



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 12, 2005 are subject to adoption at its next regularly scheduled meeting.

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

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JULY 12, 2005** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Ms. Pam McConnell, Councillor & Chair
Dr. Alok Mukherjee, Vice Chair
Ms. Judi Cohen, Member
Mr. John Fillion, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member
Mayor David Miller, 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 JULY 12, 2005**

- #P212. APPOINTMENTS TO THE BOARD:**
- **MAYOR DAVID MILLER**
 - **COUNCILLOR PAM McCONNELL**
 - **COUNCILLOR JOHN FILION**
 - **MS. JUDI COHEN**

The Board was in receipt of the following:

- Correspondence (dated May 25, 2005) from Ulli Watkiss, Toronto City Clerk, regarding the appointments of Councillors Pam McConnell and John Filion and Mayor David Miller to the Board for the second half of Council's term. The term of office commenced on June 17, 2005 and will conclude on November 30, 2006, and until successors are appointed.
- Order-In-Council No. 987/2005, dated June 22, 2005, approved by the Lieutenant Governor of Ontario regarding the appointment of Ms. Judi Cohen. Ms. Cohen's term of office commenced on June 22, 2005 and will conclude on June 21, 2008.

Chair McConnell administered oaths of office and oaths of secrecy to Mayor Miller and Ms. Cohen.

The Board received the foregoing.



City Clerk's Office

Secretaries
Helen Smith
Striking Committee
City Hall, Main Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Ulli S. Watkiss
City Clerk

Tel: 416-392-0148
Fax: 416-392-2983
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Web: www.toronto.ca

May 25, 2005

Ms. Deidre Williams
Board Administrator
Toronto Police Services Board
40 College St
Toronto, ON M5G 2J3

Dear Ms. Williams:

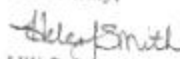
This is to inform you that City of Toronto Council, at its meeting on May 17, 18 and 19, 2005, adopted Striking Committee Report 2 Clause 1, headed "Appointment of Members of Council as Deputy Mayor, to Standing and Other Committees of Council and to City and External Agencies, Boards, Commissions and Corporations for the Second Half of Council's Term". Council appointed the Members of Council listed below to the Toronto Police Services Board for a term of office starting immediately after the end of the June 14, 15 and 16 Council meeting and ending November 30, 2006 and until successors are appointed.

Mayor David Miller
Second Floor
Toronto City Hall, 100 Queen Street West
Toronto, Ontario M5H 2N2
Telephone 416-397-2489
mayor_miller@toronto.ca

Councillor John Filion
Ward 23 Willowdale
Suite B36, Second Floor
Toronto City Hall, 100 Queen Street West
Toronto, Ontario M5H 2N2
Telephone 416-392-0210
councillor_filion@toronto.ca

Councillor Pam McConnell
Ward 28 Toronto Centre-Rosedale
Suite A7, Second Floor
Toronto City Hall, 100 Queen Street West
Toronto, Ontario M5H 2N2
Telephone 416-
councillor_mccconnell@toronto.ca

Yours truly,


for Ulli S. Watkiss
City Clerk

Helen Smith
e Appointments
Indexer and Researcher, City Clerk's Office



Ontario
Executive Council
Conseil exécutif

Order in Council
Décret

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the Police Services Act, as amended,

Judi Cohen, Toronto

be appointed a member of the Toronto Police Services Board for a period of three years, effective from the date of the Order-in-Council.

Recommended


Premier and President
of the Council

Concurred


Chair of Cabinet

Approved and Ordered

JUN 22 2005

Date


Lieutenant Governor

O.C./Décret 987/2005

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P213. MOMENT OF SILENCE

The Board observed a moment of silence in memory of RCMP Constable Jose Agostinho of the Wetaskiwin Detachment in Alberta who was killed while on duty on Tuesday, July 05, 2005.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P214. PRESENTATION FOLLOWING THE FIRE AT THE TORONTO ISLAND
YACHT CLUB – S/INSP. EDWARD HEGNEY**

Chair Pam McConnell presented Staff Inspector Edward Hegney, Marine Unit, with a commemorative plaque from the members of the Toronto Island Yacht Club who wished to recognize the exemplary efforts of members of the Toronto Police Service who responded to the fire at the yacht club in June 2004.

Chair McConnell also noted that Staff Inspector Hegney would be retiring in August 2005 after serving over 38 years with the Toronto Police Service. Chair McConnell commended him, on behalf of the Board, for his work during that time.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P215. OUTSTANDING & PENDING REPORTS – PUBLIC

The Board was in receipt of the following report JUNE 22, 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 received the foregoing.

A copy of the 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 JULY 12, 2005**

#P216. FEE SCHEDULE APPLICABLE TO EXTERNAL LEGAL COUNSEL

The Board was in receipt of a copy of Board Minute No. P191/05 from the June 13, 2005 meeting and considered recommendation no (iii) which had been deferred from the June 13, 2005 meeting. Recommendation no. (iii) recommended that the Board not adopt a fee schedule applicable to external legal counsel.

A copy of Board Minute No. P191/05 is appended to this Minute for information.

The Board received recommendation no. (iii) above and approved the following Motion:

THAT the City Solicitor provide a further report to the Board on the development of a tariff for outside legal services that is not inconsistent with the tariff currently being considered by Toronto City Council.

COPY

**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 13th day of June 2005

(copy)

Pam McConnell
Chair

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

APPENDIX “B”

TORONTO POLICE SERVICES BOARD

TPSB POL – 000

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

Retention of External Legal Counsel

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
Lawyers		(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.

Ministry of the Attorney General
 Legal Services Division
 September 2000

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	\$335.00
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 JULY 12, 2005**

#P217. ADMINISTRATION OF THE SPECIAL CONSTABLE PROGRAM

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

Subject: ADMINISTRATION OF THE SPECIAL CONSTABLE PROGRAM

Recommendation:

It is recommended that:

- (1) the Chief of Police (the Chief) be designated as the Board's agent with respect to the administration of the agreements made between the Board and the University of Toronto Governing Council (U of T) and the Toronto Community Housing Corporation (TCHC) regarding special constables as set out in this report;
- (2) the Chief continue as the Board's agent with respect to the administration of the agreement made between the Board and the Toronto Transit Commission (TTC) regarding special constables as set out in this report;
- (3) the Chief be designated as the Board's agent with respect to the administration of Service members appointed as special constables; and
- (4) the Board forward a copy of this report to the U of T, the TTC and the TCHC for information.

Background:

Special constables constitute a unique category of law enforcement. Unlike police officers, whose duties have been established by legislation, no specific statutory duties are associated with the office of special constable. Section 53 of the Police Services Act of Ontario (the Act) allow the Toronto Police Services Board (the Board), with the approval of the Minister of Community Safety and Correctional Services (the Minister), to appoint a special constable to act for a period, area and purpose that the Board considers expedient.

The Selection Systems and Appointments Unit of the Policing Services Division of the Ministry of Community Safety and Correctional Services (the Ministry) administers special constable appointments in accordance with section 53 of the Act.

The Board, with the approval of the Minister, has entered into agreements with three external agencies that employ special constables. They are the (U of T), the (TTC) and the (TCHC). The agreements set out the powers, duties, and responsibilities of these special constables and the obligations of these organizations in respect to their special constables.

At its special public meeting on May 17, 2002, the Board approved the following Motion:

THAT the Chairman co-ordinate meetings between the Service staff designated by the Chief of Police, City of Toronto Legal staff, and Police Services Board staff to review the administration of the TTC, TCHC, U of T and TPS special constable programs, and to identify administrative functions to be delegated to the Chief of Police (Board Minute 128/02 refers).

History

The Board entered into an agreement dated January 11, 1995, with the U of T for the administration of special constables. Special constables employed by this agency are appointed to enforce the Criminal Code of Canada and other federal and provincial legislation on U of T property within the City of Toronto (Board Minute 571/94 refers).

At its meeting held on January 23, 1996, the Board approved an application by the TTC to have its Transit Security Investigators appointed as special constables pursuant to the provisions of the Act (Board Minute 39/96 refers). On May 9, 1997, the Board entered into an agreement with the TTC for the administration of special constables. TTC special constables are appointed to enforce the Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act, Provincial Offences Act, and Mental Health Act on TTC property, within the City of Toronto.

On March 8, 2000, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority (MTHA), now known as TCHC, for the administration of special constables as a pilot project (Board Minute #414/99 refers). In March 2004, the Ministry convened a TCHC Extended Pilot Project Review Team. The Service's Special Constable Liaison Officer was an original member of the Review Team. After careful review of all aspects of the TCHC special constable extended pilot project, the Review Team was satisfied that the TCHC extended pilot project was successful and supported the continuation of the TCHC special constable appointments. At the conclusion of the pilot project, on May 27, 2004, the Board approved the continuation of the TCHC special constable program for an initial five year term in accordance with the agreement between the Board and the TCHC in respect to the program (Board Minute #P146/04 refers). TCHC special constables are appointed to enforce the Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act, Provincial Offences Act and Mental Health Act on TCHC property, within the City of Toronto.

Under Section 34 of the Act, the Board may delegate to two or more of its members any authority conferred on it by the Act. Pursuant to that section, at its meeting on January 29, 1998, the Board adopted the following recommendations:

- (1) upon receipt of a written recommendation from the Chief of Police to appoint a member(s) of the Toronto Police Service as a special constable, the Chair and Vice-Chair of the Board be delegated the authority to approve such appointments, and the Chair of the Board be authorised to sign the appointment forms; and
- (2) requests for the appointment of special constables who are not members of the Toronto Police Service be forwarded to the Board with the Chief's recommendation, for the entire Board's consideration (Board Minute 41/98 refers).

The U of T, TTC, and TCHC collectively employ approximately 166 special constables and the Toronto Police Service (the Service) employs approximately 563 civilian special constables. Special constables employed by the Service primarily work in units such as Court Services, Property and Evidence Management Unit, the Office of the Chief of Police, Legal Services, and Training and Education Unit.

The U of T, TTC and TCHC agreements permit the Chief to designate one or more members of the Service as a liaison officer, with respect to one or more administrative aspects of the agreements, as specified from time to time. Effective December 24, 2001, the Service established a new Special Constable Liaison position. A Staff Sergeant holds this dedicated position within the Community Liaison Unit (CLU).

The creation of the Special Constable Liaison position established a central co-ordinating position responsible for all administrative matters with respect to Service and non-Service members appointed by the Board as special constables. Consequently, the Special Constable Liaison officer monitors the external special constable agencies to ensure that they fulfil the purpose of their appointments and comply with the terms of the agreements with the Board. In addition, the Special Constable Liaison officer acts as a liaison to the Ministry regarding all special constable matters.

In December 2002 the Service initiated a review of the administration of the TTC, TCHC, U of T and the Service's special constable programs and to identify the administrative functions to be delegated to the Chief. Throughout the review consultations and meetings were held with representatives of the Ministry, other police services, external special constable agencies, Board staff, City of Toronto Legal Division and Service staff who are impacted by the special constable program and processes.

