



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on June 13, 2005 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on May 12, 2005 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on June 13, 2005.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JUNE 13, 2005** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario

**PRESENT:**

- Ms. Pam McConnell**, Councillor & Chair
- Dr. Alok Mukherjee**, Vice Chair
- Mr. John Filion**, Councillor & Member
- Mr. Hamlin Grange**, Member
- The Honourable Hugh Locke, Q.C.**, Member

**ABSENT:** **Mr. Case Ootes**, Councillor & Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P183. MEDAL OF MERIT: CHIEF OF POLICE (Ret.) JULIAN FANTINO**

Chair Pam McConnell presented retired Chief of Police Julian Fantino with the Toronto Police Services Board's Medal of Merit. The Medal of Merit is the highest award that can be granted to a police officer or civilian member of the police service. And, in this case, the Board awarded a Medal of Merit to Chief Fantino in recognition of the highly meritorious police service he performed during 36 years as a police officer, 27 of which were served in the City of Toronto.

Chief Fantino was in attendance and accepted his Medal of Merit.

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**#P184. PRESENTATION: CULTURAL COMPETENCE PRACTICE IN CRISIS  
RESPONSE**

Ms. Tjanara Goreng Goreng, Director of the Centre of Indigenous Education at the University of Melbourne, Australia, and Founder of the Foundation for Indigenous Trauma Recovery Australia, was in attendance and was invited to deliver a brief presentation to the Board on Cultural Competence Practice in Crisis Response.

Ms. Goreng Goreng delivered a presentation and the Board expressed appreciation to her for taking time out of a busy schedule while visiting Toronto to attend the Board meeting.

A copy of the keynote address Ms. Goreng Goreng presented at a conference in Toronto earlier in the week is on file in the Board office.

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**#P185. HOMELESS PEOPLE'S TRUST AND INTERACTIONS WITH POLICE AND  
PARAMEDICS**

Dr. Stephen Hwang, Dr. Tanya Zakrison and Dr. Paul Hamel of St. Michael's Hospital were in attendance and delivered a presentation on their research paper entitled *Homeless People's Trust and Interactions with Police and Paramedics*. A copy of the outline of their presentation is appended to this Minute for information.

**The Board received the foregoing.**

**Stephen W. Hwang, MD, MPH, FRCPC**  
Associate Professor, Department of Medicine,  
Division of General Internal Medicine  
Research Scientist, Centre for Research on Inner City Health  
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A teaching hospital affiliated with the University of Toronto

May 26, 2005

Dr. Alok Mukherjee, Vice-Chair  
Toronto Police Services Board  
40 College St.  
Toronto, ON M5G 2J3

Dear Dr. Mukherjee:

We are pleased to accept your invitation to make a presentation to the Toronto Police Services Board at the meeting scheduled for Monday, June 13, 2005. An outline of our presentation is given below.

The presenters will be Dr. Stephen Hwang, Dr. Tanya Zakrison, and Dr. Paul Hamel, the co-authors of the paper "Homeless People's Trust and Interactions with Police and Paramedics." This study, which was published in the December 2004 issue of the *Journal of Urban Health*, describes homeless people's trust and interactions with police and paramedics in Toronto using data collected through interviews with a representative sample of 160 shelter users.

Dr. Hwang is a research scientist at the Centre for Research on Inner City Health, St. Michael's Hospital, Toronto, and a physician in the field of general internal medicine. His research focuses on the health of homeless people. Dr. Zakrison is a post-graduate trainee in the Department of Surgery at the University of Toronto. Dr. Paul Hamel is an associate professor in the Faculty of Medicine at the University of Toronto.

Our presentation will review our research findings, including how interactions between police or paramedics and homeless people can have immediate health impacts as well as affect homeless people's willingness to seek assistance in the future. We will conclude with a discussion of possible implications of our study's findings for public policy.

Thank you.

Sincerely yours,

Stephen Hwang, MD

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**#P186. ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM (eCOPS)**

The Board was in receipt of the following report, APRIL 29, 2005, from Jeff Griffiths, Auditor General, City of Toronto:

Subject: Enterprise Case and Occurrence Processing System (eCOPS) Project Review

Purpose:

This report is in response to the request of the Toronto Police Services Board that the Auditor General conduct a review of an internally developed information technology project called Enterprise Case and Occurrence Processing System (eCOPS).

Financial Implications and Impact Statement :

There are no financial implications resulting from the adoption of this report.

Recommendations :

It is recommended that:

- (1) the recommendations in the attached report be considered by the Toronto Police Services Board;
- (2) the Chief of Police be requested to respond to the Toronto Police Services Board in regard to the implementation of the recommendations; and
- (3) this report be forwarded to the City's Audit Committee for information.

Background :

Background information, in relation to the preparation of this report, is contained in detail in the attached report.

Comments :

The former Chief of Police submitted a report dated September 21, 2004, entitled "Enterprise Case and Occurrence Processing System (eCOPS)" to the Toronto Police Services Board for information. This report acknowledged and identified a wide range of concerns relating to the management of an internally developed information technology project called the Enterprise Case and Occurrence Processing System (eCOPS).

As a result of the Toronto Police Services Board's review of this report, the Board approved the following motion:

“that the foregoing report be forwarded to the City of Toronto – Audit Committee with a request that a review of this matter be considered by the Auditor General on behalf of the Board and that the review, once completed, be forwarded to the Board for consideration.”

The attached report is in response to the motion of the Toronto Police Services Board.

Conclusions:

The attached report contains a number of recommendations in connection with our review of the Enterprise Case and Occurrence Processing System (eCOPS). In addition, included in the report are recommendations relating to previous audit reports issued. These recommendations, if approved by the Toronto Police Services Board, should be implemented as soon as possible.

Contact:

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**The Board was also in receipt of the following report MAY 24, 2005 from William Blair, Chief of Police:**

Subject: UPDATE: ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM  
(eCOPS)

Recommendation:

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

Background:

At its meeting on September 23, 2004, the Board received a report from the Chief of Police that outlined the achievable deliverables and projected completion dates as revised during the course of the implementation. (BM #P329/04 refers.)

This report confirms those deliverables and also provides an update on the continuing development of eCOPS to May 2005.

### Full eCOPS Desktop Rollout

The implementation of the eCOPS application commenced with desktop rollout on September 15, 2003 to Corporate Information Services (CIS), the Centralized Alternate Response Unit, and the Property and Evidence Management Unit.

Following the initial rollout, desktop functionality was delivered to the field units, enabling users Service-wide to enter, modify, and retrieve occurrences, including automatic coding for federal systems (Canadian Police Information Centre, Uniform Crime Reporting). This automated functionality brought about a significant reduction in the duplication of data entry, facilitating the reduction of staff in CIS as per the original business case (BM #P339/03 refers).

### eCOPS Release Version 1.3

Version 1.3 was released November 28, 2004, incorporating the following features:

- Association Wizards to ease occurrence entry for new users;
- Record of Arrest component, enabling the automatic download of data from eCOPS to CPIC;
- Validation Report to provide error flags to an officer entering an occurrence;
- Addition of mandatory fields to reduce identified quality control error patterns;
- Addition of new domain codes for statistical extracts;
- Officer-in-Charge (OIC) review access to Validation Report.

### eCOPS Mobile Workstation Rollout

The mobile workstation component was installed Service-wide on December 15, 2004 after a short pilot. This provided officers with the capability of performing the same function in the mobile environment as that available on a standard desktop workstation.

### Business Case Staff Reductions in Corporate Information Services

The new records management application (eCOPS) has facilitated opportunities for downsizing within CIS, as outlined to the Board at its September 23, 2004 meeting (BM #P329/04 refers). That report finalized the total reduction of 70 positions without consideration of the Case Management component, which is not being implemented at this time, but will be a separate budget and business case with the possible reduction of an additional 30 staff.

As projected, CIS has achieved the downsizing of 70 staff, reducing the January 1, 2004 complement of 220 authorized positions to 150 by year-end 2004.

### Financial Summary

The financial summary provided in BM #P329/04 included projections for the 2004 project costs to project completion. The projected cost was \$17.2M.

With project completion, the final actual project costs, as submitted to the City Auditor, are \$17.6M. The added costs (in \$,000) are as follows:

A. Additional Consulting/Contract Development Costs (+165.9)

There were two major changes to the project in 2004 from the original projections that resulted in the increased development costs:

i) Simplify Entry of Occurrence Information

After the application review in 2004 and feedback from the field users, it was decided to build additional processes to guide the users through the occurrence creation process using programming wizards.

ii) Case Management Functions - Record of Arrest

As stated in BM #P329/04, this Change Request was for the development of a Record of Arrest process to streamline occurrence processing with the decision to suspend the Case Management function in January 2004.

B. Internal Development Staff (+40.6)

Internal staff time was updated to reflect the effort spent to the end of the project.

C. Added Internal Training Costs in 2004 (+203.6)

As a consequence of the review in 2004, feedback from the field units, and the changes to simplify the entry of occurrence information, the Service decided to augment the training program given in 2003/2004 with a more in-depth presentation of the features of the system concentrating on the application and programming changes designed to simplify occurrence entry. These additional 2004 training costs have been added to the project costs.

As summarized in Board Minute #P329/04, the downsizing of staff has resulted in a cumulative financial savings of \$4.9M to December 31, 2004, and the savings will continue at a rate of \$4.1M annually.

Activity in 2005

Since the completion of these deliverables, a number of initiatives have been undertaken to ensure effective management and control structures are in place to oversee future enhancements, efficient use, and development of the application. These initiative are summarized below.

### Quality Assurance Function

In order to ensure the quality and accuracy of occurrences, the Quality Assurance function has been formalized. CIS regularly reviews occurrences and provides feedback back to the divisions.

### eCOPS Release Version 2.0

On March 20, 2005, Version 2.0 was put into production. Significant features of this release include:

- Auto save features to prevent incidents of data loss;
- Addition of Edit Mode to view an occurrence without the creation of a new version;
- Warning messages to assist the user in creating an eCOPS occurrence;
- Enhancement of publishing process to make application more user friendly.

### New eCOPS User Group Established

A new eCOPS User Group was established March 1, 2005, with representation from various stakeholders Service-wide to evaluate and prioritize proposed application enhancements, and to provide recommendations for the future development of the application. This group continues to meet on a monthly basis.

### eCOPS Planning Group

The eCOPS Planning Group, consisting of senior members of Corporate Information Services and Information Technology Services, was formed late March 2005. The group's main purpose is to evaluate the status of the project on an ongoing basis, and to approve Change Requests and finalize development schedules.

### eCOPS Support Teams

Information Technology Services' staff have attended divisions to assess and resolve identified technical problems, and continue to provide ongoing support to field personnel. Corporate Information Services also conducts site visits to provide support to application users. On-site training and support will continue for the duration of 2005.

### Application Upgrades

Database upgrades are currently under development and will be released later this year. The next production enhancement (Version 2.2) is scheduled for July 24, 2005, and includes the following upgrades:

- Additional features to streamline collaboration on occurrence entry;
- Implementation of recommendations from the Sex Crimes Audit (related to technology issues);
- Enhancements to CPIC cancellation process for Missing Persons and Stolen Vehicles.

A development schedule has been projected with incorporated enhancements, including defect fixes, based on the priorities identified through the eCOPS User Group, field representatives, the application owner (CIS), and technical requirements as identified by the Information Technology Services' development team.

### Command Updates

The Chief and the Senior Management Team are updated bi-weekly on the status of the eCOPS application and related performance issues.

### Conclusion:

In effect, with the rollout of the mobile workstations and the reduction of 70 staff in CIS, the eCOPS project is complete with the exception of the Case Management portion.

This application has transformed occurrence processing from a manual, paper based environment to an electronic repository available to all Service members. Effort is now focused on improving response times, user friendliness, and enhancing corporate understanding of the business processes associated with the application.

Further updates regarding the progress of the eCOPS implementation will be presented to the Board on a quarterly basis.

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

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

**Mr. Griffiths was in attendance and delivered a presentation to the Board on his review of the eCOPS project. A written copy of his electronic slide presentation is on file in the Board office.**

**The Board discussed this report with Mr. Griffiths and Chief Blair and subsequently approved the following Motions:**

- 1. THAT the Board approve the recommendations made by the Auditor General in his report *Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project* dated April 2005;**

cont...d

2. **THAT the foregoing report from the Chief of Police be received;**
3. **THAT the Board request the Chief of Police to provide a report to the Board regarding the implementation of the recommendations for its October 14, 2005 meeting;**
4. **THAT the Chief of Police review the Service's current audit system in consultation with the City Auditor and submit recommendations to the Board regarding changes to the audit process during the 2006 operating budget deliberations beginning in the fall of 2005; and**
5. **THAT the Chief of Police provide a report to the Board for its August 11, 2005 meeting on the following:**
  - (a) **the specific elements that will be included in future Business Cases proposed by the Toronto Police Service; and**
  - (b) **the frequency with which the Toronto Police Service will submit reports to the Board related to those Business Cases.**

## **EXECUTIVE SUMMARY**

The former Chief of Police submitted a report dated September 21, 2004, entitled “Enterprise Case and Occurrence Processing System (eCOPS)” to the Toronto Police Services Board for information. This report acknowledged and identified a wide range of concerns relating to the management of an internally developed information technology project called the Enterprise Case and Occurrence Processing System (eCOPS).

As a result of the Toronto Police Services Board’s review of this report, the Board approved the following motion:

“that the foregoing report be forwarded to the City of Toronto – Audit Committee with a request that a review of this matter be considered by the Auditor General on behalf of the Board and that the review, once completed, be forwarded to the Board for consideration.”

This report is in response to the motion of the Toronto Police Services Board and provides the Board with the following information:

- the origin of the eCOPS project;
- the extent of information examined by the Auditor General’s Office in conducting this review;
- our objective in conducting this review; and
- our conclusions and recommendations.

In particular, the report is further structured to answer the following questions:

- What was the original budget of the eCOPS project?
- What deliverables were promised for this budget?
- What are the actual costs of the eCOPS project?
- What has been delivered for these costs?
- Have the benefits originally quantified been realized?

The conclusion reached in our report in response to these questions, very clearly indicate that the costs incurred on eCOPS are significantly in excess of the approved budget. The original capital budget approved by the Toronto Police Services Board was \$8.8 million. The actual costs incurred are in the range of \$18.5 million. Furthermore, it is apparent that the deliverables originally contemplated in the original business case have not been realized. Consequently, and in this context, the report further addresses the following questions:

- Was the original budget and the identified financial benefits appropriate?
- Why were the costs in excess of budget?
- Were these overexpenditures approved?
- At what point was the Toronto Police Services Board advised of these overexpenditures?
- Was the reporting to the Toronto Police Services Board accurate, timely and complete?
- Were consultants hired in accordance with policies and procedures?
- Did the Toronto Police Service receive value for money in connection with the service provided by the consultants?
- Did the Toronto Police Service follow previous audit recommendations in regard to the selection and hiring of consultants?
- Did the Toronto Police Service follow previous audit recommendations in regard to certain other audit reports?

This report concludes that the eCOPS project lacked an appropriate degree of management oversight. Consultants hired to manage the project were not held accountable for specific deliverables and the project was poorly managed.

The September 21, 2004, report from the Chief of Police contains information similar to the conclusions reached in this report. This current report is a more complete analysis of the issues previously identified and contains information not previously reported.

The objective of the eCOPS project was simply to:

- reduce the number of times information relating to occurrences is input into various systems;
- provide data input at source for police officers; and
- combine all data sources related to occurrences into a single database accessible to all police officers.

The initial budget of \$8.8 million was predicated on the purchase of an off-the-shelf system. It was subsequently determined by staff that an off-the-shelf system would not meet the objectives of the Toronto Police Service. At that point, it was decided that eCOPS should be developed internally. The budget for an internally developed system was not re-evaluated and as a result, no changes to the \$8.8 million budget were made.

eCOPS was an extremely complex information technology project. The development of the majority of other information technology projects at the Toronto Police Service, particularly those which are administrative in nature, have a relatively limited impact. eCOPS, on the other hand, impacts the majority of police officers in the Toronto Police Service and is fundamental to the efficient operation of the Service.

The complexity of the eCOPS project was not recognized by senior management, as well as those involved in the day-to-day management of the project. A number of consultants were managing the project with little direction or supervision by Toronto Police Service staff. In addition, there was limited consulting continuity at the project management level during the development of eCOPS. Three different consultants were responsible for the management of the project during its implementation.

The consultants hired to manage and implement the project were directed on a day-to-day basis by a police officer who had little information technology background. While we recognize the need for user involvement in major technology projects, the appointment of a police officer in such a senior position on the project, was in our view, inappropriate. Police officers should not

be assigned responsibility for complex information technology projects for which they have little training or background. In addition, the former Director of Information Technology was not involved on this project to any great extent and as a result, the supervision on the project by someone who had significant information technology expertise was minimal.

The Chief Administrative Officer, as project sponsor, was ultimately responsible for ensuring the successful development of eCOPS within budgetary approvals and within specifically defined deadlines. We have been advised that the reporting to the Chief Administrative Officer of the costs of the project, as well as ongoing progress on the project were inaccurate and, in some cases, misleading. This same information was subsequently provided to the former Chief of Police.

The Chief Administrative Officer expressed concerns in relation to the progress of the project as early as 2001, and as a result, hired an independent external consultant to conduct a “readiness assessment” of eCOPS. While this assessment provided a certain level of assurance that eCOPS was still a viable product from a technology perspective, it did not specifically address the overall management of the project.

The former Chief of Police previously acknowledged many of the issues identified in this report and had taken steps to ensure that concerns identified do not reoccur. In this context, the former Chief of Police:

- initiated an Information Technology Governance Implementation project to review all Information Technology governance issues;
- established an Information Technology Steering Committee to be co-chaired by the Chief Administrative Officer and one of the Deputy Chiefs. This Committee will include all Deputies and meet quarterly to review and prioritize information technology projects;
- hired a new Director of Information Technology Services;

- commenced the hiring process for a Project Management position whose major responsibility will be to establish a project management framework and ensure that all projects are managed in compliance with this framework;
- directed that all previous audit recommendations be implemented immediately; and
- established an infrastructure to include user involvement in the design, development and testing of all information technology systems.

### **Key Themes and Observations**

We have summarized the key themes and observations identified as a result of our review as follows:

- Project Management
- Analysis and Documentation
- Project Budget and Costs
- Financial Benefits / Savings
- Use of Consultants
- Previous Audit Recommendations
- Reporting to the Toronto Police Services Board
- Views of Front-line Police Officers

### **Project Management**

- as indicated previously, the Chief Administrative Officer is directly responsible for the Information Technology Services Unit, and as such, is accountable for the use of funds allocated to the eCOPS project and ensuring that the project team is delivering the specified system in accordance with the schedule agreed;

- the eCOPS project was extremely complex and ambitious. The Toronto Police Service did not exercise an appropriate level of oversight and staff did not possess the technical experience and competence to manage such a project. There was no effective structured management oversight function in place to evaluate the progress of the project, both from a technical perspective as well as from a budgetary perspective. Information provided to senior management was inaccurate in terms of budget, timelines and deliverables;
- senior staff responsible for the day-to-day management of the eCOPS project did not have an appropriate level of skill or experience to manage such a complex technology project. Project Director responsibilities were assigned to a police officer who had neither the technical ability, expertise or experience in managing such a difficult and complex project. Information technology professionals including external consultants were required to report to this officer. In addition, the former Director of Information Technology had minimal involvement in the management of the project.

### **Analysis and Documentation**

- detailed business cases at the outset were incomplete, inaccurate and were based on assumptions, which were not validated. Business cases appeared to be based on a methodology, which is best defined as “guess work and best estimates”;
- the change in direction in regard to the purchase of an off-the-shelf product to one which was developed in-house was contemplated with little regard to the significant financial risks and human resource commitment involved in such an undertaking. We have not been able to locate any documentation supporting or validating the change in direction;
- documentation, including detailed business cases supporting many of the decisions relating to the development of eCOPS was not prepared or is not available. No analysis was conducted to determine whether the existing capital budget developed on the basis of an off-the-shelf acquisition was adequate to build and implement the eCOPS system.

## **Project Budget and Costs**

- the total cost of the eCOPS project is in the range of \$18.5 million. These costs are in excess of the approved budget of \$8.8 million by \$9.7 million or 110 percent;
- the budget of \$8.8 million relating to the development of an in-house product was the same as the budget developed a number of years earlier for an off-the-shelf product. The budget for the in-house development was not validated, reviewed, analysed or revised. It became apparent fairly early on during the implementation of the project that this budget was inadequate;
- while the original capital budget of the eCOPS project was approved by the Toronto Police Services Board, the costs charged to the Toronto Police Service's operating budget were not. The capital budget of \$8.8 million was fully expended by December 31, 2002. All costs subsequent to that time were funded by the operating budget. The Toronto Police Services Board were advised of specific individual consulting expenses and commitments but at no time was there a reporting as to what the operating portion of the eCOPS budget was;
- the total cost to develop the eCOPS project did not include internal staff time. It has been recommended in previous audit reports, at both the City of Toronto and the Toronto Police Service, that all information technology projects should specifically account for staff time. No records were kept by the Toronto Police Service in regard to staff time, so consequently, it is not possible to determine the extent of such time expended on this project. Consequently, if one were to include staff time in relation to the eCOPS project, the total costs of the project would be in excess of \$18.5 million;
- expenditures were inappropriately charged to various liability accounts. These liability accounts were clearly overstated in the accounting records and as such, should have been reversed and accounted for as income for the Toronto Police Service and not used to finance eCOPS expenditures.

## **Financial Benefits / Savings**

- original financial benefits projected from the implementation of eCOPS was a reduction of 150 staff and a corresponding reduction in salary expenses of \$5.25 million (net of estimated annual maintenance costs of \$1.25 million). In May 1999, the projected savings was reduced to 139 staff and \$4.8 million in savings. In November 2002, the projected savings were further reduced to 100 staff and a savings of \$4 million anticipated to be realized in 2004. In 2004, it has been further reported that savings as of December 31, 2004, will be a reduction of staff of 70 and a savings of \$4.1 million;
- the reporting to the Toronto Police Services Board in relation to the savings generated by the staff reductions are misleading. It was reported that “although eCOPS will be able to deliver approximately one half of the anticipated staff reductions, the projected annualized savings has not decreased in relative amount.” It is clear that this statement is less than accurate as it is not possible to generate a similar level of savings with such a significant change in staff reductions. In actual fact, the comparison of savings reported to the Board is based on a comparison of 1999 dollars with savings generated in year 2004 dollars. On a comparative basis, and using 1999 as a base, savings would be in the range of \$2.45 million, which is less than half the amount originally projected;
- the project deliverables contemplated in the original budget of \$8.8 million were not realized. The case management component of the original business case has not been completed. Toronto Police Service staff estimate that additional costs are likely in the range of \$1.5 million. Consequently, the deliverables contained in the original business case of \$8.8 million will likely cost somewhere in the range of \$20 million;
- the eCOPS project was first contemplated in 1996. Most components in the original business case have since been implemented as of the end of 2004, eight years later. While an evaluation and assessment of the eCOPS technology was not a part of this review, an eight-year time frame from inception to completion seems inappropriate, particularly, in the context of how quickly technology becomes obsolete.

## **Use of Consultants**

- consultants were hired from a pre-approved vendors list. Consultants were not held accountable in terms of project deliverables. Specific project deliverables were not defined in sufficient detail to permit the effective management of consulting contracts. In these circumstances, it was not possible to determine whether project objectives were met or if value for money was received;
- we have not been able to locate any performance evaluations relating to the work conducted by the consultants. It appears as if these evaluations were not prepared;
- consultants are hired for skill sets generally not available in-house. Consultants should possess the necessary expertise to develop projects for which they were hired. The Toronto Police Service paid for the attendance of a number of consultants to a training / development course. In addition, these consultants also billed the Toronto Police Service for the hours during which they attended the training course.

## **Previous Audit Recommendations**

- as acknowledged by the former Chief of Police, many recommendations relating to previous audit reports were not addressed. The former Chief of Police was previously advised that recommendations had been implemented. There was no process in place to validate the implementation of audit recommendations.

## **Reporting to the Toronto Police Services Board**

- the Toronto Police Services Board was not provided with complete and accurate information. The former Chief of Police, in his report to the Toronto Police Services Board, dated September 21, 2004, indicated that “it is apparent today that some of the assertions made by the project manager to command – and subsequently reported to the Toronto Police Services Board – oversold the project progress and projected costs to

complete the project were underestimated.” For example, in December 2003, in a report to the Toronto Police Services Board, dated November 28, 2003, it was reported that “the total capital and operating budget funds provided for the eCOPS project is \$14.3 million to the end of the project in 2004.” The only specific budget approved by the Toronto Police Services Board that we have been able to locate is the original budget of \$8.8 million;

- in the report to the Toronto Police Services Board, dated September 21, 2004, it was indicated that “quarterly reports to the Board on the future progress of the eCOPS project is appropriate.” However, since September 2004, no further reporting to the Toronto Police Services Board has been made.

### **Views of Front-line Police Officers**

- as part of this review, we requested 175 front-line officers from Divisions 31, 33 and 42 to complete a survey questionnaire concerning the application of eCOPS. The survey results (Appendix 7) indicated a general level satisfaction with the unified search portion of eCOPS by front-line police officers but clearly indicate a lack of confidence in the processing of occurrences. We have collated all the results from this survey including specific comments made by front-line officers and have forwarded these summaries to the Chief of Police for his evaluation and follow-up.

Further details relating to each of the above are contained in the body of the report.

### **Conclusion**

Developing and implementing a major technology project such as eCOPS carried considerable financial risk and potential human resource commitments. These risks were not considered during the planning stages of eCOPS and as such, the many issues which occurred during the implementation process were not anticipated. Such issues were generally not addressed until significant overexpenditures occurred and deadlines had not been met.

We have discussed the issue of internally developed information technology projects with the Executive Director of Information Technology at the City. For a number of years the City has an informal policy of, wherever possible, purchasing commercial off-the-shelf software. The development of major projects in-house is an avenue which the City has avoided, mainly because of the significant financial and potential longer-term risks inherent in such an endeavour.

eCOPS, while specific to the operation of the Toronto Police Service, was developed in isolation from any input or advice which may have been available at the City. There was little communication during the development of eCOPS between the City and the Toronto Police Service. In addition, there has been little coordination or integration with other police services, even though a number of Ontario police services, such as London and Ottawa, have in fact purchased off-the-shelf eCOPS-type technology.

Many of the concerns contained in this report could have been avoided if previous audit recommendations had been implemented. The former Chief of Police in his September 2004 report acknowledges that “the City Auditor (now the Auditor General) made recommendations as a result of his review of this ITS Unit. Information was provided indicating that many of the recommendations were implemented with others pending further review. However, I now know that some of the information was given to me is inaccurate”. In addition, a further audit report was issued by the Auditor General in June 2001, entitled, “Selection and Hiring of Professional and Consulting Service Review.” It is also apparent that many of the recommendations contained in this report were also not addressed.

This report contains a number of recommendations resulting from this review which are attached as Appendix 1 (“Recommendations Resulting From the Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project”, dated April 2005). In addition, the recommendations contained in previous audit reports, entitled “Information Technology Services Unit Review – Toronto Police Service” dated December 2002 (Appendix 2) and “Selection and Hiring of Professional and Consulting Services Review” dated June 19, 2001 (Appendix 3), continue to have relevance and are appended to this report.

As previously indicated, the development of eCOPS provides police officers the capability of immediate access to information and allows officers to input occurrence data immediately into the system. A number of years ago, this technology was considered leading edge, but during its development, a number of vendors have produced an off-the-shelf commercial product. eCOPS will likely require ongoing development and maintenance costs and its useful life needs to be evaluated, particularly in the context of other available and similar eCOPS technology.

