers during the Advanced Patrol Training program that began January 2004. Approximately 3,200 officers, including all Staff Sergeants, Sergeants and booking officers at all of the divisions will attend this course this year.

These initiatives were created to assist in ensuring Officers in Charge and bookers are familiar with the recommended procedures.

#### Recommendation # 8

*The Toronto Police Service should ensure that the new Bookers receive the Booking Officer Course within 30 days of being assigned to that duty or within a reasonable time frame.*

The Toronto Police Service is in compliance with this recommendation in regard to making the Booking Hall Officer Safety Course available within a reasonable time.

The Booking Hall Officer Safety Course is a two-day course that is delivered 10 times a year at C.O. Bick College. For the convenience of frontline platoons, this delivery is divided into two five-week cycles, one in the fall and one in the spring. With 25 positions on each course there have been over 500 officers trained since inception of the course in 2000.

While administration at the divisional level does attempt to anticipate which officers will fulfil the role of booking officer at their unit level, with retirements, sick time, transfers, and resignations, it is not always possible to anticipate officers assigned to these duties on a short term basis.

With the current delivery schedule for the Booking Hall Officer Safety Course, the recommended 30 days to receive the course may not be possible; however, attendance on the course should be able to be achieved within a maximum 6-month timeframe.

In addition to the existing Booking Hall Officer Safety Course, the Training and Education Unit has created ongoing training opportunities to further familiarize all frontline officers on booking hall functions and issues. These training opportunities include Roll Call training, Frontline training, and a course on the 2004-Advanced Patrol Training Program.

The Training and Education unit is also in the process of preparing the Booking Hall Officer Safety Course Manual for inclusion on the Service Intranet. In addition to the manual, a series of digitized videos are also being created that will be available on the Training and Education Intranet site. These videos will demonstrate and discuss booking hall situations.

#### Recommendation # 9

*The Toronto Police Service should consider that at the change of each shift that both the Booking Officer leaving the shift and the Booking Officer starting the next shift communicate the status of the station with respect to the prisoners in the cells. Consideration should be given to conducting the cell check together and each will note in their memo books.*

The Toronto Police Service concurs with this recommendation and is actively taking steps to be in compliance with this recommendation.

The Toronto Police Service has facilitated communications between relieving booking officers and Officers in Charge through the procedural requirement to communicate orally and on written records. Procedure 03-01, Persons Detained in Custody, requires the Officer in Charge to ensure that all persons who are responsible for monitoring the condition of persons in police cells are made aware of any pertinent information regarding the person including, but not limited to, suicidal tendencies, violent tendencies, and serious medical conditions. Also, that the physical and medical condition of persons in police cells are reviewed with the relieving Officer in Charge, at the change of shift.

Documentation of prisoner conditions or special medical conditions are required at least on the white board in the booking hall, on CIPS, in the Prisoner Log, and on the Prisoner Transportation List as well as noted in memorandum books.

In addition to the Officer in Charge briefing their relieving officer, it is the standard practice for the booking officer to also brief their relief. With this already being the practice of the booking officer, it may be beneficial to booking officers to document this process in procedures. The addition of a walk through of the cells would not be much more time consuming for the booking officers during their briefing. This event could be recorded in both their memorandum books and on the Unit Commander's Morning Report (UCMR).

Procedure 03-01 will be amended to require the booking officer to

- brief their relieving officer,
- conduct a cell check together with their relieving officer,
- record the cell check in their memorandum books and on the UCMR.

These amendments will assist in ensuring the safety of our prisoners and a smooth transfer of responsibility to the relieving platoon. A routine order informing Service members of these requirements is in draft form and is expected to be published by the end of March 2004.

In addition to all the Service initiatives that have been outlined in the various responses to the jury recommendations, it is also noteworthy to mention that the Service's Quality Assurance Unit is currently developing a Controlled Self Assessment Program. Included as part of this program is an audit component to determine if the UCMR is being completed appropriately in regard to cell checks. This program is under development with roll out of the first areas for assessment expected in the second quarter of 2004.

Conclusion:

After careful review of the eight jury recommendations directed at the Toronto Police Service, I am satisfied these recommendations have been addressed in the most effective way to enhance and ensure the safe handling and care of prisoners within our custody.

It is recommended that the Board approve this response to the Coroner's Jury recommendations from the inquest into the death of Stephen George Lovell, and that the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions concerning this report.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P91.           RESPONSE TO THE COMMUNITY SAFETY TASK FORCE –  
IMPLEMENTATION OF THE RECOMMENDATIONS FROM THE  
HADLEY INQUEST**

The Board was in receipt of the following report FEBRUARY 16, 2004 from Julian Fantino, Chief of Police:

Subject:       RESPONSE TO RECOMMENDATIONS OF THE COMMUNITY SAFETY  
TASK FORCE

Recommendation:

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

Background:

On October 20, 2003, the Board forwarded Report No. 9 of the Policy and Finance Committee entitled, "Woman Abuse Work Group (WAWG) Providing a Response to the Toronto Police Services Board Report on the Hadley Inquest Recommendations." (See attached report)

Since the original communication initiated by the WAWG March 2002, the Toronto Police Service has made significant revisions to its Procedure 05-04 (Domestic Violence) and conducted an extensive internal audit completed June 2003. This was conducted as per the Policing Standards Guidelines published by the Ministry of Public Safety and Security in the Policing Standards Manual (2000). Guideline LE-024 was directed to Domestic Violence.

In July 2003, the Executive Review Committee of the Toronto Police Service accepted all of the recommendations contained in the "Toronto Police Service Audit of Domestic Violence Occurrences and Compliance with the Adequacy Standards regulations and Guidelines."

The following recommendations and procedure revisions were implemented in 2003:

- Definition of domestic violence revised to reflect intimate relationships including dating and same sex relationships
- Information and community contact pamphlet developed for victims that includes a safety plan
- Training and policy inclusion of predominant aggressor
- All Domestic Violence investigators are Ministry accredited
- Increase in domestic violence training for frontline officers
- Creation of a daily and monthly Domestic Violence Quality Control Report for divisional self -assessment

- Development of a Crown brief checklist to ensure all documents, including the Domestic Violence Supplementary Report are available to the Crown.

The Toronto Police Service has an excellent working relationship with the agency leaders who oversee community response to domestic violence. The Toronto Police Service's Domestic Violence Co-ordinator sits on a number of community domestic response committees, i.e.- Woman Abuse Council of Toronto (WACT), Toronto Region Domestic Violence Advisory Committee, Dual Charge Committee, 4-Court Advisory Committees, Access to Shelter (for vulnerable persons), Family Violence Network, etc.

A true example of this working relationship can be demonstrated by the joint grant application that the TPS and Woman Abuse Council of Toronto submitted to the Ministry of the Attorney General (MAG). This grant will allow the TPS and WACT to explore the feasibility of a "Family Justice Centre" type of co-ordinated domestic violence response for Toronto. This two-day symposium will feature San Diego City Attorney Casey Gwinn, who was successful in setting up a working concept for the City of San Diego.