Between January 2002 and the present time, Service staff have worked with Ministry and City officials to monitor and enhance the processes and requirements connected with special constables. Highlights of the ongoing efforts include: a Practitioner's Handbook for all employers of special constables, a review of Service orders, policies, standards, procedures and forms to ensure compliance, and the data entry of all Service and non-Service special constables on the Human Resource Management System (HRMS). Discussions are also under way to create closer operational links among agencies through the Service's Enterprise Case and Occurrence Processing System (e-COPS) conversions. Where appropriate, representatives from U of T, TTC and TCHC work with Service members in training initiatives that benefit Service members.

In 2001, the U of T and TTC were authorized by the Ministry as users of the Canadian Police Information Centre (CPIC) and CPIC terminals were installed within their facilities. The TCHC was also approved by the Ministry as a CPIC user; however, TCHC continues to access CPIC information indirectly through the Service in accordance with a Memorandum of Understanding. Subject to final inspection and approval by the Ministry, TCHC is currently preparing for the installation of a CPIC terminal within its facilities.

Each of the three external agencies are required to provide the Board with an annual report which includes statistical information relating to enforcement activities, training, supervision, complaints, and any other issues of concern, and any further categories of information as may be requested by the Board from time to time. A standard annual report template was created and circulated in September 2004 to the agencies for their use each year starting with the 2004 annual report to the Board.

The agreements between the U of T, TTC, TCHC and the Board require that every arrest and every investigation of a criminal offence shall be reported to the Service, on Service forms. The review of this reporting procedure is ongoing to ensure compliance and quality control standards are met.

The Service, with the assistance of Mr. Karl Druckman of the City of Toronto Legal Division conducted a review of the three current external special constable agreements in order to create a new standard model agreement. The standard model has been used as a template for updating all existing special constable agreements, as well as for the creation of new agreements for other organization that may seek to have their security personnel appointed by the Board as special constables.

The Ministry approved and adopted the new model agreement. In January 2005 the Ministry released a Special Constable, Resource Kit that includes the model as a sample agreement between a Board and employer of special constables throughout the Province of Ontario.

In December of 2004 the U of T, TTC and TCHC were provided a copy of the new proposed agreement for review and feedback. During the month of February 2005 meetings were held with representatives of the agencies. The Service is now working towards final approval of the agreements with the agencies and the Board.

The Service's Special Constable Liaison Officer meets with management of U of T, TTC and TCHC on a regular basis and provides assistance and advise regarding amendments to the agreements and provides a communications link between these agencies and all internal Service units. The Liaison Officer monitors all incoming communications from the agencies on a daily basis, including morning reports and complaints, as well as quarterly and annual reports.

In July 2004, the Ministry convened a Special Constables Powers Group to reach a consensus on reasonable powers to request for all categories of special constables, under normal circumstances. The Service's Special Constable Liaison Officer was an original member of the Powers Group and continues ongoing liaison with the Ministry regarding the implementation of

the Powers Group recommendations. Subsequently, in January 2005 the Ministry released a Special Constables, Resource Kit containing an addendum to the Practitioner's Handbook with the Ministry's approach to the approval of special constable appointments. The Ministry has also included a generic version of the Service's model agreement within the Resource Kit.

In August 2004, a new Service procedure was published entitled "Special Constables" (14-35), to provide guidance to Service members when dealing with external special constables and to give direction to unit commanders and managers regarding the application, appointment, renewal and termination of internal special constables.

The Service's Special Constable Liaison Officer has established a positive ongoing working relationship with other police services, including the Ontario Provincial Police, Peel Regional Police and York Regional Police, as well as Go Transit.

The Service is now well placed to manage the existing special constable program as well as any expansion of the program should other organizations seek to have their security personnel appointed by the Board as special constables. In addition, the Service is conducting a review of the administration of the auxiliary police program to identify similarities and efficiencies with that of the special constable program with a view to implementing applicable aspects of the special constable processes.

In October 2004, the City of Toronto Council confirmed a decision to seek special constable status for security officers at Toronto City Hall. The former Commissioner, Corporate Services, City of Toronto, M. Joan Anderton advised the Board by way of letter dated December 31, 2004 of Council's decision and to initiate formal dialogue in order to pursue special constable status for the City's security officers.

In May 2005 the Document Services section of Court Services confirmed a decision to seek special constable status for its Document Servers. Subsequently, the application process was commenced.

Delegating Administrative Functions to the Chief

In selecting appropriate administrative functions to delegate to the Chief, the Board must balance its role under section 53 of the Act, its role as the agreements' signatory, and its general policy function under the Act, with the Chief's operational role as described in the Act, factoring in the relative level of resources available to it and to the Chief for performing these functions.

Designating the Chief to perform administrative functions listed below for U of T and TCHC is not only consistent with the provisions of the Act, and the Chief's administrative duties previously approved by the Board for the TTC, it also conforms with Service administrative practices and the existing special constable agreements.

The U of T, TTC, and TCHC agreements permit the Board to designate the Chief as its agent for such administrative functions related to the agreements as the Board may specify.

At its meeting on September 18, 1997, the Board addressed a number of matters with respect to the TTC. At that time the Board approved a recommendation that the Chief be designated the Board's agent with respect to the administration of the TTC special constable agreement (Board Minute 385/97 refers).

Although the Board may designate the Chief to perform some or all of the Board's administrative functions under the agreements, the Board has not previously considered such a recommendation with respect to the U of T and TCHC. It is therefore appropriate for the Board to consider a recommendation that the Chief be designated as the Board's agent with respect to the administration of the U of T and TCHC special constable agreements, as set out in Appendix "A" of this report.

In addition, the Board has not previously considered a recommendation that the Chief be designated as the Board's agent with respect to the administration of the appointment of Service members as special constables. It is therefore appropriate for the Board to consider a recommendation that the Chief be designated as the Board's agent with respect to the administration of Service members appointed as special constables, as set out in Appendix "A" of this report.

The Chief of Police is generally responsible for administering the day-to-day operations of the Service. Delegating to the Chief the administrative functions for special constables would help ensure that the functions are completed and recorded, without imposing on the Board or Boards Staff. The Board retains the right to direct the Chief with respect to the manner in which the delegated authority is being exercised, and may always elect to revoke the delegation of the Chief in respect to some or all of the functions in question.

The Chief shall provide reports, data, or information to the Board in the accepted Board Report format, with references to the relevant sections of the agreements, and shall contain the Chief's recommendations in respect of the matter on which the report is being submitted to the Board.

The Board retains the right to inquire into, recommend, and negotiate changes to policies, procedures, training, equipment, and all other areas, paragraphs and aspects of the agreements, in accordance with its terms, either through the Chief, acting as its agent, or directly with the U of T, TTC and TCHC.

The Chief's designation as the Board's agent with respect to the administration of the TTC agreement (Board Minute 385/97 refers) has been used as a model for determining the recommendations with respect to the U of T, TCHC and Service personnel. There have been some modifications made to the original TTC motion that reflect the current practices that have evolved since 1997.

Proposed Chief's Administrative Duties:

Based on the forgoing rationale and discussion, the Board has the authority to delegate the following administrative functions to the Chief;

1. Application Process:

- Receive requests for special constable appointment; review all applications for special constable appointment.
- Conduct background investigations on applicants for appointment as special constables; notify the special constable employer of the results of background investigations.
- Present to the Board a recommendation for consideration to appoint the applicants as special constables.
- Authorized to submit to the Ministry applications for approval of special constable appointments.

2. Suspension:

- Review information received from U of T, TTC and TCHC regarding misconduct alleged or found with regards to a special constable;
- Suspend the appointment of the special constable; report to the Board with recommendations following review and/or additional investigation as considered appropriate or as requested by the Board
- Notify the Ministry promptly in writing of any suspension of a special constable appointment.
- Recommend to the Board for approval the termination of a special constable appointment, where appropriate.

3. Training:

- Review and approve special constable training standards; notify U of T, TTC and TCHC of changes and updates to the training standards, if applicable, to the duties of special constables; review and evaluate requests for exemption from training.

4. Expirations:

- Notify the Ministry that a special constable appointment is no longer valid when the:
 - 1) appointment expiration date has passed,
 - 2) date at which the appointee ceases to perform the duties outlined in the appointment,
 - 3) appointee is no longer in the employ of U of T, TTC, TCHC or the Service.

5. Enforcement Procedures:

- Provide a copy of applicable Service procedures to U of T, TTC and TCHC; notify U of T, TTC, and TCHC of changes; monitor U of T, TTC and TCHC compliance with Service procedures.

6. Equipment:

- Approve equipment, other than use of force equipment, to be used by special constables;
- Review and approve requests for changes to equipment;
- Report on any requested changes and/or additions to use of force equipment to the Board, with recommendations.

7. Exchange of Information:

- Exchange Policies, Standards, and Procedures, and other information as provided for in the agreement; monitor U of T, TTC and TCHC compliance with Service Policies, Standards and Procedures: consult U of T, TTC and TCHC on proposed changes to Service Policies, Standards, and Procedures as required by agreement; report on requested changes to Board, with recommendations.
- The U of T, TTC and TCHC are approved by the Ministry as a Category 2 CPIC user. The TCHC has yet to implement full direct access to CPIC, therefore, the Service will continue to provide information to TCHC, when considered appropriate and consistent with the existing Memorandum of Understanding (MOU) between the Service and TCHC.
- Receive U of T, TTC and TCHC annual reports regarding special constables; receive special reports from U of T, TTC and TCHC on areas of concern to the Chief or the Board; review annual and other reports received for compliance of contents with terms of Agreements and return to U of T, TTC and TCHC for amendment until in compliance; provide copies of annual reports and special reports to the Board once content compliance with the agreements is confirmed, with recommendation if appropriate.

8. Complaints:

- Review information received from U of T, TTC and TCHC regarding misconduct alleged or found with regards to a special constable; report to the Board with recommendations following review and/or additional investigation as considered appropriate or as requested by the Board
- Initiate Service investigation if considered appropriate, or if requested by the Board; report information received and results of investigation (if made) to the Board, with recommendations.

Role of the Board

1. Appointment:

- The authority to appoint special constables resides only with the Board, subject to the approval of the Minister. All special constable appointments must be documented (i.e. board minute or resolution).

2. Termination:

- The authority to terminate the appointment of a special constable resides with the Board.
- Notify the Ministry promptly in writing of any termination of a special constable appointment.

- Receive for approval recommendations from the Chief to terminate a special constable appointment.
- Before a special constable's appointment is terminated, he or she shall be given reasonable information with respect to the reason for the termination and the Board shall receive a reply, orally or in writing from the special constable.

3. Equipment:

- Approve requested changes and/or additions to use of force equipment with recommendations from the Chief.

It is therefore recommended that the Board designate the Chief as the Board's agent with respect to the administration of the agreements made between the Board, the University of Toronto (U of T) Governing Council, and the Toronto Community Housing Corporation (TCHC), as set out in this report; the Chief continue as the Board's agent with respect to the administration of the agreement made between the Board and the Toronto Transit Commission (TTC), as set out in this report; the Chief be designated as the Board's agent with respect to the administration of Service members appointed as special constables; and the Board forward a copy of this report to the U of T, TTC and the TCHC for information.