In conclusion, it would not be fair to suggest that eCOPS has been a failure. While the costs of the project were over budget and the implementation was significantly delayed, there are ongoing financial benefits. It is anticipated that from December 31 2004, eCOPS will, on an annual basis, contribute approximately \$4.1 million in salary savings to the Toronto Police Service. However, this amount should be treated with a certain degree of caution, as we are not aware of the extent of ongoing maintenance costs or more importantly, the life cycle of the technology.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P187. NEW ORGANIZATIONAL STRUCTURE**

The Board was in receipt of the following report JUNE 01, 2005 from William Blair, Chief of Police

Subject: NEW ORGANIZATIONAL DESIGN

Recommendation:

It is recommended that: The Board approve the attached chart identified as the new organizational structure for the Toronto Police Service.

Background:

The Board, at its meeting on April 7, 2005, requested the Chief to review and make recommendations with respect to the optimal organizational structure of the Toronto Police Service and that, as part of this review, recommendations be developed with respect to the expansion of the Command structure (Minute No. P149/05 refers). This report is to now request approval of a new organizational chart, identified as Appendix 'A'.

Preparation of the new organizational design included input from senior officers, both uniform and civilian. It was overseen by a Management Review Team comprised of Frank Chen, Chief Administrative Officer; William Gibson, Director, Human Resources; Jerome Wiley, Legal Counsel to the Chief of Police; and myself.

The Management Review Team held several planning sessions to develop the new structure, with the intention of achieving the following objectives:

- Assess the overall state of the current management structure
- Identify opportunities for improvements to the existing management structure
- Identify existing functions and positions that will continue to effectively contribute to the operations of the organization
- Identify new functions and positions that will contribute to the operations of the organization
- Determine an organizational design that will best achieve the goals and priorities in the new design

In addition to these objectives, the design of the new chart was guided by the following principles:

- That organizational restructuring ensures the effective operation of the Toronto Police Service by consolidating similar responsibilities

- That organizational restructuring reduces the Command's involvement in day-to-day operational activity and facilitates the strategic focus required for planning, communications, policy development, and civic responsibilities
- That organizational restructuring ensures appropriate and consistent spans of control at the senior officer/management level
- That organizational restructuring dismantles unnecessary bureaucratic processes and supports appropriate decision-making and accountability within the senior officer/management ranks
- That organizational restructuring provides greater opportunities for succession planning and staff development

The Management Review Team met with the Board Working Group on two occasions to review progress made to date and to discuss various options. The result of these efforts is a new structure that combines functions in a rational, more efficient manner. In addition, it establishes new leadership roles and improved span of control to address Service priorities and ensure their consistent management.

The following highlights the changes relative to the new structure.

#### Chief's Command:

The new design retains the positions of Counsel to the Chief, Executive Officer, and Discipline Hearings Office in the Chief's Command, and adds the new position of Ethics & Equity. Professional Standards, Corporate Communications, and the Duty Desk have been moved to Executive Command.

It is fundamentally important for the office of the Chief of Police to provide leadership in the areas of ethics and race relations, both internally as well as between the Service and the community. The Ethics & Equity member will be both a listener and an advisor in this position: he or she will be accessible to the community and Service members should they have an ethics or equity concern. This member will also act as an advisor to the Chief on matters of policy, practise and problem solving. In this advisory capacity, the member will ensure that where action is required, it is carried out by the Service unit or units responsible.

Under the *Police Services Act*, the Chief of Police has an adjudicative role with respect to complaints against the police investigated by Professional Standards. To remove the perception of potential conflict resulting from the investigating body having a direct reporting relationship to the adjudicator, the new chart places Professional Standards under Executive Command. This Command will be headed by a Deputy Chief and this will alleviate any concern about a possible overlap of the investigative and adjudicative functions. Furthermore, this will relieve the Chief of Police of involvement in the day-to-day workload of specific cases, enabling the Chief to devote more time to promoting professional conduct by all Service members.

The need for role clarity in the organization has also led to the moving of Corporate Communications (re-named Public Information) to Executive Command. This relocation will reinforce the understanding that this unit serves the organization on a corporate basis rather than solely from the perspective of the Chief's Command.

The Duty Desk has also been transferred out of this area. This unit's functions include providing information and senior officer support to units, providing security at Police Headquarters, acting as a resource to field units, etc. Reporting these duties on a daily basis to the Chief's Office is not required and can be managed more efficiently through Executive Command.

#### Human Resource Command:

This will be a new command, formed from two sections which currently report to Corporate Support Command. Its areas are entitled Human Resources Management, headed by a Director, and Staff Planning & Development, headed by a Staff Superintendent. The latter area will also include Community Liaison (transferred from Operational Support), Community Programs (from Area Field), and Centralized Paid Duties, which now reports to Central Field.

Staff Planning & Development will bring together the functions of training, transfers, deployment, and promotions to ensure a more coherent program of professional development and advancement within the Service. It will also group together under the heading Diversity Relations a number of functions which are presently located in different units. These functions include Community Programs (from Area Field), Community Liaison (from Operational Support), and the Human Rights Co-ordinator (from Labour Relations). This is clearly a more logical arrangement of these responsibilities which will enhance the ability of the Service to meet its community and race relations objectives. Centralized Paid Duties is also a function related to staffing and deployment concerns and as such would be best managed within this area.

Human Resources Management will include the Employment Unit; Labour Relations; Compensation & Benefits; and the Enterprise Resource Management Unit, which deals with the computer applications that track members' employment status and time and attendance. The human resource functions in this area require a high level of knowledge and expertise relating to the Collective Agreements, governing legislation, and human resource technological support systems. The key elements of this Command are to develop our human resources, which comprise 92% of the Service Budget. The ability to effectively develop, promote, and deploy these resources will reflect on how we provide the level of service expected by the citizens of Toronto. It is essential that we establish fair and equitable policies and plans to ensure that our resources are well trained and managed.

### Administrative Command:

Administrative Command, under the direction of the Chief Administrative Officer, will include Finance & Administration and Information Technology Services, both from Corporate Support Command.

The business goal of both these areas is to pursue corporate efficiencies; one through budget processes and expenditure monitoring, and the other through the implementation of automated support systems. Consolidating these two areas under a separate command will enable the Chief Administrative Officer to concentrate more effectively on these tasks, ensuring that budget funds are utilized prudently and that technological advances are well managed to achieve cost savings and enhance the Service's productivity.

### Executive Command:

Executive Command will include Corporate Services and Professional Standards.

Corporate Services will include Corporate Planning, Property & Evidence Management, Video Services, and Records Management Services (formerly Corporate Information Services) from Corporate Support Command, and the Duty Desk and Public Information (formerly Corporate Communications) from the Chief's Command. The rationale for transferring the Duty Desk, Public Information, and Professional Standards is noted above.

With respect to Professional Standards, the Freedom of Information function (formerly a part of Corporate Information Services) has been included in this area. The release of information has evolved over the years, becoming increasingly complex and often raising financial and legal issues. Accordingly, this function has been assigned to the responsibilities of the Risk Management Unit within Professional Standards.

### Divisional Policing Command:

I recommend that this Command retain one Deputy Chief to allow for consistent, efficient, and effective management of the 17 Divisional police stations. The stations will continue to be divided between Area and Central Field. As noted above, Community Programs and Central Paid Duties have been moved from this area to Human Resources Command. Special Events, which currently reports to Central Field, will report to Operational Services within Specialized Operations Command, as discussed below.

### Specialized Operations Command:

Specialized Operations Command will consist of Operational Services and Detective Services.

Operational Services will include the units that are now part of Operational Support, plus Special Events from Central Field and the Computer Assisted Scheduling of Court (CASC) function, which currently reports to Area Field. More streamlined administration will be achieved through Special Events reporting to the Public Safety and Emergency Planning Unit, and CASC reporting to Court Services.

Detective Services will include the units that now comprise Detective Support. “Detective Services” in Detective Support, which currently supervises Intelligence, Special Investigation Services, the Toronto Drug Squad, and Covert Operations will be eliminated. These sub-units will now operate as separate units. The Provincial Community Safety Liaison Unit in Detective Support will also be eliminated and its functions, which primarily relate to case management using the PowerCase system, will be re-assigned to other units within Detective Services.

Executive Staffing Impact:

The new structure will increase the number of Deputy Chief positions from two to four and the number of Staff Superintendents from six to seven, while reducing two Superintendent positions. This, in my opinion, will achieve a better balance of the executive workload. This structure will allow the Command Officers to devote more attention to strategic planning and corporate initiatives, rather than short-term concerns. Immediate issues will be the responsibility of the Staff Superintendents and Directors, who will exercise day-to-day management over areas which have been realigned to provide a more coherent, focused arrangement of services. The demands of their role will also be important for succession planning. The Staff Superintendents and Directors will be required to have both strategic insight and strong management skills to be prepared for assuming positions at the executive level.

Position and Budget Impact:

Based on the organizational changes identified above, the new structure would result in the following staffing and related cost impacts.

Position	Uniform	Civilian	Annual Salary Range*	
			Bottom	Top
Additional Deputy Chief	+2		\$323,000	\$393,000
Additional Executive Assistants for Additional Deputy Chiefs		+2	\$126,000	\$145,000
Additional Staff Superintendent	+1		\$146,000	\$150,000
Additional Executive Assistant for Staff Superintendent		+1	\$58,000	\$65,000

Ethics & Equity Officer		+1	\$134,000	\$138,000
<b>Additional Staffing</b>	+3	+4	<b>\$787,000</b>	<b>\$891,000</b>
Delete: Superintendent and Clerical Position	-2	-1	-\$333,000	-\$333,000
<b>Net Addition</b>	+1	+3	<b>\$454,000</b>	<b>\$558,000</b>

\*Costing is based on 2004 salary levels including the incremental fringe benefit impacts.

Once the Deputy Chiefs and Staff Superintendents position are filled, I will be working with them, the CAO and Directors to ensure that existing and new positions are well defined, duplication or unnecessary work is eliminated, and members with the right qualifications are assigned to the right positions. At the conclusion of this review, I expect this new organizational structure to be position neutral, however, the cost may vary given additional higher level positions. Any employee whose position is identified as redundant as a result of this organization review will be reassigned to other duties within the Service.

Conclusion:

It is recommended that the Board approve the attached chart identified as the new organizational structure for the Toronto Police Service.

This new organizational structure will provide the Service with a sharper focus and enhanced leadership to address the policing challenges of the City of Toronto in the years ahead.

**The Board noted that it originally reviewed a copy of this report during its in-camera meeting (Min. No. C172/05 refers).**

**Chief Blair discussed this report with the Board and, particularly, the roles and responsibilities of the proposed new five member command team. Chief Blair also described in detail the improvements that would occur to the reporting and accountability processes as a result of the proposed changes to the organizational structure.**

**The Board asked Chief Blair to indicate which command positions, in his opinion, should be classified as uniform positions or civilian positions, and, whether any of the command positions could be filled by either a sworn police officer or a civilian.**

**Chief Blair advised the Board that he believed the Divisional Policing Command and Specialized Operations Command positions should be limited to candidates who are sworn police officers. He further advised that either a police officer or a civilian**

could fill the Human Resources Command and Executive Command positions but he believed that, in these two cases, experience as a police officer should be considered a strong asset. Chief Blair also indicated that he thought a civilian should fill the Chief Administrative Officer position, however, a police officer with exceptional business and financial knowledge and experience should not be precluded from applying for this position.

The Board was advised that the organizational chart on page two of Appendix A indicated that it was approved by the Board at its February 10, 2005 meeting, whereas, it was *received* not approved (Min. No. P43/05 refers).

The Board unanimously approved the following Motions:

1. THAT the Board approve Chief Blair's report containing a new organizational structure; and
2. THAT Chief Blair prepare the necessary Board By-Law to implement the new organizational structure for approval by the Board at its July 12, 2005 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P188. STRATEGIC PLAN FOR THE TORONTO POLICE SERVICE**

Councillor David Soknacki, City of Toronto, was in attendance and made a deputation to the Board recommending the development of a strategic plan for the Toronto Police Service. A copy of correspondence, dated April 18, 2005, from Councillor Soknacki outlining his reasons for a new strategic plan for the Toronto Police Service is appended to this Minute for information.

**The Board approved the following Motions:**

- 1. THAT Councillor Soknacki's deputation and correspondence be received; and**
- 2. THAT Board staff, in consultation with the Chief of Police, report back to the Board on a timetable and implementation plan for a strategic plan for the Toronto Police Service and that the report be provided to the Board for consideration at its October 14, 2005 meeting.**

## David Soknacki

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councillor\_soknacki@toronto.ca



18 April 2005

Re: Request to Depute at Police Services Board

Councillor McConnell

I write this note to request the opportunity to make a deputation at the next meeting of the Police Services Board. My purpose is to advocate that the Board undertake a strategic plan for the Toronto Police Service.

The last strategic plan for the Toronto Police Service was initiated in the early 1990s. It resulted in a number of important initiatives such as community response, the divisional command structure and decentralizing most traffic operations. More importantly, drafting the plan built a consensus for policing and implementing it showed a commitment to public safety within the context of our City's needs. The results have served Toronto well.

The City has undergone tremendous changes in the fifteen years since the last plan was formulated. Whether one considers the impacts of demographics, patterns in crime, expectations from the public, new ideas in organizational structure or even opportunities presented by new technology, policing during the latter part of this decade is markedly different from that of fifteen years ago. Admittedly there have been a number of operational reviews, business plans and environmental scans in the meantime.

But I believe it is appropriate for the Board to begin - with public participation - the wide ranging review of policing that is a strategic plan. That is why I suggest that the Board request the Chief of Police to report back to the Police Services Board on a timetable and implementation plan for a strategic plan for the Toronto Police Service.

Thank you for your consideration.



David Soknacki, Councillor  
Scarborough East

**DATE RECEIVED**

MAY 19 2005

TORONTO  
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P189. OUTSTANDING & PENDING REPORTS – PUBLIC**

The Board was in receipt of the following report MAY 25, 2005 from Pam McConnell, Chair

Subject: OUTSTANDING & PENDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

- (1) the Board receive the attached list of pending and outstanding public reports; and
- (2) the Board provide direction with respect to the reports noted as outstanding.

Background:

At its meeting held on March 27, 2000 the Board agreed that the Chair would be responsible for providing the Board with a list of the public reports which had previously been requested but which had not been submitted and were, therefore, considered as “outstanding”. The Board further agreed that when outstanding reports were identified, the Chair would provide this list to the Board for review at each regularly scheduled meeting (Min. No. C70/00 refers).

I have attached a copy of the current list of all pending and outstanding public reports required from both the Chief of Police and representatives from various departments of the City of Toronto.

A review of this list indicates that there are outstanding reports; these reports are emphasized in bold ink in the attachment.

**The Board reviewed this report in consultation with Chief Blair. The Board and Chief Blair agreed upon new reporting dates for the following reports currently listed as outstanding:**

- **destruction of adult photographs, fingerprints and records of disposition – new due date: August 11, 2005;**
- **drug testing, psychological evaluations and background financial checks – new due date: August 11, 2005; and**
- **given that Chief Blair has been requested to determine the most effective method of calculating the ideal divisional constable strength (Min. No. P135/05 refers), the Board removed the requirement for future semi-annual reports on the “60/40” staffing model.**

**The Board received the foregoing. A copy of the current list of pending and outstanding reports 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 JUNE 13, 2005**

**#P190.            PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT***

The Board was in receipt of a copy of the following report MARCH 15, 2005 from Albert Cohen, Director, Litigation, City of Toronto – Legal Services Division:

Subject:            Police Officer's Duty to Report

Recommendation:

It is recommended that the Board:

- (i)        ensure that Board members' orientation sessions include material on the significance of the Code of Conduct for Board members, in particular sections 2, 4, 8 and 13, and on potentially sensitive topics of discussion with Service members; and
- (ii)      request the Chief of Police to report on the security and confidentiality measures instituted for personal information, including information related to Board members, in the custody and control of the Service, particularly personal information arising from investigations into potential law enforcement matters.

Background:

At its meeting held on October 21, 2004, the Board considered a report from the Chief of Police dealing with a police officer's duty to report (Minute No. P354 refers).

The Chief's report arose as a result of the Board's request to the Chief for a response to recommendations made in the report of The Honourable Sydney Robins, Q.C. in his report entitled "Alleged Communication Between Police Services Board Member and Members of the Police Service". In that report, Mr. Justice Robins made the following two recommendations:

[t]he Board may wish to consider formulating a set of guidelines defining the boundaries appropriate to the Police/Board Member relationship and, among other things, indicating permissible and impermissible topics of conversation. (Page 22)

Protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information should be developed if the present practice is to continue. This requires addressing issues such as whether the incoming information should be subject to some screening process to determine whether it should be recorded at all; the confidentiality obligations of reporting officers; how many officers should be told of it; must the whole chain of command know; where the information is to be filed, how access to it is to be secured, and how long the information is to be retained. (Page 27)

At that meeting, the Board requested that I review these recommendations, develop any necessary guidelines or protocols and procedures as outlined in the recommendations and report to the Board on the matter. As well, the Board authorized me to consult with Mr. Justice Robins, as I considered necessary, during the preparation of my report.

#### Discussion:

I recently met with Mr. Justice Robins to obtain his comments and insights, gleaned from his review, on the implementation of the recommendations contained in his report.

#### 1. Guidelines for Permissible Board Member/Officer Conduct

My review of this matter suggests that there are only limited guidelines that should be imposed on members of the Board in their contact with members of the Service. As Board members are aware, a Code of Conduct for Board members has been established by regulation made under the *Police Services Act*, a copy of which is attached as Appendix "A" to this report. The provisions of sections 2, 4, 8 and 13 of the regulation already serve as broad guidelines for Board conduct and interaction with members of the Service.

For ease of reference, the previously mentioned provisions of the Code of Conduct provide as follows:

2. Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers. O. Reg. 421/97, s. 2.
4. Board members shall keep confidential any information disclosed or discussed at a meeting of the board, or part of a meeting of the board, that was closed to the public. O. Reg. 421/97, s. 4.
8. Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board. O. Reg. 421/97, s. 8.
13. Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or the police force. O. Reg. 421/97, s. 13.

In my view, given the normal interaction between Board members and members of the Service it seems inappropriate to impose a wide range of restrictions on such potentially useful, interaction, other than those dictated by good judgement and common sense or already imposed by the Code. However, in my view it would be appropriate and desirable as part of the Board members' orientation sessions to ensure that new Board members understand the significance of the Code provisions, referred to above, and are made aware of potentially sensitive areas of discussion with Service members. As well, the Board should consider requiring a Board member to receive additional training in the Code in the event issues arise regarding a member's compliance with the Code's requirements.

## 2. Protocols and Procedures for Handling Unfounded Information

In his report, the Chief of Police discussed the considerations that apply to a police officer's duty to report on matters of an unusual nature and the various regulations, rules and oaths of secrecy that govern Service members' confidential treatment of information that comes to their attention. I reviewed the Chief's report and concluded that the matters set out in the Chief's report have addressed the concerns raised in the review. I agree with the Chief's view that attempting to screen information and place limitations on its use could undermine effective policing for the reasons expressed by the Chief. In addition, in my view, the various regulations, rules and oaths of secrecy, if effectively enforced, should be sufficient for the purpose of ensuring that confidentiality is maintained for police information.

These provisions tend to address the disclosure of information outside of the Service. However, the Board should note that section 32(c) of the *Municipal Freedom of Information and Protection of Privacy Act* provides that disclosure of recorded personal information within an institution, such as the police service, is permissible if:

...the disclosure is made to an officer or employee of the institution who needs the record in the performance of his or her duties and if the disclosure is necessary and proper in the discharge of the institution's functions.

Thus, MFIPPA provides that recorded personal information can only be disclosed within an institution to a member of the Service who needs that record to carry out his or her duties and the disclosure is required for the Service's policing activities.

The Board may also wish to consider asking the Chief of Police to report on the security and confidentiality measures instituted for personal information, including information related to Board members, in the custody and control of the Service, particularly personal information arising from investigations into potential law enforcement matters. This would enable the Board to better assess the protection of such information at the Service.

**The Board was also in receipt of copies of the following Board Minutes:**

- **Minute No. P205/04 from the June 21, 2004 meeting – report from the Chair regarding proposed amendments to the *Police Services Act*; and**
- **Minute No. P354/04 from the October 21, 2004 meeting – report from the Chief of Police regarding a police officer's duty to report.**

**Copies of the foregoing Minutes are appended to this Minute as they provide background information into the issues addressed in the March 15, 2005 report from Mr. Cohen.**

**cont...d**

**The Board approved the following Motions:**

- 1. THAT the report from Mr. Cohen be received;**
- 2. THAT the copy of Minute No. P354/04 from the October 21, 2004 meeting be received;**
- 3. THAT, with regard to the copy of Minute No. P205/04 from the June 21, 2004 meeting, the Board forward correspondence to the Minister of Community Safety and Correctional Services recommending the following three amendments to the *Police Services Act* :**
  - (a) a police officer, including an elected official of a police association, be prohibited from conducting any surveillance, including electronic surveillance, of a member of a police services board, a member of a municipal council, a member of the Legislative Assembly, and a chief or deputy chief of police, either directly or indirectly, except in accordance with a lawful criminal investigation;**
  - (b) a police service, a police officer, a civilian member of a police service, a police association, or an elected official of a police association, be prohibited, either directly or indirectly, from maintaining files, records, internal memoranda or notes concerning a police services board member, a member of a municipal council, or a chief or deputy chief, unless these are required to be maintained (by a police officer or police service) in the course of a lawful criminal investigation; and**
  - (c) any criminal investigation involving a member of a police services board or a municipal council should be conducted by an outside police service; and**
- 4. THAT the Board, in conjunction with the Chief of Police, develop policies for the lawful and appropriate production and collection of information on members of the Board by members of the Service.**

## APPENDIX “A”

### ONTARIO REGULATION 421/97

*Amended to O. Reg. 277/00*

#### MEMBERS OF POLICE SERVICES BOARDS - CODE OF CONDUCT

1. Board members shall attend and actively participate in all board meetings. O. Reg. 421/97, s. 1.
2. Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers. O. Reg. 421/97, s. 2.
3. Board members shall undergo any training that may be provided or required for them by the Solicitor General. O. Reg. 421/97, s. 3.
4. Board members shall keep confidential any information disclosed or discussed at a meeting of the board, or part of a meeting of the board, that was closed to the public. O. Reg. 421/97, s. 4.
5. No board member shall purport to speak on behalf of the board unless he or she is authorized by the board to do so. O. Reg. 421/97, s. 5.
6. A board member who expresses disagreement with a decision of the board shall make it clear that he or she is expressing a personal opinion. O. Reg. 421/97, s. 6.
7. Board members shall discharge their duties loyally, faithfully, impartially and according to the Act, any other Act and any regulation, rule or by-law, as provided in their oath or affirmation of office. O. Reg. 421/97, s. 7.
8. Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the board. O. Reg. 421/97, s. 8.
9. Board members shall discharge their duties in a manner that respects the dignity of individuals and in accordance with the *Human Rights Code* and the *Charter of Rights and Freedoms* (Canada). O. Reg. 421/97, s. 9.
10. Board members shall not use their office to advance their interests or the interests of any person or organization with whom or with which they are associated. O. Reg. 421/97, s. 10.

- 11.** (1) Board members shall not use their office to obtain employment with the board or the police force for themselves, their family member or their same-sex partner. O. Reg. 83/00, s. 1.

(2) For the purpose of subsection(1),"family member" means the parent, spouse or child of the person, as those terms are defined in section 1 of the *Municipal Conflict of Interest Act*. O. Reg. 421/97, s. 11 (2).
- 12.** A board member who applies for employment with the police force, including employment on contract or on fee for service, shall immediately resign from the board. O. Reg. 421/97, s. 12.
- 13.** Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or the police force. O. Reg. 421/97, s. 13.
- 14.** (1) A board member whose conduct or performance is being investigated or inquired into by the Commission under section 25 of the Act or is the subject of a hearing before the Commission under that section shall decline to exercise his or her duties as a member of the board for the duration of the investigation or inquiry and hearing. O. Reg. 277/00, s. 1.

(2) If the application of subsection (1) results in a board not having enough members able to exercise their duties in order to constitute a quorum during an investigation, inquiry or hearing under section 25 of the Act, the chair of the Commission may appoint that number of persons necessary to constitute a quorum, who shall act in the place of the members who are unable to exercise their duties. O. Reg. 277/00, s. 1.

(3) The chair of the Commission,

  - (a) shall specify in an appointment made under subsection (2) that the appointee may only exercise such duties as are necessary for the effective operation of the board during the investigation, inquiry or hearing and, for such purpose, may specify the duties the appointee may or may not exercise; and
  - (b) shall cancel an appointment made under subsection (2) as soon as a member of the board who declined to exercise his or her duties under subsection (1) resumes exercising his or her duties or is replaced under subsection 25 (8) of the Act. O. Reg. 277/00, s. 1.
- 15.** If the board determines that a board member has breached the Code of Conduct set out in this Regulation, the board shall record that determination in its minutes and may,

  - (a) require the member to appear before the board and be reprimanded;

- (b) request that the Ministry of the Solicitor General conduct an investigation into the member's conduct; or
- (c) request that the Commission conduct an investigation into the member's conduct under section 25 of the Act. O. Reg. 421/97, s. 15.

## COPY OF BOARD MINUTE

### **THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#### **#P205            PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT***

The Board was in receipt of the following report JUNE 10, 2004 from Pam McConnell, Vice-Chair:

Subject:            PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT*

#### Recommendation:

It is recommended that the Board request its solicitor to provide comments on the three proposed amendments to the *Police Services Act*, identified in the report below

#### Background:

At its meeting on May 27, 2004, the Board approved a number of recommendations of The *Police Services Act* Working Group with respect to proposed amendments to the *Police Services Act* and agreed to forward them to the Minister of Community Safety and Correctional Services for consideration (Minute No. P148/04 refers).

During consideration of the amendments proposed by the Working Group, the Board also considered the following three additional proposed amendments:

- (a) a police officer, including an elected official of a police association, be prohibited from conducting any surveillance, including electronic surveillance, of a member of a police services board, a member of a municipal council, a member of the Legislative Assembly, and a chief or deputy chief of police, either directly or indirectly, except in accordance with a lawful criminal investigation;
- (b) a police service, a police officer, a civilian member of a police service, a police association, or an elected official of a police association, be prohibited, either directly or indirectly, from maintaining files, records, internal memoranda or notes concerning a police services board member, a member of a municipal council, or a chief or deputy chief, unless these are required to be maintained (by a police officer or police service) in the course of a lawful criminal investigation; and

- (c) any criminal investigation involving a member of a police services board or a municipal council should be conducted by an outside police service.

The Board decided to defer further consideration of the three abovenoted additional amendments to the Board's June 21, 2004 meeting and agreed, in the interim, to discuss them with Chief Julian Fantino and in light of the two recommendations made by The Honourable Sydney Robins, Q.C., in his report *Alleged Communication Between Police Services Board Member and Members of the Police Service*; reprinted below:

[t]he Board may wish to consider formulating a set of guidelines defining the boundaries appropriate to the Police/Board Member relationship and, among other things, indicating permissible and impermissible topics of conversation.

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Protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information should be developed if the present practice is to continue. This requires addressing issues such as whether the incoming information should be subject to some screening process to determine whether it should be recorded at all; the confidentiality obligations of reporting officers; how many officers should be told of it; must the whole chain of command know; where the information is to be filed, how access to it is to be secured, and how long the information is to be retained.

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(Reference: Board Minute No. C73/04)

#### Consideration of the Proposed Amendments:

On June 10, 2004 I met with Board Members The Honourable Hugh Locke, Q.C., and Councillors John Filion and Case Ootes to discuss these three proposed amendments and the recommendations contained in the report by The Honourable Sydney Robins, Q.C. Following a discussion, it was agreed that the Board should seek comments from its solicitor with regard to the proposed amendments.