The Service has recently established an external Domestic Violence Advisory Committee that is chaired by the Deputy Chief of Policing Operations. Its members are leaders of Community and Ministry agencies who develop and revise policies within their organizations on domestic violence issues. The agencies involved with this committee are:

John McMahon – Director of Crown Operations, Toronto Region

Leslie Chapin – Regional Directors Office, Toronto Crown Operations

Vivien Green – Executive Director, Woman Abuse Council of Toronto (WACT)

Mary Lynn Ingratta – Ministry of Community Safety and Correction Services (Probation/Parole)

Eve Fulton – Jewish Family and Child Services

Mary McConville - Catholic Children's Aid

Bruce Rivers – Toronto Children's Aid

Sheila MacDonald –Sexual Assault/Domestic Violence Treatment Centre, Sunnybrook/Women's College Health Services

Rhonda Roffery – Ontario Association of Interval and Transitional Housing

Deputy Chief Steven Reesor, Policing Operations Command, will be in attendance to answer any questions.

**The Board deferred the foregoing at the request of Vice-Chair Pam McConnell until she has had an opportunity to meet with Deputy Chief Steven Reesor, Policing Operations Command, and the members of the Woman's Abuse Work Group to discuss the response by Chief Fantino.**



City Clerk's Office

Secretariat  
Candy Davidovits  
City Hall, 1<sup>st</sup> Floor, West  
100 Queen Street West  
Toronto, Ontario M5H 2N2

Ulli S. Watkiss  
City Clerk  
Tel: 416-392-8032  
Fax: 416-392-2983  
e-mail: [cdavidov@toronto.ca](mailto:cdavidov@toronto.ca)  
Web: [www.toronto.ca](http://www.toronto.ca)

60

July 15, 2003

To: Policy and Finance Committee  
From: City Clerk  
Subject: Woman Abuse Work Group Providing a Response to the  
Toronto Police Services Board Report on the Hadley  
Inquest Recommendations

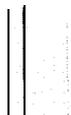
**Recommendation:**

The Task Force on Community Safety on July 15, 2003, recommended to the Policy and Finance Committee, and Council, that the attached report (June 16, 2003) from the Woman Abuse Work Group respecting the implementation of the Hadley inquest recommendations be forwarded to the Toronto Police Services Board for a response and that a copy of such report be forwarded to other key organizations, as outlined in the report, for their information.

*C. Davidovits*  
for City Clerk

Candy Davidovits/cd  
Item No. 6

Attachment



J u n e 16, 2003

To: Task Force on Community Safety

From: Woman Abuse Work Group (WAWG)

Subject: The Toronto Police Services Board Response to the Coroner's Inquest into the Deaths of Gillian and Ralph Hadley

P u r p o s e :

The purpose of this report is to respond to the Toronto Police Services Board response to the recommendations of the coroner's inquest into the deaths of Gillian and Ralph Hadley

Financial Implications and Impact Statement:

There are no financial implications in regard to this report

Recommendations:

It is recommended that:

- (1) this report be forwarded to the Toronto Police Services Board (TPSB) for a response;
- (2) the TPSB forward this report to the Toronto Police Service Domestic Violence Internal Group;
- (3) this report be forwarded to the Community Services Committee for information;
- (4) this report be forwarded to the Chief Coroner for Ontario for information;
- (5) this report be forwarded to Status of Women Committee for information; and
- (6) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.

Background:

At its meeting of April 16, 17 and 18, 2002 Toronto Council approved a series of motions related to the verdict and recommendations of the Coroner's Inquest into the death of Gillian Hadley and Ralph Hadley. One of the motions requested that the Toronto Police Services Board (TPSB) report to the appropriate Committee of Council following its review of the verdict and recommendations under its purview. In addition, in March 2002, a letter was forwarded to the Police Services Board by the Community Services Committee requesting that the TPSB report to the appropriate Committee following its review of the Jury's recommendations.

At its meeting, of February 3, 2003, the Task Force on Community Safety was advised by Councillor Lindsay Luby, ~~Vice-Chair~~ of the TPSB that the TPSB upon request from the Community Safety Committee had approved the report "Response to the Community Services Committee from the Inquest into the Death of Gillian and Ralph Hadley" from the chief of police. The report responded to the jury recommendations from the Coroner's Inquest. The Task Force received the report for information.

Comments:

The death of Gillian Hadley by the hands of her husband from whom she was separated in June 2000 highlighted the multitude of challenges within the system, especially in the criminal justice system that continues to turn women into victims and corpse. The Coroner's inquest into her death resulted in a comprehensive set of recommendations (58), 9 of which were directed to the Police and 49 that identified the need for improvements in other areas of criminal justice, income support programs, social and affordable housing, community-based services, education, training and prevention programs, workplace safety, service co-ordination and research, analysis and reporting on issues related to woman abuse.

Gillian Hadley was murdered in Pickering, however, some of the Coroner's recommendations fall within municipal jurisdictions. In addition, the City has identified abused women, as a high-risk group for homelessness within the Homelessness Action Plan and the issues raised by her death is relevant to abused women in communities across the country, particularly in Toronto.

The first point of contact with the criminal justice system for a woman who has experienced violence is the police. Therefore it is vital that the police work in partnership with all key stakeholders to ensure that the responses to domestic violence and/or abuse against women is an integrated approach with clear policies and procedures that enables an appropriate, sensitive and timely response. The 58 recommendations of the Inquest identified the need for improvements in the areas of criminal justice, income support programs, social and affordable housing, service, co-ordination and research, analysis and reporting on issues related to woman abuse.

The Woman Abuse Work Group is encouraged by the response of the City of Toronto and the TPSBs' commitment to working with all sectors to support victims of abuse and ensure that offenders are brought to justice. The WAWG's response is to strengthen the co-ordination of services and communication channels, particularly between the TPS and the community to ensure effective service delivery.

The Coroner's Jury Recommendations

Recommendation No. 2

*We recommend that the Ministry of the Solicitor General conduct audits of police services to monitor compliance with the Model Police Response to Domestic Violence.*

TPSB RESPONSE

In the year 2000, the Ministry of the Solicitor General (now known as the Ministry of Public Safety and Security), to whom this recommendation is directed, issued legislation and guidelines



in regard to Domestic Violence Investigations as part of the Adequacy and Effectiveness of Police Services Regulation of Ontario (O/R 03/99).

The Toronto Police Service has reviewed and revised its procedure and continues to monitor and revise its response to domestic violence. A monthly audit entitled the Domestic Violence Quality Control Report (DVQCR) is conducted. The DVQCR has been developed for the express purpose of determining the outcome of domestic-related calls for service and to ensure that the appropriate reports are submitted, as required by Service Procedure 05-04 (Domestic Violence).

WA WG RESPONSE

There are a wide range of areas covered by the adequacy standards and it is important that there be transparency regarding what is being audited and monitored and most importantly what the results of the 'audit' demonstrates.