This report has been reviewed by staff members at the City of Toronto Legal Division, who are satisfied with its legal content.

Acting Deputy Chief Gary Grant, Policing Support Command, will be in attendance to respond to any questions that the Board may have.

The Board approved the foregoing.

Appendix “A”

PRESENT DESIGNATION:

NAME OF ORGANIZATION	DELEGATED AUTHORITY	ROLE OF THE CHIEF	ROLE OF THE BOARD
Toronto Transit Commission	Application	X	
	Appointment		X
	Suspension		X
	Termination		X
	Training	X	
	Enforcement Procedures	X	
	Equipment	X	
	Exchange of Information	X	
	Complaints	X	
University of Toronto	None		
Toronto Community Housing Corporation	None		
Toronto Police Service	None		

PROPOSED DESIGNATION:

NAME OF ORGANIZATION	DELEGATED AUTHORITY	ROLE OF THE CHIEF	ROLE OF THE BOARD
Toronto Transit Commission	Application Process	X	
	Appointment		X
	Suspension	X	
	Termination		X ¹
University of Toronto	Expiration	X	
	Enforcement Procedures	X	
	Equipment	X	X ³
	Exchange of Information	X	
Toronto Community Housing Corporation	Complaints	X	
	Ministry Liaison	X	X ²
Toronto Police Service			

- X¹ - Before a special constable's appointment is terminated, he or she shall be given reasonable information with respect to the reason for the termination and the Board shall receive a reply, orally or in writing from the special constable.
- X² - Notify the Ministry promptly in writing of any termination of a special constable appointment.
- X³ - Approve requested changes and/or additions to use of force equipment, with recommendations from the Chief.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P218. BY-LAW NO. 150 – AMENDMENTS TO THE ORGANIZATIONAL
CHART**

The Board was in receipt of the following report JUNE 15, 2005 from William Blair, Chief of Police:

Subject: BY-LAW No. 150 – AMENDMENTS TO THE ORGANIZATIONAL CHART

Recommendation:

It is recommended that: the Board approve draft By-law No. 150 to give effect to the new organizational chart for the Service.

Background:

At its meeting on June 13, 2005, the Board approved the new organizational structure for the Toronto Police Service and requested that the Chief submit a draft By-law to give effect to the new organizational chart.

Therefore, it is recommended that the Board approve draft By-law No. 150 to give effect to the revised organizational chart (Appendix 'A').

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

The Board approved the foregoing.

TORONTO POLICE SERVICES BOARD

BY-LAW NO. 150

**To amend By-law No. 99 establishing rules
for the effective management of
the Metropolitan Toronto Police Service**

The Toronto Police Services Board HEREBY ENACTS as follows:

1. By-law No. 99, a by-law “to make rules for the effective management of the Metropolitan Toronto Police Service” (hereinafter called the “By-law”) is amended by deleting Appendix “A” to the Rules attached as Schedule “A” to the By-law, and forming part thereof, and substituting Schedule “A” attached hereto.
2. This By-law shall come into force on the date of its enactment.

ENACTED AND PASSED this 12th day of July 2005.

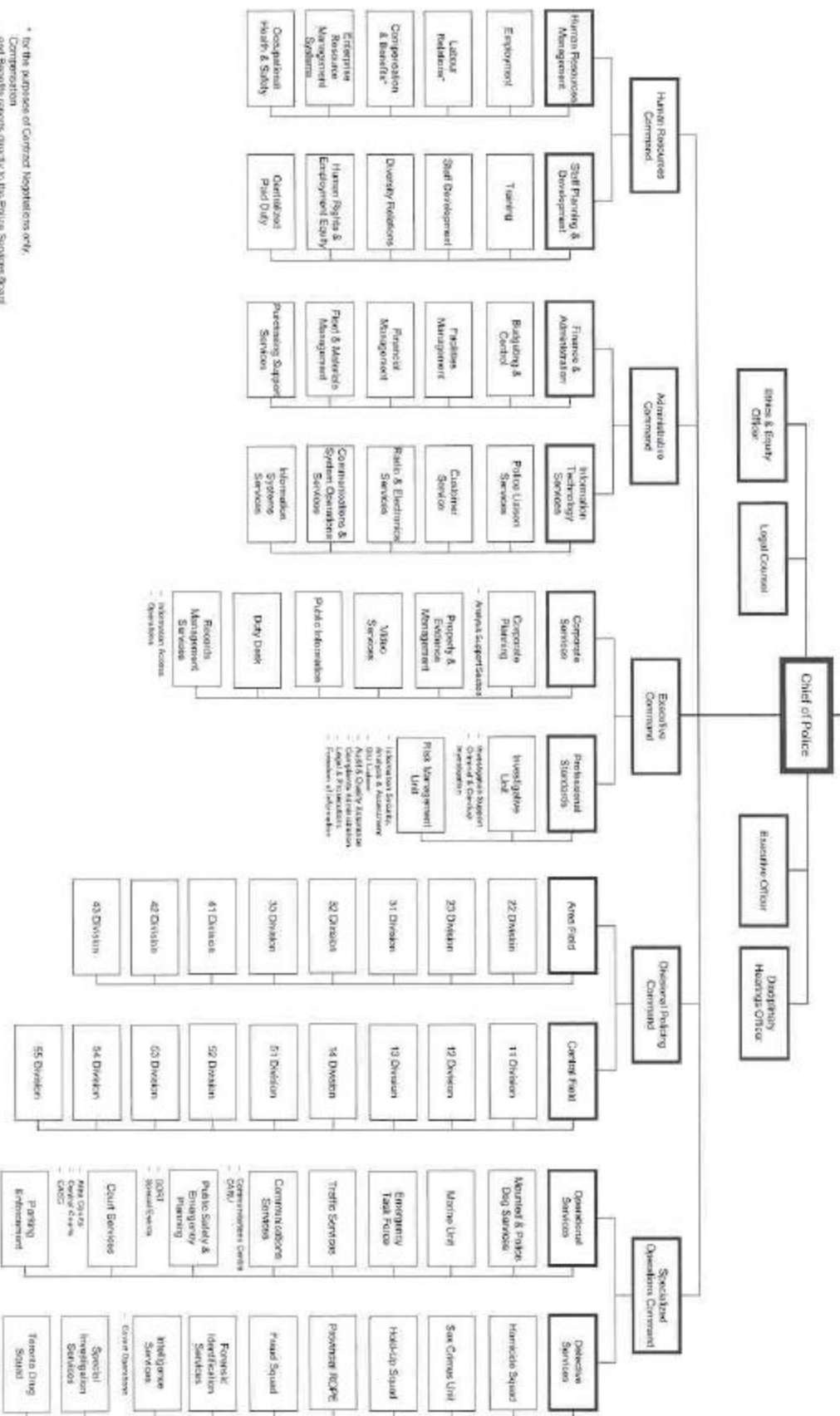
**Alok Mukherjee
Acting Chair**

<p>Board Meeting: July 12/05 Minute No. P218/05</p>
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SCHEDULE “A” TO BY-LAW NO. 150

Appendix
"A"

* for the purpose of Contract Negotiations only.
Contribution
 and Benefits reports directly to the Police Services Board
 for the purpose of Contract Negotiations only. (Article
 16.01) Reports directly to the Police Services Board



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P219. COMMUNITY DONATION: FUNDS FOR THE PURCHASE OF 20
SADDLES FOR POLICE SERVICE HORSES**

The Board was in receipt of the following report MAY 13, 2005 from William Blair, Chief of Police:

Subject: COMMUNITY DONATION: FUNDS FOR THE PURCHASE OF TWENTY
SADDLES FOR POLICE SERVICE HORSES

Recommendation:

It is recommended that: the Board approve a cash donation of \$45,000.00 from Ms. Dorothy Keith for the purchase of twenty saddles for Police Service horses.

Background:

Ms. Dorothy Keith is a strong supporter of the Toronto Police Service and has previously made donations for the purchase of two police horses. (Board Minute #219/00 and P8/02 refers)

In recognition of Ms. Dorothy Keith's generous contribution the horses were named Dorothy and Keith in her honour.

The Mounted Unit Veterinarian has recommended that the twenty to thirty year old saddles be replaced with new saddles immediately. The old saddles are causing sores on some of the horses' backs, which in turn can result in the horse having to be sent to the country for a rest period of about a month. A group of veterinarians attending a conference in Toronto also assessed the police horses and agreed that the old saddles needed replacement.

Checks have been made and there is nothing to indicate that the donation should not be accepted. The recommendation is consistent with the Service Donation Policy 18-08 governing corporate community donations. A tax receipt will be issued.

Conclusions:

It is recommended that the Board approves a cash donation of \$45,000.00 from Ms. Dorothy Keith for the purchase of twenty saddles for Police Service horses.

In addition, Staff Inspector K. Davis has initiated the process to recognise Ms. Keith publicly through a Community Member Award.

Staff Inspector K. Davis of Mounted & Police Dog Services will be in attendance to answer questions that the Board may have regarding this report.

The Board approved the foregoing. Mrs. Keith was in attendance and the Board personally thanked her for the generous donation and her continued support of the Toronto Police Service – Mounted Unit.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P220. 2005 CIVILIAN LONG-SERVICE RECOGNITION – PURCHASE OF
 COMMEMORATIVE PINS**

The Board was in receipt of the following report from JUNE 13, 2005 from Pam McConnell, Chair:

Subject: 2005 CIVILIAN LONG-SERVICE RECOGNITION – PURCHASE OF
 COMMEMORATIVE PINS

Recommendations:

It is recommended that:

- (1) the Board approve the purchase of 62 commemorative pins from Corona Jewellery Company at an approximate total cost of \$3,410.00 (excluding taxes) and that the expenditure be paid from the Board's Special Fund; and
- (2) the Service be responsible for costs associated with the Civilian Long-Service Awards reception.

Background:

It has been customary for the Board to recognize long-service employment by civilian members of the Toronto Police Service by presenting them with a lapel pin containing two sapphires, two rubies and two diamonds upon the completion of 20, 30 and 40 years service respectively. In the past, commemorative pins have been presented to civilian members at a special ceremony followed by a reception.

The number of civilian members who will be presented with commemorative pins in 2005 based upon the long-service achieved during the period between January 1, 2004 and December 31, 2004 is outlined below:

20 Years Service	39
30 Years Service	23
40 Years Service	<u>0</u>
Total:	62

A request for quotations was issued by Purchasing Support Services for 62 commemorative pins. The lowest bidder, Corona Jewellery Company, was selected. The cost of the pins is \$55.00 each excluding taxes. A summary of the bids is appended to this report for information. Funds are available within the Board's Special Fund to cover this expenditure in accordance with the Board's Recognition Program and I recommend that costs associated with the awards reception continue to be paid by the Service (Min. No. P63/95 refers).

Presentations of the long-service pins will be held on Tuesday, October 18th, 2005 and Wednesday, October 19th, in conjunction with the Police Exemplary Service Medal, the Canadian Peacekeeping Service Medal and the Ontario Auxiliary Police Medal.