#### Recommendation:

It is, therefore, recommended that the Board request its solicitor to provide comments on the three proposed amendments to the *Police Services Act*, noted as (a), (b) and (c) above.

**Councillor Filion made the following statement in order to clarify comments he made during the Board's May 27, 2004 meeting (Min. No. P148/04 refers):**

**In my comments to the media, regarding my neighbour's observance of a vehicle whose occupants he believed were conducting surveillance on my home, I believe I made it clear that I had no information regarding whom the occupants of that vehicle might have been. I specifically stated that I did not believe that my house was under surveillance by anyone authorized to do so by the Police Service.**

**My comments were made during a media scrum, in which questions and abbreviated answers fly quickly, and a lack of clarity sometimes results. From my comments, some journalists drew an inference that I did not intend. On a subject as sensitive as this one, it is important that there be no misunderstanding. I therefore wish to state, for the record, that I do not know who the occupants of the vehicle may have been, nor do I offer any speculation as to who they might have been. I have no reason to believe that it was anyone acting on instructions from the Toronto Police Service.**

**Mr. Andrew Clarke, Director of Uniform Field Services, Toronto Police Association, was in attendance and made a deputation to the Board. During his deputation, Mr. Clarke televised a segment from a video recording of the Board's May 27, 2004 meeting in which Councillor John Filion provided comments relative to proposed amendments to the *Police Services Act*. Following a review of the video recording, Mr. Clarke continued his oral deputation.**

**Chair Heisey interrupted Mr. Clarke and advised him that the nature of his comments about Councillor Filion could be considered as a complaint about Councillor Filion's conduct. Chair Heisey explained to Mr. Clarke the steps involved in filing a formal complaint to the Board about the conduct of a Board member. Mr. Clarke advised that he did not believe a formal complaint was necessary and indicated that an apology by Councillor Filion would be acceptable.**

**Mr. Albert Cohen, City of Toronto – Legal Services Division, was in attendance and concurred with Chair Heisey that the nature of Mr. Clarke's comments about Councillor Filion could be construed as a complaint about the conduct of a Board member.**

**Chair Heisey advised Mr. Clarke that, despite Mr. Clarke's desire to resolve this matter informally, the Board was required to consider his comments in light of the Board's policy governing complaints regarding the conduct of Board members and was now obligated to review this matter in accordance with that policy.**

**Chair Heisey advised that he would review this matter and would release the results of the review in a report for the Board's July 29, 2004 meeting.**

**Councillor Filion provided the Board with a copy of a revised Motion containing a "preamble" and requested that it form part of the Minutes with regard to this matter. He then requested that the Board defer the foregoing report, revised Motion and preamble *sine die*.**

**The Board approved the following Motions:**

- 1. THAT the deputation by Mr. Clarke be received;**
- 2. THAT, given that the comments by Mr. Clarke regarding Councillor Filion could be construed as a complaint, Chair Heisey send a letter to Mr. Clarke requesting that he provide the Board with his specific concerns in writing so that Chair Heisey can review this matter;**
- 3. THAT, following receipt of the information requested from Mr. Clarke noted in Motion No. 2, Chair Heisey review this matter in accordance with the Board's policy governing complaints and provide the results of that review to the Board for its July 29, 2004 meeting; and**
- 4. THAT the foregoing report from Vice-Chair McConnell and the revised Motion and preamble provided by Councillor Filion be deferred *sine die*.**

**A copy of Councillor Filion's revised Motion and preamble as noted above is attached to this Minute for information.**

**Preamble to Two of the Motions**  
**Prepared by Councillor John Filion**  
**Recommending Amendments to the *Police Services Act***

Whereas, since December 1997, there have been 19 members of the Toronto Police Services Board but only two of them have served beyond a three-year term, and

Whereas a lack of clear guidelines regarding unacceptable methods of attempting to influence a member of the Police Services Board, or a member of Council, may have contributed to this turnover, and

Whereas the Police Services Board needs to be able to attract and retain a full compliment of dedicated individuals who can focus on their duties, without inappropriate distraction, in dealing with extremely important policing matters on behalf of the citizens, and

Whereas former Toronto Police Services Board vice-chair Judy Sgro was publicly reported as saying that there had been attempts to intimidate her in the course of carrying out her duties as a member of the board, and

Whereas former Board vice-chair Jeff Lyons was publicly reported as saying that he had his office swept of bugs out of concern that electronic surveillance was being carried out on him, and

Whereas Toronto City Council authorized members of Council to have their offices swept for bugs, based on similar concerns and

Whereas there were published reports that surveillance may have been conducted on Chief Fantino, and

Whereas former Toronto Police Association President Craig Bromell stated on a CBC documentary that the Association kept files on perceived enemies and that he might accurately be described as a bully, and

Whereas I was shocked when court material from my marital separation appeared in a daily newspaper in March of this year, within weeks of me being warned that members of the police service were discussing my divorce and within days of my scrutiny of a police department budget, and

Whereas my marital separation is five years old and had not previously been the subject of any interest by anyone other than friends and family, and

Whereas, in 22 years of public life, I have not had any similar experiences, and

Whereas, soon afterwards, a neighbour reported to me his believe that my home was under blatant surveillance by the occupants of a vehicle, and

Whereas I have not had any similar reports or experiences in 25 years as a homeowner, and

Whereas, even if I had information on the occupants of the vehicle – which I do not – and was able to connect such actions to my role as a member of the police services board – which I cannot - it is not clear whether such action would be formally considered inappropriate or illegal, and

Whereas the Province is making changes to the Police Services Act and the Toronto Police Services Board is making recommendations to be considered as part of that process, and

Whereas it is in the interests of the Police Services Board, the dedicated men and women of the Toronto Police Service, the Chief of Police and deputy chiefs, and the citizens of Toronto, that reasonable steps be taken to discourage any inappropriate attempts to influence the above-mentioned officials in the carrying out their duties to the best of their beliefs and abilities,

Therefore it be resolved that:

The Toronto Police Services Board recommend that the Police Services Act be amended to provide that:

- 1) A police officer, including an elected official of a police association, be prohibited from conducting any surveillance, including electronic surveillance, of a member of a police services board, a member of a municipal council, and a chief or deputy chief of police, either directly or indirectly, except in accordance with a lawful criminal investigation;
- 2) A police service, a civilian member of a police service, a police association, or an elected official of a police association, be prohibited, either directly or indirectly, from maintaining files, records, internal memoranda or notes concerning a police services board member, a member of a municipal council, or a chief or deputy chief, unless these are required to be maintained (by a police officer or police service) in the course of a lawful criminal investigation.

## COPY OF BOARD MINUTE

### **THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 21, 2004**

#### **#P354. A POLICE OFFICER'S DUTY TO REPORT**

The Board was in receipt of the following report OCTOBER 01, 2004 from Julian Fantino, Chief of Police:

Subject: A POLICE OFFICER'S DUTY TO REPORT

#### Recommendation:

It is recommended that: the Board receive this report.

#### Background:

On September 23, 2002, an internal correspondence was submitted outlining a conversation that took place between Service members and a member of the Toronto Police Services Board. Several months later a copy of this document along with a related e-mail message was leaked to the media. Chief Fantino instructed Professional Standards to investigate the leak of the Service documents to the media. In addition, the Honourable Sydney L. Robins was retained by the Board to conduct a review of the "facts and circumstances regarding the alleged conversation".

Professional Standards conducted an investigation the results of which were that no evidence to support laying any charge against any member of the Toronto Police Service or anyone else was identified. (Minute No. C90/04 refers)

The Honourable Sydney L. Robins, Q.C. subsequently reviewed and reported on the circumstances of this issue to the Board. On April 16, 2004 the Board received a report from Mr. John Sewell of the Toronto Police Accountability Coalition responding to Judge Robins' report.

At its meeting of June 21, 2004, the Board requested that Chief Julian Fantino prepare a report in response to Mr. John Sewell's correspondence. The following two motions were directed to the Chief (Board Minute P282/04 refers):

1. *"THAT recommendation No. 1 in Mr. Sewell's correspondence be referred to Chief Fantino for a response in the form of a report to the Board;*
2. *THAT while preparing the report noted in Motion No. 1, Chief Fantino take into consideration the two recommendations made by The Honourable Sydney Robins, Q.C., in his report Alleged Communication Between Police Services Board Member and Members of the Police Service (Min. No. C73/04 refers)."*

Response:

Recommendation No. 1 of Mr. Sewell's correspondence requests a report on where the duty originates for officers to report on concerns they have about the conduct or statements of Board members and others.

The Toronto Police Service does not have a policy, practice or requirement for its members to report on the conduct or statements of Board members. There is a requirement however, within Toronto Police Services Board rules for officers to report on any unusual occurrence during a tour of duty. Specifically, there are three rules which direct constables, sergeants/detectives, and staff sergeants/detective sergeants on reporting unusual occurrences during a tour of duty. These rules read as follows:

**Police Services Board Rule 3.12.6, "Reporting Unusual Circumstances"**

"Constables shall report to their respective staff sergeant, detective sergeant, sergeant or detective, any unusual occurrence during their tour of duty."

**Police Services Board Rule 3.9.3, "Unusual Occurrences"**

"Sergeants and detectives shall report to their staff sergeant, detective sergeant or unit commander any unusual occurrence during their tour of duty."

**Police Services Board Rule 3.6.14, "Reporting Unusual Circumstances"**

"Staff sergeants and detective sergeants shall report to their unit commander any unusual occurrences during their tour of duty."

Each of the above rules makes reporting a mandatory course of action by the use of the word "shall". In addition, the second paragraph of Rule 3.6.1, "Conduct of Members" prescribes a mandatory course of action for supervisors as follows:

"Staff sergeants and detective sergeants shall, upon becoming aware of a member who has:

- contravened or apparently contravened section 74 of the Police Services Act;
- committed or apparently committed a breach of any provision of this By-Law;
- failed or apparently failed to follow a mandatory course of action prescribed in the Policy and Procedure Manual, other manual issued by the Chief of Police or their unit commander, or Routine Order;
- contravened or apparently contravened the Code of Conduct, Ontario Regulation 123/98 report such, as soon as practicable, to their unit commander."

The Code of Conduct Schedule, as set out in Part V of Ontario Regulation 123/98 of the Police Services Act, reinforces the above Police Service Board rules. Section 2.1(c) states that: “Any Chief of Police or other police officer commits neglect of duty, in that he or she:

- (i) without lawful excuse, neglects or omits promptly and diligently to perform a duty as a member of the police force,
- (v) fails to report a matter that it is his or her duty to report,
- (vii) omits to make any necessary entry in a record.”

There is no statutory law, common law, rule, policy or established practice that specifically limits or guides the police on who or what can be the subject of note to police officers. They should not consider the rank, position or reputation of a citizen when deciding to report. All police officers are considered to be independent agents of the Crown. Therefore, if the officer is prejudiced by the status, rank or economic power of an individual, he or she has failed their oath of office and the expectations of the public. Officers by their independent status, treat all members of the public equally.

The two recommendations made by the Honourable Sydney Robins, Q.C. as outlined are (Board minute C73/04 refers):

- 1) The Board may wish to consider formulating a set of guidelines defining the boundaries appropriate to the Police-Board Member relationship and, among other things, indicating permissible and impermissible topics of conversation.

This recommendation is within the Board’s purview and is not commented on within this report.

- 2) Protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information should be developed if the present practice is to continue. This requires addressing issues such as whether the incoming information should be subject to some screening process to determine whether it should be recorded at all; the confidentiality obligations of reporting officers; how many officers should be told of it; must the whole chain of command know; where the information is to be filed, how access to it is to be secured, and how long the information is to be retained.

The confidentiality requirement for officers is clearly stated in the Police Services Act, Toronto Police Services Board Rule 4.3.0 Confidential Information, and the Oath of Secrecy. Details of this governance are outlined below.

### **Police Service Act, Ontario Regulation 123/98, Part V, Code of Conduct**

“2. (1) Any chief of police or other police officer commits misconduct if he or she engages in,

- (e) Breach of Confidence, in that he or she,
  - (i) divulges any matter which it is his or her duty to keep secret,

- (ii) gives notice, directly or indirectly, to any person against whom any warrant or summons has been or is about to be issued, except in the lawful execution of the warrant or service of the summons
- (iii) without proper authority, communicates to the media or to any unauthorized person any matter connected with the police force,
- (iv) without proper authority, shows to any person not a member of the police force or to any unauthorized member of the force any record that is the property of the police force;”

#### **Police Services Board Rule 4.3.1, “Business To Be Confidential”**

“Members shall treat as confidential the official business of the Service and shall not speak for purposes of publication, give interviews, make public speeches nor divulge information relating to police business, except:

- as required by and in accordance with the law or a court order;
- as directed by, or with the permission of, the Board or the Chief of Police
- as required by this By-law and established practices.”

#### **Police Services Board Rule 4.3.6, “Access To Official Information”**

“Members shall not release or provide access to any unauthorized persons, or non-members, any authorized form, memorandum book, statement obtained as a result of an investigation, police photograph, videotape, audiotape or other recorded information, or copy thereof, except:

- as required by and in accordance with the law or a court order;
- when authorized by the Board or the chief of police;
- when otherwise provided for in this By-law.

Written requests under the Municipal Freedom of Information and Protection of Privacy Act, 1989, shall be dealt with in accordance with the established practice.

#### **Affirmation / Oath of Secrecy**

Every member of the Toronto Police Service, upon employment, takes an affirmation/oath of secrecy to not disclose any information obtained by them during their employment with the Service, except as may be authorized or required by law.

The development of protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information is problematic. Police services are only as effective as the information they receive, correlate and share amongst themselves. Many investigations start with the comment of a witness, victim or observant citizen. Pieces of information are put together like a puzzle to form the substance of an investigation, and only when enough information presents itself can any determination be made as to its relevance, accuracy and validity.

Screening information recorded or unrecorded requires some background knowledge of the subject matter in order to make a balanced decision. New leads in undiscovered crime cases, new suspects, new modus operandi, by their nature have no background information for the screening officer. Screening information is not practical and unrecorded information is lost information.

While the Service has developed policies and practices on how to deal with routine information obtained in accordance with the above, unusual occurrences such as this one are dealt with on a case by case basis, keeping in mind the issues of confidentiality, sensitivity and the public interest.

Conclusion:

It is recommended that the Board receive this report.

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

**Ms. Kristina Kijewski, Director, Corporate Planning, was in attendance and discussed this report with the Board.**

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

- 1. THAT the Chief's report be referred to Mr. Albert Cohen, City of Toronto – Legal Services Division, and that Mr. Cohen be requested to review the two recommendations proposed by Justice Robins and, following the review, develop the necessary guidelines or protocols and procedures as outlined in the recommendations and submit them to the Board in the form of a report for consideration; and**
- 2. THAT, during the preparation of the report noted in Motion No. 1, Mr. Cohen be authorized to consult with Justice Robins as he deems necessary.**

The two recommendations contained in *Report – Alleged Communication Between Police Services Board Member and Members of the Police Service*, written by The Honourable Sydney Robins, Q.C., which was received by the Board at its meeting on March 25, 2004 (Min. No. P102/04 refers), are reprinted below:

**[t]he Board may wish to consider formulating a set of guidelines defining the boundaries appropriate to the Police/Board Member relationship and, among other things, indicating permissible and impermissible topics of conversation.**

**(Page 22)**

**Protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information should be developed if the present practice is to continue. This requires addressing issues such as whether the incoming information should be subject to some screening process to determine whether it should be recorded at all; the confidentiality obligations of reporting officers; how many officers should be told of it; must the whole chain of command know; where the information is to be filed, how access to it is to be secured, and how long the information is to be retained.**

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P191. PROCESS FOR SELECTING EXTERNAL LEGAL COUNSEL AND FEE  
STRUCTURE FOR EXTERNAL LEGAL SERVICES**

The Board was in receipt of the following report MAY 09, 2005 from Albert Cohen, City of Toronto – Legal Services Division:

Subject: Process for Selecting External Legal Counsel and Fee Structure for External Legal Services

Recommendation:

It is recommended that the Board:

- (i) enact the draft By-law attached as Appendix “A” to this report amending Financial By-law No. 147, to provide authority for the Board Chair to purchase goods and services on an emergency basis;
- (i) adopt the policy attached as Appendix “B” to this report, establishing a process for retention of external legal counsel in urgent situations; and
- (iii) not adopt a fee schedule applicable to external legal counsel.

Background:

At its meeting held on November 19, 1998, the Board considered a report regarding the retention of an external law firm to provide a legal opinion (Minute No. C334/98 refers). In approving the report, the Board requested that the Chief of Police and the City Legal Division, in consultation with Board staff, submit a report on a process governing the identification and selection of external counsel applicable to both the Board and the Toronto Police Service.

At its meeting held on October 16, 2003, the Board received a report recommending approval of payment of an account for external legal counsel who had been retained by the Board in respect to the investigation by the Ontario Civilian Commission on Police Services into the conduct of former Chair Norman Gardner (Minute No. P289/03 refers). In approving the report, the Board also requested that the City Legal Division provide a report to identify a proposed fee structure for the Board to approve, to be provided to outside counsel.

At its meeting held on May 29, 2003, the Board enacted a new financial by-law establishing processes for the purchase of goods and services on behalf of the Board and the Service (Minute No. P132/03 refers).

Prior to examining the specific issues raised by the Board, identified above, the Board should note that retention of external legal counsel is distinct from the issue of the Board's obligation to pay legal costs incurred by Service members who are entitled to legal indemnification pursuant to the terms of their collective agreements. At its meeting held on April 7, 2005, the Board requested that the City Solicitor, in consultation with the Chief of Police, provide a report on issues respecting payment by the Board for legal services provided to Service members (Minute No. C93/05 refers). That issue is principally a labour relations issue and will be addressed in a separate forthcoming report.

In addition, at its meeting held on March 25, 2004, the Board requested former Chair Alan Heisey to develop a protocol, in consultation with Mr. Jerry Wiley, Legal Counsel to the Chief of Police and me, that would establish a process by which the Chief of Police is obliged to seek the consent of the Board Chair prior to retaining outside legal counsel in an attempt to defend the Office of Chief of Police against defamatory statements or allegations (minute No. C60/04 refers). This matter will also be addressed in a separate report.

#### Discussion:

##### 1. Process for Retention of External Legal Counsel

There are two basic situations when external legal counsel is retained by the Board and the Service. First, counsel is obtained to provide services on an on-going basis in a specialized area. For example, the Board has retained a law firm to provide legal services for employment and labour matters at set hourly rates, on request by the Board and the Service. Second, the Board and the Service may from time to time require the assistance of external legal counsel to provide legal services on a one-off basis on a particular file or issue, which may or may not be required on an urgent basis.

Bearing these two situations in mind, in my opinion, a process for retaining external legal counsel already exists in general terms under the provisions of Board Financial By-law No.147. Pursuant to subsection 11(1) of the By-law, the TPS Purchasing Agent is responsible for the purchasing process for all goods and services with a value of \$10,000.00 or less. Pursuant to clause 11(1)(a), the TPS Purchasing Agent, in consultation with the City Solicitor and in accordance with policies and directives as may be adopted from time to time by the Board and by the Director, Finance and Administration, may determine the appropriate form and method by which all goods and services with a value of less than \$10,000.00 shall be procured on behalf of the Board to ensure the lowest cost for such goods and services. Similarly, the TPS Purchasing Agent may develop methods by which potential vendors shall be pre-qualified in respect to the provision of goods and services with a value of \$10,000.00 or less.

For goods and services with a value greater than \$10,000.00, the City Purchasing Agent undertakes the procurement process in accordance with the City's procurement rules and provides information to the Service on bids and proposals that have been received pursuant to that process.

Once the appropriate process has been followed, those persons with delegated authority under the By-law to make contractual commitments can make the required commitment to complete the purchase. In respect to the Service, the Chief of Police has authority up to \$500,000.00 *per* commitment as does the Chair in respect to purchases for the purposes of the Board Office.

Both the Chief and the Chair have the authority to act outside of some of the procedures for solicitation of goods and services established in the By-law in certain situations. Under clause 11(2)(a), when there is an event that the Chief considers to be an emergency that requires immediate delivery of goods and services with a value of \$10,000.00 or less, the TPS Purchasing Agent Chief may disregard the usual solicitation process. In addition, under section 18 of the By-law, when the Chief is of the opinion that an emergency exists, the Chief may take such steps as he or she, acting reasonably, deems necessary to deal with the emergency, without the necessity for compliance with the requirements of the By-law. However, if the Chief exercises such authority, he or she must report such action to the Board Chair at the earliest opportunity and report on such action to the Board at its first meeting immediately following such action.

Under subsection 17(6), the Chair may make an award in excess \$500,000.00 in any one instance provided that there is money in the budget for that purpose, competitive prices for the goods and services have been obtained and the award and commitment is to the lowest priced bidder that meets specifications.

In addition, by Minute No. C334, referred to above, the Board established a policy authorizing the Chair to retain external counsel to provide the Board with opinions on matters of significant public interest. However, the Chair must still comply with the established process for retaining counsel.

In my opinion, the By-law establishes a process for the retention of external legal counsel. As noted above, this process was used when the Board and the Service retained external legal counsel to provide supplementary legal services in the area of employment and labour law. A proposal process was initiated that involved the receipt of proposals from various firms and an interview and selection process to assess which of the responding law firms was best able to provide the required services. Thus, in situations where there is no urgent need for the required services, the purchasing process, as described above, works well and in a manner consistent with purchases generally.

The application of the By-law is not as clear in respect to the acquisition of external legal services in situations where there is an urgent need for those services. While the Chief of Police has the authority to disregard the standard purchasing process when there is an emergency, the By-law does not also confer that authority on the Board Chair. Therefore, I recommend that the Board Chair be given that authority by way of amendment to the By-law in the form attached as Appendix "A" to this report.

In addition, I suggest that the Board adopt a policy for the retention of external legal counsel in urgent situations, similar to the one already adopted by the City of Toronto. The City, in adopting a policy in respect to the retention of consultants generally, modified the general approach for the retention of external legal counsel. In a report considered by City Council at its meeting held on December 4, 5 and 6, 2001, in conjunction with its consideration of the report on

retention of consultants contained in Clause No.10 of Report No. 10 of the Audit Committee, the City Solicitor noted:

While many firms will indicate an expertise in a particular area and qualify for inclusion on a proponents' list, the Legal Division is more interested in the past experience and record of a firm in relation to the specific issue at hand, not just experience within an area of expertise. While specific experience and record of success on or in an issue is likely to emerge through a subsequent evaluation process, many legal issues are time sensitive requiring immediate access to external expertise.

In light of these types of concerns, the City Solicitor recommended, and Council accepted, that the Legal Division be able to solicit directly for legal services and to solicit from five legal firms identified by the City Solicitor so long as at least three firms submit a response. This approach allows for a limited competitive process for the retention of external legal services while allowing for flexibility to address the urgent nature of the matter at hand and focus on external legal counsel with the expertise required to successfully address the specific legal matter.

I recommend that the Board adopt a similar policy, as set out in the draft policy attached as Appendix "B" to this report, and that this policy apply in respect to the retention of external legal counsel by both the Board and the Service in situations where it is not possible or desirable to comply with the usual purchasing process due to the urgent nature of the situation.

## 2. Fee Structure for External Counsel

Our inquiries indicate that both the provincial and federal governments have adopted a fee schedule for some external legal services. The federal government has established a legal tariff for legal services for criminal prosecution work and property work, a copy of which is attached as Appendix "C" to this report. According to a representative of the federal government familiar with the tariff and its application, the fee schedule was adopted for criminal prosecution and property work given their high volume and repetitive nature.

The federal government has also established remuneration guidelines for legal services of a civil nature, which is contained in the second section of the tariff found in Appendix "C". However, representatives of the federal government advise that this is simply a guideline and, ultimately, provision of legal services in civil matters are negotiated on a case-by-case basis taking into consideration the following factors:

- the nature and complexity of the work;
- the areas of expertise required;
- the level of experience required;
- urgency of the matter;
- the regional market in which the services are required;
- the level of risk, i.e. the amount at stake for the government and its impact on government programs; and
- the level of effort required for legal counsel to become sufficiently familiar with the key issues.

Ultimately, remuneration is negotiated based on the particular circumstances of the work in question, is not based on previously negotiated rates and is not considered a precedent for future negotiations.

The federal government representative also noted that there has been a shift in the federal government away from the application of guidelines for civil work to an approach that provides more flexibility and reflects the current trend in the private sector. Alternate billing arrangements have been negotiated with legal agents in lieu of remuneration based on a straight hourly rate and the amount of time devoted to an assignment. Such alternate billing arrangements include flat fees, lump sum payments, blended rates and weighted averages.

The provincial government also has a fee schedule for private sector lawyers, which is attached as Appendix "D" to this report. As the notes to the fee schedule indicate, there are exceptions to the application of the fee structure. I am also advised by representatives of the provincial government that this fee structure has been in place for a long time and, as indicated on the schedule itself, the provisions for determining a lawyer's years of experience may only be guidelines.

Despite the existence of the fee schedules at the provincial and federal levels, in my opinion, a fee schedule may be of limited use, and even counter-productive, in respect to the Board's retention of appropriate legal counsel. In my experience, the Board retains external legal counsel infrequently and a review of the Board minutes in this area since 1998 indicate that, with the exception of labour and employment legal services for which a retainer has been established, external legal counsel have only been retained four or five times. It is my understanding that both the federal and provincial governments retain external counsel on a more regular basis. Thus, there is not much need for the establishment of a schedule for the Board's use of external counsel since it is so infrequent. In addition, given the infrequent use of external legal counsel, the Board's ability to attract suitable expert counsel to deal with urgent legal matters may be reduced by the imposition of a fee structure that does not adequately reflect the current rates charged by legal counsel. While external legal counsel may be prepared to commit to lower legal fees when there is a high volume of work at both the provincial and federal levels, given the occasional nature of legal work for the Board and the fact that different legal counsel will be retained as circumstances dictate, use of a fee schedule may inhibit the Board from obtaining the best legal counsel in the circumstances. Finally, as noted above, the federal government itself only uses its fee structure as a guideline and is prepared to negotiate fees based on a variety of criteria applicable to each legal matter.

In addition, by way of contrast, the Board has approved rates substantially higher than those contained in the fee schedules of the province and the federal government in situations where there has been a competitive process for the retention of legal services. For example, in retaining a law firm to provide labour and employment legal services, the Board approved hourly rates as set out in Minute P226/04, attached as Appendix "E" to this report. While this certainly does not preclude the Board from establishing its own rates, it is worth noting that the rates approved by the Board in a competitive purchasing situation for a relatively high volume of work and ongoing provision of legal services, were substantially higher than what is used by the federal and provincial governments.

In light of the foregoing, I recommend that the Board not develop a fee schedule for retaining external legal counsel by the Board and the Service. Given the infrequent use of external legal counsel and the need to acquire counsel with specialized expertise, often on an urgent basis, I recommend that the Board negotiate fees on a case-by-case basis through the Board Chair in consultation with the City Solicitor. The Board may consider using the fees charged by external labour and employment counsel as a rough guideline for such fees.

As well, in my opinion the criteria used as part of the federal government's approach to fees for external legal counsel would be very helpful in evaluating what considerations might be appropriate in any given circumstance. Staff in the City Legal Division can assist with the process of assessing the current going rate for certain types of legal expertise on a case-by-case basis and the negotiation of fees to reflect the needs of the specific situation.