To date the Toronto Police Service (TPS) has never made public results of any internal monitoring or auditing of their domestic violence policies. In fact, in the face of requests at the Woman Abuse Council, over the past years for data and information as to rates of charging etc., the TPS has been unable to provide any specific data.

In fact, the Adequacy Standards of the Province of Ontario speak to the need for each police force to implement a community advisory committee and to work with the community to ensure an effective police response.

It seems most reasonable that:

- (1) the TPS should develop an audit form with the input of relevant community agencies, and sector representatives;
- (2) the TPS should ensure that the audit process cover all of the key elements of the Adequacy Standards including such areas as:
  - (a) specially trained police officers;
  - (b) ensuring that officers carry out a full and thorough investigation;
  - (c) ensure that there are policies regarding assessment of risk and a specialized -approach to situations identified as high risk; and
  - (d) ensure that there is training regarding primary aggressor etc.; and
- (3) the TPSB with the participation of the City Auditor's office review the audits on a regular basis and the findings be reported to the public through such vehicles as the, Woman Abuse Work Group, Community Safety Taskforce, Woman Abuse Council etc.

The new data collection tool that the Province of Ontario, Ministry of Safety and Security has initiated," Domestic Violence Occurrences Quarterly Report" would provide the 'type of information that would assist communities in better understanding their local police response. It is our understanding that all police forces need to fill these out on a quarterly basis and then send



them to the Province as stated in the above response by the TPS. This form covers most if not all of the important areas of concern including:

- (a) Total number of domestic violence Occurrences;
- (b) Number of occurrences where one party was charged;
- (c) Number of occurrences where two parties were charged (dual charges); and
- (d) Number of occurrences where charges were laid and bail was opposed.

In other communities the information from these reports is being shared at court advisory committees and at local woman abuse co-ordinating bodies.

The provision of the information collected through the DVOQR forms to the public and to relevant groups and committees such as the Woman Abuse Work Group, Woman Abuse Council Taskforce Community Safety etc., can go along way in enhancing communication channels.

### Recommendation No. 3

*We recommend that the Ministry of the Solicitor General enhance the curriculum for recruit training at the Ontario Police College in order to produce a **qualified** domestic violence investigator at graduation in every case. No fewer than forty (40) hours should be spent on domestic violence investigative training.*

### TPSB RESPONSE

This recommendation is directed at the Ministry of Public Safety and Security. The Toronto Police Service does not support this recommendation for the following reasons.

Uniform front line officers employed by the Toronto Police Service may not case manage or lead domestic violence investigations. Very few large Ontario police services designate front line patrol officers as Domestic Violence Investigators. Because of their complexity, the Toronto Police Service designates such investigations to trained and experienced criminal investigators. There are no plans to change this policy.

The training recruits currently receive at the Ontario Police College is compliant with Section 6 of LE-024 of the Adequacy Standards Regulation, which states that "Where a police service decides to meet its obligations under paragraph 2 by one of the methods set out in paragraph 5(b)-(d), it should also ensure that its patrol officers receive the required training accredited by the Ministry on the police response to domestic violence occurrences."

This Ministry accredited police response training was delivered to all serving front-line officers by Live-link and Roll Call training.

It would make little sense to train recruits to undertake investigations' that most large services, including Toronto, would not permit them to investigate. Our procedures and training are consistent with the requirements of the Provincial Adequacy Standards Regulation, Section LE-024 (Domestic' Violence Occurrences), and with the Toronto Police Service Criminal Investigation Management Plan.



### WAWG RESPONSE

Although front line officers do not case manage or lead domestic violence investigations, these are the very individuals who respond to police calls and who must make the immediate decisions regarding charging, use of interpreters, involving victim services and referrals to community agencies. It is therefore imperative that front line officers be trained to respond appropriately to woman abuse.

A significant limitation of the training that has been provided through the TPS to its own officers, is the lack of involvement of women survivors and community agency representatives in the training process. This lack of community outreach and involvement in the training process has contributed to tensions between the community and the police. Training that includes representatives from other sectors and the participation of women survivors provides a unique opportunity for creative and productive discussion, problem solving and learning.

It has also long been recognized that in complex areas such as domestic violence the best kind of training is joint training where individuals from a cross section of sectors, agencies and institutions have the opportunity to learn together and to work through common issues. Given the inherent connections between sectors and the fact the individuals must work with other sectors-joint training provide and invaluable ways to learn about other sectors and thereby improve the community response.

It is vital the TPS work with community agencies to ensure that a diversity of women survivors are able to participate in the training provided. In addition, there is a need to enhance the specialized training that is being provided to domestic violence investigators and integrate the structure of the Domestic Violence Divisional Liaison Officers to provide opportunities for information sharing and exchange between women survivors, agencies working with women survivors, and the agencies providing the batterer's or Partner Abuse Response (PAR) Programs.

### Recommendation No. 4

We recommend that the Ministry of the Solicitor General emphasize the importance of and encourage police services to use the Domestic Violence Supplementary Report *Form when investigating domestic violence incidents.*

### TPSB RESPONSE

Although directed at the Ministry of Public Safety and Security, it is noteworthy for the Board that the Toronto Police Service procedure on domestic violence mandates the use of the Domestic Violence Supplementary during the investigation of all domestic violence occurrences.

### WAWG RESPONSE

Although the TPS procedure mandates the use of the Domestic Violence Supplementary Form, there appears to be a limited, if any, system in place to ensure accountability to that procedure. Through the ongoing discussions at Specialized Domestic Violence Court Advisory Committees, the lack of utilization of this form has consistently been raised as problematic by Crown Attorneys, and by the PAR program staff.



This situation clearly reinforces the need for an improved monitoring and auditing system such that there is appropriate tracking, monitoring and feedback regarding the extent to which TPS policies and practices are consistently implemented.

Issues such as the consistent use of the Supplementary Form should be included in performance reviews for individual officers such that there is clear leadership and direction from the TPS around the importance of using this tool to assist in providing an effective response to woman abuse calls.

One of the benefits of the D.V. Supplementary is that it includes a list of high-risk indicators that the officer considers in the initial call. This information is very important- particularly when the offender is screened into the Early Intervention (Early Intervention) Court and is allowed back into the home within a few days. The information that is collected on the supplementary form can be very important to determining the victim's safety.

Already there have been a number of cases in the E.I. Courts where the offender has been mandated into a PAR program and a risk assessment completed at the PAR program has identified the individual as being at high risk for lethal / serious violence. This has caused great concern for the partner's safety and the system has to take the time to send the offender back to court for sentencing. If the Supplementary Forms were being consistently filled out- this kind of information regarding high risk indicators would be available immediately to everyone involved with the offender- from the crown attorneys, to the PAR program staff.

The information regarding the usage of the supplementary form should be one of the pieces of information that is shared regularly at the specialized court advisory committees, along with other key pieces of information that indicate the level of successful implementation of the adequacy standards by the TPS.