The Board should continue to honour our civilian members in this manner and therefore it is recommended that:

- (1) the Board approve the purchase of 62 commemorative pins from Corona Jewellery Company at an approximate total cost of \$3,410.00 (excluding taxes) and that the expenditure be paid from the Board's Special Fund; and
- (2) the Service be responsible for costs associated with the Civilian Long-Service Awards reception.

The Board approved the foregoing.

SUMMARY SHEET

QUOTATION REQUEST

BRD 2005.03.18

20 & 30 YEAR PINS

Quantity	Description	Corona Jewellery	Birk's & Sons
39	20 Year Service Pins	\$55.00 ea	\$80.00 ea
		\$2,145.00	\$3,120.00
23	30 Year Service Pins	\$55.00 ea	\$80.00 ea
		\$1,265.00	\$1,840.00
	Casting Molds (Property of TPS)	N/C	N/C
	Total (<i>net</i>)	\$3410.00	\$4,960.00
	Total (<i>incl. taxes</i>)	\$3921.50	\$5,704.00
	Delivery	3 weeks	6 weeks

QUOTATION AWARDED TO:

APPROVED BY:

NOTE: 4 SUPPLIERS INVITED TO BID 2 RESPONDED

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P221. 25-YEAR WATCHES – 2005 PRESENTATION

The Board was in receipt of the following report JUNE 13, 2005 from Pam McConnell, Chair:

Subject: THE TORONTO POLICE SERVICES BOARD'S 25-YEAR WATCH
PRESENTATIONS - 2005

Recommendations:

It is recommended that:

- (1) the Board approve an expenditure from the Board's Special Fund, not expected to exceed \$10,000.00, to cover the costs associated with hosting the Toronto Police Services Board's 25-Year watch presentations and luncheon; and
- (2) the Board approve an additional expenditure from the Board's Special Fund, not expected to exceed \$12,600.00 (excluding taxes), to cover the costs associated with the purchase of 105 watches from Corona Jewellers.

Background:

It has been customary for the Toronto Police Services Board to host an annual event honouring members of the Toronto Police Service and Toronto Police Service-Auxiliary Programs who have completed 25 years of employment or auxiliary service respectively. During the period January 1, 2004 to December 31, 2004, the number of members achieving 25 years of service was 103.

25-Year Watch Presentations and Luncheon:

This year's luncheon honouring the recipients of 25-Year watches has been scheduled for Thursday, September 22, 2005 at The Old Mill. The total cost associated with hosting this event, including a lunch, beverages and services, is not expected to exceed \$10,000.

25-Year Commemorative Watches:

A request for quotations was issued by Purchasing Support Services for 105 commemorative watches. The lowest bidder, Corona Jewellers, was selected. The cost of the watches is \$120.00 each, excluding taxes, and a summary of the bids is appended to this report for information. Funds are available within the Board's Special Fund to cover this expenditure in accordance with the Board's Recognition Program.

The total 105 watches also includes two watches that former recipients have requested to purchase in order to replace their 25-Year watch due to loss, damage or theft. Each year there are requests made by current or retired members to purchase replacement watches. The funds associated with the two watches required at this time, in the approximate amount of \$240.00, excluding taxes, will be returned to the Board's Special Fund.

The cost of the total watches is outlined below:

25-Year Recipients for 2005 -	103 x \$120.00= \$12,360.00
Replacement Watches -	2 x \$240.00= \$ <u>240.00*</u>

Total:	12,600.00 (excluding taxes)
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*funds to be returned to the Board's Special Fund

Conclusions:

It is therefore recommended:

- (1) the Board approve an expenditure from the Board's Special Fund, not expected to exceed \$10,000.00, to cover the costs associated with hosting the Toronto Police Services Board's 25-Year watch presentations and luncheon; and
- (2) the Board approve an additional expenditure from the Board's Special Fund, not expected to exceed \$12,600.00 (excluding taxes), to cover the costs associated with the purchase of 105 watches from Corona Jewellers.

The Board approved the foregoing.

SUMMARY SHEET

Presentation Watches

Quantity	Description	Corona Jewellers	Birks & Sons
81	25-Year Watches - Male	\$120.00 ea. \$9,720.00 net	\$135.00 ea. \$10,935.00 net
24	25-Year Watches - Female	\$120.00 ea. \$2,880.00 net	\$135.00 ea. \$3,240.00 net
	Total (including taxes)	\$14,490.00	\$16,301.25
	Watch Make & Model: Male	8540.YY99	K90X105
	Female	5624T-20M	K95X304
	Warranty	2 years	5 years
	Delivery	12 – 14 weeks	12-16 weeks

QUOTATION AWARDED TO:

APPROVED BY:

NOTE: 7 SUPPLIERS INVITED TO BID 2 RESPONDED

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P222. REQUEST FOR FUNDS: “FOR KICKS” AT RISK YOUTH/POLICE
SOCCER PROGRAM**

The Board was in receipt of the following report JUNE 21, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE "FOR KICKS", (KIDS INVOLVING
COMMUNITY FOR KNOWLEDGE AND SPORT) AT RISK YOUTH/POLICE
SOCCER PROGRAM

Recommendation:

It is recommended that: the Board approve an expenditure from the Board's Special Fund in the amount of \$5,000.00 to support the Toronto Police Service initiative of assisting at risk youth by providing coaching and mentoring soccer camps in No. 22, 31 and 51 Divisions through a program entitled "For KICKS".

Background:

The Toronto Police Service is partnering with the Toronto Lynx Professional Soccer Club (Toronto Lynx), "For KICKS" organization, Toronto Parks and Recreation and ProAction Cops and Kids. These partner agencies are volunteering their time and resources to provide the best possible access to community based programs for disadvantaged youth from across the city.

The Toronto Police Service will be providing serving members (including members of the men's and women's soccer teams) to act as organizers, coaches and role models. The Toronto Lynx will be providing professional athletes (from their men's and women's professional teams) along with coaches, medical staff, sports equipment, stadium facilities as well as raising sponsorship funding from its corporate partners. Toronto Parks and Recreation have committed to facilitating field permits and supplying appropriate youth and staff members from the various youth programs across the city. A funding application has been submitted to ProAction Cops & Kids for the year 2005.

The "For KICKS" organization is a group founded by Police Officers and run by both Police Officers and members of the community. The organization currently has two branches, one conducts fundraising for the Toronto Hospital for Sick Children and operates as a registered charity and the other co-ordinates volunteer mentoring programs for youth at risk.

The goal of this program is to help disadvantaged youth in high crime areas to break through the social barriers using sport as the vehicle of instruction. The program hopes to build better social skills such as teamwork, confidence, self-esteem and a positive attitude in a target group of boys

and girls aged 10 to 14 years of age. In addition, this program is aiming to convey knowledge of negative societal influences and how they threaten both the individuals and the family unit. The participating youth will be exposed to healthy activities while interacting with police and professional athlete role models. Further, the youth will be provided the tools necessary to develop and nurture their potential through the teaching of life skills where they will explore the issues of “actions and consequences”, “conflict mediation” and “effective decision making”.

There will be two pilot soccer camps held in July. One camp will be held in No. 51 Division and the other will be held in No. 31 Division. There will then be a major citywide soccer camp held in August within No. 22 Division at the Etobicoke Centennial Stadium (home of the Toronto Lynx) on Sunday, August 21, 2005. The final camp will begin with soccer drills, games and mentoring sessions. Then the youth will be provided with a meal and entrance to a soccer game between the Toronto Lynx’s and Puerto Rico. Upon successful completion of this soccer camp program in 2005, it is anticipated that the program will expand and include four more Divisions in 2006 and then twelve divisions by 2007. The total number of youth involved in the 2005 camps would be approximately 300.

This request for funding fits the Toronto Police Services Board criteria under “initiatives supporting community-oriented policing that involve a co-operative effort on the part of both the Toronto Police Service and the community”.

At the conclusion of the “For KICKS” program, correspondence will be provided to the Toronto Police Service’s Board outlining all costs incurred. Any monies not used will be returned to the Toronto Police Services Board.

The Acting Deputy Chief of Policing Operations Command will be in attendance to answer any questions that the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P223. TECHNOLOGY LIFECYCLE PLAN – WORKSTATIONS, PRINTERS
AND LAPTOPS**

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

Subject: TECHNOLOGY LIFECYCLE PLAN – WORKSTATIONS, PRINTERS AND
LAPTOPS

Recommendation:

It is recommended that: the Board approve the acquisition of 2,185 workstations from NexInnovations (the Board's vendor of record) in the amount of \$5,905,000 including taxes.

Background:

The Toronto Police Service (TPS) currently has four technology lifecycle programs for its inventory of workstations, printers and laptop computers. These programs are based on a four year replacement criteria in order to ensure that the equipment provided to members of TPS is reliable and has the capacity to operate the current technology environment, tools and the TPS' applications. The lifecycle programs are summarised below.

Lifecycle Program:	Items	Started	Purchase/ Lease	Replace/ Expiry	Orig. \$(M)	Action
1	- 2,185 workstns - 145 printers	1999	Lease (BM#P313/99 and #P161/01)	Expired August 31,2004	2.4 per year	Equip. purchased at end of lease
2	- 509 workstns - 315 printers	2002	Lease (BM#P322/01)	Expires February 2006	0.53 per year	Purchase new equip. in 2006
3	- 50 workstns - 138 laptops	2003	Purchase (BM#P238/02)	Replace in 2007	0.73	Purchase new equip. in 2007
4	- 300 workstns - 400 printers	2004	Purchase (BM#P237/03)	Replace in 2008	1.66	Purchase new equip. in 2008
Future programs	- 347 workstns - 462 printers - 191 laptops		Purchase	2006 and on		Programs in future years will be recommended, as equipment requires replacement.

As reflected in the table above, lifecycle programs #1 and #2 were implemented utilising a leasing strategy and both leases were reviewed in producing the City Auditor Report of July 2002 "Review of Information Technology Services Unit. However, in accordance with the City of Toronto Council end of lease strategy, the Service's lifecycle, consistent with the City's policy and funding, was budgeted by utilizing the Police Vehicle and Equipment Reserve fund. The purchase strategy commenced with lifecycle programs #3 and #4. The focus of this report is on lifecycle #1.

The lease for lifecycle #1 expired on August 31, 2004 and in accordance with the terms and conditions of the lease the Service had the option of returning or purchasing the equipment at the end of the lease. Returning the equipment would have required the Service to purchase new equipment at that time. The Service was in the process of reviewing and planning for the roll-out of a new Windows XP Operating System and the timing of the equipment replacement and the new system did not coincide. It is more efficient to have new equipment with the new operating system rolled out at the same time. Therefore, the Service exercised its purchase option for lifecycle #1 in order to maintain the current equipment and replace this equipment at the time of the rollout of the new operating system in 2005. The end of lease purchase in 2004 for the 2,185 workstations and 145 printers was \$181,473.92.

The Service is now ready to replace the equipment included in lifecycle #1 and implement the Windows XP operating system. The shift from leasing to purchase requires significantly more one time funding to obtain the same amount of equipment. As a result, the Service reviewed the items to be replaced in lifecycle #1 against the available funds in 2005. This review indicated that the funds available in 2005 would not be sufficient to purchase all of the equipment contained in lifecycle #1. The Service decided that the replacement of the 145 printers could be deferred until 2006 and that the priority was the workstations. The funds available in 2005 will accommodate the purchase of 2,185 workstations and therefore this approach was pursued.