**The Board approved the following Motion:**

**THAT recommendations no. (i) and (ii) be approved and that consideration of recommendation no. (iii) be deferred to the Board's July 12, 2005 meeting.**

**APPENDIX "A"**

**TORONTO POLICE SERVICES BOARD**

**BY-LAW No. 151**

To amend the Toronto Police Services Board  
Financial By-law, By-law No. 147

WHEREAS the Toronto Police Services Board previously enacted By-law No. 147 "To confer certain authorities and responsibilities with respect to the appropriation and commitment of funds by and the payment of accounts of the Toronto Police Services Board, and other related matters" (the "By-law"); and

WHEREAS it is desirable to amend the By-law to clarify a matter respecting the authority of the Chair of the Toronto Police services board to purchase good and services in emergency situations;

The Toronto Police Services Board HEREBY ENACTS as follows:

1. Section 18 of the By-law is amended by adding the following as subsections (3) and (4):
  - (3) Where, in the opinion of the Chair, an there is an urgent need to acquire good and services for the Board office, the Chair may take such steps as he or she, acting reasonably, considers necessary to deal with the emergency, without the necessity for compliance with the requirements of this by-law.
  - (4) If the Chair exercises his or her authority under subsection (3), he or she shall report such action to the Board at its first meeting immediately following such action.
2. This by-law shall come into force on the date of its enactment.

ENACTED AND PASSED this 13<sup>th</sup> day of June 2005

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**Pam McConnell**  
**Chair**

<p><b>Board Meeting:</b> <b>June 13, 2005</b> <b>Minute No. P191/05</b></p>
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APPENDIX "B"

TORONTO POLICE SERVICES BOARD

TPSB POL – 000

Retention of External Legal Counsel

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: **BM/yr**

Board Authority:

**BOARD POLICY**

It is the policy of the Toronto Police Services Board that when external legal counsel needs to be retained on an urgent basis pursuant to either clause 11(2)(a) or section 18 of the Board’s Financial Bylaw No. 147, as amended, the process for such retention shall be as follows:

The City Solicitor shall be contacted for the purpose of identifying legal counsel suitable for the purposes of the retainer.

The City Solicitor shall contact at least three legal counsel who are suitable for the purposes of the retainer and who are willing and available to provide the requested legal services and shall ascertain the fees to be charged by such legal counsel.

The City Solicitor shall advise the Board Chair or the Chief of Police or their designates, as the case may be, of the legal counsel available to provide the requested services and the fees that would be charged for those services.

The Board Chair or the Chief of Police, as the case may be, shall select legal counsel from those identified by the City Solicitor and shall advise the Board of such selection in accordance with the requirements of the Financial By-law.

Despite the remainder of this policy, if, in the opinion of the City Solicitor, due to the nature of the matter that is the subject of the required legal services, there is a particular legal counsel that is most suitable to provide the legal services, the City Solicitor shall so advise the Board Chair or the Chief of Police, as the case may be, and the Board Chair or the Chief of Police, as the case may be, may elect to retain that counsel if he or she considers it to be in the best interests of the Board and the Toronto Police Service.

**REPORTING:** The Board Chair or the Chief of Police, as the case may be, shall report to the Board on the retention of legal counsel in accordance with the requirements of the Board’s Financial By-law.

Legislative Reference

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		31(1)(c), 31(3) and 31(4)

## APPENDIX “C

**APPENDIX****CRIMINAL PROSECUTIONS AND PROPERTY WORK FEE SCHEDULE /  
TARIF D'HONORAIRES RELATIF AUX POURSUITES PÉNALES ET TRAVAUX EN DROIT DE LA  
PROPRIÉTÉ**

Years at Bar / Nombre d'années d'exercice	Current Hourly Rates Taux horaires en vigueur
Student / Paralegal Étudiant / Parajuriste	\$30
Less than 5 years Moins de 5 ans	\$60
More than 5 years and less than 10 years Plus de 5 ans et moins de 10 ans	\$71
10 years and more 10 ans et plus	\$82

**HOURLY RATE GUIDELINES: CIVIL WORK /  
LIGNES DIRECTRICES SUR LES TAUX HORAIRES - AFFAIRES CIVILES**

Years at Bar / Nombre d'années d'exercice	Current Hourly Rate Guidelines / Lignes directrices sur les taux horaires en vigueur
Student / Paralegal Étudiant / Parajuriste	\$30
1 to 3 years 1 à 3 ans	\$60 - \$85
4 to 7 years 4 à 7 ans	\$85 - \$100
8 to 12 years 8 à 12 ans	\$100 - \$125
13 to 20 years 13 à 20 ans	\$125 - \$150
More than 20 years Plus de 20 ans	\$150 - \$200

## **APPENDIX “D**

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**Schedule 4  
Ministry of the Attorney General  
Fee Schedule for Private Sector Lawyers**

Category	Hourly Rate	* New! Corresponding Years of Experience
<b>Lawyers</b>		(use as a guide only)
• Junior Lawyer	\$ 56 to \$104	Up to 3 years' experience
• Intermediate lawyer with good experience	\$ 88 to \$132	5 to 8 years' experience
• Senior lawyer with extensive experience, well-recognized in area of expertise	\$124 to \$176	8 + years' experience
• Only the most senior lawyers performing work on a significant project requiring a high degree of specialized skill	\$192 (Maximum)	10 + years' experience
Articling Students ~ New!	\$45 to \$55	
Law Students ~ New!	\$30 to \$45	
Law Clerks/Paralegals ~ New!	\$30 to \$55	

**NOTES:**

1. Effective May 15, 1993.
2. Maximum number of hours billed per day: ten (10).
3. The rate structure does not apply to real estate transactions as fees for such transactions are based on an established real estate tariff which, in turn, is normally negotiated downward. The rate structure does not apply to private sector panel lawyers retained by the Public Guardian and Trustee, the Children's Lawyer or the Family Responsibility Office for work done directly for their Client group.
4. This fee schedule may not apply to foreign-based lawyers.
5. No blended rates are permitted. The retainer letter must detail each private sector lawyer to be retained and their respective hourly rates. Year of Call for each lawyer must be provided.
6. No exceptions will be made to this fee schedule without the prior approval of the Assistant Deputy Attorney General, Legal Services Division.
7. Reasonable disbursements will also be paid. A provision for this must be made in the retainer letter for disbursements.

## **APPENDIX ‘E**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 29, 2004**

**#P226. 2004 HOURLY RATES FOR LEGAL SERVICES – HICKS MORLEY  
HAMILTON STEWART STORIE LLP**

The Board was in receipt of the following report July 06, 2004 from William Gibson, Director, Human Resources:

Subject: 2004 HOURLY RATES FOR LEGAL SERVICES -- HICKS MORLEY  
HAMILTON STEWART STORIE

Recommendation:

It is recommended that the Board approve the hourly rates for legal services provided by Hicks Morley Hamilton Stewart Storie retroactive to May 1, 2004.

Background:

At its meeting on December 11, 2002 (Board Minute #P333-02 refers), the Board approved the selection of the law firm of Hicks Morley Hamilton Stewart Storie to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board. The Board also authorized the Chairman to execute an agreement between the Board and the law firm of Hicks Morley Hamilton Stewart Storie to provide legal services for a five-year period from October 1, 2002 to September 30, 2007, inclusive.

The agreement in part states that "Hicks, Morley acknowledges that the fee estimates set out in paragraph 1 of Schedule "B" are the maximum amounts authorized to be paid by the Board and any invoiced amount for fees in excess of this will require further authorization, which may or may not be forthcoming". Attached is a list outlining the current fee schedule.

On June 8, 2004, Labour Relations was in receipt of a letter from Mr. Michael Hines of Hicks Morley Hamilton Stewart Storie proposing the following increases to the hourly rates for the Board's consideration:

<u>Lawyer</u>	<u>Regular Rate</u>	<u>Toronto Police Services Board Rate</u>
Senior Partner – 15 + years of experience	\$395.00	\$325.00
Partner – 7 to 14 years of experience	\$340.00 to \$385.00	\$250.00 to \$325.00
Senior Associate	\$210.00 to \$330.00	\$170.00 to \$240.00
Junior Associate	\$205.00	\$150.00 to \$160.00
Students	\$125.00	\$105.00

Hicks Morley Hamilton Stewart Storie has indicated that this type of increase is necessary to offset escalating expenses at the law firm and, in particular, to ensure that the salary structure for the more junior members of the law firm are comparative with other major firms in the Greater Toronto Area.

It is hereby recommended that the Board approve the above hourly rates retroactive to May 1, 2004. Funds are available in the Board's Professional and Consulting Budget Account #BRD 4199.

I 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 JUNE 13, 2005**

**#P192. TORONTO WOMEN'S BATHHOUSE COMMITTEE –  
IMPLEMENTATION OF TRAINING RECOMMENDATION**

The Board was in receipt of the following report May 09, 2005 from William Blair, Chief of Police:

Subject: TORONTO WOMEN'S BATHHOUSE – MINUTES OF SETTLEMENT

Recommendation:

It is recommended that: the Board approve the method of delivering training in response to item No. 6 of the Minutes of Settlement.

Background:

At the December 16, 2004 closed meeting the Board approved the Minutes of Settlement for the Ontario Human Rights Commission complaint regarding the Toronto Women's Bathhouse Committee (Minute No. C220/04 refers). In approving the Minutes of Settlement, the Board approved a motion indicating that it was the understanding of the Board that "the learning program, referred to in Term No. 6 of the Minutes of Settlement, will be delivered as a component of the Toronto Police Service's diversity training course."

Response:

A working group headed by Superintendent Keith Forde, Unit Commander of the Training and Education Unit (T&E) has been established to ensure that the terms of the Minutes of Settlement are carried out fully and promptly.

Including this training in the Diversity-Training Course would prove to be problematic, as the Policing and Diversity Course is a multi-year training initiative, which is not attended by every police officer. For example, since 2001, approximately 3000 front line police officers have received annual Diversity Training as part of the Advanced Patrol Training (APT) course and through Front-Line training packages delivered in the Units. They do not attend the stand-alone Policing and Diversity Course.

Conclusion:

It is the opinion of the T&E staff that the training programs described in the Minutes of Settlement will be more effective if they are integrated into a wide variety of courses including the APT and Front-Line in addition to being included in the Diversity Course. T&E also believes that it will be beneficial to include this material in Criminal Investigation Training, Recruit Training, and Leadership Training provided to Supervisors and Senior Officers.

It is recommended that the Board approve the method of delivering training in response to item no. 6 of the Minutes of Settlement.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P193. COMMUNITY DONATION: FUNDS FOR THE TORONTO POLICE  
SERVICE DRAGON BOAT CREW - \$3,500**

The Board was in receipt of the following report MAY 10, 2005 from William Blair, Chief of Police

Subject: COMMUNITY DONATION – TORONTO POLICE DRAGON BOAT CREW

Recommendation:

It is recommended that: the Board accept the donation of \$3,500.00 from Mr. Paul Kwong to be used by the Toronto Police Dragon Boat Crew to attend competitions.

Background:

The Toronto Police Dragon Boat Crew (TPDBC) was formed in 1990 with the financial support of the Toronto Police Services Board (Board) and has represented the Toronto Police Service at dragon boat and voyageur canoe competitions.

The TPDBC was funded exclusively by the Board from 1990 to 1994, inclusive. From 1995 to 1997, inclusive, the crew received financial assistance from the Board's Special Fund to attend dragon boat competitions in the United States, in accordance with the Service Procedure entitled "Attendance at Competitions or Events" (14-28).

The annual TPDBC budget is approximately \$30,000. The team receives an annual financial support of between \$3,000 and \$8,000 from the Toronto Police Amateur Athletic Association (TP AAA). The remainder of the team budget is raised through membership fees and sales of chocolate bars, T-shirts and sweatshirts.

The Toronto Police Dragon Boat Crew is comprised of uniform, civilian and auxiliary members of the Toronto Police Service, as well as members of the Board staff. Participation at practices and competitions requires a commitment of over one hundred (100) off-duty hours each season. At all times, the actions and interactions of all members of the TPDBC exemplify the Service's Core Values of *Honesty, Integrity, Fairness, Respect, Reliability, Teamwork and Positive Attitude*.

The Toronto Police Dragon Boat Crew is one of only a few multi-regatta police crews in North America and has competed in dragon boat regattas in Ontario, Quebec and the United States. Participation at these competitions allows the team members to interact with the community, as well as teams from police services from all over North America. The main commitment of the TPDBC is to form partnerships with the community we serve through friendly competition and community service.

The Toronto Police Dragon Boat Crew was recently approached by Mr. Paul Kwong, who has expressed an interest in providing financial assistance to the team for the 2005 season. Mr. Kwong is the President of Howard Jewellers, Universal Time and Pierre Laurent. Through his companies, Mr. Kwong is the supplier of the retirement watches and rings for the Toronto Police Association (TPA), and has enjoyed an excellent relationship with the TPA and members of the Service for over ten (10) years.

Mr. Kwong is an active member of the Chinese community in Toronto and York Region, and has long been interested in the sport of dragon boating, which originated in China during the 4<sup>th</sup> Century B.C. Mr. Kwong is offering to provide the TPDBC with a financial assistance of \$3,500 to be used for dragon boat regatta registration fees.

This donation is in accordance with the Service Procedure entitled “Donations” (18-08) and Section 1.32 of the Standards of Conduct entitled “Donations and Solicitation of Donations”. The acceptance of this donation will not compromise the integrity, objectivity or impartiality of the Service. Mr. Paul Kwong has requested a tax receipt.

It is recommended that the Board accept the donation of \$3,500.00 from Mr. Paul Kwong to be used by the Toronto Police Dragon Boat Crew to attend competitions.

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

**Ms. May Mak, Manager, Toronto Police Service Dragon Boat Crew, was in attendance and responded to questions by the Board about 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 JUNE 13, 2005**

**#P194. AWARD OF ARCHITECTURAL DESIGN & CONSULTING SERVICES  
FOR THE NEW TORONTO POLICE SERVICE TRAINING FACILITY**

The Board was in receipt of the following report MAY 19, 2005 from William Blair, Chief of Police

Subject: AWARD OF ARCHITECTURAL DESIGN AND CONSULTING SERVICES  
FOR THE NEW TORONTO POLICE SERVICE TRAINING FACILITY

Recommendation:

It is recommended that the Board award architectural design and consulting services to Shore Tilbe Irwin Architects and Engineers in the amount of \$3,220,000, including all taxes and disbursements, to cover the entire project until full implementation of the new Toronto Police Service Training Facility.

Background:

The new Toronto Police Service (TPS) Training Facility will be located on a 16.0-Acre site located at 70 Birmingham Street, south Etobicoke. The facility is intended to be jointly occupied by the TPS and the Department of National Defence (DND) as a tenant.

The planned facility will be approximately 275,000 square feet with parking for 600 vehicles. The building will have planned future expansion. The facility will be designed in accordance with the Command and Board's direction and will involve TPS front-line staff, community groups, TPS Facilities Management staff, City and DND staffs.

On December 10, 2004, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS, issued an Expression of Interest (EOI #9118-04-7452) for the provision of architectural design and consulting services. A mandatory meeting for firms interested in providing this service was held on December 20, 2004. Twenty-six firms attended the meeting and twelve firms/partnerships submitted proposals. The respondents to the EOI were:

1. Bregman & Hamann/Nelson Wong Architects
2. Carruthers Shaw and Partners Limited Architects
3. Police Training Consortium Architects
4. Diamond and Schmitt/Salter Pilon Architects
5. Moffat Kinoshita/Cannon Design Architects
6. Norr Limited and EMA Inc. Architects
7. Parkin Limited/PSA Dewberry Architects

8. Rebanks Pepper Littlewood Inc./Atkins Group Corp. Architects
9. Shore Tilbe Irwin Architects and Engineers
10. Stantec Architecture Limited, Architects
11. Walter Fedy Partnership
12. WZMH Architects.

The appropriate TPS, DND and City personnel reviewed the EOI submissions. The submissions were evaluated independently using a weighted matrix format. The Selection Committee pre-qualified four firms; Carruthers Shaw and Partners Limited Architects; Moffat Kinoshita/Cannon Design Architects; Shore Tilbe Irwin Architects and Engineers; and Stantec Architecture Limited, Architects.

On April 13, 2005, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS, issued a Request for Proposal (RFP #9118-05-7151) for the provision of architectural design and consulting services to the pre-qualified firms. A mandatory meeting was held for the pre-qualified firms on March 31, 2005.

The appropriate TPS, DND and City personnel reviewed the RFP submissions received. The submissions were evaluated independently using a weighted matrix format. The evaluations were based on the following criteria:

1. Fee for Service
2. Qualifications of Personnel
3. Man hours required
4. Project Schedule
5. Understanding of Project

Shore Tilbe Irwin Architects and Engineers was the successful firm based on the evaluation. The final ranking of the firms was:

1. Shore Tilbe Irwin Architects and Engineers
2. Carruthers Shaw and Partners Limited Architects
3. Stantec Architecture Limited, Architects
4. Moffat Kinoshita/Cannon Design Architects

The total capital budget for this project approved by City Council is \$50.9M. Therefore, the funding for the architectural design and consulting services is available within the approved amount.

The DND has expressed interest in becoming a partner with TPS and the City in the new Training Facility. City Real Estate and the DND are currently working on developing a partnership agreement which would allow the DND to utilise space at the new facility. However, pending the finalisation of the partnership agreement, the design phase of the new facility must commence and the DND has committed to reimbursing TPS for their share of the design costs. Once an agreement is reached, the DND will also share in the ongoing consulting services.

Therefore, it is recommended that the Board award architectural design and consulting services to Shore Tilbe Irwin Architects and Engineers in the amount of \$3,220,000, including all taxes and disbursements, to cover the entire project until full implementation of the new Toronto Police Service Training Facility.

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

**Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about 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 JUNE 13, 2005**

**#P195. MOBILE CRISIS INTERVENTION TEAM**

The Board was in receipt of the following report MAY 18, 2005 from William Blair, Chief of Police:

Subject: MOBILE CRISIS INTERVENTION TEAM

Recommendation:

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

Background:

At its meeting of October 26, 2000, the Board approved the Services' participation in a joint partnership with St. Michael's Hospital Mobile Crisis Intervention Team (MCIT) to improve the response and provision of services to emotionally disturbed persons (EDP) for a two-year term. (Board Minute #478/2000 refers) The Board, at its meeting of July 29, 2004 approved the continuation of this partnership with St. Michael's Hospital for a two-year term ending July 31, 2006. (Board Minute #P210/2004 refers)

At its meeting on March 8, 2005, the Board received a presentation from Dr. Ian Dawe, Medical Director and Ms. Joanne Walsh, Clinic Leader Manager of the Psychiatric Emergency Services at St. Michael's Hospital reporting the success of the initiative. As well, Superintendent Randal Munroe and Staff Sergeant Tom Kelly of No. 51 Division provided statistics supporting the value and effectiveness of the program. As a result of this presentation, the Board requested the Service "provide a report on the possibility of developing similar partnerships in other Divisions and identify the financial or resource benefits that may result from such new partnerships and any training issues that may be involved". (Board Minute #P69/2005 refers)

There is anecdotal evidence the MCIT, due to its growing experience, is better equipped to deal with an EDP. Team members are becoming more skilled and astute in street level assessments of potential patients, better able to diffuse volatile situations and give referrals to the appropriate agencies, thereby reducing the necessity for an apprehension or commitment to a medical facility. Tangible benefits from this expertise are difficult to estimate. Similarly any possible savings associated with the increased speed of admission facilitated by the MCIT is also difficult to calculate. This benefit of professional street intervention is difficult to measure, but serves the primary goal of a more effective and efficient response to the EDP and ultimately mitigates any liability toward the Service in its handling of these persons.

Financial burdens and demands on resources to the Service can be measured by the time spent by Primary Response Unit (PRU) Officers in response to EDP calls for service. A review of the frequency and duration of EDP calls is helpful in order to gauge what it costs the Service. A caveat as to the completeness of Service data in relation to EDP calls is offered since there are many instances where calls for “unknown trouble”, “person gone berserk”, “collapse”, etc. may very well be an EDP call but are not captured as such. Nonetheless, even partial data can demonstrate the significant time spent on EDP calls and in particular, the additional time officers spend after an apprehension waiting at a medical facility.

*The Mental Health Act* requires, in certain circumstances, police intervention until a medical facility can take charge of the patient. Subsequently, any reduction in time spent on EDP calls and ‘waiting’ for medical intervention would reflect a benefit to the Service. Service data collected from the *Contact with Emotionally Disturbed Persons Form* (TPS 710) submitted for each contact with an EDP shows the average wait by attending police officers in Toronto area hospitals is 79 minutes. Therefore, in addition to an improvement in the quality of service of EDP, it is believed the time spent by the MCIT will ultimately reduce the burdens placed on PRU Officers and ultimately Service operating costs.

In 2004, Central Field personnel accounted for 2,524 apprehensions. Each apprehension represents two officers waiting in a hospital an average of 79 minutes or over 6,646 officer hours annually. This represents an annual cost in excess of \$430,000.00 in Central Field alone. In comparison, the MCIT apprehended 64% (273 of the 424 persons) of the EDP apprehensions within 51 and 52 Divisions. This meant that PRU Officers in 51 and 52 Division during 2004 spent 64% less time waiting in a hospital. A similar reduction of 64% throughout Central Field on EDP apprehensions would signify a cost savings of over \$275,000.00. The financial impetus to expand exists and there are several initiatives underway and they are outlined below.

The expansion of this initiative relies on the establishment of a formalized partnership between police divisions and local area hospitals. The factors which have made St. Mike’s Hospital partnership so successful must be considered in any other partnership. These factors include local service demands as well as hospital capabilities and proximity. Service demands for EDP vary between Divisions and in some cases, greatly. For example, while 14 Division answered over 2000 EDP calls in 2004, 33 Division in the former City of North York had less than 500. The disparity between Divisions may reflect the unique and specific needs of an area such as in the downtown area which has a greater concentration of homeless persons, many of whom are EDP. In 2004, the Service received almost 17,000 calls for service relating to an EDP and approximately 10,000 of those calls, or 64% were within Central Field.

The accessibility and proximity to a hospital with psychiatric services is another factor when considering the viability of the MCIT program. Central Field is host to a concentration of suitable hospitals further prompting the Service to focus on establishing partnerships in this specific area. Some Divisions rely on the psychiatric services of a

hospital outside their borders and with relatively fewer calls, the commitment of officers to the MCIT might not yield the same benefits.

In light of these factors, the Service is endeavouring to expand the MCIT programs City wide, prioritizing in those areas which will have the greatest effect.

#### 11 and 14 Division

In 2004 14 Division had the highest level of EDP calls for service in the City with over 2,200 calls. Along with 1,000 calls in 11 Division, both Divisions accounted for approximately 3,200 calls, or 21% of all EDP calls to the Toronto Police Service. Servicing both Divisions is St. Joseph's Medical Centre which offers extensive psychiatric services. The Toronto Police Service recognizes this is an ideal circumstance to expand the MCIT and so the Service entered into negotiations with this hospital to establish a MOU similar in design to the St. Mike's model. The legal departments of the hospital and the Service will be reviewing a similar MOU as to form and content and the Board can expect a request to approve this partnership at a future Board meeting.

#### 54 and 55 Division

In 2004 both 54 and 55 Divisions combined for a total of 1330 incidents or 9% of all EDP calls. Both Units are within close proximity to Toronto East General Hospital which offers accessibility to psychiatric services. While the Service is engaged with Toronto East General, negotiations are in the early stages and an MOU for consideration by the Board should not be expected until later in 2005.

#### 41 and 42 Division

In 2004 both 41 and 42 Divisions accounted for over 2,100 calls for EDP which represents 14% of the total calls within the City. Presently Scarborough General Hospital provides psychiatric services to both Divisions. The Service recognizes the potential benefit of a partnership with Scarborough General Hospital and is entering into discussions to establishing a partnership in the future.

#### Training Issues

Officers participating in the MCIT do not require any advanced training or instruction. The program has been built on the combined expertise of the participating police officer and health professional. Through frequent interaction with EDPs, team members have developed a greater understanding of each others profession. In selecting potential MCIT members, the Service looks for a balance of knowledge and skills as it relates to the Mental Health Act and strong communication skills. Members of the MCIT frequently speak to members of the Service and community on the benefits of the program.

## Homelessness

As alluded to earlier, the Toronto Police Service is regularly called upon to deal with issues related to homeless persons, including, criminal activity, trespassing, garbage, waste management and mental illness. The resources and time committed to these issues are difficult to measure but the social benefits of a reduction in homelessness are immeasurable. In a staff report to the Policy and Finance Committee of January 13, 2005, *From the Street into Homes: A Strategy to Assist Homeless Persons Find Permanent Housing*, the City of Toronto Chief Administrative Officer, et al, proposed an outreach-based strategy to assist homeless persons and in item 9 recommends:

“The Street Outreach Steering Committee support the development of a street multi-disciplinary outreach team and service protocols designed to address the specific needs of homeless persons living with personality disorders, mental illness, addictions and the developmental challenges.”

The Service can project some financial benefits by establishing and expanding the MCIT. The Service is more impressed, however, with the significant contribution to an improved social condition.

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

Acting Deputy Chief Kim Derry, Policing Operations Command will be available to answer any questions the Board may have.

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

**THAT the Board request the Chief of Police to prepare a further report, after consultation with community stakeholders, that would:**

- (a) outline potential different designs of the MCIT model for the different divisions targeted for expansion of the MCIT model, taking into account partnerships with local hospitals and services available in each community; and**
- (b) suggest modifications to the existing MCIT model currently operating in No. 51 and No. 52 Divisions, including increased community consultation and enhanced cooperation with services available in the community.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P196. UPDATE ON THE IN-CAR CAMERA PILOT PROGRAM**

The Board was in receipt of the following report MAY 06, 2005 from William Blair, Chief of Police:

Subject: IN – CAR CAMERA PILOT PROGRAM

Recommendation:

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

Background:

At its meeting of March 3, 2005, the Board received a report from Michael J. Boyd, Interim Chief of Police, providing an update on the implementation status of the In-Car Camera Pilot Program. The Board requested the Interim Chief to explore opportunities to accelerate the exploratory phase of the pilot program so that cameras can be installed in the cars associated with the pilot program as soon as possible, and that he provide a further report to the Board on the feasibility of extending the installation of in-car cameras into all cars.

Further Information:

In response to the Board's request to explore opportunities to accelerate the exploratory phase of the pilot program, Fujitsu Consulting (Canada) Inc. was invited in mid March 2005, to assist in creating a project plan for the In-Car Camera Pilot Program. A member of the consulting firm met with and carried out high-level discussions with key stakeholders to gather input to the plan in terms of key issues and concerns. The resulting program plan outlines 23 categories of activities sub divided into 241 separate, distinct and comprehensive tasks. This plan reflects the significant amount of detailed planning required, to ensure that the In-Car Camera pilot program is implemented in an efficient, effective and time realistic manner.

During this process, the consultant and key stake holders looked for opportunities to accelerate the preparatory phase of the pilot. I am satisfied that all opportunities to accelerate the preparatory phase of the pilot have been explored and that the camera systems will be installed in the cars associated to the pilot program as soon as possible. There are many tasks to be completed and the timelines are aggressive. I am, however, confident that the pilot program will progress on time and become operational on September 19, 2005.

A significant milestone in the life of this pilot program was the development and release of the Request for Proposal (RFP). A great deal of collaborative effort went into the development of the Request for Proposal (RFP) and I'm pleased to announce that this document was released to bidders on time, May 4, 2005.

With respect to the feasibility of extending the installation of in-car cameras into all cars, I submit the following. One of the fundamental objectives of implementing this pilot program is to determine the efficacy and costs of sustaining in-car camera systems within the Toronto Police Service in order to support a defensible go/no go decision for further investment in this area.

While I am optimistic that this pilot program will demonstrate many positive outcomes, I believe it is important and prudent to wait for the pilot evaluation before a go/no go decision to extend the installation of in-car cameras into all cars is made.

Let me emphasize, however, that all of the planning and development for this pilot program will create a solid framework from which to launch a full installation of in-car cameras systems into all cars, should that decision be made.

Additionally, I have requested that a 2006 - 2010 Capital Program submission be completed concurrent to the pilot program, so that a full installation can be supported in 2007 should a "go" decision be made based on a positive evaluation of this program.