#### Recommendation No. 9

*We recommend that the Ministry of the Solicitor General direct all police services by written policy that release directly from a police service with undertakings and conditions on charges stemming from an incident of domestic violence is not an acceptable practice.*

#### TPSB RESPONSE

The Toronto Police Service recognizes that Domestic Violence is a serious problem, and is committed to doing whatever we can to protect victims from their abusers. Recommending Detention Orders is one, but not the only aspect to be considered, when creating a safety plan. Furthermore, issues of release or detention by a police officer and the criteria to be applied are regulated by the Criminal Code, and officers cannot arbitrarily create a policy that may contravene this legislation. Each case must be looked at individually, and judged based on the facts presented. A police officer must be able to justify seeking a detention order based on the specific facts of the case and the law. In order to comply with this recommendation, an amendment to the Criminal Code would be required.

## WAWG RESPONSE

Notwithstanding the criminal code which obviously directs officers to make a determination regarding when and why to detain an accused, it is important to reinforce that all police officers have the right and responsibility to assess every case and make a decision regarding release and release conditions.

Just as it would be unreasonable to detain ALL accused regardless of the circumstances of the situation- it is equally unreasonable to release ALL accused. It is critically important that officer utilize the information they collect as they carry out a full and thorough investigation to make a determination regarding the likelihood that the accused will re-offend.

There is a substantial amount of research that identifies risk factors for re-offending and indicators for lethal violence. This is the kind of information that police forces across Ontario must begin using to determine whether to release an accused directly **after** the incident or not.

The Ontario Provincial Police has created a tool "Assessing Dangerousness" that is currently being used in a number of jurisdictions in Ontario- this document provides a way to gather the necessary information from the victim such that police can make an informed decision regarding the need to detain a particular individual.

The Adequacy Standards indicate that all police forces should be using a similar kind of a tool to assess dangerousness and risk.

In addition, it has' been well documented that offenders who have already contravened a court order are at a significant greater level of risk to re-offend. Therefore, all situations where the offender is arrested and charged with a breach of a court order- indicate that there is a significantly high level of risk. Therefore- it is clear from the past two provincial inquests, to the extensive research that has been carried out regarding domestic violence- that offenders who breach court orders clearly SHOULD definitely be detained until their court date.

Information about the number of offenders detained prior to their court date-should be among the kind of information that is shared with the community to provide a picture of the police response (this in fact is one of the questions in the new Provincial Domestic Violence Quarterly Report).

### Recommendation No. 12

*We recommend that the Ministry of the Attorney General work with the Ministry of the Solicitor General to develop a specialized domestic violence bail program. Components would include a designated specially trained Crown Attorney and police officer in each court jurisdiction to:*

- (a) be contacts for other Crown Attorneys and police officers;*
- (b) provide guidance; and*
- (c) provide other strategic advice on bail hearings.*

TPSB RESPONSE

This recommendation is directed at the Ministries of the Attorney General and Public Safety and Security. The Toronto Police Service is not in a position to implement this recommendation; however, we will work in co-operation with these ministries if they choose to implement such a program.

WAWG RESPONSE

Although the development of a specialized domestic violence bail program is in process it is understood that this may take a significantly long period of time to implement fully. However, in the meantime, even without a specialized program, it is possible to ensure that police officers carry out a full and thorough investigation, consistently use a tool to assess dangerousness and indicators of lethal violence and submit this kind of critically important information to the Crown Attorney for consideration in Bail Court. Until such time as the specialized bail program is created and implemented, the criminal justice partners (police and crown attorneys) can make sure that all relevant information is collected and submitted in Bail Court.

Conclusions:

After reviewing the jury recommendations from the inquest, and the response of the TTPSB, we are pleased by the TPSB's willingness to respond. However, cognizance of the ongoing work that needs to be done to fortify alliances and communication between the TPSB and the community and the need to strengthen the domestic violence service delivery model and service co-ordination, it has become vital that the TPSB commences a dialogue with members of the community on this important issue.

Contact:

Cindy McCowan  
Co-Chair  
Woman Abuse Work Group  
(416) 461-9849

Vivienne Green  
Co-Chair  
Woman Abuse Work Group  
(416) 944-9242



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P92. SEMI-ANNUAL REPORT: JUNE TO DECEMBER 2003: WRITE -OFF  
OF UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES**

The Board was in receipt of the following report MARCH 04, 2004 from Julian Fantino, Chief of Police:

Subject: WRITE-OFF OF UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES  
SEMI-ANNUAL REPORT: 2003 JUNE 01 TO 2003 DECEMBER 31

Recommendation:

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

Background:

At its May 29, 2003 meeting (Board Minute #P132/03 refers), the Board approved the new Financial Control By-law 147. Part IX, Section 29 - Authority for Write-Offs includes the requirement for a semi-annual report on amounts written off in the previous six months. The following report is the first of the semi-annual reports and covers the period of 2003 June 1 to 2003 December 31.

Amounts owing to the Service are set up as accounts receivable for accounting purposes as the organization is expecting money from the source in question. When monies are received, the accounts receivable is cleared. However, if monies are not received, then the receivable is listed as an outstanding amount and a process is initiated to attempt collection.

Financial Management (FMT) has developed a process to manage and attempt to collect the outstanding amounts. FMT performs a number of activities requesting the customer to pay the outstanding amount. Staff generates the Accounts Receivable (A/R) Aging Report monthly and customers whose balances are over 30 days old are contacted by telephone. Communication occurs based on when payment is typically expected. For example, some customers pay 60 days after the invoice date. Therefore, telephone calls are placed after that time period.

Telephone calls are accompanied by a monthly statement mail-out. The statement sent shows the amount outstanding from the previous month, and details new charges and invoice payments for the month.

The majority of outstanding accounts receivable balances are due to non-payment of the administrative fee charged on paid duties. On a bi-weekly basis, FMT prepares a delinquent listing of all paid duty customers with balances owing older than 90 days. This listing is sent to all Unit Commanders, Administrative Co-ordinators and Paid Duty Co-ordinators with

instructions that further paid duties should be denied unless financial arrangements are made with FMT. In order to secure a duty for an upcoming event, many customers pay the amount in full or make arrangements for pre-authorized payments (PAP), if they cannot pay the entire amount in one lump sum.

Letters requesting payment of outstanding amounts are sent to customers after balances have been outstanding for more than 120 days. The letters are sent as part of the monthly statement mailing process.

Despite efforts made as part of the collection process, balances become uncollectible for a number of reasons as listed below:

- a. Customers, particularly paid duty customers, go out of business or move their offices and never receive the invoices in the first place. FMT follows up once aware of this; however, in most cases it is impossible to track these customers.
- b. Administrative errors resulting in duplicate paid duty entries at the Unit level and incorrect information resulting in revised invoices (these are not substantial, but do occur). In both cases, the original invoice would have to be written off as corrections result in an entirely new invoice being created and sent to the customer.
- c. A receivable from a City department was written off to correct an accounting error that had occurred when the payment was made. The payment received from the City department was posted to an incorrect revenue account rather than against the receivable. Financial Management discovered the error when they attempted to collect the amount from the City department. As a result, FMT notified City Corporate Accounting, however, as the previous fiscal year when the error occurred had already been closed to accounting entries, the correction could not be made. Therefore, the only way to clear the receivable was to write-off the amount.