Funding

The total funds available in 2005 for the purchase of equipment from lifecycle #1 is \$5.9M. This amount is comprised of \$2.4M in the Service's operating budget (original lease amount) and \$3.5M from the capital budget (funded through the Police Vehicle & Equipment Reserve).

Summary

In an effort to ensure the Service's equipment lifecycle strategies are co-ordinated with those of the City, Mr. Cel Giannotta the Director of ITS, met with the City of Toronto's Executive Director, Information and Technology, Mr. John Davies. The particulars of the equipment lifecycle programs and TPS' migration to XP were reviewed and discussed at the April 29, 2005 meeting. In addition, there has been ongoing communication between the Service and the City of Toronto Information Technology groups on the subject of desktop equipment strategies. The strategy falls in line with The City, that being a four-year replacement cycle.

NexInnovations is the vendor of record for the supply and maintenance of workstations, printers and laptops until December 31, 2005 (Board Minute #P322/01 refers).

The Chief Administrative Officer, Corporate Support Command has certified that funding is available for this purchase.

Therefore, it is recommended that the Board approve the acquisition of 2,185 workstations from NexInnovations (the Board's vendor of record) in the amount of \$5,905,000 including taxes.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P224. PUBLIC WIRELESS DATA NETWORK FOR MOBILE WORKSTATIONS

The Board was in receipt of the following report JUNE 15, 2005 from William Blair, Chief of Police:

Subject: PUBLIC WIRELESS DATA NETWORK FOR MOBILE WORKSTATIONS

Recommendation:

It is recommended that:

1. the Board approve a four year contract with Rogers Wireless for the purchase of equipment and the data usage fee for a Public Wireless network for a four year total of \$2,724,900 (including all taxes); the contract to run from August 1, 2005 to July 31, 2009;
2. the Board approve using Rogers Wireless to provide wireless data services for future handheld computer access on other projects; any financial commitment will be in accordance with Bylaw 147;
3. the Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form;
4. the Chief, or his designate, notify the City Deputy Manager and Chief Financial Officer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03.

Background:

The Service has a current City-wide Radio Data Network (RDN) which was installed in 1999. This wireless network provides connectivity to front-line officers through their Mobile Workstations (MWS) for Computer Aided Dispatch (CAD), federal Canadian Police Information Centre (CPIC) queries, driver license queries, etc. It is a critical tool for front line officers - used to obtain information during their tour of duty for both officer safety and law enforcement purposes.

The current wireless RDN:

- is designed to support small messages;
- operates at an effective rate of 9.6 Kbps;
- is shared by all the mobile workstations over the base stations, and;
- has limited bandwidth for the transmission of information.

Due to these limitations, the information available to the in-car officers is currently restricted to only critical data and is a small subset of the information available on the desktop versions of the applications. As well, large messages, such as mugshots, cannot be transmitted over this network. The data transmitted must be limited to ensure reasonable response times for all mobiles (as they all share the network connection) and to ensure the network does not collapse under the load.

These limitations have also necessitated the deferral of non-critical data transfers. Officers can only upload high volumes of information over the Service's Parking Lot Network which is a high speed network only available in close vicinity to all divisions. This results in delay of information being available to the rest of the organization and productivity loss in that tasks cannot be completed (such as publishing of occurrences) until the officer returns to the division.

More critically, this network is subject to radio interference from other public wireless networks. There are major areas of communication problems throughout the City. These areas include Yonge/Bloor, Eglinton Avenue between Victoria Park and Markham Road, Scarborough Bluffs, etc. Officers cannot obtain any information in many areas of the City affected by this interference. As well, the ability to communicate over this network is worsening as public carriers continue to install additional antenna sites throughout the City.

The Service initiated a capital project to convert the current data network to a different radio frequency which would eliminate the interference, however, this shift in frequency would not provide any added bandwidth to allow additional information nor any enhanced City coverage.

For the purpose of exploring more cost-effective and higher capacity alternatives, as well as, eliminating the interference problem, the Service issued a Request for Proposal (RFP #ITS-3400-1101) in October, 2003 to determine the Public Cellular options available in the marketplace. The stated purpose of this RFP was to:

- provide a highly reliable interface to its current wireless clients throughout the City of Toronto and the surrounding area which improves performance, coverage and response times;
- provide higher bandwidth to its wireless clients allowing more information being available to front line officers;
- ensure this system is highly available during emergency situations when use of a public facility is typically flooded with traffic from non-emergency agencies;
- position the TPS for the introduction of hand held wireless devices to satisfy the growing demand for mobile information in all locations of the City;
- select a Vendor of Record(s), committed to wireless technology and working with the TPS, for the provision of a wireless service and a variety of access devices into the network.

Tender Evaluation

There were three respondents to the RFP: Bell Mobility, Rogers Wireless, and Telus Corporation. These vendors were invited to present their solution to the evaluation panel and to clarify any ambiguities in their response. The evaluation panel was comprised of senior Information Technology Services (ITS) technicians and senior Service management.

No vendor offered a “highly available during emergency situations” solution. The performance of cellular voice communication is similar for all vendors where connections may not be possible during periods of high usage or congestion. TPS priority access over other cellular clients was requested to ensure TPS data service does not degrade during major City events. Although, no vendor proposed a “priority” scheme, the Rogers Wireless network technology does ensure that a data connection can always be established during periods of high usage, as opposed to a voice connection. Although we could not confirm this feature, we did perform tests during typical high cellular usage times, such as during ball games and the downtown core at rush hour, and found no appreciable difference in performance.

In accordance with the RFP evaluation criteria, Rogers Wireless was rated as the highest score meeting the requirements of the Service. This recommendation was presented to the Mobile Computing Steering Committee (chaired by the Chief Administrative Officer Frank Chen and the then Deputy Chief Steve Reesor) and the selection of Rogers Wireless for the pilot project was approved on October 5, 2004. The plan to conduct the pilot project was delayed due to its dependency on the implementation of the Mobile Workstation replacement project which was completed in March, 2005.

A requirement of the tender was a pilot project of approximately 20 mobile workstations in a division for three months. The Rogers Wireless proposal offered the pilot at no cost to the Service.

Pilot Project

In accordance with the RFP, a pilot project of the Rogers wireless network was conducted in 31 Division. In order to test the viability of the higher bandwidth requirements, the pilot included the following added functions which could not be accommodated on the existing wireless network:

- full sized Mugshots;
- full Unified Search (same as desktop);
- publish everywhere for all occurrences - as opposed to upload in the TPS Parking Lot network (same as desktop);
- access to internal Service information sites (Routine Orders, Policies and Procedures, etc);
- card swipe reader used to pre-populate information requests.

The pilot was conducted from March to May 2005. The reaction from the officers was extremely positive. The Unit Commander of 31 Division, Superintendent Glenn DeCaire, reports that:

- Officers able to publish from any location;
- No reports of connectivity issues;
- No reports of data loss;
- User confidence greatly enhanced as evident by usage statistics.

Feedback from the pilot was that policing was greatly enhanced with the availability of mugshots and the return of query responses while the vehicle was still in sight.

Statistically, 31 Division has made the most extensive use of the MWS providing the highest performance of duties in the car which has the added benefit of keeping the officers in their patrol zones more so than other divisions.

City-Wide Tests

During the pilot, Information Technology Services (ITS) conducted city-wide tests of this network using two vehicles which generated transmissions and plotted the results on a City map. The testing included stationary, city driving and highway driving conditions. The final results were entirely positive. For example display of high quality mugshots which cannot be supported on the existing network took 4 seconds on average. As well, this network appears to resolve the communication problems being experienced with the RDN. There were no “dead spots” encountered anywhere in the City at street level. There were minor areas of depreciated coverage, however these were very few and the impact was minimal (rising to a maximum of 5.0 sec. from the normal 0.5 sec. for CAD messages).

Table 1: RDN versus Public Cellular Response Times

<u>Transaction (secs)</u>	<u>RDN</u>	<u>Cellular</u>
Typical CAD Query	03.7	0.5
Typical eCOPS Transaction	28.5	1.2
Typical Unified Search Query	15.6	0.8

ITS also conducted tests on the display of mugshots over its wireless networks. A typical mugshot took from 1 to 8 minutes to display over the RDN. The same mugshot took 3.4 seconds to display over the Public Cellular network.

Table 2: Response Time for Small Messages

The following graph represents a comparison of response times for small messages. The results show that the public cellular system returned 95% of the transactions within five seconds, while the RDN returned 70% within the same timeframe. The RDN required 58 sec. to achieve the 95% level of performance.