Conclusion:

It is recommended that the Board receive this report for information purposes. Acting Deputy Chief, Policing Operations Command, will be in attendance to answer any questions that may arise.

**Acting Deputy Chief Kim Derry, Policing Operations Command, was in attendance and responded to questions by the Board about the proposed timeline for the full installation of the in-car cameras pilot program within the Toronto Police Service. He confirmed the following installation schedule:**

- **in-car cameras will be installed in September 2005, the monitoring/evaluation process will commence immediately and will continue for six months;**
- **in March 2006, the Service will provide a report to the Board on the results of the six month monitoring/evaluation process including the extent of court costs related to disclosure issues; and**
- **in June 2006, the Service will provide a final full report to the Board on the results of the pilot program and a future action plan.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P197. POLICE IDENTIFICATION ON UNIFORMS**

The Board was in receipt of the following report MAY 04, 2005 from William Blair, Chief of Police:

Subject: POLICE IDENTIFICATION ON UNIFORMS

Recommendation:

It is recommended that: the Board receive this status update report.

Background:

At the March 08, 2005 Board meeting, the following motion was passed:

*THAT the Board approve the concept of name badges, or other identification, on uniforms, in principle, and that this matter be forwarded to the interim Chief of Police for review to determine whether the costs that would be incurred can be absorbed in the 2005 operating budget; that during his review, he consult with the Toronto Police Association regarding the use of identification on uniforms; and that the results of the review be provided in a report to the Board for consideration at a future meeting (Board Minute #P71/05 refers).*

Corporate Planning subsequently consulted with various Ontario police services that currently use nametags, as well as a company which specializes in the production of such nametags, to determine the options available. As a result of this research, the Service has acquired a small selection of proposed nametag styles. In keeping with the Uniform Collective Working Agreement (Board Policies Section - Item #4), this selection has been forwarded to the Clothing and Equipment Committee (Committee) for their consideration and recommendation(s).

The Clothing and Equipment Committee consists of 6 voting members. Three of these members represent the Service and 3 represent the Toronto Police Association. The role of this Committee is to review any potential new clothing or equipment that may be issued as part of a member's standard issued uniform.

Although the Toronto Police Association has previously provided their position regarding the use of nametags on officers' uniforms (Board Minute #P319/04 refers), their input is being requested again through their representation on the Committee.

We are currently monitoring the 2005 budget variance to determine if costs can be absorbed this year. At the conclusion of the consultation with the Committee, an accurate costing will be obtained and a determination can then be made as to whether the costs can be absorbed in the 2005 operating budget. At that time, I will bring forward my recommendation(s) to the Board.

Conclusion:

It is recommended that the Board receive this status update report.

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

**Chief Blair advised the Board that the Service has established September 2005 as the target date for providing the Board with a report identifying the approximate costs related to the purchase of nametags or other identification as well as providing the Board with samples of the potential nametags/identification.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P198. TORONTO POLICE SERVICE – 2005 CAPITAL BUDGET VARIANCE  
REPORT AS AT MARCH 31, 2005**

The Board was in receipt of the following report APRIL 28, 2005 from William Blair, Chief of Police:

Subject: 2005 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT MARCH 31, 2005

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City Chief Financial Officer (CFO) and Treasurer.

Background :

Toronto City Council, at its meeting of February 25, 26, 27, 28 and March 01, 2005 approved the Toronto Police Service's (TPS) 2005 - 2009 Capital Budget at a total expenditure of \$30.6 Million (M) for 2005, and a total of \$198.2M for 2005 – 2009.

The following provides details of the capital budget variance for the year 2005 as of March 31, 2005.

Summary of Capital Projects:

Attachment A provides a summary of the twenty-eight projects in 2005, of which seventeen projects are continuing from 2004, and eleven projects are starting in 2005. Capital projects are managed within a total approved project amount that spans over several years, and any unspent budget allocation from previous years is carried forward to future years. The carry forward amount prior to 2004, not included in the \$30.6M, is \$8.7M and therefore, the available expenditure for 2005 is \$39.3M (\$30.6M + \$8.7M).

The Service is projecting a 2005 year-end expenditure of \$35.1M against the \$39.3M available spending amount. This provides an under-expenditure of \$4.2M for 2005 that will be carried forward to 2006.

## Variances

The following explanations are provided for 2005 projects reflecting a variance when compared to the available spending amount. All other projects are within the approved budget and timeframe.

- New Training Facility – This project provides for the construction of a new Police College (replacing C.O. Bick), a training facility for Firearm / Defensive Tactics and a Driver Training Track. It is anticipated that \$3.6M of \$4.6M available funding will be utilised during 2005 due to time delays in developing a co-ordinated design with the Department of National Defence (DND). Discussions between Toronto Police Service, the City and DND have commenced in order to reach a partnership agreement. The TPS intends to have an Architect by June 2005 and construction management contract by the 3<sup>rd</sup> quarter of 2005. The remaining amount will be carried forward to 2006.
- 23 Division – Design, working drawings and specifications are complete and the Construction Manager has been hired. It is anticipated that the foundation work will begin in the summer. At this time, the Service is projecting to spend \$5.3M of the \$7.3M in 2005 due to delays in receiving provisional Site Plan approval. The remaining amount will be carried forward to 2006. The delay in receiving the provisional Site Plan approval was due to a number of conditions and requests required by the City's Planning Department. These requests included: changing the location of the building on site, removing the fencing, redesigning the parking area, upgrading the landscaping and building a sidewalk. Negotiating and resolving the above issues took approximately 8 months.
- Jetforms – The cost of replacing this system is currently estimated at \$1.2M based on information from Adobe (the company that acquired Jetform). However, a Request For Proposal (RFP) will confirm the cost and determine a vendor. The estimated time to complete this project and convert approximately 600 forms that are used extensively throughout the Service for business, investigative and legal process is 18 months. It is anticipated that \$0.3M will be spent in 2005 for server hardware and development software license and the remaining amount will be carried forward to 2006.
- HRMS additional functionality – In late 2004, Peoplesoft was purchased by Oracle. It is anticipated that by the 3<sup>rd</sup> quarter of 2005 we will know the ramifications of the Oracle acquisition and therefore, it is not prudent to invest in any enhancements until that time. As a result, the Service would only be able to spend \$0.15M to year-end. The remaining amount will be carried forward to 2006.

## Summary

The Toronto Police Service is projecting a 2005 year-end under-expenditure of \$4.2M. The projected 2005 expenditure represents 89% of the total available amount. This under-expenditure will continue to be monitored, and if necessary carried forward into 2006, and reflected in the 2006-2010 Capital submission. Projects continue to be monitored closely to ensure that they remain within the total project budget and on schedule.

It is recommended that the Board receive this report, and the Board forward this report to the City Chief Financial Officer and Treasurer.

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 and agreed to forward a copy to the City Chief Financial Officer & Treasurer for information.**



## CAPITAL BUDGET VARIANCE REPORT AS AT March 31, 2005

Project Name (\$000s)	Available to Spend in 2005	YTD Actual + Commitment as at March 31, 2005	2005 Projected Actual	Year-End Variance (Over)/ Under	Total Project Cost
<b>Continuing Projects:</b>					
Livescan Fingerprinting System	285.7	-104.4	285.7	0.0	4,979.4
Police Integration System	2,286.1	289.6	2,286.1	0.0	5,250.0
State of Good Repair-Police	1,857.1	1,458.7	1,857.0	0.0	8,700.0
New Training Facility	4,550.1	2,022.8	3,600.0	950.1	50,900.0
23 Division	7,331.9	198.3	5,300.0	2,031.9	15,156.0
11 Division	500.0	0.0	500.0	0.0	16,900.0
Boat Replacement	567.0	564.7	567.0	0.0	1,368.0
43 Division	5,428.7	4,882.3	5,428.7	0.0	12,700.0
Traffic Services and Garage Facility	3,532.9	3,099.3	3,532.9	0.0	8,600.0
Mobile Data Network Conversion	900.0	0.0	900.0	0.0	900.0
Voice Logging Recording System	640.5	367.8	640.5	0.0	804.0
Lawfully Authorized Electronic Surveillance	1,850.0	0.0	1,850.0	0.0	1,850.0
Investigative Voice Radio System	58.9	0.0	58.9	0.0	3,600.0
Occupational Health & Safety Furniture Life Cycle Replacement	820.9	731.5	820.9	0.0	3,000.0
Mobile Command Post Vehicle	450.0	113.0	450.0	0.0	750.0
Police Command Centre	680.8	651.4	680.0	0.0	725.0
Facility Fencing	1,509.0	106.7	1,509.0	0.0	3,660.0
<b>2005 New Projects:</b>					
Smartzone Upgrade	500.0	0.0	500.0	0.0	500.0
Centracom Upgrade	400.0	0.0	400.0	0.0	400.0
Replacement of Call Centre Management Tools	590.0	0.0	590.0	0.0	886.0
In – Car Camera	538.0	3.5	538.0	0.0	562.0
Radio Lifecycle	100.0	0.0	100.0	0.0	42,898.0
Automated Vehicle Location System Expansion	385.0	0.0	385.0	0.0	1,590.0
Strong Authentication	595.0	0.0	595.0	0.0	1,555.0

Jetforms Replacement	1,200.0	0.0	300.0	900.0	1,200.0
14 Division	750.0	4.4	750.0	0.0	19,700.0
HRMS additional functionality	500.0	0.0	150.0	350.0	1,800.0
TRMS additional functionality	550.0	0.0	550.0	0.0	2,475.0
<b>TOTAL on going and new projects</b>	<b>39,357.8</b>	<b>14,389.6</b>	<b>35,124.8</b>	<b>4,233.0</b>	<b>213,408.4</b>

**Other than Debt expenditure (Reserve Funding)**

Vehicle and Equipment Reserve	5,033.0	1,300.0	5,033.0	0.0	25,165.0
Digital Photography Conversion	668.0	39.0	668.0	0.0	668.0
Strategic Traffic Enforcement Measures	129.0	44.0	129.0	0.0	129.0
Workstation, Laptop, Printer – lifecycle Plan	2,891.3	148.6	2,891.3	0.0	7,218.0
Servers – Lifecycle Plan	3,058.1	239.6	3,058.1	0.0	4,668.0
IT business resumption – Lifecycle Plan	5,254.0	0.0	5,254.0	0.0	7,164.0
<b>TOTAL other than debt expenditure</b>	<b>17,033.0</b>	<b>1,771.2</b>	<b>17,033.0</b>	<b>0.0</b>	<b>45,012.0</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P199. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT –  
2005 CAPITAL BUDGET VARIANCE REPORT AS AT MARCH 31, 2005**

The Board was in receipt of the following report APRIL 28, 2005 from William Blair, Chief of Police

Subject: 2005 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE - PARKING ENFORCEMENT AS AT MARCH 31, 2005

Recommendation:

It is recommended that:

- (3) the Board receive this report; and
- (4) the Board forward this report to the City Chief Financial Officer and Treasurer.

Background :

Toronto City Council, at its meeting of February 25, 26, 27, 28 and March 01, 2005 approved the Toronto Police Service – Parking Enforcement 2005 - 2009 Capital Budget at a total expenditure of \$4.1 Million (M) for 2005, and a total of \$4.1M for 2005 – 2009.

The following provides details of the capital budget variance for year 2005 as of March 31, 2005.

Summary of Capital Projects:

The following table provides a summary of the Parking Enforcement capital program for 2005. Capital projects are managed within a total approved project amount that spans over several years, and any unspent budget allocation from previous years is carried forward to future years. The available expenditure for 2005 is \$4.1M.

<b>Project (\$000s)</b>	<b>Available funding in 2005</b>	<b>1<sup>st</sup> Quarter Actuals</b>	<b>2005 Projection</b>	<b>Year-end Variance</b>
Handheld Parking	4,100.0	8.1	4,100.0	0.0

Based on the above, the Service is projecting a year-end expenditure of \$4.1M with a zero variance.

## Summary

The Toronto Police Service – Parking Enforcement is projecting a 2005 year-end expenditure of \$4.1M with zero variance.

It is recommended that the Board receive this report, and the Board forward this report to the City Chief Financial Officer and Treasurer.

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 and agreed to forward a copy to the City Chief Financial Officer & Treasurer for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P200. ANNUAL REPORT: 2004 VICTIM SERVICES PROGRAM AND  
REQUEST FOR FUNDS FOR THE 2005 VICTIM SERVICES  
VOLUNTEER RECOGNITION EVENT**

The Board was in receipt of the following report APRIL 28, 2005 from William Blair, Chief of Police:

Subject: VICTIM SERVICES PROGRAM - 2004 ANNUAL REPORT AND A  
REQUEST FOR FUNDING FOR THE 2005 VICTIM SERVICES  
VOLUNTEER RECOGNITION EVENT

Recommendation:

It is recommended that:

- (1) the Board receive this Annual Report for information; and
- (2) the Board approve an expenditure not to exceed \$4,000.00 from the Board's Special Fund to cover the costs associated with hosting a Volunteer Recognition Event for Victim Services volunteers.

Background :

This Annual Report is submitted at the direction of the Toronto Police Services Board (Board Minute 343/93, refers). Established in Toronto in 1990, to assist Toronto police officers and victims of crime, the Victim Services Program of Toronto (VSPT) has been incorporated with charitable non-profit status since December, 1996. The VSPT operates 24 hours a day, 365 days a year and is affiliated with Community Programs.

Charitable Status

The VSPT maintains its charitable status with Revenue Canada. The program continues to actively seek monetary contributions from individuals and corporations for much needed financial resources to support the program. During the 2004 calendar year, a total of \$11,724.00 was donated by individuals and corporations and an additional \$5,000.00 was raised through the annual silent auction.

Ninth Annual General Meeting

The Victim Services Ninth Annual General Meeting was held on Thursday, November 18, 2004. Board of Director elections were held and a total of six members were elected for the year 2005-2006. Currently, the Board of Directors has a total of nine members with a capacity of 12 Directors in total. The Tenth Annual General Meeting is scheduled for Thursday November 17, 2005.

## Personnel

The VSPT operates with fifteen full-time staff. Ten full-time Crisis Counsellors, supported by over 100 volunteers, and one full-time Volunteer Co-ordinator manage the Victim Crisis Response Program. The Domestic Violence Emergency Response System (DVERS) and the Support Link Program, under the auspices of VSPT, are managed and operated by two full-time Program Co-ordinators. It should be noted that the VSPT could not maintain the current level of service to the police and the community without the tremendous support received from five student placements and the dedicated volunteers who unselfishly donate their time to benefit others.

During 2004, Victim Services conducted two volunteer classes and a total of 60 personnel graduated. The volunteer program concentrates on recruiting persons who represent the many ethnic communities within Toronto. Currently, Victim Services staff and volunteers are able to provide support to victims in 35 different languages.

## Victim Response Rates (Statistics)

Since 2001, the VSPT has been responding to a significant increase in demand for intervention and assistance with victims of crime. Not only has the demand increased in numbers, but also the nature of the crimes and the victims' circumstances have become increasingly more complex requiring more specialized and longer-term interventions. In 2001, the total number of client contacts was 12,360 compared to 27,276 client contacts in 2004. This represents an increase of 121% in service delivery. As well, the most significant increases between 2001 and 2004 were seen in some of the most complex victim situations. For example, crisis response services for victims in homicide cases rose 167%. Response to sudden death incidents climbed 132%. Domestic violence cases increased by 45% and services to victims of motor vehicle collisions rose by 60%. Requests for on-site assistance have also increased by 60%. In order to address these demands for service and maintain the expected level of response, the VSPT increased its staffing levels and volunteer resources accordingly.

## Financing

The Ministry of the Attorney General and the City of Toronto Community Services Grant Program continue to provide flat-lined funding for the VSPT. Considerable "in kind" support for the program is provided by the Toronto Police Service. Operating without an increase to its base funding for close to twelve years, combined with the increasing demands for service, the VSPT's resources are being seriously strained. The VSPT needs to significantly and swiftly develop its capacity to fundraise to ensure the program's viability.

## Victim Crisis Response Program

The Victim Crisis Response Program is the only program in Toronto specifically designed to provide immediate on-site crisis and trauma services for victims of crime, 24 hours per day, 365 days per year. A total of ten Crisis Counselors and over 100 extensively trained community

volunteers provide crisis intervention, assessment, counseling, support, referrals, linkages and advocacy services to over 10,000 victims annually. Approximately 98% of all referrals to this program are generated by members of the Toronto Police Service. Other referral sources include hospitals, shelters, community service agencies, self-referrals and on occasion the Ontario Provincial Police.

The Victim Crisis Response Program hosts a police-dedicated phone line to ensure direct and prompt access to service for victims. Once a request for service has been received, the Crisis Team, comprised of 2 people, will depart to the location of the victim. On location with the victim(s), the Crisis Team provides trauma, crisis counseling and emotional support. In addition, an assessment of the immediate needs of the victim(s) is conducted. The availability of this service enables frontline officers to clear the scene quickly and return to their primary responsibility of answering calls for service. A further assessment of short and long-term needs is completed during the follow-up process.

The follow-up process begins as soon as the initial contact has ended. Follow-up service responsibilities include; a re-assessment; counseling, advocacy; locating/linking/coordinating services; and providing practical assistance such as: assistance in making funeral arrangements, contacting out-of-town relatives, finding shelter, etc. The existence of the Victim Crisis Response Program is consistent with the Toronto Police Service Priority of 'Community Safety and Satisfaction' in that victims receive assistance and referrals as needed.

#### Domestic Emergency Response System (DVERS)

The program's mandate is to ensure the safety of individuals and their families who are at serious risk of bodily harm by an ex-partner. Victims are provided with an ADT personal alarm system, which is connected to their home telephone. The alarm is maintained on the victim's person at all times. Once activated, ADT automatically calls 9-1-1, where the victim's address is 'flagged' as a high-priority and police officers are dispatched immediately. As a support service to this program the following referral sources are available; the Victim Crisis Response Program, the Toronto Police Service, women's shelters and a wide range of community based service providers and self-referrals.

Once a referral is made, the DVERS Program Coordinator conducts an eligibility assessment. After a victim is deemed eligible, the Coordinator assists the victim in-home to develop a comprehensive safety plan. Safety planning includes not only the victim's own safety, but the safety of the victim's children, other family members, friends, colleagues, etc. The Coordinator also provides ongoing case management services to approximately 250 clients each year. Case management includes assessments, counseling, monitoring, advocacy, referrals and coordination of services.

#### Support Link

The Support Link Program is very similar to the DVERS Program in terms of mandate and program operations. The main difference is that victims are not necessarily victims of domestic violence. The program provides 9-1-1 linked cell phones to victims who are at serious risk of

bodily harm by a neighbour, a relative (son, brother, cousin, in-law, etc.), a colleague, a former friend or acquaintance. The Support Link Program Coordinator conducts eligibility assessments; develops a comprehensive safety plan with victims and provides ongoing case management services to approximately 250 victims per year.

### Volunteer Recognition

The Victim Services Volunteer Recognition Event for 2004, was held at the Siegfried Dining Room, George Brown College, on November 18. The event was sponsored by the Toronto Police Services Board through a donation from the Special Fund (Board Minute #P166/02, refers). Volunteers were recognized for their support to victims of crime and their unselfish commitment to the community. Approximately 120 volunteers were invited to the recognition and close to 70 volunteers attended.

For the past several years, the Board has funded a Volunteer Recognition Event to demonstrate the Board's gratitude for the valuable contribution made by the volunteers of the VSPT. The services provided by these volunteers are extremely valuable and merit recognition. Victim Services relies upon the Board's financial support when planning this worthwhile event.

The following table outlines the actual costs for the 2004 Volunteer Recognition Event. The proposed budget for this year's Volunteer Recognition Event has been estimated at 10% over the 2004 actual costs based upon information that has been received from caterers and suppliers as well as an anticipated increase in the number of volunteers attending the event. (Board Minute P77/03, refers).

<u>Vendor</u>	<u>2004 Actual Cost(s)</u>	<u>Vendor</u>	<u>2005 Estimated Cost(s)</u>
D&G Tropies/Plaques	\$999.99	D&G Tropies/Plaques	\$1,099.98
George Brown College (Siegfield's Dining Room)	\$2,132.00	George Brown College (Siegfield's Dining Room)	\$2,345.20
Door Prizes (Radio Shack)	\$172.48	Gifts and Door Prizes	\$227.12
LCBO (Gifts)	\$34.00		
Dominion (Additional Food and Supplies)	\$86.23	Additional Food and Supplies	\$94.85
<b><i>TOTAL</i></b>	<b>\$3,424.70</b>		<b>\$3,767.15</b>
Funds Provided by the Police Services Board	\$3500.00		
<b>BALANCE</b>	<b>\$75.30</b>		

The 2005 Volunteer recognition Event is tentatively scheduled for Thursday, November 17, 2005. The itinerary for the evening includes a dinner to be followed by the presentation of the volunteer awards. Members of the Board are always welcome and encouraged to attend.

It is therefore recommended that the Board receive this annual report for information and that the Board approve an expenditure not to exceed \$4,000.00 from the Board's Special Fund to cover the costs associated with hosting a Volunteer Recognition Event for the Victim Services volunteers.

The Acting Deputy Chief, Policing Operations Command, will be in attendance to respond to any questions from Board members.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P201. ANNUAL REPORT: 2004 TRAINING PROGRAMS**

The Board was in receipt of the following report MAY 06, 2005 from William Blair, Chief of Police:

Subject: TRAINING PROGRAMS - 2004

Recommendation:

It is recommended that the Board receive the following report.

Background :

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs (Board minutes 333/95 and 66/99 refer). This report will address training delivered by the Toronto Police Service (TPS) during the year 2004.

Response:

The TPS continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means, training offered through the Training and Education Unit (T&E), unit specific training offered only to members of a particular unit and course tuition reimbursement at external learning institutions.

Effectiveness of Training:

Measuring the effectiveness of training is a complex and difficult process. Many external and internal variables affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. New training record software implemented at the end of 2002 provides significantly enhanced analysis capabilities. The unit is working closely with Professional Standards, Corporate Planning and Human Resources to validate the information available.

T&E held eight meetings in 2004 with the training supervisors representing each of the TPS divisions and units. At these meetings, there was a discussion of the adequacy and effectiveness of TPS training. The feedback received was generally positive. This communication between T&E staff and the units ensures a high degree of satisfaction with the quality and relevance of training.

### Compliance with Government Regulations:

Pursuant to Provincial Adequacy Standards Ontario Regulation 3/99, the Ministry of Community Safety and Correctional Services must accredit certain highly critical police training. There are nine courses within these criteria, and the TPS has been accredited to deliver all nine. Two other highly critical areas namely use of force and suspect apprehension pursuits are subject to ongoing reporting and analysis as required by other Ontario Regulations.

Ontario Regulation 33/99 also requires every police service to have a skills development and learning plan. The TPS Skills Development Learning Plan has been in place since 2001 and was submitted to the Board for triennial review at the September 23, 2004 meeting (Minute No. P308/04 refers). The plan describes the training requirements for various positions within the TPS and describes learning opportunities to meet the necessary standards. TPS training is fully compliant with all government regulations.

### Quality of Training:

The TPS evaluates training based on the four-level Kirkpatrick Hierarchy of Evaluation:

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

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

- **Reaction:** occurs during and after the program.
- **Learning:** occurs prior to, during, and at the end of a training program.
- **Transfer:** occurs back in the 'real-world' within six to eight weeks.

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

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard. All are evaluated on the reaction and learning categories. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis conducted only on selected programs each year. During 2004 four TPS training programs were selected for detailed examinations based on their criticality and regulatory requirements:

- Ethics and Diversity Training
- The Advanced Patrol Training (APT) Course
- Use of Force Training
- Police Vehicle Operations

The results of these in-depth reviews are summarized below.

#### Review of Ethics and Diversity Training:

Mr. Justice George Ferguson recommended that: “All members of the Service shall be required to attend a one-day course on ethics, integrity and corruption. The course should include lectures on the forms, causes and prevention of serious police misconduct and corruption and recognized procedures that may be employed to detect and investigate same and deal with complaints of serious misconduct.”

To address this critical issue, Training and Education created a new Human Relations Training Section (HRTS) staffed with one Staff Sergeant and six Sergeants. This section is dedicated to providing a strong training foundation for the Service in Ethics and Integrity, Diversity and Customer Service. The section was fully staffed by May 31<sup>st</sup>, 2004.

The immediate need of the section was to ensure that section instructors received quality training in ethics facilitation. To achieve this objective, we enlisted the help of Dr. Jo Von Stein, the Ethics Train the Trainer Course Instructor for the Royal Canadian Mounted Police. Dr. Von Stein strongly recommended that, to be effective, ethics training should be a minimum of two days in length and include core values, ethics and decision-making processes. Two days of ethics training is the current standard for RCMP officers (uniform and civilian) and public servants. The Winnipeg Police Service also offers a two-day ethics program.

Dr. Von Stein delivered an Ethics “Train the Trainer” Course tailored for the Toronto Police Service to designated trainers in June 2004. Shortly thereafter, the Human Relations Training Section designed a two-day course for all members of the Service called Ethics and Professionalism in Policing. Ethics training has been delivered in a number of ways. It has been integrated into the 2003, 2004, and 2005 APT Course as described below. Police Officers and Civilian Senior Officers, members of “high-risk units”, non-front line police officers and civilian members will receive a stand-alone two-day course. Key segments of the training have been incorporated into police officer, court officer and parking officer recruit training. Almost all of

the senior officers and most of the high-risk members had been trained by the end of 2004. All of the APT students will have completed the training by the end of 2005.

Mr. Justice Ferguson also recommended that: “No member of the Service shall be promoted to a management or supervisory position unless he or she has successfully completed a designated course on management skills required in the higher rank, in addition to training in ethics and integrity.”

The Training and Education Unit has instituted the required training resources within the Leadership Training section to allow this to take place. All newly promoted sergeants are now trained before they are promoted. Training for middle managers and civilian supervisors has been increased.

While developing and delivering ethics training the Human Relations Training Section continued to deliver Diversity Training on an ongoing basis. The courses delivered throughout 2004 essentially completed the training of all uniform members of the Service in the area of Diversity.

Diversity training has undergone several changes over the years from the early days of “Race Relations”. The emphasis has switched to embrace “Human Relations” emphasising character and culture rather than race and ethnicity. While retaining components dealing with anti racism strategies, the course has developed to address other areas of diversity (e.g. people with disabilities, aboriginal issues, the elderly, religious understanding, and awareness surrounding the Gay-Lesbian bi-sexual and trans-gendered communities).

Having delivered training to all uniform members the emphasis for the coming year will focus on our civilian members, along with the development of a new diversity course to keep our uniform members current in issues of concern for the community and the Service.

During Police Week 2004, the Police College opened its doors to the public. Approximately 100 people attended (mostly students from local schools). The gym was set up with a police motorcycle, police car; a breathalyzer unit and information was provided by officers on the diverse training conducted at the Unit. A demonstration on self-defence and a tour of the facility was also included. Employment Unit personnel were present with their display board, answering questions and handing out pamphlets on recruitment. Overall, the event was well received and reinforced our commitment to promote community policing in Toronto.

We are committed to the philosophy of community involvement in the development of our diversity-training program. In order to ensure the needs and desires of the community are reflected in our training, representatives of the numerous diverse communities across the city have been solicited for their input to assist the Human Relations Training Section in the development of this new course.

In addition to any new course developed, we are in the process of ensuring that opportunities to incorporate Diversity and Ethical issues in all Police training are maximised.

## THE ADVANCED PATROL TRAINING COURSE:

Police Officer training is increasingly highly regulated by provincial legislation and Service procedures. Some of this training (Use of Force and First Aid/CPR) must be repeated every year. Other training need only be taken once. Here are examples of each.