With the implementation of the Systems Application Products (SAP) financial system within the Service and the creation of a proper intercompany process, errors such as the above should not occur.

Quarterly analysis provides information as to which receivables are considered to be uncollectible, given the collection process described above. As a result, the amount deemed to be uncollectible is established as an Allowance for Doubtful Accounts in that fiscal year and expensed against the current year operating budget.

The actual write-off of uncollectible amounts was not actioned pending approval of the new By-law 147. The "Authority for Write-Offs" section of the old By-law 100 contained lower authorization limits for each management level at the Service and an administratively tedious process. Once the Board approved the new By-law 147, the Service was able to write-off amounts that were deemed uncollectible in previous years. In 2003, the Service was able to write-off the accumulated amount of \$165,134 of uncollectible receivables. This amount was an

accumulation of receivables over the past eight years. The amounts reflecting each of the above reasons are as follows:

Loss of customer contact	\$ 58,900
Data entry errors	39,084
City account error correction	67,150
	-----
Total written off	\$165,134

The write-off in 2003 did not have a budget impact as the Allowance for Doubtful Accounts was expensed against previous years' budgets. This has allowed the Service to clear many uncollectible accounts from previous years and focus on enhancing the collection process.

In order to minimize uncollectible amounts and reduce administrative errors, significant improvements to the A/R collection policy and procedures were made during 2003. FMT staff have formally documented the collection process to be followed in the unit. Accounts Receivable staff are working with City SAP financial system staff on a computerized process that produces increasingly demanding collection letters to customers whose accounts have passed the various aging categories. They have also included the use of City of Toronto collection agencies as a course of action when all other attempts to collect have failed.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to respond to any questions the Board may have in regards to this matter.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P93. QUARTERLY REPORT: OCTOBER TO DECEMBER 2003: SPECIAL  
FUND**

The Board was in receipt of the following report MARCH 03, 2004 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICES BOARD'S SPECIAL FUND UNAUDITED  
STATEMENT FOR THE PERIOD 2003 JANUARY 01 TO 2003 DECEMBER  
31, INCLUDING 4<sup>TH</sup> QUARTER RESULTS

Recommendation:

It is recommended that: the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for their information.

Background:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2003 January 01 to 2003 December 31. The statement also includes results for the 4<sup>th</sup> quarter of 2003 (October 1 to December 31).

For the 4<sup>th</sup> quarter of 2003, the fund recorded receipts of \$118,223 and disbursements of \$5,168.

As at 2003 December 31, the balance in the Special Fund was \$440,396. During the year, the Special Fund recorded receipts of \$234,819 and disbursements of \$135,209 for a net gain of \$99,610 over the fund balance of \$340,786 at the start of the year. The initial projection (based on estimates) indicated a net lost \$115,000 for the year.

The net gain was due to the slight increase in evidence and held money proceeds deposited by the Property and Evidence Management Unit to the Board's Special Fund. In addition, the actual disbursements were lower than the amount initially projected.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions the Board may have.

**The Board received the foregoing.**

**THE TORONTO POLICE SERVICES BOARD SPECIAL FUND  
2003 YEAREND RESULTS WITH ADJUSTED PROJECTIONS**

<b>PARTICULARS</b>	<b>2003</b>							<b>2002</b>	
							<b>JAN 01 TO</b>		
	<b>INITIAL</b>	<b>ADJUSTED</b>	<b>JAN 01 TO</b>	<b>APR 01 TO</b>	<b>JUL 01 TO</b>	<b>OCT 01 TO</b>	<b>DEC 31/03</b>		
	<b>PROJ.</b>	<b>PROJ.</b>	<b>MAR 31/03</b>	<b>JUN 30/03</b>	<b>SEPT 30/03</b>	<b>DEC 31/03</b>	<b>TOTALS</b>	<b>ACTUAL</b>	<b>COMMENTS</b>
<b>BALANCE FORWARD</b>	340,786	340,786	340,786	374,112	363,721	327,342	340,786	109,485	2003 projected revenues and expenses are based on prior years actuals
<b>REVENUE</b>									
<b>PROCEEDS FROM AUCTIONS</b>	200,000	172,183	62,172	45,585	17,294	47,132	172,183	107,392	Commission of 21% of the gross auction proceeds was paid during the year
LESS OVERHEAD COST	(48,000)	(37,585)	(14,921)	(10,940)	(4,234)	(7,490)	(37,585)	(21,186)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
<b>UNCLAIMED MONEY</b>	100,000	0	0	0	0	0	0	280,263	
LESS RETURN OF UNCLAIMED MONEY	(4,000)	0	0	0	0	0	0	(3,031)	
<b>EVIDENCE AND HELD MONEY</b>	30,000	88,231	(67)	10,306	2,631	75,361	88,231	0	1st quarter expense is returned money that relates to a deposit made to the TPS Board's Special Fund in prior years.
<b>INTEREST</b>	6,000	11,532	1,554	3,518	3,173	3,287	11,532	5,132	
LESS ACTIVITY FEE	(100)	(60)	(2)	(14)	(12)	(32)	(60)	(57)	
LESS CHEQUE ORDER	(70)	(48)	(14)	0	0	(34)	(48)	(69)	
<b>SEIZED LIQUOR CONTAINERS</b>	2,000	568	0	0	568	0	568	4,944	
<b>OTHER</b>	0	0	0	0	0	0	0	50,421	
<b>TOTAL REVENUE</b>	285,830	234,821	48,721	48,455	19,420	118,223	234,819	423,809	
<b>BALANCE FORWARD BEFORE EXPENSES</b>	626,616	575,607	389,507	422,567	383,141	445,565	575,605	533,294	