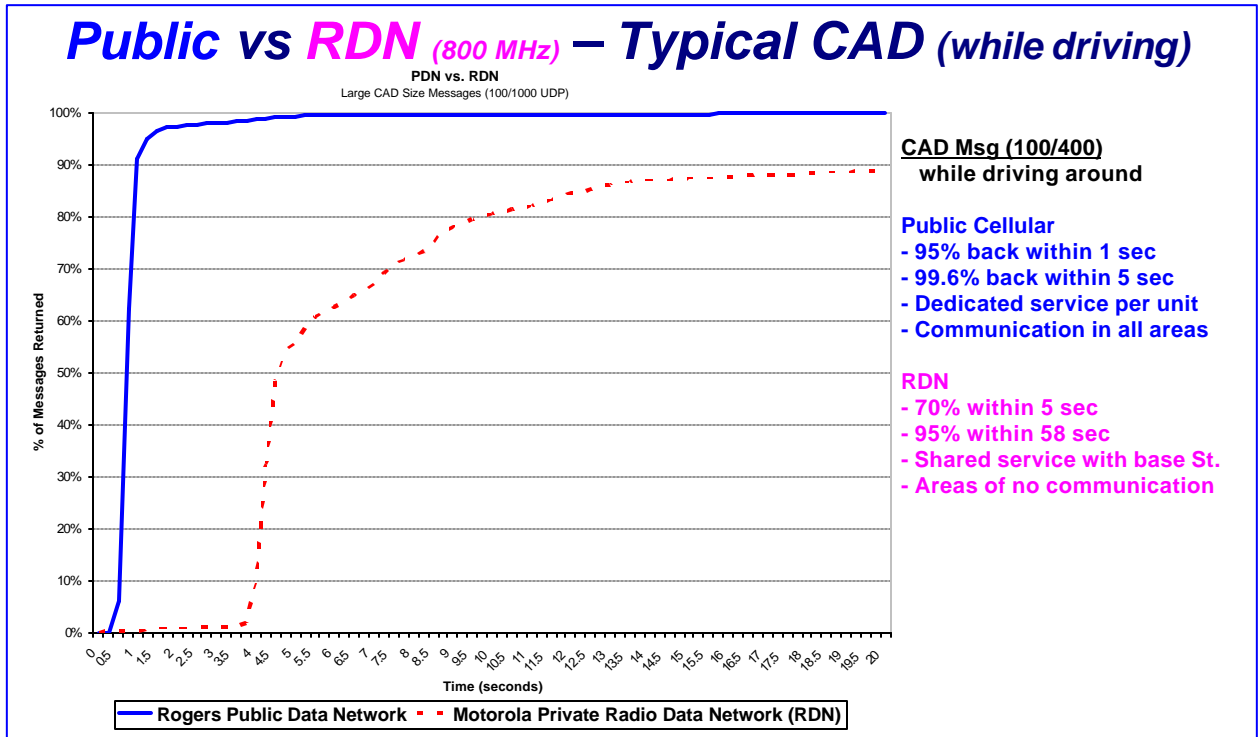
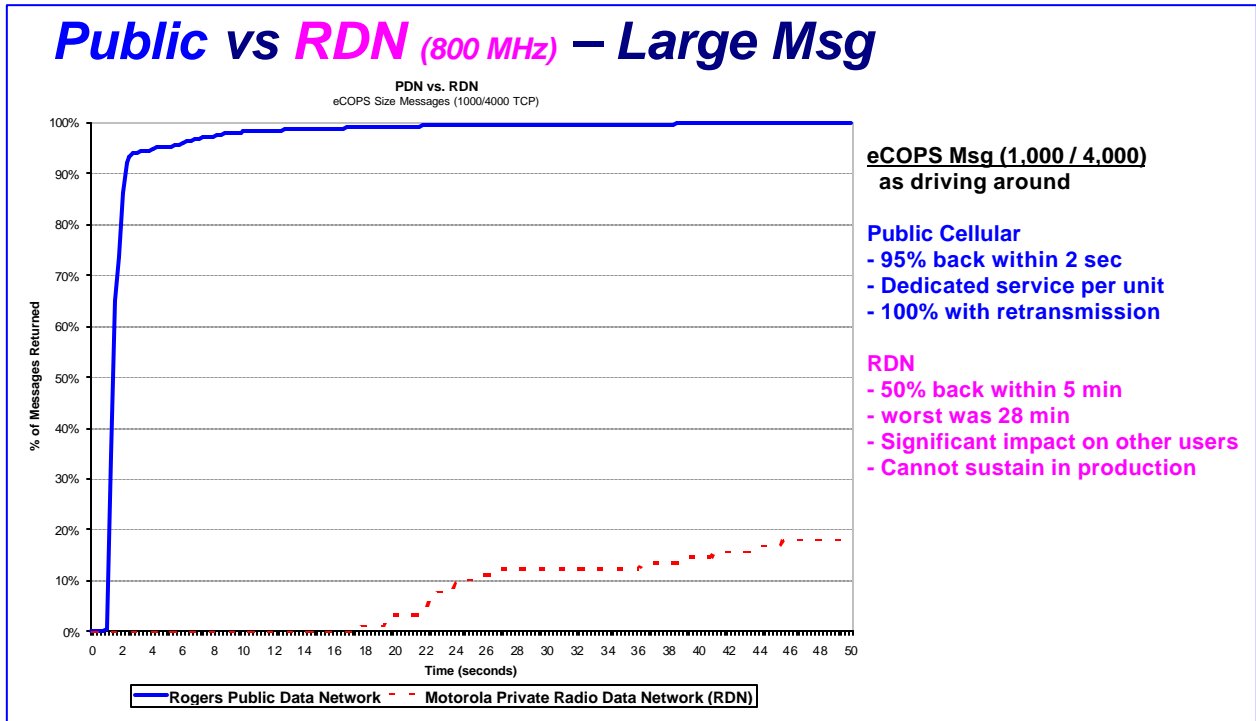


Table 3: Large Messages – Public Cellular versus RDN

The following graph represents a comparison of response times for large messages (1,000 characters inbound and 4,000 characters outbound). The results show that the public cellular system returned 95% of the transactions within 2 seconds. The RDN returned 50% within 5 minutes, some taking over 20 minutes to return.



Project Costs

The RFP requested costs for 50 MB, 100 MB and unlimited for one, three and five years - both per device and “pooled”. The “pooled” costs allow for a monthly threshold for all TPS devices possibly providing a more cost-effective solution where some devices are used a lot more than others. Similar to cellular telephones, there is a connection cost and a cost for usage. There is a significant cost when exceeding the monthly thresholds.

The Rogers Wireless proposal included a discount for a three year contract where they would provide an additional year on the front end of the contract at no charge for the data usage. This was the most cost effective proposal. As well, the recommended pricing plan is for “unlimited data usage”, where there is no cost for exceeding a monthly threshold. As with cellular telephones, exceeding a monthly threshold can lead to major added costs. It is expected that this system will be heavily utilized by front-line officers with the elimination of the communication problems and the availability of higher bandwidth features, such as mugshots. The Service intends to provide additional services to its mobiles, including the possibility of obtaining driver license pictures from the Provincial Ministry of Transportation.

The results of the pilot project were presented to the Mobile Computing Steering Committee and the Command and approval was given to proceed with the request for Board approval for the four year contract term. This solution addresses the needs of the Service for the foreseeable future with currently available technology. Emerging technologies were discussed at this meeting. Overall there are other options emerging in the market place for higher bandwidth and higher performance wireless networks. These options are expected to mature in the 2008 timeframe at which point they can be evaluated and, if feasible, provide alternatives inline with the longevity of this contract.

The following table itemizes the costs for 500 connections to connect the current 500 Mobile Workstations to this network.

Table 4: Project Costs (\$,000, including all taxes)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Total</u>
One Time Costs					
Modems, setup, etc.	638.3				638.3
Contract Discount	-143.8				-143.8
Subtotal	494.5				494.5
Ongoing costs					
Central Site Connectivity	22.1	22.1	22.1	22.1	88.4
Data Usage Fee (unlimited)	714.0	714.0	714.0	714.0	2,856.0
Contract Discount	-714.0				-670.6
Subtotal	22.1	736.1	736.1	736.1	2,230.4
Total	516.6	736.1	736.1	736.1	2,724.9

Given that the GST is 100% recoverable to the Service, the actual total cost to the Service over four years will be \$2,559,000. The recommended costing option is a four year contract, as proposed by Rogers Wireless, with the following features:

- no cost for data usage in the first year. This discount is available to other projects which can adopt the usage plans proposed in the contract; For example, this discount has been extended to the Hand-Held Parking Tag project;
- a discount of \$250 on all modems purchased in the first year of the contract; This discount is available to other projects which can adopt the usage plans proposed in the contract;
- no cost for data usage for connections over 1,000 which adopt the plans in the contract; The Service pays for the 1,000 most expensive connections;
- ability to move to a different cost plan during the life of the contract.

The costs of using this network will be reviewed every six months and adjustments made to lower cost plans should the opportunity arise. Again exceeding monthly thresholds can result in significant added costs.

In summary, the public cellular network provides:

- resolution of the current communication problems;
- fast, reliable, communication everywhere;
- higher bandwidth to allow more wireless transmissions, such as mugshots
- elimination of the need to upload at the division, keeping the officers in the field;
- enhanced response time providing query responses “before the light turns green”.

The interference on the current wireless network (RDN) has increased to a point where it is impeding the flow of information to the front-line officer. The limited bandwidth cannot accommodate the transmission of valuable information, such as mugshots. The limited bandwidth has required users to delay the completion of their work until they return to the division. Based on the entirely positive results, both from the pilot division and the City-wide tests, the approval of this network will provide information to front-line officers more reliably and more timely and allow the Service to expand the information available to an officer in the field.

Discussions have been held with the City on the Public Wireless Data Network Pilot for Mobile Workstations and using Rogers Wireless to provide wireless data services for future handheld computer access on other projects. The City is in agreement for the Service to move forward. The TPS and the City will be looking to create a consolidated strategic plan for wireless networks in the near future with input and participation from all agencies. A copy of the Board Letter has been forwarded to the Executive Director, Corporate Information & Technology.

It is therefore recommended that:

1. the Board approve a four year contract with Rogers Wireless for the purchase of equipment and the data usage fee for a Public Wireless network for a four year total of \$2,724,900 (including all taxes); the contract to run from August 1, 2005 to July 31, 2009.
2. the Board approve using Rogers Wireless to provide wireless data services for future handheld computer access on other projects; any financial commitment will be in accordance with Bylaw 147;
3. the Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form;
4. the Chief, or his designate, notify the City Deputy Manager and Chief Financial Officer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03.

The Chief Administrative Officer has certified that funding is available in the 2005 operating budget for the 2005 portion. Appropriate funds will be included in future operating budgets to fund the ongoing data usage costs. The data usage costs are waived for the first year, commence in August, 2006 and are expected to annualize at \$736,100 in the 2007 budget year.

Mr. Frank Chen, Chief Administrative Officer will be in attendance at the Board meeting to respond to any questions in this respect.

Chief Blair advised the Board of a typographical error in Table 4. The figure –670.6 should have been –714.0. The correction does not, however, impact any of the other figures or totals contained in Table 4.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P225. MARIHUANA GROW OPERATIONS

The Board was in receipt of the following report JUNE 13, 2005 from William Blair, Chief of Police:

Subject: MARIHUANA GROW OPERATIONS

Recommendation:

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

Background:

At its meeting on April 7, 2005, the Board received a report from Chief of Police Julian Fantino entitled "Marihuana Grow Operations". The report was submitted to the Board in response to a request from Toronto City Council requesting that "the Toronto Police Services Board be requested to submit a report to the Budget Advisory Committee as to the projection of staffing and financial resources that would be needed to combat the problem of marihuana grow houses". The Board received this report and further referred it back to the Chief of Police for an internal review. Following the review, a report was to be provided to the Board identifying additional concerns or recommendations. (Board Minute #P116/05 refers).

Current status:

Marihuana grow operations continue to present a significant risk to our neighbourhoods and to emergency services personnel who are required to respond to situations that are recognized as posing significant risks to health and safety. The volume and resource draining nature of marihuana grow operation investigations also continues to place a heavy burden on police resources, particularly those of the Toronto

Drug Squad.

In 2005, police and other emergency service personnel have responded to calls for house fires, shootings, suspicious deaths, home invasions, break and enters, abductions, and assaults, which have all been linked to marihuana grow operations. In one case, a woman fell to her death as she attempted to flee from her apartment that was being used as a grow house. More recently, a man was sent to hospital with major burns to his body after a marihuana extraction lab that he was operating in a house, located across the street from a playground, in the City's west-end, exploded. At the time of this report, it is expected that this man will not survive his injuries. In January of 2005, 42 Division commenced an investigation into the abduction and torture of

several males who were involved in marihuana grow investigations. One of the victims escaped, but the second man has not been found, and has very likely been murdered.

In 2004, the identification, assessment and dismantling of 320 grow operations was the sole responsibility of the Toronto Drug Squad. It became very apparent that this trend would not only continue, but the number of incidents would in all likelihood increase in 2005, resulting in further demands being placed on our existing resources.

Analysis of data collected revealed that four Field Divisions in the City (42 Division, 41 Division, 31 Division, and 23 Division) appeared to be the hardest hit by the plague of marihuana grow operations. To respond to this issue, Project Growstop was initiated in January, 2005. Officers from the Toronto Drug Squad joined with officers from 41 Division and 42 Division, to form a dedicated "Grow Op. Team". In March, Project Growstop was expanded into 31 Division and 23 Division, with the creation of a second team. The necessary equipment, i.e. vehicles, computers, desks, phones, etc., has been borrowed or re-deployed from other areas of the Drug Squad and the involved Divisions.