Ontario Regulation 926, requires every police officer to complete an annual one-day course to re-qualify them on use of force judgement, safety and proficiency and Service policy requires every front line officer to complete annual training to maintain current Standard First Aid and Level "C" CPR certification. Ontario Regulation 546/99 requires every officer to complete the one-day Suspect Apprehension Pursuit Course. Service policy requires every officer to complete the three-day Policing and Diversity Course, ten-day Crisis Resolution Course and two-day Ethical Deliberations Course.

Until 1999, each new training requirement was treated as a separate entity. Individual training courses were created to address each issue as it arose. This approach was expensive, inefficient and very disruptive to front line field units. Attendance was sporadic and difficult to track. For example, in the late 1990's, between 288 and 320 officers received the 34-hour Uniform Policing and Diversity Course per year. Because of problems with scheduling in the field, it was not uncommon for a class to have significantly less than the expected number of students. Using this model, it was projected that it would take approximately ten years to train the front line police officer work group, which includes about 3000 members. During the ten years, the composition of this work group would have changed significantly due to new hires, promotions, separations and transfers to other non-front line police officer work groups such as criminal investigation. This meant that the actual time required to train every member of the work group would be much more than the projected ten years.

The likelihood of a particular member receiving essential training when he or she needed it was not very high. In July, 1999 this problem was identified and commented upon by the Ontario Civilian Commission on Police Services, the City of Toronto Auditor General, and numerous internal and external reviews

In the year 2000, the Training and Education Unit responded to this issue with radical changes to the way training was delivered to front line officers. We adopted a concept called "block training" using the APT course designed by the Ontario Police College. Block training combines all mandatory and other designated training courses into a single block of time (4 X 10 hours) and delivers the training as a more integrated package to each front line member every year. Members can be scheduled a year ahead so that the impact on the front line is minimized.

The APT course began in January 2001 and includes compulsory and elective training modules that change in emphasis or content each year (see Table #1, provided by Training & Education, Officer Safety Section). The compulsory modules include annual mandatory re-qualification on Use of Force and First Aid/CPR and legislative and procedural updates. The elective modules provide the opportunity to address issues specific to Toronto such as diversity, crisis intervention, and ethics. The program also includes sessions on other significant training issues such as, racial profiling, domestic violence and dealing with emotional disturbed persons.

Every year, the program includes elements of the Crisis Resolution Course, the Policing and Diversity Course and Ethical Deliberations Course as part of the block training. This means all front line officers will receive ongoing training on critical issues on an annual basis, rather than potentially only once in their entire career. This is a strategic and systematic training program based on well thought out risk management and workforce development principles, which meets legislated requirements and professional operational needs.

Table #1

Year	Topics
2001	Use Of Force & Firearms Re-Qualification First Aid/CPR re-qualification Policing and Diversity Domestic Violence & T.P.S. Procedures Mental illness - Dealing with the Emotionally Disturbed Mentally ill – Survival Panel Crisis Resolution & Tactical Communication Arrest Criminal Offences & Legislative Updates Traffic Law Building Search/ Containment (dynamic scenario training) High Risk Vehicle Stops (dynamic scenario training)
2002	Use Of Force & Firearms Re-Qualification First Aid/CPR re-qualification Drug Law, Enforcement and Procedures Crime Scene Protection Law on Interviewing Interviewing Techniques Psychology of Survival Wellness/ Fitness Pin Testing Building Search (dynamic scenario training) Clearing stairways & halls/ room entry and tactical considerations (dynamic scenarios)
2003	Use Of Force & Firearms Re-Qualification First Aid/CPR re-qualification Provincial Statutes Law on Drinking and Driving Incident Management and School Protocols Dealing with youths in crisis/ youth suicide and behaviour recognition Hate Crime Racial Profiling Wellness and Nutrition – Fitness Pin Testing “Active Attacker” Incidents/ Police intervention and resolution “Active Attacker” – Immediate Rapid Deployment tactics training Use of Force Model – justification

2004	Use Of Force & Firearms Re-Qualification First Aid/CPR re-qualification Organized crime Booking and search of prisoners Search without warrant Frontline response to CBRN/bomb calls Articulable cause Emotionally disturbed persons de-escalation techniques Front line tactical review – high risk vehicle stops, containment, building searches Rapid deployment tactical skills Active attacker dynamic scenarios Fair and equitable policing Integrity Part 1 and 2 Fitness pin testing Wellness lecture - stress
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At the meeting held on March 8, 2005, the Police Services Board received a report on the status of de-escalation (crisis intervention) training in the APT course. (Minute No. P74/05 refers).

In 1998, the Board made Crisis Intervention training mandatory for all front line officers (Minute No. 282/98 refers). The objective of this training was to ensure the safe handling of emotionally disturbed persons through effective use of tactical communication, crisis resolution, basic officer safety tactics, and the minimum force required. Disengagement was always reinforced as an option. The course was 50 hours in length and could only be delivered to 20 students at a time, approximately 30 times per year. It would have taken a minimum of five years to train all front line personnel if maximum student attendance was achieved for each course. The Crisis Resolution Course was offered through the years 1999 to 2000 and resulted in approximately 1800 officers receiving training.

Since the introduction of the APT course in 2001, an average of 2744 officers have received ongoing and continual Crisis Intervention Training every year. Using APT, Toronto Police Service members are more consistently and effectively trained than in the past.

The program was originally designed for divisional and traffic primary response officers of the ranks of constable to staff sergeant inclusive. It has received very positive feedback from field officers. Much of the feedback has been in relation to the officer safety issues and awareness where due to the training, officers have acted appropriately, ensuring their safety. The Command has recognized the value of ongoing systematic block training as a sound risk management strategy. With this in mind the program was expanded in 2004 to include non-front line uniform police officers from support units such as Human Resources, Training and Education, and Corporate Planning. While the program as designed is not entirely suitable for criminal investigators, Training and Education intends to introduce a form of block training for these officers in 2006 or 2007 when the new training facility comes on line.

Use of Force Training:

In the course of their duties, police officers are required to use force to protect the public and themselves. In addition to common law powers, officers are granted special powers by the Criminal Code of Canada to use force where necessary to carry out their duties. In turn, police officers are accountable under both the Criminal Code and the Police Services Act, for the appropriate use of force. Prescribed standards issued by the Ministry of Community Safety and Correctional Services specifically addresses use of force in the performance of policing duties. The primary focus of these standards is sufficient and appropriate training, the development of appropriate training courses and the delivery of a standard training level to all police officers.

To assist in the development of Use of Force training, information is gathered from the Provincial Use of Force Report (UFR Form 1). Between 1993 (when the Ontario Use of Force legislation was enacted) and the present, the numbers of reportable situations our officers have been involved in has seen consistent annual increases (see Table #2, provided by Professional Standards Risk Management Analysis and Assessment Unit).

Table #2

Year	Use of Force Reports Submitted
2004	2143
2003	1898
2002	1885
2001	1842
2000	1639
1999	1471
1998	1656
1997	1484
1996	1351
1995	1314
1994	1462
1993	1252

T&E believes that enhanced use of force, crisis intervention, and tactical training for front line officers has had a significant impact on ensuring officer and public safety by equipping officers physically and mentally to use the least amount of force required in any given situation. Numerous unsolicited reports from front line officers indicates that the training received has provided the knowledge, skill and confidence to successfully resolve the types of high-risk situations encountered by our members. This is supported by statistical and other anecdotal evidence.

Statistical information gathered for “officer involved shootings” shows these shootings have decreased as training in this area has increased. During the years 1987 to 1997 inclusive, prior to the start of crisis intervention training, there was an average of five such incidents per year. For the years 1998 to 2003 inclusive, the average is 2.3 per year. Annual Use of Force re-qualification training was mandated for all police officers by the Province in 1994. Since then,

despite the fact that incidents of use of force, incidents of officers being assaulted, and incidents of officers facing subjects with weapons has increased, the use of lethal force has decreased.

Firearms training since 1994 has placed an extreme emphasis on firearms safety, especially in relation to proper loading and unloading and the operation of the firearm with the finger off the trigger until the conscious decision has been made to fire. As a result, the number of unintentional discharges has been significantly reduced from the late 80's early 90's. In 2002 there were only two cases of unintentional discharge with no injury, and in 2003 there were no incidents. In 2004, there was one incident.

#### Police Vehicle Operations:

T&E Police Vehicle Operations (PVO), in conjunction with Professional Standards and Traffic Services, have made improvements to Procedure 07-05 - Collisions Involving Service Vehicles.

These changes created a new program to identify risk drivers of police vehicles. The areas being monitored are Trend Analysis, Problem Identification, Quality Assurance and Training Issues.

This is intended to reduce the number of "at fault collisions" in the Service by identifying officers who appear to be having difficulties in the operation of a police vehicle. These officers are assessed by a Traffic Sergeant and/or given remedial training.

The Professional Standards Information System (PSIS) database includes information on police vehicle collisions. In 2003, 699 collisions were reported. In 2004, a total of 672 police vehicle collisions were reported. Collisions are decreasing in spite of the fact that the level of experience of front line police officers is lower than it has been in many years. This is due to higher than average recruit hiring.

As the PSIS database is populated, it will become very useful in adjusting training strategies to more effectively manage risk. In addition, training staff frequently consult with Professional Standards and Traffic Services to monitor trends to ensure corrective action in the area of training for risk drivers.

On January 1<sup>st</sup>, 2000, a regulation under the Police Services Act dealing with Suspect Apprehension Pursuits (SAP) became law in the province of Ontario. With this new law came a provincially mandated training component for all police officers in the province of Ontario. This training mandate ordered that all frontline officers, dispatchers and supervisors would receive training emphasizing alternative methods for suspect apprehension.

The Toronto Police Service training consists of a one day (1 X 10 hrs) two component course. The first is a comprehension component and the second is a practical application component. Both components are important in that they assist officers in not only becoming technically proficient but also in making reasonable judgements in situations that they may encounter.

The Police Vehicle Operations (PVO) section is presently in it's sixth year of offering the Vehicle Operations Suspect Apprehension Pursuit (VOSAP) Course and are in the final stages of this mandated training. Members of PVO are currently developing a Suspect Apprehension Pursuit refresher course, which is also part of the provincial mandate for continued SAP training.

#### Summary of Toronto Police Service Training for the Year 2004:

To achieve the target of offering quality training that is delivered in a timely and efficient manner, T&E has put into place a learning system that is designed to meet the needs of all members of the Service. This learning system includes:

1. A systematic Service wide training needs assessment;
2. A training design and approval system to ensure that training needs are addressed by course offerings;
3. A comprehensive and consistent evaluation system for training programs;
4. A reporting system to allow management to assess the value and relevance of all training initiatives.

This system uses T&E courses supplemented by "Frontline" training videos and "Roll Call" training bulletins delivered by unit training co-ordinators. T&E performs the necessary needs assessments and gap analysis to ensure training needs are met.

In addition to T&E, the following units conduct unit specific training:

1. Parking Enforcement Unit
2. Court Services
3. Public Safety Unit
4. Forensic Identification
5. Marine Unit
6. Mounted and Police Dog Services
7. Communications Centre
8. Emergency Task Force

#### Tuition Reimbursements:

The TPS reimburses members for 50% of the cost of tuition for designated university or college courses and approved seminars. During the year 2004, 231 course tuition fees were reimbursed for a total expenditure of \$72,333.63.

#### Summary of Training Delivered by T&E:

T&E is divided into seven training sections. Each of these Sections has a specific mandate and plays a key role in the delivery of quality training to uniform and civilian Service members.

The training staff are well qualified in their subject areas and in addition to training delivery, the Unit is responsible for supporting and administering training delivered by all other TPS Units. The following is a chart comparison of the total number of training sessions and total student activity for 2003 and 2004 (See Table #3 and Table #4, provided by T&E). See Appendix A for the complete breakdown of each Section.

These figures do not include the training sessions that are offered in the units through “Frontline” videos or decentralized “Roll Call” training. (See Table #5 and Table #6, provided by T&E).

Table #3

Training and Education Unit Section	Number of Course Sessions in 2003	Number of Course Sessions in 2004
Officer Safety Training	261	261
Tactical Training	73	75
Investigative Training	73	61
Outreach & Distance Learning Information Systems Training. And Leadership (Added in 2004/05)	159	386
Traffic & Provincial Statutes Police Vehicle Operations	355	358
Recruit Training	22	19
Leadership Training (Dissolved in 2004/05)	40	
Human Relations Training (Created in 2004/05)	N/A	26
<b>Total:</b>	<b>983</b>	<b>1186</b>

Table #4

Training and Education Unit Section	Number Trained 2003	Number Trained 2004
Officer Safety Training Section	5872	5320
Tactical Training Section	978	764
Investigative Training Section	1895	1541
Outreach & Distance Learning Information Systems Training. And Leadership (Added in 2004/05)	3180	9874
Traffic & Provincial Statutes Police Vehicle Operations	2255	2010
Recruit Training	728	607
Leadership Training (Dissolved in 2004/05)	900	N/A
Human Relations Training (Created in 2004/05)	N/A	674
<b>Total:</b>	<b>15808</b>	<b>20790</b>

Table #5

Month Produced	Name of Frontline Videos for 2004
January	Active Attacker
March	Counterfeit Currency & Debit Card Fraud
April	Cops Best Friend *
June	Guns and Gangs
	The Great Outdoors*
July	Pedestrian Safety
	Liquor Licence Act*
August	Smile You're on Camera – Media Relations Labour Dispute*
October	Are We a Target
November	Strike a Balance*
December	Edged Weapons*
	Investigative Detention

\* Produced by The Ontario Police Training Video Alliance (OPTVA)

Table #6

Month Delivered	Name of Roll Call Topics for 2004	
January	Fraud in Relation to Fares	Initial Arrest Must be Lawful
	Emotionally Disturbed Persons (EDP) Form TPS710	Mental Health Act (MHA) Apprehensions Require TPS710
	Liquor Licence Act	Police Officer – Right of Entry
	Search and Seizure by Special Investigations Unit (SIU)	Authorization Needed by SIU Liaison Officer
	Fraud in Relation to Fares	Initial Arrest Must be Lawful
February	Guaranteed Arrival Part 1	Three Co-operative Driving Principles & Scale of Urgency
	Guaranteed Arrival Part 2	Two exemptions for Police Officers when responding to emergency situations under the Highway Traffic Act (HTA)
	Dealer Plates	Ontario Regulation 628, Section.13 exemptions to uses of dealer plates
	Yield to Bus Legislation	Section 142.1 HTA
March	Active Attacker Part 1	Containment
	Active Attacker Part 2	Role of contact/rescue team
	Returning Prisoners on Warrants Held by TPS	Obligations when returning prisoners out of Toronto boundaries
	Sex Offender Registry (SOR)	Obligations when encountering individual under the SOR

	Questionable Safety Situations on Construction Sites	Obtaining Ministry of Labour assistance
April	Active Attacker	Intentions of Active Attacker
	Counterfeit Cash & Cards Part One	Security features of new Canadian \$100 bill
	Counterfeit Cash & Cards Part Two	Investigating ATM Fraud – collateral evidence & possible charges
	Infectious Exposure	Procedure when exposed to suspect infectious disease
	Transportation of EDPs	Where to transport EDPs
May	Operation Ped Safe	Pedestrian awareness and HTA violations
	Auxiliary Officers Duties	Authorized duties
	Recovered Stolen Vehicles	Required documentation when impounding a vehicle
	Special Address	Systems available to assist in potential unsafe situations
	Hatzoloh	Lay person first responders who can apply defibrillation
	Outreach Training Section of Training and Education	Information available to assist members 24/7 on the Intranet
June	Compulsory Automobile Insurance Act	Section 3(1) Operator to Carry/Surrender Insurance Card
	Child Pornography	New Offences of “Luring” & “Accessing”
	Child Pornography	Do’s and Don’ts for Frontline Officers
	Professionalism	Maintaining a standard of professional behaviour
	Community Policing	Requests for School Presentations
	Counterfeit Currency	New \$100 bills – How can you tell if it’s fake
July	Guns and Gangs	Gang Structure
	Guns and Gangs	Signs of Affiliation
	Child Pornography	What to look out for
	Earls court Child and Family Centre	Toronto Centralized Services Protocol for Children
	Missing Persons	Level of Search
	Tobacco By-Law	No Smoking By-Law
August	Pedestrian Safety	Misconceptions in Enforcement
	Pedestrian Safety	An Ounce of Prevention
	Guns and Gangs	Indictors
	Domestic Violence	When a child is on scene

	Recruiting	Recruiting in the communities we police
	Media	Our role as Frontline Officers
	Vehicle Impoundment	Suspended driver, who tows?
September	Media Relations	Good to know...imperative to do
	Media Relations	Available Resources for Frontline Officers
	Pedestrian Safety	Just S.T.E.P. – Stop, Talk, & Educate the Public
	Special Constables	Calls to service involving special constable agencies
	Investigations with Aboriginal Children	Native Child and Family Services of Toronto
	Safe Schools – Safe Streets	Auto thefts – Swarming
	Reminder	Invest in your retirement
October	Anti-Terrorism	Frontline Officer Responsibilities
	Anti-Terrorism	What to watch out for
	Media Relations	The 5 W's
	Suspicious Package Investigations	Responsibilities of Frontline Officer
	Sleep Deprivation or Intoxication	Top Ten Tips
	Go-Peds	Legal or not
November	Anti-terrorism	Resources for the Frontline
	Labour Disputes	Frontline Responsibility
	Impaired Driving	Drinking and Driving Investigations
	Provincial Offences Tickets	Void, spoil or withdraw
	Domestic Violence	Partner Abuse Awareness Month
	First Aid/CPR Training	The 5 W's
December	Stress	We all got it...
	Criminal Code	Reasonable Suspicion vs. Reasonable Grounds
	Criminal Code	Criminal Summons
	Traffic	Waiting for Screening Device
	Emotionally Disturbed Persons	Duty to Remain

Summary of Training Delivered by Specific Units of the TPS:

In addition to the training offered by T&E, the following Units deliver significant amounts of training to police officers and civilian members of the TPS (See Table #7 and Table #8, provided by T&E). This training is specific to members of that Unit, or falls within the particular expertise of members of that Unit. Each Unit has a training co-ordinator and instructors who have considerable operational and training expertise. (Refer to Appendix B for the complete breakdown of each Unit).

Table #7

Unit	Number of Course Sessions in 2003	Number of Course Sessions in 2004
Parking Enforcement Unit	58	203
Court Services	530	154
Public Safety Unit	65	62
Forensic Identification	139	46
Marine Unit	53	10
Mounted and Police Dog Services	41	38
Communications Centre	78	32
Emergency Task Force	297	252
<b>Total:</b>	<b>1261</b>	<b>797</b>

Table #8

Unit	Number of Students Trained in 2003	Number of Students Trained in 2004
Parking Enforcement Unit	1463	3694
Court Services	1535	1659
Public Safety Unit	2025	2794
Forensic Identification	1099	368
Marine Unit	252	366
Mounted and Police Dog Services	86	70
Communications Centre	1383	1709
Emergency Task Force	4143	2772
<b>Total:</b>	<b>11986</b>	<b>13432</b>

The demand for training opportunities within the TPS continues to grow due to many factors. These factors include workforce renewal, training that is mandated by the Province to accredit members for specific jobs, training that is mandated by the Service in response to inquest or other civil remedies and training that is in response to current issues and themes that impact the Service. To ensure that training is prioritized and delivered to members of the Service in a timely and appropriate method, training is broken down and delivered according to the following priorities:

1. Training Required by Law, TPS Standards or Provincially Mandated Training:  
This category of training includes, as examples, Use of Force Re-qualification, Management and Evaluation of Risk Investigations, Suspect Apprehension Pursuit, General Investigators, Sexual Assault Child Abuse, Ontario Major Case Management and Domestic Violence Investigators Courses.

2. Training Required to Enhance Public and Officer Safety:  
This category of training includes, as examples, the Booking Hall Officer Safety Course, Introduction to Plainclothes and Drugs, Interview and Tactical Firearms Courses.
3. Training Required to Allow Members to Perform Their Current Duties More Effectively:  
This category of training includes, as examples, Uniform and Civilian Professional Development, Crime Prevention Through Environmental Design and Instructional Techniques.
4. Training that is Desirable to Develop Members for Future Work Assignments: This training is supported by tuition reimbursement (off-duty course attendance).
5. Training for the Personal Development of Members:  
This training is the responsibility of the individual member (off-duty course attendance).

#### Mandated Training:

The Provincial Adequacy Standards Ontario Regulation 3/99 requires every police service to have a Skills Development and Learning Plan. The TPS “Skills Development Learning Plan” describes the skills or training requirements for various positions within the TPS and assists members and supervisors to acquire the skill development and learning opportunities they require to meet the necessary standards. There are nine courses with these criteria and the TPS has been accredited to deliver all nine. In addition to provincially mandated training, the Board and Service have mandated courses, such as Policing a Diverse Community, that must be delivered by T&E to all members of the Service.

#### Conclusion:

The TPS devotes considerable resources to meeting the learning requirements of police officers and civilian members. Training is carried out in a systematic and thorough manner to ensure it meets all legislative requirements and the needs of Service members. Ongoing evaluation and continuous improvement of curricula and training delivery ensure quality and relevance. This training increases our members’ competence and confidence to make them more effective and responsive to community needs. The over-all goal is to make the City of Toronto a safe place to live and work.

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

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer any questions from Board members. As well, Superintendent Keith Forde, Unit Commander, Training and Education, and Mr. Charles Lawrence, Manager, Training and Development, will make a short presentation at the Board Meeting on the information contained herein.

**The Board received the foregoing and, given the Board’s on-going interest in training matters, requested that a presentation on training issues be provided to the Board at a future meeting.**

Appendix A

2004 Courses Delivered by Training & Education

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Officer Safety	Court Officer Use of Force	TU0020	46	1	350	
	Advanced Patrol Trg 2004	TU0017	37	4	2804	
	Use of Force 2004	TU0018	161	1	1887	
	Booking Hall Officer Safety	TD0009	7	2	149	
	Expandable Baton	TD0003	5	0.5	48	
	O.C. Spray	TD0002	4	0.5	53	
	O.C. Spray 400g	TD0006	1	0.5	29	
	Section Total:		261	9.5	5320	
Tactical	Shotgun Requalification 2004	TU0019	55	1	567	
	MP5 Operator	TF0011	1	4	8	4
	Glock 27	TF0010	6	1	95	
	Squad Advanced Training	TF0013	12	1	84	
	Shotgun Instructor	TF0012	1	4	5	1
	Section Total:		75	11	759	5
Investigative	General Investigator	TC0011	11	10	276	12
	Ontario Major Case Management	TC0012	5	7	103	17
	Sexual Assault/Child Abuse	TC0004	5	10	108	5
	Sexual Assault/Child Abuse Update	TC0027	3	3	52	
	Domestic Violence Investigator	TC0042	5	3	125	
	Plainclothes Course	TC0005	7	4	131	7
	Intro to Drug Investigation	TC0086	7	4	191	6
	Firearms Investigation	TC0081	1	3	29	2
	Bill C-24	TC0088	1	2	17	6
	Interview Course	TC0024	8	5	148	5
	Major Incident Rapid Response	TM0016	2	8	69	1
	Adv Search Warrant	TC0091	2	3	102	

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Computer Crimes Agst Childr	TC0098	1	3	38	6
	Death Investigator	TC0052	1	5	30	
	Proceeds of Crime	TC0009	2	3	55	
	Section Total:		61	73	1474	67
Outreach & Distance Learning Leadership and Information Technology	First Aid & Cardio Pulmonary Resuscitation	TR0001	26	2	326	
	CPR/First Aid Re-certification	TR0004	45	1	3279	
	Supervisor Level I	TM0001	4	10	71	
	Civilian Management Level I	TM0013	1	10	23	
	Effective Presentation	TM0032	3	5	28	3
	Professional Development Workshop	TM0092	1	4	23	
	Guest speaker	TM0053	1	1	8	2
	Professional Development Course	TM0038	1	4	22	
	Operational Supervision - Unit	TM0083	7	5	162	
	Instructional Techniques Level I	TM0086	1	10	9	1
Police Act Course	TM0034	1	7	29		
TPS Learning Network Tms	TM0039	1	4	22	2	
Front Line supervisors	P00005	2	10	63		
CIPS	S00058	28	1	464		
CPIC Weblink	S00050	63	1	1137		
ECops -(super trainers)	S00188	2	4	32		
ECops (occurrences)	S00158	96	1	2713		
ECops (Unifed Search)	S00191	19	.5	270		
Netviewer	S00180	32	.5	410		
Mainframe	S00101	14	1	262		
Microsoft word	S00094	1	1	9		
Mobile Workstation	S00040	18	0.5	227		
Workstation Orientation	S00040	10	0.5	209		
Systems Application & Product (SAP)	S00162	7	1	48		
PowerPoint	S00088	2	.5	20		

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Section Total:		386	85.5	9866	8
Traffic & Provincial Statutes Police Vehicle Operations	At Scene Collision Investigation	TH0009	2	10	53	
	Traffic Generalist	TT0017	10	5	222	
	Technical Collision Investigation	TT0021	2	10	39	
	Traffic Investigators Seminar	TT0009	1	5	33	10
	Provincial Statutes	TT0020	8	5	188	
	Vehicle Operations - Civilian	TV0001	3	1	7	
	Vehicle Operations - Iv/Unify	TV0002	12	1	59	
	Vehicle Operations - Police	TV0003	18	2	37	
	M/C Operations – Class M	TV0005	4	4	10	
	M/C Operations - ClassM2	TV0006	5	8	29	
	M/C Operations – Trainer	TV0010	3	4	7	
	M/C Operations - Refresher	TV0013	99	1	172	
	Wagon Operations Course	TV0014	5	1	29	
	Trailer Operations	TV0016	1	1	1	
	Truck Operations	TV0019	2	1	6	
	Community Station Ops	TV0020	4	1	9	
	Vehicle Operations - Bicycle	TV0023	51	5	121	
	Vehicle Operations - ATV	TV0025	3	1	7	
	Veh Op - Bicycle Instr	TV0028	2	4	7	
	Motorcycle Operations M2 Exit	TV0033	10	1	15	
	M/C Ops Qualification Course	TV0037	4	1	23	
	Veh Op Suspect Appreh Pursuit (SAP)	TV0038	109	1	926	

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Section Total:		358	73	2000	10
Recruit	Recruit Training	TM0026	4	36	137	
	Uniform Coach Officers	TM0027	5	3	137	
	Police Officer Lateral Entry	TR0026	3	15	14	7
	Crime Prevention Level 1	TM0051	1	5	12	
	Community Policing	TM0052	4	1	192	
	Auxiliary Officers		2	7	108	
	Section Total:		19	67	600	7
Human Relations	Ethical Deliberation Course	TH0009	11	2	253	
	MERI	TC0089	5	4	76	36
	Policing a Diverse Community	TH0007	10	3	284	25
	Section Total:		26	9	613	61
	<b>Overall Total:</b>		<b>1186</b>	<b>328</b>	<b>20632</b>	<b>158</b>

Appendix B

2004 Courses Delivered by Other Units

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Parking Enforcement (all course terms are based on an 8 hour shift)	Parking Enforcement Officer (PEO) Recruit	1	26	24	
	PEO Refresher	4	1	4	
	Police Vehicle Operations Training	18	1	24	
	Police Vehicle Operations Refresher	13	1	13	
	Motorcycle Update Training	15	1	15	
	Front-line PEO and Supervisor Update	14	.125	357	
	Front-line PEO and Supervisor Update	14	.125	357	
	Front-line PEO and Supervisor Update	14	.031	357	
	Stolen Vehicle Recovery and Voluntary Payment Amounts				
	Supervisors' Workshop - Supervising for Public Trust	3	.25	64	
	Front-line PEO and Supervisor Update	8	.094	238	
	Ethics in Law Enforcement				
	Tag Issuance – Safety and Conflict Management	14	.063	357	
	Officer Safety Week (7 accident prevention scenarios)	14	.5	357	
	Tag issuance, Member Absences Complaints and Harassment Policy	6	.063	119	
	Disabled Permit Investigations	8	.031	238	
	Permit Parking and Withdrawal of Tags	14	.031	357	
	Police Officer (33 Division) Parking Infraction Notice	4	.063	77	
	Municipal Law Enforcement Officer Certification (TTC)	3	.5		24
	Police Officer (42 Division) Parking Infraction Notice	1	.063	28	