**THE TORONTO POLICE SERVICES BOARD SPECIAL FUND  
2003 YEAREND RESULTS WITH ADJUSTED PROJECTIONS**

<b>PARTICULARS</b>	<b>2003</b>						<b>2002</b>	<b>COMMENTS</b>	
	<b>INITIAL</b>	<b>ADJUSTED</b>	<b>JAN 01 TO</b>	<b>APR 01 TO</b>	<b>JUL 01 TO</b>	<b>OCT 01 TO</b>	<b>JAN 01 TO DEC 31/03</b>		
	<b>PROJ.</b>	<b>PROJ.</b>	<b>MAR 31/03</b>	<b>JUN 30/03</b>	<b>SEPT 30/03</b>	<b>DEC 31/03</b>	<b>TOTALS</b>		
							<b>ACTUAL</b>		
<b>RECOGNITION OF CIVILIANS</b>									
AWARDS	10,000	10,534	3,200	5,808	0	1,526	10,534	1,399	The Board is committed to provide awards to honor Civilian and School Crossing Guard long services.
CATERING	5,000	2,135	0	1,815	0	320	2,135	7,810	
<b>RECOGNITION OF BOARD MEMBERS</b>									
AWARDS	200	0	0	0	0	0	0	0	
CATERING	2,000	0	0	0	0	0	0	0	
<b>CONFERENCES</b>									
<b>BOARD</b>									
COMM. POLICE LIAISON COMMITTEES	6,000	0	0	0	0	0	0	0	
CAN. ASS'N. OF POLICE SERVICES BOARD	5,000	0	0	0	0	0	0	3,000	
OTHER	20,000	15,500	7,500	5,000	0	3,000	15,500	3,311	
<b>DONATIONS</b>									
IN MEMORIAM	1,000	500	0	100	100	300	500	300	
OTHER	200	0	0	0	0	0	0	100	
<b>DINNER TICKETS (RETIREMENTS/OTHERS)</b>	15,000	505	195	0	200	110	505	0	
OTHER	20,000	270	0	0	270	0	270	13,349	
<b>TOTAL DISBURSEMENTS</b>	401,400	135,209	15,395	58,846	55,800	5,168	135,209	192,508	
<b>SPECIAL FUND BALANCE</b>	225,216	440,398	374,112	363,721	327,342	440,396	440,396	340,786	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P94.           RESPONSE TO RECOMMENDATIONS TO AMEND THE *HIGHWAY  
TRAFFIC ACT* WITH REGARD TO PEDESTRIAN SAFETY**

The Board was in receipt of the following:

- copy of correspondence, dated January 07, 2004, from A. Milliken Heisey, Q.C., Chair, to The Honourable Harinder Takhar, Minister of Transportation, recommending amendments to the *Highway Traffic Act* to improve pedestrian safety; and
- copy of correspondence, dated February 13, 2004, from The Honourable Harinder Takhar, Minister of Transportation, responding to the Board's recommendations to amend the *Highway Traffic Act*.

**The Board received the foregoing. Copies of the correspondence noted above are appended to this Minute for information.**



## Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-8080 FAX (416) 808-8082  
www.torontopoliceboard.on.ca



January 07, 2004 .

The Honourable Harinder Takhar  
**Minister of Transportation**  
3<sup>rd</sup> Floor, Ferguson Block  
77 Wellesley St. West  
Toronto, Ontario M7A 1Z8

Dear Minister:

**Re: Recommendations for Amendments to the *Highway Traffic Act* related to Pedestrian Safety**

At its meeting on November 13, 2003, the Toronto Police Services Board was in receipt of a report from Chief of Police Julian Fantino regarding pedestrian safety in the City of Toronto.

The Board noted that, based upon the current provisions of the *Highway Traffic Act*, motorists are not required to yield to pedestrians at crossovers when the illuminated signs are flashing amber beacons until a pedestrian actually begins to cross and enters the half of the roadway upon which the vehicle is travelling.

After considering Chief Fantino's report, the Board approved, among others, the following recommendations:

**THAT the Board send correspondence to the Ministry of Transportation recommending that the *Highway Traffic Act* be amended by indicating that operators of motor vehicles, travelling in both directions, are required to stop at pedestrian crossovers as soon as the overhead illuminated signs begin to flash amber beacons; and '**

**The Board send a request to the Ministry of Transportation (MTO) to amend the *Highway Traffic Act* (HTA) with regard to increasing the minimum fine and the number of demerit points associated with offences relating to both pedestrian crossovers and pedestrian crosswalks.**

**January 07, 2004**  
**The Honourable Harinder Takhar**

The foregoing recommendations are forwarded to you for consideration.

It would be appreciated if you would keep me apprised of any action that might take place following consideration of these recommendations. An extract from the Board's Minutes with regard to this matter is attached for information.

Yours truly,



A. Milliken Heisey, Q.C.  
Chair

Attachment: Toronto Police Services Board Minute No. P3 12/03

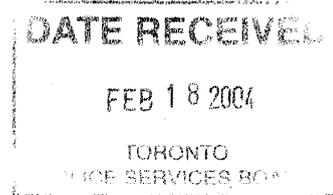
Ministry of  
Transportation  
Office of the Minister  
Ferguson Block, 3rd Floor  
77 Wellesley St. West  
Toronto Ontario  
M7A 1Z8  
416 327-9200  
www.mto.gov.on.ca

Ministère des  
Transports  
Bureau du ministre  
édifice Ferguson, 3<sup>e</sup> étage  
77, rue Wellesley ouest  
Toronto (Ontario)  
M7A 1Z8  
416 327-9200  
www.mto.gov.on.ca



**FEB 13 2004**

Mr. A. Milliken Heisey, Q.C.  
Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5G 2J3



Dear Mr. Heisey:

Thank you for your letter regarding recommendations for an amendment to the *Highway Traffic Act* (HTA) relating to pedestrian safety.

Let me assure you that we take pedestrian safety very seriously. This ministry has forged partnerships with more than 100 community groups across the province to promote road user safety, including pedestrian safety. We will continue to work closely with our road safety partners, such as the police and municipalities, to address this important issue.

This ministry has always worked with the City of Toronto on pedestrian safety issues, with the most recent discussions taking place in September 2003. As well, the province has been in contact with municipal stakeholders to create uniform standards for pedestrian crossovers that are currently being used by municipalities. These standards are reflected in section 140 of the *Highway Traffic Act* (HTA), and Ontario Regulation 615, Signs.

Also, I have passed your recommendations onto ministry staff for their review and assessment. I will keep you informed of any developments on this issue.

Thank you again for bringing these recommendations to my attention.

Sincerely,

A handwritten signature in cursive script that reads 'H. S. Takhar'.

Harinder S. Takhar  
Minister



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P95.           RESPONSE TO RECOMMENDATION TO AMEND THE *POLICE  
SERVICES ACT* WITH REGARD TO THE NUMBER OF MEMBERS  
APPOINTED TO THE TORONTO POLICE SERVICES BOARD**

The Board was in receipt of the following:

- copy of correspondence, dated January 21, 2004, from A. Milliken Heisey, Q.C., Chair, to The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, recommending amendments to the *Police Services Act* to increase the number of members appointed to the Board; and
- copy of correspondence, dated March 05, 2004, from The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, responding to the Board's recommendations to amend the *Police Services Act*.

**The Board received the foregoing. Copies of the correspondence noted above are appended to this Minute for information.**



## **'Toronto. Police Services Board**

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-8080 FAX (416) 808-8082  
www.torontopoliceboard.on.ca



January 21, 2004

The Honourable Monte Kwinter  
Minister of Community Safety and Correctional Services  
18th Floor, 25 Grosvenor St.  
Toronto, Ontario  
M7A 1Y6

Dear Minister:

**Re: Recommendation for Amendment to the *Police Services Act*: Increasing the Number of Members of the Toronto Police Services Board**

At its meeting on January 06, 2004, the Toronto Police Services Board was in receipt of a copy of correspondence (dated December 15, 2003) from Mr. Allan Leach notifying you of his decision to resign as a member of the Toronto Police Services Board.