The two teams are collectively comprised of two Detectives and four Detective Constables from the Toronto Drug Squad and nine Constables who have been temporarily transferred into the Drug Squad from the identified Divisions. This represents a significant contribution by Field units who are already challenged to respond to ever increasing policing issues.

The mandate of Project Growstop is to work within the affected Divisions, to respond "reactively" to the grow operations that require immediate police intervention, such as those discovered due to floods, fires or during other investigations. At other times, the Grow Teams are engaged in "proactive" investigations, such as investigating Crime Stopper tips, information received by City Councillors offices or informant information. Existing teams within the Toronto Drug Squad also continue to respond to calls for marihuana grow operations outside the targeted Divisions and to provide a weekend response to the "reactive" issues that arise.

The results of the Project have been very successful to date. As of June 1, 2005, the investigation of Crime Stoppers tips alone have resulted in the identification and dismantling of 58 marihuana grow operations and the arrests of 43 persons. By comparison, during the entire year 2004, only 29 marihuana grow operations were identified and dismantled as a result of Crime Stoppers tips. To date in 2005, 169 marihuana grow operations have been dismantled. This represents an 18% increase over the number dismantled during the same period last year. This increase is, no doubt, partly due to the continued proliferation of grow operations, but is also due to a more proactive strategy to seek them out.

Although Project Growstop temporarily addresses the need to aggressively target marihuana grow operations, it has had a negative impact on other policing operations. Street-level and mid-level drug enforcement arrests (drugs other than marihuana) have decreased in the east and west-end of the City (77% and 20% decrease respectively), as a direct result of the reassignment of Drug Squad officers to the Project.

It is recognized that the City of Toronto is not the only jurisdiction that is effected by the proliferation of marihuana grow operations. While this problem is particularly focused in British Columbia and the Greater Toronto Area (G.T.A.), it is spreading rapidly across Canada.

Organized Crime groups have capitalized on the vast profits, low risk of detection and arrest, and meaningless sentences. Many successful investigations, both in Canada and the United States, have proven the fact that the majority of marihuana grown in Canada is being exported to the United States and that the same distribution networks are, in turn, bringing cocaine and illegal firearms into Canada.

The detection and dismantling of individual marihuana grow operations alone is not an adequate response to the problem. Clearly, police need to address the higher levels of the criminal element that are behind the scenes. To this end, the Toronto Drug Squad has formed a joint partnership with the Royal Canadian Mounted Police (R.C.M.P.) and York Regional Police Service, to investigate the criminal organizations responsible for the importation /exportation and distribution of bulk marihuana.

In addition, the Ontario Association of Chiefs of Police (O.A.C.P.), the Toronto Police Service, and other G.T.A. regional police services, are involved in ongoing discussions with the Ministry of Community Safety and Correctional Services, with respect to the Province's promise to deliver additional police officers, in part to combat the proliferation of marihuana grow operations. It is hoped that a framework can be established that will provide funding to local municipalities so that additional police resources can be acquired.

Conclusion:

Until such time as the justice system provides for a meaningful deterrent to those individuals who are convicted of producing and distributing marihuana, there is every reason to believe that grow operations will continue to proliferate in our City and throughout Canada, and will endanger the safety of our Communities. The Toronto Police Service will continue in its efforts to lobby for effective legislation

A dedicated, fully funded and resourced Marihuana Grow Team, working within the Toronto Drug Squad, would perhaps be the ideal approach. However, in light of other policing priorities, and the budgetary constraints that the City of Toronto is faced with, this may not be a realistic expectation at this time. The Toronto Police Service will continue to make the best possible use of its existing resources, and will continue to explore any new opportunities, initiatives or partnerships. While the continuation or possible expansion of Project Growstop is not the ideal solution, it does allow us to focus on the problem in a more proactive, effective, yet fiscally responsible fashion.

Acting Deputy Chief Gary Grant of Policing Support Command will be in attendance to respond to any questions, if required.

Staff Insp. Dan Hayes, Toronto Drug Squad, was in attendance and responded to questions by the Board about this report.

The Board received the foregoing and requested that a copy be forwarded to the City of Toronto – Budget Advisory Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P226. AUDITOR GENERAL'S REVIEW OF THE INVESTIGATION OF
SEXUAL ASSAULTS BY THE TORONTO POLICE SERVICE**

The Board was in receipt of the following report MAY 13, 2005 from William Blair, Chief of Police:

Subject: AUDITOR GENERAL'S REVIEW OF THE INVESTIGATION OF SEXUAL
ASSAULTS BY THE TORONTO POLICE SERVICE

Recommendation:

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

Background:

In January 2005, the Toronto Police Service received a copy of the Auditor General's report *'The Auditor General's Follow-up Review of the October 1999 report entitled: "Review of the Investigation of Sexual Assaults Toronto Police Service."'* At its meeting February 10, 2005, the Board requested a report in regards to the implementation of the recommendations. (BM #P34/05 refers). This report outlines the implementation plan.

Current Status:

From the onset, there has been an ongoing, sincere effort by the Service to examine and improve response to victims of sexual assault and the process of conducting sexual assault investigations. Our efforts were recognised in the Auditor's report. Positive changes have taken place since the original 1999 report was received; however, the follow-up review identified there is clearly room for improvement. We have accepted the challenge to seek further improvements in this area.

Upon receipt of the follow-up report, I was directed by then Chief Fantino to co-ordinate the Service's response and to develop a plan for action. To do so, I immediately brought together key, senior representatives from the Field, Training and Education, Corporate Planning, Quality Assurance and the Sex Crimes Unit to review the contents of the report and to assess how to best respond to the recommendations.

To ensure that the review and implementation process was as comprehensive as possible, I assembled a working group of operational personnel consisting of field Detective Sergeants and Planners, civilian employees from Information Technology Services and Corporate Information Services, instructors from Training and Education and sexual assault investigators.

As a result each recommendation in the follow-up review was examined in conjunction with the overall audit observations and assigned to the appropriate unit or units for response. I have designated Staff Inspector Joe Tomei, Unit Commander, Sex Crimes Unit to oversee this process. Detective Sergeant Richard Hemingway of Executive Support and Detective Sergeant Elizabeth Byrnes of the Sex Crimes Unit will compile and co-ordinate these responses.

The Service is committed to participating fully in the Audit Implementation Steering Committee to obtain input from the community and to communicate the process as we move forward. I have selected Staff Superintendent Jane Dick, Executive Support and Detective Sergeant Byrnes to represent the Service with me on this Committee.

Action Taken:

One of the first tasks undertaken was a field self-audit of all sexual assaults reported in 2004. Findings in this review were consistent with some of the auditor's findings. This provided valuable insight and direction to identify what action needed to be taken immediately and where obvious deficiencies in the process exist. Where immediate action was required and could operationally be taken, action was taken.

The Board is advised that Recommendations 3 and 19 have been addressed in part through publication of two routine orders. One routine order reminds officers that all procedures must be complied with (R.O. 2005.01.19 – 0060) and another specifically reminds officers of their obligations in the investigation of sexual assaults and the completion of Violent Crime Linkage Analysis System (ViCLAS) reports (R.O 2005.01.18 - 0050). Routine Order R.O. 2005.01.18 – 0050 specifically references the Auditor General's Follow-up Review.

To facilitate an effective, efficient and co-ordinated implementation plan, the recommendations have been reviewed and tasks developed for individual units to respond. In some cases, recommendations have been subdivided and assigned to multiple units. A comprehensive table of recommendations, assignments and results has been created and the unit commanders of the appropriate units have been provided a copy with timelines imposed where possible. It is recognized that some recommendations will require on-going updates, as they cannot be completed quickly or easily, or will require consultation.

Units have been requested to identify who will be responsible for preparing responses within their units, anticipated timelines for completion and dependencies or challenges to completion. An internal reporting process has been developed requiring that these responses will be reported to the co-ordinators to ensure the responses are received in a timely fashion, are addressed appropriately and that further action can be taken when challenges are identified.

As responses are received and recommendations addressed, they will be reviewed by the Service's representatives on the Audit Implementation Steering Committee for presentation to the joint Committee. The Service is endeavouring to hold this meeting as soon as possible. Staff Inspector Tomei has met with the Auditor General and his staff to discuss this implementation process and to obtain further clarity and insight into this plan.

I undertake to ensure that all recommendations are addressed by the end of 2005.

The review is not simply to address the recommendations but to build a process that will ensure that the systems created to improve service delivery are also maintained to support continued excellence. It's not sufficient to regard items as implemented without ensuring that the processes are in place to maintain excellence in service delivery.

Conclusion:

Finally, I wish to acknowledge the dedication and hard work of the members of this Service to provide a sensitive, thorough and professional service to the community, particularly to women affected by sexual assault. The Toronto Police Service will work with the entire community, the City Auditor and our Board to continue moving the Service forward.

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

I will answer any questions concerning this report.

The Board received the foregoing and commended Chief Blair for his efforts to ensure that systems are created to improve service delivery and that when those systems have been created, processes will be in place to maintain excellence in service delivery by the Toronto Police Service.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P227. *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE – PROGRESS REPORT***

The Board was in receipt of the following report JUNE 15, 2005 from William Blair, Chief of Police:

Subject: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE - PROGRESS REPORT

Recommendation:

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

Background:

The Ontario Information and Privacy Commission identified concerns in July 2004 with relation to the Toronto Police Services Board's low rate of compliance of 32% with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Compliance rates refer to the delivery of disclosure through the Freedom of Information (FOI) process within 30 days of receipt of a request for information (BM #284/04 refers).

At its meeting on February 10, 2005, the Board was apprised that a further progress report would be submitted in July 2005 following the completion of the audit by Professional Standards – Quality Assurance Unit (BM #P50/05 refers).

Specifically, Mr. Frank Chen, Chief Administrative Officer, directed that an audit of the Freedom of Information Unit be conducted and implement recommendations to address factors that impede disclosure within the 30 day compliance requirement (BM #P406/04 refers). This audit will subsequently be reviewed by Professional Standards - Legal Services and representatives from the Ontario Information and Privacy Commission to evaluate the recommendations contained within the report.

Phase I of the audit addressed business process changes and opportunities for increased efficiencies within the unit, which have been accepted and implemented as outlined below. Phase II of the audit continues to examine the effectiveness of the unit's structure, management and decision-making processes, submission of the final audit report is due July 2005.

Process Change:

At intake, a determination is made as to whether or not compliance within the 30 day time frame can be achieved. A portion of disclosure requests are particularly labour intensive and time consuming, in which case the requester will be notified in writing of the requirement for extension, as permitted under the Freedom of Information legislation. If the explanation provided is unsatisfactory, the requester may initiate an appeal through the Ontario Information and Privacy Commission.

The implementation of a fast track team and the reassignment of administrative tasks have allowed analysts to focus their time to disclosure functions. This has significantly impacted compliance rates as the FOI unit is maintaining a rate of 74%, 30 day compliance as reported to the Board on an ongoing quarterly basis.