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Municipal Law Enforcement Officer Certification (Private Parking Enforcement Agencies)	27	1		606
	Municipal Law Enforcement Officer Certification (Works and Emergency Services)	3	1		26
	Municipal Law Enforcement Officer Certification (Parks & Recreation)	1	1		9
	Municipal Law Enforcement Agency Manager Training	4	.5		43
	Unit Total:	203	36	2986	708
Court Services	Court Officer Recruit	2	25	50	
	DNA Data Bank Training	2	3	20	
	2004 Use of Force Training	60	.5	512	
	CPR	60	.5	512	
	First Aid	28	1	525	
	Coach Officers	2	2	40	
	Unit Total:	154	32	1659	
Public Safety	Basic Tactical Course	3	5	35	80
	ARWEN Requalification	3	1	30	
	Public Order Firefighters	6	1		130
	POU Mass Training	6	1	600	50
	POU Modular Training	12	1	600	50
	Incident Management system	6	1	300	90
	Basic Emergency Management	6	1	18	90
	Emergency Operations	6	1	18	90
	CRU CBRN	6	1	97	336
	Marine Unit CBRN	1	2	9	
	Live CBRN	2	5	3	42
	EMAT CBRN Awareness	1	3		24
	Auxiliary Crowd Theory	1	1	30	
	Auxiliary Search Trg – level 1	2	2	50	
	22 Div. Rovers Search Trg – Level 1	1	2		22
	Unit Total:	62	28	1790	1004
Forensic Identification Services	Uniform Scenes of Crime Officer	7	25	98	1
	Henry Fingerprint Classification Course	1	5	6	3

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	RICI Fingerprint / Livescan Course	8	2	60	
	Livescan Followup Course (2hrs)	30	1	200	
	Unit Total:	46	33	364	4
Marine Unit	Airboat	1	.5	50	
	Ice Rescue Specialist - Refresher	1	3	50	
	River Rescue	1	5	8	
	River Rescue Refresher	1	3	30	
	Level 1 Coxwain's	1	10	10	10
	Defibrillation	1	1	8	
	Defibrillator Refresher	3	.5	150	
	CPR	1	.5	50	
	Unit Total:	10	23.5	356	10
Mounted & Police Dog Services (PDS)	Basic Equitation	1	75	7	
	Introduction to Basic Equitation	2	10	14	
	Truck & Trailer A License	4	5	4	0
	2 Horse Truck & Trailer License	2	2	2	0
	PDS Basic Training	2	63	3	1
	PDS Basic Training Re-Cert.	21	4	24	3
	PDS Narcotic Detector Training Re-Cert.	4	4	3	1
	PDS Quarry	2	2	8	0
	Unit Total:	38	165	65	5
Communications Centre	Call Taker Training	2	25	30	
	Dispatch Training	1	25	14	
	Coaching & Mentoring	2	3	46	16
	Radio Training - Auxiliary	2	1	110	
	Radio Training – PC Recruit	18	1	250	
	In Service Training	6	1	1231	
	General Communicator	1	10	6	6
	Unit Total:	32	66	1687	22
Emergency Task Force	Police Explosive Technician Assistant	1	5	9	
	Nuclear/Biological/Chemical Hazards	2	5	40	36
	Night Exercises	3	1	50	20

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Explosive Forced Entry	6	3	72	12
	Dynamic Entry	6	1	60	
	Bus/Subway/GO Exercises	6	1	60	
	Rapid Deployment	6	1	120	60
	Taser	2	1	9	12
	Rappel Instructor	2	5	18	4
	Hostage Rescue	1	10	18	9
	High Risk Vehicle Takedown/Stops	6	1	60	
	MP-5 Full Auto	6	1	60	
	Advanced Sniper Course	1	5	8	5
	E.D.P. Scenario Training/Forensic/CSS	6	1	60	
	Hostage Rescue Training	72	1	720	
	Stealth Maintenance Training	72	1	720	
	Accuracy/Combat Shooting	45	1	450	
	Use of Force/Taser Re-Certification	9	1	80	
	Unit Total:	252	45	2614	158
	<b>Overall Total:</b>	<b>797</b>	<b>428.5</b>	<b>11521</b>	<b>1911</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P202. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT – COMPLIANCE RATES FOR THE PERIOD JANUARY – MARCH 2005**

The Board was in receipt of the following report MAY 10, 2005 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT JANUARY 2005 - MARCH 2005:  
MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF  
PRIVACY ACT COMPLIANCE

Recommendation:

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

Background:

At its meeting on September 23, 2004, the Board made a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (BM# 284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period January 1 to March 31, 2005, divided into three categories as stipulated by the Board, are as follows:

Toronto Police Service  
Compliance Rates

30-Day	60-Day	90-Day or longer
73.71%	86.46%	90.64%
Requests to be completed during this time period: 502	132	68
Requests completed: 370	Requests completed: 64	Requests completed: 21
Requests remaining: 132	Requests remaining: 68	Requests remaining: 47

A further breakdown of requests received January 1, 2005 to March 31, 2005 is as follows:

Category	Total	Description
Individual / Public	311	- Personal
Business	207	- Witness contact info. - Memobook notes re. Accidents - Clients' police reports
Academic / Researcher	0	
Association/Group	14	- Homeless woman giving birth - Reports on subject and an individual - Police reports involving the subject requiring assistance - Reports on sexual assaults between 1967 - 1969
Media	0	
Government	0	
Other	9	- Police calls to address during summer of 2004, and reports - Missing person report - Threatening report in 2004 - Correction request of assault on a record - Reports prepared by officer on family - Break and enter reported in January 2005 - Domestic report on May 7, 2004

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

January 2005	63.36%
February 2005	78.45%
March 2005	76.47%

Conclusion:

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

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P203. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
COSTS INCURRED BY THE TORONTO POLICE SERVICE FOR  
SERVICES PROVIDED TO THE FEDERAL, PROVINCIAL AND  
MUNICIPAL GOVERNMENTS**

The Board was in receipt of the following report MAY 24, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR TIME EXTENSION: COSTS INCURRED BY THE  
TORONTO POLICE SERVICES FOR SERVICES PROVIDED TO THE  
FEDERAL, PROVINCIAL, AND MUNICIPAL GOVERNMENTS

Recommendation:

It is recommended that: the Board approve an extension of two months (August 2005 Board meeting) to submit a report regarding the costs incurred by the Toronto Police Service (TPS) for services provided to federal, provincial and municipal levels of government.

Background:

At its confidential meeting of January 24, 2005, the Board received a Report dated December 8, 2004, entitled, "Federal Funding for Intelligence, National Security, Coast Guard Responsibilities, Consulate Protection, Drug Money Seizure, Counter Terrorism and Emergency Management" (Board Minute #C10/05 refers). The Board approved the following motions:

1. THAT the Board request the Chief of Police to review the foregoing report and submit a revised version in a format that could be placed on the public agenda for consideration at a future meeting;
2. THAT the Chief of Police quantify the specific costs incurred by the TPS for policing services separated into categories indicating whether they were the result of response to Federal, Provincial or Municipal issues, and that he also identify how other jurisdictions resolve cost-recovery issues with the Provincial and Federal governments; and
3. That, with regard to the information requested in Motion No. 2, this be contained in a summary page attached to the public report noted in Motion No. 1.

At its public meeting of January 24, 2005, the Board received a Board Report dated January 17, 2005, entitled "Toronto Police Service 2005 Operating Budget" (Board Minute #P3/05 refers). The Board approved the following motion:

4. That the Chief of Police quantify the amount of police service that the TPS provides which should, in the view of the TPS, be provided more appropriately by other levels of government.

Two of the motions passed by the Police Service Board, Motion No. 2 (Board Minute #C10/05 refers) and Motion No. 4 (Board Minute #P3/05 refers), are similar in nature. As a result, it is the Service's intention to come back to the Board with one report that addresses the four Board motions listed above.

Response:

At its public meeting of April 7, 2005, the Service requested an extension of time to the June 9, 2005 meeting. This request was approved. (Board Minute #P146/05 refers).

In early May 2005 the Service received information that during a speech in Quebec City, The Honourable Ralph Goodale, P.C., M.P., Minister of Finance, indicated that the Government of Canada will provide a \$1.2 billion, 5-year package of initiatives designed to further enhance the security of Canada's marine transportation system and maritime borders. This is contained in the 2005 Budget.

While much of this money will be spent on both the East and West Coast of Canada, there is a commitment of considerable spending in the St. Lawrence Seaway and the Great Lakes. The proposal calls for added patrol vessels staffed by Royal Canadian Mounted Police (R.C.M.P.) members and Canadian Coast Guard (C.C.G.) staff to serve the Great Lakes.

The R.C.M.P. has also indicated possible funding for the TPS Marine Unit in the future to enhance our capabilities.

The TPS now requires additional time to review the newly announced initiatives and determine what is proposed for the TPS Marine Unit so that it can properly report on the Federal initiatives to the Board. This extension will allow for the research needed to provide the Board with a more timely response and up-to-date information.

Therefore, I recommend the Board approve an extension of two months (August 11, 2005 Board meeting) to submit a report regarding the costs incurred by the TPS for services provided to federal, provincial and municipal levels of government.

A/Deputy Chief Gary Grant, Policing Support Command, will be available to respond to 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 JUNE 13, 2005**

**#P204. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
AUDITED FINANCIAL STATEMENTS OF THE TRUST FUNDS,  
MUSEUM RESERVE FUND AND BOARD SPECIAL FUND**

The Board was in receipt of the following report MAY 20, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR ONE MONTH EXTENSION TO SUBMIT THE  
AUDITED FINANCIAL STATEMENTS OF THE TRUST FUNDS,  
MUSEUM RESERVE FUND AND BOARD SPECIAL FUND

Recommendation:

It is recommended that:

- (1) the Board approve the request for a one-month extension to submit the audited financial statements of the Trust Funds, the Museum Reserve Fund and the Board Special Fund and;
- (2) the Board approve a change in the date it is to receive the audited financial statements from June to July of each year.

Background:

On an annual basis, the City of Toronto external auditors, Ernst and Young, perform a comprehensive financial audit of the Toronto Police Service accounts, including the Trust Funds, the Museum Reserve Fund and the Board Special Fund. At the conclusion of the audit work, Ernst and Young provide audited financial statements.

The Toronto Police Service Financial Management unit is responsible for reviewing the financial statements before they are finalized by the auditors. Ernst and Young can only provide these statements at the point when audit work has been substantially completed. As the auditors have just provided these statements to Financial Management, they are still in the process of being reviewed. As a result, the June deadline could not be achieved.

Therefore, it is recommended that the Board approve the request for a one-month extension to submit the audited financial statements of the Trust Fund, the Museum Reserve Fund and the Board Special Fund and that the Board alter the date it is to receive these reports July of each year.

Frank Chen, Chief Administrative Officer, 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 JUNE 13, 2005**

**#P205. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
AMENDMENTS TO THE SEARCH OF PERSONS PROCEDURE**

The Board was in receipt of the following report MAY 18, 2005 from William Blair, Chief of Police:

Subject: SEARCH OF PERSONS PROCEDURE (01-02)

Recommendation:

It is recommended that the Board grant a one month extension for submission of a response to the Board's motion regarding Search of Persons.

Background:

At its meeting held on 2005 March 08, the Board passed a motion asking then Interim Chief Boyd to "amend Toronto Police Service Procedure 01-02 entitled "Search of Persons" to remove the automatic Level 3 search for persons held in custody pending a Show Cause hearing and insert, instead, a requirement that officers engage in a case-by-case analysis prior to a person being subject to a Level 3 search as a consequence of being introduced into the prison population". (Board Minute # P75/05 refers)

Our response to this motion has been prepared and is currently undergoing a legal review. As a result we are requesting an extension until the meeting scheduled for 2005 July 12.

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 JUNE 13, 2005**

**#P206. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
TORONTO POLICE SERVICE 2004 YEAR-END PERFORMANCE  
REPORT**

The Board was in receipt of the following report MAY 11, 2005 from William Blair, Chief of Police:

Subject: 2004 SERVICE PERFORMANCE YEAR END REPORT – REQUEST  
FOR EXTENSION

Recommendation:

It is recommended that: the Board approve the request for a one-month extension to submit the 2004 Service Performance Year End Report.

Background :

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. The first section of the report provides the results of the annual measurement of the Service Priorities, using the performance indicators set out in the Business Plan. The second section of the report provides information on the two additional areas required by Section 31 of the Adequacy and Effectiveness of Police Services (Ontario Regulation 3/99).

The Board has requested that the Service Performance Year End Report be provided in June of each year (Board Minute P77/05). With the transition to the Service's new records management system, difficulties were encountered this year with the extraction of 2004 year end data. Production of the Year End Report has, therefore, been delayed.

At this time, it is recommended that the Board approve the request for a one-month extension to submit the 2004 Service Performance Year End Report.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P207. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
EMPLOYMENT EQUITY PLANNING**

The Board was in receipt of the following report MAY 31, 2005 from Alok Mukherjee, Vice Chair:

Subject: EMPLOYMENT EQUITY PLANNING

Recommendation:

It is recommended that the Board approve a one month extension, to July 12, 2005, for the submission of the above-noted report.

Background :

At its meeting on September 23, 2004, the Board approved, among others, the following motion (Min. P258/04 refers):

*The Chief of Police work with the Chair to complete an inventory of Toronto Police Service employment equity policies, procedures and programs... and the Chair report to the November 18, 2004 meeting as to the appropriate next steps*

In November 2004, I began meeting with Mr. Bill Gibson, Director of Human Resource, and staff to discuss appropriate next steps. In December 2004, I reported to the Board that we would work toward the following schedule (Min. P407/04 refers):

- February 2005 Preliminary inventory submitted to Board
- May 2005 Meeting with City staff, community and stakeholder groups
- June 2005 Action plan to Board

In February 2005, an employment equity inventory was compiled and I reviewed it with CAO Frank Chen and Mr. Gibson. It was agreed that, rather than bringing an inventory to the Board it would be more productive to forge ahead to identify priorities and to identify the specific focus for the development of an equity plan rather than spending time reviewing past initiatives and programs. A report detailing a plan to review employment systems within the Toronto Police Service will be ready for consideration at the Board's July meeting.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P208. TORONTO POLICE SERVICE - 2005 OPERATING BUDGET  
VARIANCE REPORT AS AT MAY 31, 2005**

The Board was in receipt of the following report June 07, 2005 from William Blair, Chief of Police:

Subject: 2005 OPERATING BUDGET VARIANCE REPORT FOR THE  
TORONTO POLICE SERVICE AS AT MAY 31, 2005

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of February 25, 26, 27, 28 and March 1, 2005, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$688.9 Million (M), which is the same amount as the budget approved by the Toronto Police Services Board at its meeting of January 24, 2005 (Board Minute #P3/05 refers). The Council-approved budget includes reduced premium pay funding, additional funding to implement the recommendations of the Ferguson Report, new major case management requirements, the hiring of additional Court Officers, the hiring of additional staff for the opening of 43 Division in January 2006 and funding for Community Action Policing (CAP).

Toronto City Council, at its meeting of May 17, 18 and 19, 2005, adopted Policy and Finance Committee Report No. 5 Clause No. 32, entitled "Allocation of the 2005 Non-Program Amounts for the Insurance Reserve Fund". This report provides for a reallocation of the Insurance Reserve Fund based on an insurance allocation algorithm to City Programs, Agencies, Boards and Commissions. As a result of this report, the Service budget has been restated upwards by \$4.5M to a total of \$693.4M. It should be noted that this change does not result in additional available funds to the Service.

## 2005 Operating Budget Variance

As at May 31, 2005, a favourable year-end variance of \$1.3M is projected, which is \$2.5M more favourable than reported in the previous variance report (Board Minute #P169/05 refers). The favourable variance is attributable to savings in salaries, premium pay and one-time funding sources. Details are provided below.

### SALARIES (Including Premium Pay)

A net savings of \$0.5M is projected in this category, which is \$1.3M more favourable than previously reported.

Salaries are projected to be \$1.0M favourable. Based on experience to date, the projected number of uniform separations for 2005 has been revised upward to an estimate of 240 (compared to a budget of 200). In addition, uniform attrition in the first five months has occurred earlier than expected resulting in greater savings than expected.

The premium pay budget for 2005 was reduced by \$1.0M from the 2004 level. Achieving this reduction is a significant challenge for the Service. After the first five months of 2005, it is projected that there will be a \$0.5M shortfall, which is \$0.4M less than previously reported.

More than half of all premium pay relates to attendance at court. As stated in previous reports to the Board, many initiatives have been put in place to reduce court spending; however, all such initiatives are subject to operational requirements and the justice system. The assignment of Detective Sergeants to the courts and close monitoring and control has assisted in reducing costs.

The Service instituted a policy in August 2002, clarifying when and under what circumstances overtime and call backs are justified. A supervisor must authorize all overtime in advance, and overtime is worked only in emergent or mandatory circumstances. On average, each officer works one hour of overtime per week. This amount of overtime is necessary to conduct thorough and timely investigations, respond to emergency situations, attend large special events and provide for a 24/7 police presence, including statutory holidays.

At this point in time, the Service is projecting to achieve \$0.5M of the \$1.0M premium pay budget reduction.

I have reiterated the importance of controlling premium pay expenditures to all Unit Commanders. The Service will continue to strictly enforce the monitoring and control of premium pay to reduce the projected shortfall by as much as possible by year-end and achieve the approved funding level.

## COMMUNITY ACTION POLICING (CAP)

The 2005 operating budget includes \$545,000 for the CAP program. CAP provides immediate relief to the community, by assigning uniformed officers to focused activities in neighbourhoods identified as having crime, disorder and public safety issues. Activities include foot-patrol, bike-patrol, enforcement, safety walks and audits with the community, crime prevention, intelligence gathering, parks patrol and spot-checks. The CAP program will be implemented commencing June 15<sup>th</sup>; however, unit commanders have been given discretion (within the allocated funding) with respect to the duration of the program.

## BENEFITS

No variance is currently projected for benefits.

The Service continues to closely monitor spending in the medical/dental accounts. At this time, current trends indicate that medical/dental spending will be within budget.

## NON SALARIES

Non salary accounts are projected to be within budget and no variance is projected.

## **REVENUE**

### **Safer Communities – 1,000 Officers Partnership Program**

Anticipating that the Safer Communities – 1,000 Officers Partnership Program would commence later this year, revenue in the amount of \$400,000 was included in the 2005 Operating Budget. During the presentation of the March variance report to the Board at its May meeting (Board Minute #P169/05 refers), the Board requested an update on the above program at its June meeting. On May 18, 2005, the Ontario government provided some details of the administration of the grant. The program will provide \$35M a year to help municipalities hire 1,000 new police officers across the province by sharing the cost, up to \$35,000 year, of each new hire. It should be noted that the average salary plus benefits for a 1<sup>st</sup> Class Police Constable is approximately \$84,800, leaving the Service with a cost of \$49,800 per officer (i.e. 60% of the salary) in the latter years of the program. Half of the new officers will be assigned to community policing duties and the other 500 new officers will be assigned to six key areas identified by the government. Although the government is continuing to develop the details, they have indicated that “recruiting could start in the fall, and the first officers should be patrolling Ontario streets by summer of 2006.” Staff at the Ministry of Community Safety and Correctional Services have no further details. What is not known is whether funding will be sustained past the government’s mandate, the cost-sharing formula, allocation of officers to police services or commencement date. As it is now expected that the first recruits will be hired next spring and deployed in summer of 2006, the Service is projecting an unfavourable variance in grant revenue of \$0.4M for 2005.

## **Bush Ottawa Visit and Cecilia Zhang Investigation**

The Service has received confirmation that \$1.2M in one time funding will be provided during 2005 for costs that were incurred in previous years. The Federal government will be providing \$0.8M towards the costs of Service personnel assisting with the Bush visit to Ottawa late in 2004. Also, the Provincial government has provided \$0.4M towards the costs of Service personnel associated with the Cecilia Zhang investigation.

During 2004 the Service and the City implemented an off duty night court initiative to increase officer attendance at provincial offences act courts. As a result of this initiative the Service incurred an additional \$0.3M in court attendance costs in 2004 and was to be reimbursed for these by the City. The Service expects the same costs in 2005. Discussions are ongoing with City staff to receive payment for costs incurred in 2004 (which were set up as a receivable last year) and costs to be incurred in 2005. Given that the City has not yet committed to paying these costs, these discussions have not been factored into the current variance report. It should also be noted that traffic safety is expected to be enhanced due to the increased conviction rate at night court resulting from this initiative.

### SUMMARY

As at May 31, 2005, a favourable variance of \$1.3M is projected. The Service will continue to monitor and control costs to ensure that current projections are maintained.

The above variances can be summarized as follows:

	<u>Budget</u>	<u>Projection</u>	<u>Savings / (Shortfall)</u>
Salaries (including Premium Pay)	\$530.7	\$530.2	\$0.5M
CAP	\$0.5	\$0.5	\$0.0M
Benefits	\$111.1	\$111.1	\$0.0M
Non Salaries	\$51.5	\$51.5	\$0.0M
Safer Communities Partnership Grant	<u>(\$0.4)</u>	<u>\$0.0</u>	<u>(\$0.4M)</u>
Sub-total	\$693.4	\$693.3	\$0.1M
One Time Funds	<u>\$0.0</u>	<u>(\$1.2)</u>	<u>\$1.2M</u>
Total	<u>\$693.4</u>	<u>\$692.1</u>	<u>\$1.3M</u>

### CONCLUSION

The Service, at this point in time, is able to project a \$0.1M surplus against the approved budget. With the addition of the one-time funding sources, the result is a \$1.3M surplus. Therefore it is recommended that the Board receive this report and that the Board forward this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

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 and agreed to provide a copy to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P209. RECRUITMENT OF DEPUTY CHIEFS AND CHIEF  
ADMINISTRATIVE OFFICER**

The Board was in receipt of the following report JUNE 08, 2005 from Pam McConnell,  
Chair:

Subject: Recruitment of Deputy Chiefs and Chief Administrative Officer

Recommendations:

It is recommended:

1. THAT the Board receive the quote from Ray & Berndtson/Lovas Stanley appended to this report,
2. THAT the Board confirm its decision of April 7, 2005 (Min. P149/05) to retain Ray & Berndtson/Lovas Stanley for the purpose of assisting the Board in the recruitment of Deputy Chiefs,
3. THAT the Chair be authorized to enter into a contract with Ray & Berndtson/Lovas Stanley with respect to the selection of deputy chiefs,
4. THAT the Board approve the allocation of funds in the amount of \$105,000 (excluding a 5% fee for engagement support expenses as well as any out-of-pocket expenses and applicable taxes) from the Board's 2005 operating budget for the recruitment of Deputy Chiefs,
5. THAT the Board approve the competency profiles and job postings/advertising copy for the positions of Deputy Chief appended to this report,
6. THAT, with respect to the issuance of a Request for Proposal for executive recruitment firms to assist the Board in the selection of a Chief Administrative Officer, the Board authorize me to deviate from the purchasing process established in the Board's purchasing by-law and limit the distribution of an invitation to submit proposals to 5 consulting firms that have been pre-qualified by the City of Toronto for its executive recruiting purposes and in addition, that the Board authorize an invitation for proposals be posted on its internet site; and and,
7. THAT the Board authorize a working group consisting of the Chair, Vice Chair and Mr. Justice Locke to review proposals and determine the successful proponent that will work with the Board to select a Chief Administrative Officer.

## Background :

The Police Services Act at section 31(1)(d) establishes that a police services board shall "...recruit and appoint the chief of police and any deputy chief of police...".

The Toronto Police Services Board has today considered a report from the Chief of Police recommending a new organizational structure for the Toronto Police Service. Currently, all deputy chief positions are vacant. In addition, the Board has initiated a process to select a Chief Administrative Officer to replace Mr. Frank Chen who will retire from the Toronto Police Service at the end of this year. The Toronto Police Services Board considers that it is also its responsibility to recruit and appoint the Chief Administrative Officer.

## Recruitment of Deputy Chiefs

At its meeting on April 7, 2005 the Board decided that it would immediately recommence the search for the Deputy Chief of Police – Policing Support Command which the Board had initiated and then deferred in 2004. The Board also agreed to expand the mandate of the consultant hired for that purpose (Ray & Berndtson/Lovas Stanley) to include the selection of any additional deputy chiefs which might be recommended as part of the organizational review process.

The Board will recall that, after issuing a Request for Proposal in 2004, the Board retained Ray & Berndtson/Lovas Stanley to conduct a search for the Deputy Chief – Policing Support Command. A competency profile, selection timeline, posting and advertising copy was developed and then the Board placed the process on hold pending the selection of a new chief of police. Nevertheless, the Board paid Ray & Berndtson/Lovas Stanley in full for that selection process.

The Board is now in receipt of a quotation for the provision of executive recruitment services in relation to the selection of a total of four deputy chiefs. I understand that this quote takes into account the fact the Board has already reimbursed the firm for the selection process for a single deputy chief. I recommend that the Board confirm its decision to retain Ray & Berndtson/Lovas Stanley for the purpose of assisting the Board in the recruitment of the four Deputy Chiefs, and that the Board approve the allocation of funds in the amount of \$105,000 (excluding a 5% fee for engagement support expenses as well as any out-of-pocket expenses and applicable taxes) from the Board's 2005 operating budget for the recruitment process. I further recommend that the Board authorize me to enter into a contract with Ray & Berndtson/Lovas Stanley with respect to the provision of their services for this project.

In approving this expenditure, the Board should be mindful that the cost of executive recruitment which is required as a result of restructuring was unanticipated and therefore not included in the Board's 2005 operating budget. This expenditure, combined with expenditures related to the selection of a Chief Administrative Officer, may result in a negative year end variance in the Police Services Board's operating budget. This issue

will be addressed in a future report to the Board with respect to the operating budget variance.

Appended to this report are the competency profiles for each of the deputy chief positions as well as draft job postings/advertising copy. These profiles have been developed by Ray & Berndtson/Lovas Stanley in consultation with Chief Blair.

### Recruitment of Chief Administrative Officer

Due to the impending year-end retirement of Toronto Police Service Chief Administrative Officer Frank Chen, the Board has initiated a process to select a new CAO.

At its confidential meeting on April 7, 2005 the Board authorized the Chair to issue a Request for Proposal for the purpose of obtaining an executive recruitment firm to assist the Board in conducting an internal and external selection process for CAO (Min. C113/05).

In the interests of time, I am seeking the Board's approval to deviate from the normal purchasing practice to allow for an invitation to submit a proposal to be distributed, this week, to the five executive recruitment firms that have been pre-qualified through a City of Toronto Request for Proposal process. The invitation for proposals will also be posted to the Board's internet site. This is the same process that the Board used to select consultants to assist the Board with the recent recruitment of the Chief of Police. The five firms which have been pre-qualified for use by City departments through by a City RFP process are:

- Crawford de Munnik Inc.
- Ray & Berndtson/Lovas Stanley
- Organization Consulting Ltd.
- The Phelps Group Inc.
- Wallace & Partners Inc.

A draft copy of the invitation to submit proposals is appended to this report for information.

To further expedite this process, I recommend the Board authorize a working group consisting of the Chair, Vice Chair and Mr. Justice Locke to review proposals and determine the successful proponent.

At its April 7, 2005 meeting the Board directed that a contract be drawn up with the successful proponent and the Board authorized me to execute that contract on behalf of the Board (Min. C113/05).