The Board received the abovenoted correspondence and requested that I recommend to you that Mr. Leach's successor be appointed as quickly as possible.

The Board also approved the following recommendation:

**THAT, given the number of complex issues for which the Toronto Police Services Board is responsible on an on-going basis and to ensure continuity in the manner in which those issues are resolved by the Board, the Board send a recommendation to the Minister of Community Safety and Correctional Services recommending that section 27 of the *Police Services Act* be amended by increasing the number of members on the Toronto Police Services Board from seven to nine and that the additional two members be composed of one provincially-appointed member and one municipally-appointed member.**

The abovenoted recommendations are forwarded to you for consideration. I would appreciate being informed of any decisions that may occur as the result of the Board's recommendations following your review and at your earliest convenience.

cont.. .d



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Page Two: The Honourable Monte Kwinter  
January 21, 2004

Yours truly,



A. Milliken Heisey, Q.C.  
Chair

cc: Ms. Debra Roberts, Public Appointments Secretariat

attachment: Minute No. P02/04



Ministry of Community Safety  
and Correctional Services

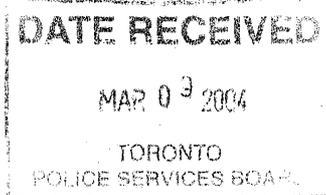
Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

Ministère de la Sécurité communautaire  
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416-325-0408  
Télééc.: 416-325-6067



CU04-00359

**MAR 05 2004**

Mr. A. Milliken Heisey  
Chair  
Toronto Police Services Board  
40 College Street  
Toronto ON M5G 2J3

Dear Mr. Heisey:

Thank you for your correspondence of January 21, 2004, requesting legislative change to allow for an expansion of representatives on the Toronto Police Services Board. I apologize for the delay in responding.

The ministry has no plans at this time to re-open either the Police *Services Act* or its regulations to address this issue. However, when the act is reviewed for possible amendments, the ministry will consult fully with police stakeholders, including the Ontario Association of Police Services Boards.

At the present time, ministry staff members are addressing the large number of outstanding vacancies for provincial appointments on local police services boards. As you know, a backlog occurred as a result of last year's provincial and municipal elections. In addressing this backlog, consideration will be given to the need to ensure that the quality of civilian governance is maintained.

May I take this opportunity to offer belated congratulations on your appointment as Chair of the Toronto Police Services Board and to wish you every success during your tenure.

Again, thank you for writing.

Sincerely,

Monte Kwinter  
Minister



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P96. RECOMMENDATION TO AMEND PROVINCIAL LEGISLATION  
RELATED TO PHOTO RADAR TECHNOLOGY**

The Board was in receipt of a copy of correspondence, dated FEBRUARY 09, 2004, from Jan Richardson, Chair, London Police Services Board, to The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, recommending amendments to provincial legislation to provide for the return of photo radar technology in Ontario. A copy of the correspondence is appended to this Minute for information.

**The Board received the foregoing.**



## LONDON POLICE SERVICES BOARD

BOARD MEMBERS  
J. RICHARDSON, CHAIR  
A. ZOCCANO, VICE CHAIR  
ABA. CHAMBAR  
MAYOR A.M. DeCICCO

February 9, 2004

The Honourable M. Kwinter  
Ministry of Community Safety  
and Correctional Services  
25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto, ON M7A 1Y6

**Re: Photo Radar Technology**

Dear Minister Kwinter:

At the London Police Services Board (Board) meeting held January 23, 2004, the Board supported a recommendation **from Senior Management** of the London Police Service to encourage a change in provincial legislation to allow for the return of photo radar technology.

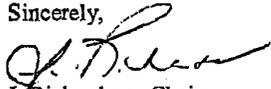
The Board has received Year-End Accident Reports **from** the London Police Service Administration **that** have revealed the hazardous driving practices of drivers, and raised serious concerns regarding several dangerous intersections **within** the City of London.

Reimplementation of photo radar is one of many remedies that would provide consequence to drivers **who** continue to risk the safety and well-being of others.

We understand that the province is currently considering revisiting this technology. The Board appreciates that appropriate legislation, for the sole purpose of enhancing public safety, **would** provide police **with** yet one more resource necessary to deal with the inappropriate driving habits of the public **in** habits which lead to death, injuries and collisions on our highways.

We **look** forward to receiving a response from the Ministry **regarding** this issue. Thank you.

Sincerely,

  
J. Richardson, Chair  
London Police Services Board

c Ministry of Transportation  
Chief B. Collins, London PS  
CAPB/OAPSB  
Big 12 Boards

601 Dundas Street, P.O. Box 3415, London, Ontario, N6A 4K9  
Ph. (519) 661-5646 Fax: (519) 661-1053

TOTAL P.01

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P97. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
OCCURRENCE RE-ENGINEERING PROJECT – CONVERTING  
POLICE RECORDS INTO DIGITAL OR ELECTRONIC FORMAT**

The Board was in receipt of the following report MARCH 08, 2004 from Julian Fantino, Chief of Police:

Subject: OCCURRENCE RE-ENGINEERING PROJECT

Recommendation:

It is recommended that: the Board provide a six month extension of time to respond to motions made at the December 11, 2003 meeting (BM #P339/04 refers).

Background:

The Board at its meeting of December 11, 2003 received the update of the Occurrence Re-engineering (eCOPS) project, and approved the extension of technical support services to the end of December 2004. The Board also made the following motions:

1. THAT the Chief provide a report on the feasibility of converting all police records, including notebooks, into digital or electronic format in an effort to improve efficiencies and reduce the cost of reproducing documentation required for disclosure purposes; and
2. THAT the Chief also report on any initiatives to protect the intellectual property, including copyright, in the software and other materials produced as part of the Occurrence Re-engineering Project.

As reported to the Board in the December update report, the eCOPS project has been faced with many complexities and challenges. At this time, the priority of the project team is to ensure that the intermediate milestones continue to be met to reach a successful launch of the project later this year. A feasibility study of converting police records to digital or electronic format, and an initiative to protect the intellectual property of eCOPS will be undertaken and reported to the Board later in 2004.

Therefore, I recommend that the Board provide a six month extension of time to respond to the motions included in the minutes of the December 11, 2003 report on the Occurrence Re-engineering project update.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P98. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
PARKING ENFORCEMENT UNIT: PROGRAM ENHANCEMENTS AND  
CONSOLIDATION OF BY-LAWS**

The Board was in receipt of the following report FEBRUARY 27, 2004 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: PROGRAM ENHANCEMENTS AND CONSOLIDATION OF BY-LAWS AFFECTING PARKING ENFORCEMENT ON PRIVATE PROPERTY, TWO-YEAR REVIEW.

Recommendation:

It is recommended that: the Board approve a request for a three month extension to submit a report on Program Enhancements and Consolidation of By-Laws Affecting Parking Enforcement on Private Property, two-year review.