**The Board discussed the foregoing report and made the following amendment:**

- **the short list of eligible candidates to fill the positions of Deputy Chiefs of Police will be presented to the Board during the week of July 11 rather than the week of July 18 (reference: Proposed Work Plan Milestones)**

**With the exception of recommendation no. 5, the Board approved the foregoing report and the following Motion:**

**THAT the Board establish an interview committee for the hiring of the Deputy Chiefs of Police, and that the committee be composed of a minimum of three Board members who indicate to the Chair their wish to participate and that the Board also invite the participation of the Chief of Police.**

**With regard to recommendation no. 5, the Board approved the competency profiles and job postings/advertising copy as draft documents, and Board members agreed to submit any comments for amendments to Board staff by the end of the current week. Following the inclusion of any amendments, the competency profiles and job postings/advertising copy will be finalized by the consultants.**

**A copy of the quote from Ray & Berndtson/Lovas Stanley referred to in recommendation no. 1 of the foregoing report is on file in the Board office.**



# TORONTO POLICE SERVICE

## Deputy Chiefs

### Draft Position Descriptions and Competency Profiles *(June 9, 2005)*

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## INTRODUCTION

*While each of the four Deputy Chiefs will have his/her own area of responsibility, as members of the Toronto Police Service executive team they will share a number of responsibilities in providing overall leadership for the Service.*

*In the first section of this document we have provided an account of those shared responsibilities and the experiences, skills and attributes required of all Deputies. The Command-specific responsibilities and candidate competencies are then presented in the subsequent sections.*

### The Role of Deputy Chief

The Deputy Chiefs will support the Chief in providing overall leadership and direction for the Toronto Police Service. This is a time of significant change within the Service and the Deputy Chiefs will have a major role to play in leading and managing these changes. They must ensure that the Toronto Police Service's vision is clearly communicated throughout the organization, with its ongoing commitment to community-based policing. Through a range of communication and relationship building initiatives, the Deputy Chiefs will continue to develop a visible and respected profile for the Service. The Deputy Chiefs will represent the Chief and the Service at community events and will be required to fill the role of Chief as required.

The diversity of the community served by the TPS represent challenges that the Deputy Chiefs will need to take into consideration as they support the Chief and the members of the Service on a daily basis. Building relationships within the many ethnic, cultural, age and gender communities that make up the City of Toronto will be a key responsibility for all members of the Command team.

A significant challenge for the Deputy Chiefs today is to help individuals, uniform and civilian, within the Service deal with constantly changing and challenging work requirements and task complexity, by creating an environment of trust and openness where decisions are made and applied on a consistent basis. Providing stability, leadership and mentoring in a climate of radical change are important skills that the new Deputy Chiefs will need to bring to the table.

Communication is essential for the future of the Service. Many initiatives require the Toronto Police Service to work together with community groups, media, other police organizations and other stakeholders within the City. Success will require that the new Deputy Chiefs quickly develop a thorough understanding of the Toronto Police Service – its culture, organizational structure, corporate strategy and key stakeholders. They must have the skills and confidence to participate effectively on the executive team and at all levels within the organization, enabling the Service to move forward with a clear sense of direction.

### **The Deputy Chiefs will:**

- Assist the Chief and other senior leaders with the overall operation of the Police Service by participating in the development and implementation of the operating philosophy of the Police Service and Service directives consistent with Board Policy.
- Extend and improve the visibility, credibility and image of the Toronto Police Service within the City.

- Provide inspiring leadership to sworn and civilian personnel, through communication, accessibility and a shared vision – assist in setting a positive tone for the organization by discovering new ways for the organization to embrace and participate in change in a positive and constructive manner.
- Personally champion the Service’s commitment to diversity and employment equity, creating a culture that values and respects the contribution of staff from many different backgrounds, and provides opportunities for growth and development of all staff, civilian and uniform.
- Contribute to the development and implementation of a strategic and fiscally responsible plan that deploys resources effectively to respond to the diverse needs of the community.
- Participate in identifying the strategies and approach that the TPS will take in delivering community based policing services and establishing the criteria for operational managers to evaluate the effectiveness of the programs.
- Maintain an open and ongoing dialogue with the Senior Officers’ Organization, ensuring that they appreciate and are true partners in the changes that take place within the Service.
- Work closely with the Chief, to establish a positive, collegial working relationship with the Toronto Police Association characterized by candor and open communication, recognizing the need for collaboration and cooperation in developing mutually acceptable approach to the challenges and opportunities ahead.
- Assist the Chief in further building a reputation for excellence in innovative policing practices through high quality training of new officers and formal continuous learning and development opportunities.

#### Qualifications - General Candidate Profile Deputy Chief Role

Qualified candidates for the Deputy Chief of Police position(s) must possess a progressive track record of success in a leadership role within a complex and demanding policing environment. The ideal candidate will have significant and varied policing experience. The candidate’s skills and experience should be balanced with a strong educational background.

#### **Other attributes are:**

- Experience as a leader – demonstrates the ability to energize, motivate and lead an organization to achieve objectives. Demonstrates the ability to build a sense of confidence and consensus, and create a positive and constructive work environment.
- Strategic thinker and manager – demonstrates the ability to identify the public safety needs and set the priorities of the Service and community; a track record of building strong teams to create and manage operational plans and budgets. Ability to delegate effectively with full accountability. Believes in accountability at all levels.
- Excellent interpersonal skills, capable of relating effectively to a diverse range of people, personalities and styles (both internal and external).

- Willingness to play a leadership role within the City by actively participating in community organizations and events; should be comfortable working with culturally diverse communities and in developing working partnerships with various associations, community liaison groups and the media.
- Analytical with logic based decision-making skills. Capable of planning and implementing organizational change.
- Excellent business judgment in relation to financial planning, budgeting, human resource and technology issues; a capable manager able to establish and commit to performance standards; willing to act in a timely fashion to solve critical situations or capitalize on opportunities.
- As a team builder can demonstrate the ability to attract, hire, retain, develop, motivate and lead an accomplished and effective team; committed to succession planning.
- Strong oral and written communication skills.
- Committed to understanding the unique history and dynamics of the TPS and the realities of its structure.
- Physical and emotional stamina coupled with energy and drive to meet the demands of the job.
- Exemplifies continuous learning

#### **Personal Values/Style - General Candidate Profile Deputy Chief Role**

- Personal traits such as integrity, courage, enthusiasm and professionalism - is beyond reproach personally and professionally and accepts that a Deputy Chief of Police can and should be an influential community leader.
- Openness to ideas combined with a willingness to make decisions, to take responsibility for outcomes and to deal positively with criticism.
- Reputation for fairness and impartiality; leads by example - is prepared to make tough decisions on any issues that arise.
- Straightforward, open and approachable - makes a point of being available and in touch with the various levels of the Service in order to coach and counsel when required – clearly receptive to the input of subordinates.
- Recognizes, acknowledges and encourages contribution at all levels of the organization - feels strongly about teamwork, respects and supports others and contributes to the team by encouraging individuals to improve through mentoring and facilitating participation and interdependence.
- Pragmatic, performance driven, believes in delegating responsibility and holding individuals accountable for results/performance; encourages the establishment of high standards and stresses the importance of continuous improvement, is prepared to ask tough questions and address sub-standard performance quickly and effectively.

- Strong work ethic, with a sense of humour; projects a positive, can-do attitude, a self-starter with a commitment and energy who can instill the same in subordinates; prepared to put out the extra effort to ensure that objectives are met and results are achieved.

## **Deputy Chief of Police – Human Resource Command**

The Deputy Chief will provide strategic leadership direction and guidance for all human resource management activities within the Toronto Police Service (TPS), creating a climate of respect and trust among members of the Service and with the community. Human resources represent over 90% of the TPS budget and the Deputy Chief will ensure that policies and programs are in place which will ensure that the TPS is seen as an employer of choice within policing and recognized for the high standard of professionalism by the community it serves.

Supported by a civilian Director of Human Resource Management and a Staff Superintendent, the Deputy Chief is responsible for two units:

- **Human Resources Management** which comprises: the Employment Unit; Labour Relations; Compensation & Benefits; and the Enterprise Resource Management Unit, (which track members' employment status and time and attendance); and Occupational Health and Safety.
- **Staff Planning and Development** which coordinates Training; Staff Development including Transfers, Deployment, and Promotions; Diversity Relations which brings together Community Programs, Community Liaison and Volunteer Services; Human Rights and Employment Equity; and Centralized Paid Duties.

### **Responsibilities**

In addition to the general responsibilities of Deputy Chief set out in the Introduction, the Deputy Chief, Human Resource Command, will:

- Articulate the Police Service Human Resource vision by leading the development of strategic priorities, goals, and objectives for the Human Resources Unit in its operational and advisory responsibilities.
- Ensure that programs are in place to meet the ongoing staffing needs of the Service – retention, recruitment and training. Maintain, as a matter of priority, a personal commitment to ensure that the Service truly reflects the diverse communities that it serves; making this commitment a reality in the recruitment, development and appointment of staff at all levels in the Service. Ensure that all human resources policies and practices are free of bias and discrimination.
- Define responsibilities and create accountability guidelines at all levels of the Service, including promotional and performance review requirements; ensure that they are implemented effectively through the training of all supervisory levels and clearly communicating details at all levels of the service, both sworn and civilian.
- Through personal leadership and example create a positive and constructive climate for labour relations within the Service; engaging with the Toronto Police Association and the Senior Officers' Association in a problem solving approach to issues and concerns.

- Ensure effective succession planning, by providing development opportunities for middle and senior officers, using competency guidelines for leadership roles, identifying/initiating leadership and developmental training programs, daily operational and educational leadership, hands-on training opportunities, mentoring and encouragement – specifically provide leadership, direction and supervision for direct reports.
- Promote work place safety as a major priority within the service, ensuring that appropriate programs and measures are installed and monitored.
- Ensure that the appropriate human resource information system, through Information Technology, is available to support the delivery of effective and efficient human resources management.
- Develop and manage the Human Resources Command budget ensuring the financial resources are maximized and kept within approved budget allocations.

### **Qualifications – Deputy Chief, Human Resource Command**

The candidate's experience should be balanced with evidence of an ongoing commitment to education and personal development. Essential attributes are:

- A high level knowledge of Collective Agreements, governing legislation, and human resource technological support systems.
- Significant experience in the development of strategic plans and budgets including developing operational priorities and associated resource allocation requirements.
- Experience working with, implementing and evaluating information systems (with specific application to human resources).
- Demonstrated skills in establishing and building strong interdepartmental relationships with a strong client service mindset.
- Demonstrated skills in establishing and building community relationships.
- Experience in process development /improvement and the implementation of change.

## **Deputy Chief of Police – Executive Command**

Executive Command provides a range of corporate services designed to: focus/prioritize the activities of the Service; create efficiencies in a number of key support areas.

The Deputy Chief will provide overall direction and set performance standards for these services. At the same time, s/he will be accountable to the Chief, the Board and the community for establishing, monitoring and enforcing the highest standard of professional conduct and integrity across the Service.

Supported by two Staff Superintendents, the Deputy Chief is responsible for two Units:

- **Corporate Services** includes Corporate Planning, Property and Evidence Management, Video Services, Public Information, Duty Desk and Corporate Information Services.
- **Professional Standards** covering Investigation Support and Criminal and Conduct Investigation, Risk Management which includes Information Security, Analysis and Assessment; SIU Liaison; Audit and Quality Assurance; Complaints Administration; Legal and Prosecutions and Freedom of Information.

### **Responsibilities**

Working closely with direct reports, the Deputy Chief will:

- Develop an understanding of all units under his/her command, determining the mandate/contribution expected of each.
- Establish performance standards to assess, on an ongoing basis, services provided and their cost efficiencies.
- Ensure that professional standards are clearly established and enforced fairly, objectively and consistently across the Service.
- Establish standards for internal investigations which ensure that they are thorough, objective and transparent.
- Develop a comprehensive and proactive risk assessment and management strategy.
- Ensure that corporate planning activities are coordinated and serve as the basis for establishing meaningful objectives, priorities and business plans for the Service.
- Ensure that there is an appreciation for the importance of effective, timely and responsible communication to inform the public and enhance the reputation of the organization.
- Maintain a corporate perspective that ensures that all units within the Command contribute to the strategic objectives and priorities.

## **Qualifications – Deputy Chief, Executive Command**

Success in this new role will require that, in addition to the general requirements set out in the Introduction, the incumbent:

- Demonstrate the ability to manage a wide range of disparate activities.
- Establish personal priorities to ensure s/he focuses attention to achieve greatest impact.
- Possess strong analytical skills, appreciating the value of research in establishing standards and best practices.
- Demonstrate the ability to provide guidance and direction on issues with significant legal implications.
- Embody an absolute commitment to the highest standards of professional and personal conduct.

## **Deputy Chief of Police – Divisional Policing Command**

The Deputy Chief has overall responsibility for the delivery of a high quality, community responsive police service to the citizens of Toronto. S/he will work with the Chief and colleagues across TPS to ensure that frontline officers are motivated and valued and that police services are consistent with policies established by the Board and legislated standards.

The Deputy Chief is supported by two Staff Superintendents responsible for Area and Central Field Divisions. There are 17 Police Divisions across the City of Toronto with a total of 4, 000 staff, sworn and civilian.

### **Responsibilities**

In addition to the general responsibilities identified in the Introduction, the Deputy Chief, Divisional Policing Command, will:

- Provide visible leadership for staff in all 17 Divisions based on a genuine concern for the wellbeing of frontline officers – ensuring that their issues and concerns are known and addressed by the Command team.
- Determine ways of recognizing outstanding contributions of staff, civilian and uniform.
- Ensure that the vision, values and priorities of the TPS are communicated and understood by all field personnel.
- Encourage and support Division Commanders in providing police services that respond to the real needs of their particular community.
- Ensure the deployment of staff in a way that responds to the real needs of each Division, based on a true assessment of work load and priorities.
- Create within the Divisions, an openness to new ideas; encourage innovation.
- Embrace community policing as the underlying philosophy in the delivery of police services; work with Division Commanders to find ways of working in partnership with their community.
- Work with members of Council, advising and seeking their input on community activities and crime management issues.
- Establish a culture of accountability in which Divisions are encouraged to evaluate outcomes and determine the most effective use of resources.
- Maintain an ongoing dialogue with communities and community organizations across the City to share ideas, to understand their perspective and to build trust and support.

## **Qualifications – Deputy Chief, Divisional Policing Command**

Candidates for the Deputy Chief, Divisional Policing Command position must possess a progressive track record of success in a senior operational, leadership role within a complex and demanding policing environment. The ideal candidate will have significant and varied policing experience. The candidate's skills and experience should be balanced with a relevant educational background.

Other specific attributes are:

- Experience developing operational priorities, assessing resource allocation requirements and evaluating outcomes.
- Demonstrated skills in establishing and maintaining community relationships.
- Experience networking with other police services and organizations to share information and ideas in advancing crime management and the investigative process.
- Significant experience related to the deployment of patrol services.
- Experience developing community-based policing initiatives including communication and feedback processes to assist in program evaluation.
- Ability to translate strategic vision into plans for implementation and execution.

## **Deputy Chief of Police – Specialized Operations Command (SOC)**

The Deputy Chief will provide strategic leadership and direction for the Detective Service and a wide range of specialized operational services which are an essential support to Field operations.

S/he will ensure that Detective Services have the resources, the training and expertise to deal effectively with all forms of criminal activity in our community and that the role/mandate of each operational service is clearly understood and that the service is appropriately resourced and well managed.

Supported by two Staff Superintendents, the Deputy Chief is responsible for two Units:

- **Operational Services** – including Mounted and Police Dog Services; Marine Unit; Emergency Task Force; Traffic Services; Communications Services (both the Communications Centre and CARU); Public Safety and Emergency Planning (including SORT and Special Events); Court Services (Central and Area Courts and CASC); and Parking Enforcement.
- **Detective Services** covering Homicide Squad; Sex Crime Unit; Hold-up Squad; Provincial ROPE; Fraud Squad; Forensic Identification Services; Intelligence Services (including Covert Operations); Special Investigation Services; and Toronto Drug Squad.

### **Responsibilities**

In addition to the general responsibilities identified in the Introduction, the Deputy Chief, Specialized Operations Command, will:

- Establish a strong and visible leadership presence in the Operational and Detective Services Units – build relationships, credibility and confidence at all levels of sworn and civilian personnel within the Units and externally with groups within the City, the City Council and the media.
- Ensure that each Unit under the Specialized Operations Command is managed with the highest degree of accountability and integrity.
- Champion community or neighbourhood policing, personally demonstrating a commitment to the safety and security of all communities within our City; find ways to engage in constructive dialogue with community leaders to address areas of concern.
- Maintain an awareness of emerging trends in crime affecting the City, thinking strategically as to methods of policing and prevention.
- Pursue initiatives to address violent crime in the community – in particular, those involving the use of firearms. Ensure that the Investigative and Special Units have the resources and leadership required for effective enforcement.

- Maintain an awareness of emerging trends in crime affecting the City, thinking strategically as to methods of policing and prevention in areas such as marijuana grows; ‘cyber crime’, in particular as it involves the victimization of children.
- Champion the intelligent use of technology within Specialized Operations Command where this will: promote efficiency; measure productivity; assist in management decision-making; and facilitate sharing of information with other agencies and services.
- Ensure that the Toronto Police Service plays a significant role in organizations – local, national and international, addressing issues that impact on the security and safety of our community.

### **Qualifications – Deputy Chief, Specialized Operations Command**

Candidates for the Deputy Chief, Specialized Operations Command position must possess a progressive track record of success in a leadership role within a complex and demanding policing environment. The ideal candidate will have significant and varied policing experience. The candidate’s skills and experience should be balanced with a relevant educational background.

Other specific attributes are:

- Strategic thinker and manager – demonstrates the ability to identify the public safety needs and set the priorities of the Division and community; a track record of building strong teams to create and manage operational plans and budgets. Ability to delegate effectively with full accountability.
- Excellent interpersonal skills, capable of relating effectively to a diverse range of people, personalities and styles (both internal and external).
- Experience in a number of the specialized units within this Command.
- Demonstrated ability to work collaboratively with colleagues across the Service.



## **TO SERVE AND PROTECT**

### **Deputy Chiefs of Police**

With a population of more than two and a half million people, Toronto is one of North America's most vibrant and culturally diverse communities. Faced with the challenges that confront today's urban centres, the Toronto Police Service (TPS) is dedicated to making our city safe and secure for all its citizens. The Toronto Police Services Board is now looking to appoint four Deputy Chiefs who, as senior members of the leadership team, will support the new Chief in inspiring the trust and confidence of the Service and of the community, in maintaining and improving the quality of life and level of safety in our City.

#### **Deputy Chief of Police – Human Resource Command**

The Deputy Chief will provide strategic leadership direction and guidance for all human resource management activities within the Toronto Police Service. S/he will establish policies and programs that ensure the TPS is seen as an employer of choice within policing, recognized for its professionalism by the community it serves.

#### **Deputy Chief of Police – Executive Command**

The Deputy Chief will provide overall direction and set performance standards for a range of corporate services designed to: focus/prioritize the activities of the Service; create efficiencies in a number of key support areas. At the same time, s/he will be accountable to the Chief, the Board and the community for establishing, monitoring and enforcing the highest standard of professional conduct and integrity across the Service.

#### **Deputy Chief of Police – Divisional Policing Command**

The Deputy Chief has overall responsibility for the delivery of a high quality, community responsive police service to the citizens of Toronto. S/he will work with the Chief and colleagues across TPS to ensure that frontline officers are motivated and valued and that police services are consistent with policies established by the Board and legislated standards.

#### **Deputy Chief of Police – Specialized Operations Command (SOC)**

The Deputy Chief will provide strategic leadership and direction for the Detective Service and a wide range of specialized operational services which are an essential support to Field operations.

As a member of the executive team, you have an exceptional opportunity to play a vital role in leading this dynamic organization at a defining moment in its history. Working with members of the Service, the Board and the Toronto community, the Executive Team will guide the advancement of the TPS through investments in training, technology and management development, work in partnership with communities and other City agencies to proactively address issues of crime and safety through information sharing and prevention initiatives. Mentoring and developing staff at all levels in the organization is paramount. Candidates will possess a relevant track record of success in demanding and complex leadership roles, ideally within a policing environment.

**To explore these opportunities further, please contact Paul Stanley or Tanya Todorovic in our Toronto office (416) 366-1990 or email your cover letter and resume in complete confidence, by July 11, 2005, quoting Project # XXXX to: [DeputyChiefs@rayberndtson.ca](mailto:DeputyChiefs@rayberndtson.ca)**

**TORONTO DEPUTY CHIEFS OF POLICE RECRUITMENT**

**PROPOSED WORK PLAN MILESTONES**

June 13, 2005

<b>Milestones</b>	<b>Ray &amp; Berndtson Commenced Deadline</b>	<b>Ray &amp; Berndtson Completion Deadline</b>
Consultation – Board members and stakeholders	Week of May 23 <sup>rd</sup>	Week of June 20 <sup>th</sup>
Development of Draft Position Description	Week of June 6 <sup>th</sup>	Week of June 6 <sup>th</sup>
Development of Advertisement/Job Posting	Week of June 6 <sup>th</sup>	June 13 <sup>th</sup>
<b>Meeting with Board - Finalize and Review Briefing Document (including position description and competency profile)</b>	<b>June 13<sup>th</sup></b>	<b>June 13<sup>th</sup></b>
Advertisement Placements	Week of June 20 <sup>th</sup>	Week of July 4 <sup>th</sup> (ad closing date)
Review Candidate Applications and Profile Qualified Candidates	Week of June 27 <sup>th</sup>	Week of July 4 <sup>th</sup>
<b>Present Short List of Eligible Candidates</b>	<b>Week of July 18<sup>th</sup></b>	<b>Week of July 18<sup>th</sup></b>
Provide Candidates with Information Packages	Week of July 18 <sup>th</sup>	Week of July 18 <sup>th</sup>
Prepare and Finalize Interview Guides & Evaluation Methodology	Week of July 18 <sup>th</sup>	Week of July 25 <sup>th</sup>
<b>Candidate Interviews with Board</b>	<b>Week of August 1<sup>st</sup></b>	<b>Week of August 8<sup>th</sup></b>
Balance of Selection Process Steps – To be confirmed		



## Toronto Police Services Board

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### Request for Proposal

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#### ***Background***

The Toronto Police Services Board, is responsible under the Police Services Act (s.31(1)(d)), for "recruiting and appointing the Chief of Police and any Deputy Chief of Police". The Board considers that it is also its responsibility to recruit and appoint the Toronto Police Service's Chief Administrative Officer.

The Toronto Police Service consists of approximately 5,000 sworn officers and 2,000 civilian employees.

#### ***Objective***

To assist the Board in creating a competency profile and position description, recruiting and conducting assessments of candidates for the position of Chief Administrative Officer.

The consultant will report to the Board and will be responsible for the following:

- (1) drafting a position description and competency profile,
- (2) conducting an external and internal search for potential candidates,
- (3) developing an application package, conducting the initial screening of the candidates and developing a short list of candidates,
- (4) providing the Board with a methodology to assess the candidates,
- (5) providing a final report to the Board summarizing the recruitment and selection process; and,
- (6) providing any necessary follow-up support to the Board during the first three months following appointment.

#### ***Phase one - creation of position description***

The consultant will be responsible for creating a position description and competency profile. This phase will require consultation with the members of the Toronto Police Services Board, the Chief of Police and others who may be identified by the Board and the Chief of Police.

### ***Phase two - development of recruitment process***

The consultant will be responsible for the following:

- conducting an external and internal search for potential candidates,
- development of a job posting/advertising copy; and
- development of an application package according to the timetable appended to this RFP.

### ***Phase three - initial screening***

The consultant will be responsible for the following:

- intake of all applications;
- conducting the preliminary pre-screening of applications;
- recommending to the Board a short list of eligible candidates, and
- according to the timetable appended to this RFP.

The consultant will also be required to prepare a written report summarizing the initial screening.

### ***Phase four - interviews***

While the consultant may or may not participate in the actual interview, the consultant will be required to provide the Board with:

- options regarding interview techniques and tools (e.g., assessment center and psychological testing);
- guidance with regard to interview techniques, and
- according to the timetable appended to this RFP.

### ***Phase five - reports to the Board***

The consultant will be required to provide the Board with a final report upon the completion of the search process summarising the recruitment process and results. The Board may release some, or all, of this report publicly.

### ***Phase six – follow up with Board***

The consultant will be available in the first three months following appointment to provide any support that the Board may require during this period of transition.

## ***Selection Criteria***

Proposals will be evaluated on the following list of criteria each weighted at 25%:

- demonstrated understanding of the purpose and scope of the project
- demonstrated progressive experience in senior management recruitment and selection
- competitiveness of the budget for the work proposed (consulting firms are urged to provide public sector rates)
- references for relevant projects that have been undertaken

## ***Submission of Proposal***

The proposal should include:

- a description of your understanding of the project;
- the names, qualifications and experience of all personnel assigned to the project;
- an outline of the approach that will be taken to the project;
- descriptions of similar projects which your firm has carried out for each client, along with references;
- the per diem (public sector) rates of each of the personnel to be assigned and the number of days that each will work on the project;
- an accounting of your costs and a description of your method of charging, including invoicing and payment procedures;
- declaration of any conflict of interest.

Any questions pertaining to the content of the RFP may be asked in writing, up to 5 business days before the final date for Bidders submissions. The Toronto Police Services Board will respond in writing to requests for clarification as soon as possible and at its discretion. The Toronto Police Services Board reserves the right to make any or all questions and answers available to all other Bidders at its discretion. Generally speaking, only answers to issues of substance will be distributed to all Bidders. The name of the Bidder asking a question will not be identified.

All questions must be in writing and sent to the attention of:

Ms Joanne Campbell  
Executive Director  
Toronto Police Services Board  
Tel 416-808-8081  
Fax 416-808-8082  
E-mail  
[joanne.campbell@torontopoliceboard.on.ca](mailto:joanne.campbell@torontopoliceboard.on.ca)

### ***Evaluation of Proposals***

The Toronto Police Services Board will review the proposals to prepare a list of proponents who may be selected to be interviewed. The final decision with respect to retention will be made by the Board.

### ***Time Line***

The deadline for submissions shall be the 30<sup>th</sup> of June 2005, by 10:00 AM at the Toronto Police Services Board, 7th Floor, 40 College Street, Toronto, Ontario, M5G 2J3.

Late submissions or proposals sent by facsimile will not be accepted.

### ***Administrative Requirements***

Proposals submitted to: Councillor Pam McConnell  
Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5G 2J3

General Information: Ms Joanne Campbell  
Executive Director  
Toronto Police Services Board  
Tel 416-808-8081  
Fax 416-808-8082  
E-mail [joanne.campbell@torontopoliceboard.on.ca](mailto:joanne.campbell@torontopoliceboard.on.ca)

### Time-line for recruitment of Chief Administrative Officer

MILESTONES	ESTIMATED DATE OF COMPLETION
Issue Request for Proposal (RFP) to pre-qualified consultants	June 13, 2005
Return date for RFPs from consultants/consulting firms	June 30, 2005
Approve the selection of consultant/consulting firm	July 12, 2005
Consultation, Development of competency profile, position description, job posting/ad copy and applicant package	August 11, 2005
Deadline for receipt of Applications	August 29, 2005
Candidate Assessments	Early September
Candidate Short-list (Special Board Meeting)	Mid September
Further Candidate Assessments, if required	Late September
Board Interviews	Late September/Early October
Announcement of selection of new Chief Administrative Officer(Board Meeting)	October 14, 2005

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P210. IN-CAMERA MEETING – JUNE 13, 2005**

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

The following members attended the in-camera meeting:

Chair Pam McConnell  
The Honourable Hugh Locke, Q.C.  
Dr. Alok Mukherjee  
Mr. Hamlin Grange  
Councillor John Filion

Absent: Councillor Case Ootes

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JUNE 13, 2005**

**#P211.        ADJOURNMENT**

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Councillor Pam McConnell  
Chair