Background:

In October, 2000, City Council considered Clause #1 of Report #17 of the Administrative Committee entitled "Program Enhancements and Consolidation of By-laws Affecting Parking Enforcement on Private Property." The clause incorporated recommendation number #7 as found in a report dated May 30, 2000, from the City Solicitor and the Commissioner of Urban Development Services.

The recommendation adopted by Council requires that the Chief of Police report at the completion of two years, or earlier if circumstances warrant, on the operation of the Private Property Enforcement Program, with recommendations as to whether a municipal service delivery model should be implemented (Board Minute P282/00 refers).

In addition, in May 2001, City Council considered Clause #1, of Report #4, of the Planning and Transportation Committee, headed "Program Enhancements and Consolidation of By-laws Affecting Parking on Private Property."

The clause, as adopted by Council, included recommendation #8 contained in a report dated February 21, 2001, from the City Solicitor and the Commissioner of Urban Development Services. This recommendation requires that the Chief of Police, as part of a two-year review of the Private Property Enforcement Program, consider whether an annual permit requirement and related fees should be implemented for signs required on private property under the program.

Additionally, the report is to address specified items from City Council, recommend options to improve the program or review other service delivery models.

Although the new By-laws have been effective in eliminating most of the negative aspects of the Private Property Enforcement Program, there still remains the significant issue of look-alike tickets and other invoices issued by private agencies. This matter deserves and requires additional attention by the three City Agencies (City Legal, Municipal Licensing and Standards and Toronto Police Services) that developed the By-laws.

This request for a three-month extension is due to the wide scope and complexity of this undertaking. Additional time is needed to conduct a complete analysis of pertinent information, including the potential effects of the new Municipal Act, and to facilitate further dialogue with Municipal Licensing and Standards and City Legal.

Conclusion:

I am requesting that the Board approve a three-month extension to submit the report on private property parking enforcement two-year review.

Acting Deputy Chief, David Dicks, Policing Support Command, will be present to answer any questions.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P99.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between February 06, 2004 and March 03, 2003. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P100. SELECTION OF CONSULTANTS FOR DEPUTY CHIEF, POLICING  
SUPPORT, RECRUITMENT PROCESS**

The Board was in receipt of the following report MARCH 19, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: SELECTION OF CONSULTANTS FOR DEPUTY CHIEF, POLICING  
SUPPORT RECRUITMENT PROCESS

Recommendation:

It is recommended that:

1. the Board approve the retention of the consulting firm of Ray & Berndtson/Lovas Stanley for the purpose of assisting the Board in the recruiting and selecting of the Deputy Chief, Policing Support Command at an estimated cost of \$43,000.00,
2. the Board approve the payment of any additional management assessment fees and/or advertising fees that are required as part of the recruitment process, and,
3. the Chair be authorized to enter into an agreement with Ray & Berndtson/Lovas Stanley.

Background:

On January 29, 2004 the Board issued a Request for Proposals for the provision of consultant services to assist the Board in conducting assessments of candidates for the position of Deputy Chief of Police – Policing Support Command. The request for proposals was sent to 25 consulting firms. Six firms have submitted responses. At its meeting on March 2, 2004 the Board authorized me to review the proposals and make a recommendation to the Board.

Review of Proposals:

The Board requested that the proposals define how a consulting firm would assist the Board in: drafting a job description, competency profile and job posting; consulting with the Board, Command officers and others, developing an application package, conducting the initial screening of candidates and developing a short list of candidates and providing a final report to the Board summarizing the recruitment and selection process.

Six proposals were received. The proposals were rated based on the following criteria:

1. Demonstrated understanding of the purpose and scope of the project
2. Demonstrated progressive experience in senior management recruitment and selection
3. Competitiveness of the budget for the work proposed (consulting firms were urged to provide public sector rates)
4. References for relevant projects that have been undertaken

I have reviewed the six proposals and, based on their articulate understanding of the Board and Service's needs, their specific experience in recruiting police officers at the most senior levels, (nation-wide as well as in Toronto) and the reasonableness of their fees, I am recommending the retention of Ray & Berndtson/Lovas Stanley Inc. at an estimated cost of \$43,000.00, not including tax or advertising costs.

The retention will be subject to the development of an agreement between the Board and the consulting firm that is in a form satisfactory to the Board's solicitor.

**Mr. Harvey Simmons, Toronto Police Accountability Coalition, was in attendance and provided a deputation to the Board. A copy of the written submission also provided by Mr. Simmons is on file in the Board office.**

**The Board received the deputation and written submission from Mr. Simmons and approved the report from Chair Heisey.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P101. PROVINCIAL RED-LIGHT CAMERA PILOT PROJECT**

During the meeting today the Board discussed a number of traffic-related issues including the Red-Light Camera Pilot Program that enables municipalities to accept evidence obtained from cameras located at red-lights. The current legislation is expected to expire on November 19, 2004. The Board agreed that the effectiveness of cameras at intersections in contributing to public safety had been established to the point that the program should be made permanent.

**The Board approved the following Motion:**

**THAT the Board send correspondence to the Minister of Transportation recommending an amendment to the *Highway Traffic Act* that extends the provisions of the current legislation indefinitely.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P102. REVIEW OF CONDUCT - CHAIR A. MILLIKEN HEISEY, Q.C.**

The Board noted that during its in-camera meeting it received a report, dated March 23, 2004, entitled *Report – Alleged Communication Between Police Services Board Member and Members of Police Service* written by The Honourable Sydney Robins, Q.C. The Board had requested Mr. Justice Robins to conduct a review of the circumstances surrounding the statements contained in a “leaked” memorandum involving Chair Alan Heisey.

The Board noted that, in consideration of Mr. Justice Robins’ recommendation that there are no reasonable grounds to believe that Chair Heisey breached the Code of Conduct, the Board received the report from Mr. Justice Robins and decided that no proceedings would be taken by the Board under section 15 of Regulation 421/97 (Min. No. C71/04 refers).

Copies of Mr. Justice Robins’ report were released publicly by the Board.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P103. COMPOSITION OF BOARD'S BUDGET TASK FORCE**

The Board noted that at its meeting on March 22 and 24, 2004, it approved, among others, a Motion to establish a Board Budget Task Force to review the 2004 operating budget (Min. No. P77/04 refers).

At its meeting today, the Board agreed to include the following members on the Task Force:

A. Milliken Heisey	Chair, Toronto Police Services Board
Pam McConnell	Councillor and Vice Chair, Toronto Police Services Board
John Fillion	Councillor and Member, Toronto Police Services Board
Frank Chen	CAO, Toronto Police Service
Steve Reesor	Deputy Chief, Toronto Police Service
Josie Lavita	Director, Financial Planning, City of Toronto
Tony Veneziano	Director, Internal Audit, City of Toronto

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MARCH 25, 2004**

**#P104.        ADJOURNMENT**

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A. Milliken Heisey, Q.C.  
Chair