Professional Standards – Legal Consultation:

An analyst has been designated to act as a liaison between FOI and Legal Services, specifically to address all contentious and complex requests where legal expertise is required (BM #50/05 refers).

Compliance Reporting:

Information Technology Services' personnel has assessed and subsequently enhanced the existing tracking system to produce accurate compliance statistics on demand. Additional modifications will begin in August 2005 to compile the criteria required for the 2005 Annual Freedom of Information Statistical Report.

Conclusion:

A further progress report will be submitted to the Board in December 2005.

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.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P228. COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

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

Subject: COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT

Recommendation:

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

Background:

At its meeting of March 8, 2005, the Board received correspondence, a presentation and recommendations from the Scadding Court Community Centre (SCCC) regarding the Community Education and Access to Police Complaints Demonstration Project (CEAPC).

The Board approved a Motion that the recommendations proposed by the SCCC be referred to the Chief of Police for review and that he provide his comments to the Board at a future meeting (Board Minute No. P68/05 refers).

Recommendations 1 and 2

Contact the Provincial Government in writing to ascertain the status of the review of the police complaints process conducted by former Chief Justice Patrick LeSage in 2004; and

Recommend to the Provincial Government that this review be released without further delay and be made widely accessible to the public.

Response:

The Attorney General has since published Chief Justice Patrick LeSage's report, therefore, no further action is necessary with respect to these recommendations. There is no indication to-date from the Attorney General as to when changes will be made to the Police Services Act, or how the recommendations will be implemented. The recommended changes may have a significant impact on the CEAPC. For example, Justice LeSage recommends the creation of a civilian body to administer public complaints, and that the Government should appoint community (and police) representatives to an advisory body. Members of CEAPC may be considered for this appointment. However, the 'new body' would be responsible for the intake of all complaints, which may detract from the 'project's ability to help deal with local community related issues and concerns.

Recommendation 3

Give direction to the TPS to designate a police liaison to work with SCCC and partners in delivering this joint curriculum within the school system.

Response:

Every division within the TPS has appointed a police officer to act as a 'School Liaison Officer' to be the primary contact for issues and concerns within the schools, other than emergency situations. The School Liaison Officer also makes presentations and assists with education within the schools. The general consensus among the unit commanders affected is that the task of working with SCCC and partners in delivering a joint curriculum within the schools would be assigned to the School Liaison Officers, who could also facilitate obtaining consent and co-operation of the local school authorities.

Recommendations 4 and 5

Support a series of divisional orientation sessions in our target communities: 42 Division working in Malvern and Kingston-Galloway; 51 Division in Regent Park; 23 Division in Jamestown; 31 Division in Jane-Finch; and 14 and 52 Division who both work in Scadding Court's catchment area; and

Provide physical space in each respective Division as an in-kind gesture of support where these orientations can take place.

Response:

Divisional uniform officers attend a regular training session within their assigned division once every five weeks. As needed, additional training sessions can be arranged and held on a Sunday morning. These training sessions cover a wide range of topics and issues, where formal attendance in a college classroom is not required. The sessions are organized, coordinated and presented by a supervisor assigned as the divisional Training Sergeant. As to physical space being made available in each division, the training sessions are held in the guardroom or community room, and these would be made available for the training for this project. The divisional Training Sergeants would be assigned the task of liaising with project members to co-ordinate the presentations, with the assistance of the divisional unit complaint co-ordinator

Recommendation 6

Appoint a TPS diversity trainer to work with us in implementing these orientations.

Response:

The diversity trainers attached to Training and Education (T&E) are currently seized with ethics and diversity training for the entire Service. It would be appropriate for a diversity trainer to provide guidance and assistance with the development of the curriculum and content of the divisional level training sessions. However, due to Service-wide commitments the unit commander of T&E advises that it would not be possible to have a T&E diversity trainer attend any of the training sessions. Officers from Professional Standards–Complaints Administration would provide additional assistance and expertise in development of the content.

Recommendation 7

Ensure that the (sic) all street level officers in these divisions actively participate in this training.

Response:

In 2002, SCCC attended 14 Division and trained ten officers for a day. The feedback received from the officers was exceptional. This will be achieved when divisional training sessions are held as per recommendations four and five, ensuring that all Primary Response Unit and Community Response Unit officers attend. Additional training opportunities can be taken advantage of when members of Professional Standards–Complaints Administration lecture to recruits, newly promoted sergeants, and staff sergeants being reassigned to front-line duties from specialized units.

Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions the Board may have.

Mr. Kevin Lee was in attendance and made a deputation to the Board. Mr. Lee advised the Board that as a result of a concern that was expressed during a previous deputation regarding the contents of a brochure printed by the Scadding Court Community Centre entitled *Immigrant & Newcomer Awareness*, he had met with members of the Service and corrected the portion of the brochure that was of concern to the Service (Min. No. P179/05 refers). Mr. Lee provided copies of the revised brochure to the Board.

The Board received the foregoing report and Mr. Lee's deputation. The Board also agreed to send a recommendation to the Attorney General that the Scadding Court Community Centre's Community Education & Access to Police Complaints Demonstration Project be considered as a model that could be developed in other areas throughout the province.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P229. 2005 ALLOCATION OF FUNDS FOR CANADIAN ASSOCIATION OF
CHIEFS OF POLICE AND ONTARIO ASSOCIATION OF CHIEFS OF
POLICE ORGANIZATIONS**

The Board was in receipt of the following report JUNE 15, 2005 from William Blair, Chief of Police:

Subject: 2005 ALLOCATION OF FUNDS FOR CANADIAN ASSOCIATION OF
CHIEFS OF POLICE AND ONTARIO ASSOCIATION OF CHIEFS OF
POLICE ORGANIZATIONS

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of April 7, 2005, the Board requested a report on the amount of funds that are allocated in the Service's 2005 Operating Budget related to the Canadian Association of Chiefs of Police and the Ontario Association of Chiefs of Police organizations, including funds allocated for memberships and costs covering attendance at conferences and related committees (Board Minute P123/05 refers).

The following table details the information requested for 2005:

Organization/Expenditure Type	2005 Budget Funds
Canadian Association of Chiefs of Police (CACP)	
- Conferences	\$53,200
- Memberships	5,300
- Committees	0
Ontario Association of Chiefs of Police (OACP)	
- Conferences	\$18,600
- Memberships	18,700
- Committees	9,600

The Canadian Association of Chiefs of Police and the Ontario Association of Chiefs of Police conferences are held annually to allow professional development and networking opportunities to uniform and civilian members of the Toronto Police Service.

Fees for membership in the Canadian Association of Chiefs of Police are authorized by a member's immediate supervisor and follow the Service's Procedure No. 18-12 "Membership in Professional and Occupational Associations" and the "Purchasing and Service Expenditure Procedures" (PSEP). Membership in the Ontario Association of Chiefs of Police is a block membership for the Chief of Police, Command Officers and all Senior Officers of the Service. Fees and membership is approved by the Director, Human Resources.

Funds expended on Committee involvement with both the Canadian Association of Chiefs of Police and the Ontario Association of Chiefs of Police are approved by the member's immediate supervisor in accordance with Service's Procedure No. 18-01 "Expense Authorization and Allowance" and the PSEP.

Therefore, it is recommended that the Board receive this report.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P230. QUARTERLY REPORT: DEVELOPMENT OF TECHNOLOGY TO
ELECTRONICALLY GATHER STATISTICS ON COMPLETE
SEARCHES: JANUARY – MARCH 2005**

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

Subject: QUARTERLY REPORT: JANUARY TO MARCH 2005: REPORT ON
COMPLETE SEARCHES

Recommendation:

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

Background:

At its meeting of December 14, 2000, the Board directed quarterly status reports (Board Minute P529/00 refers), as follows:

“THAT the Chief provide the Board with quarterly reports on the implementation of CIPS enhancements into the new Records Management System and advise the Board if the Service is unable to provide electronic gathering of statistics by the third quarter of 2001.”

CIPS (Criminal Information Processing System) is the computerized case preparation system used by the Service to record all arrest information and has been identified as the best medium for collecting data relating to complete searches.

Information Technology Services (ITS) advises that CIPS functionality will be incorporated into the Service's new Records Management System called eCOPS (Enterprise Case and Occurrence Management System).

The Board was advised at its meeting of September 24, 2004 (Board Minute #P329/04) that the delivery of the Case Management component of eCOPS, which includes the CIPS functions, has been deferred pending the preparation and evaluation of a business case, planned for late 2005 or early 2006. The statistical component will be evaluated and assigned a priority within that business case.

As an interim measure, a complete search template has been added to the CIPS application. This interim template allows the Service to record complete search events, however, it does not allow for the automatic query and reporting functions requested by the Board.

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

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 JULY 12, 2005**

**#P231. QUARTERLY REPORT: DOMESTIC VIOLENCE STATISTICS:
 JANUARY – MARCH 2005**

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

Subject: QUARTERLY REPORT: JANUARY – MARCH 2005, DOMESTIC VIOLENCE

Recommendation

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

Background

In February 2004, the Board received a report from the Chief of Police entitled “Response to Recommendations of the Community Safety Task Force”. This report was held by the Board pending a meeting with all key stakeholders to review and assess the status of the core issues and recommendations raised in the report by the Woman Abuse Work Group (WAWG), of the City of Toronto.

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting of key stakeholders, the Board, at its meeting on June 21, 2004, approved the recommendations outlined in the report (Board Minute P208/2004 refers).

The following recommendation contained in that report is specifically directed towards the Toronto Police Service:

“Recommendation 3

THAT the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports.”

The Toronto Police Service has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of Community Safety and Correctional Services since 2002. In accordance with the direction provided by the Board, appended to this report are the first quarter results of the Domestic Violence Quality Control Reports for the year 2005.

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

The Deputy Chief of Policing Operations Command will be in attendance to answer any questions that the Board may have.

The Board received the foregoing.

**TPS DOMESTIC VIOLENCE
OCCURRENCES**

QUARTERLY REPORT - January to March, 2005

1. OCCURRENCES	Male	Female
(a) Total Number of Occurrences	2035	431
(b) Number of occurrences where charges not laid	53	25
(c) Number of occurrences where charges laid by police	1800	373
(d) Number of occurrences not concluded (No arrest, pending resolution by police)	182	33

2. Reasons Charges Not Laid:	Male	Female
(a) Victim not Available	0	0
(b) Offender Deceased	0	0
(c) Other	53	25
TOT AL	53	25

3 Type of Relationship Between Victim and Accused*:	
(a) Female victim -male accused	1800
(b) Male victim - female accused	373
* Of those charged TOT AL	2173

4 Type of Charges Laid (includes all charges laid involving the partner):	Male	Female	Total
a) Assault - (CC Section 245)	964	196	1160
b) Assault/Weapon/or Causing Bodily Harm (cc Section 245.1)	250	81	331
c) Aggravated Assault (c.c. Section 245.2)	9	8	17
d) Sexual Assault	25	0	25
e) Sexual Assault / Weapon or Cause Bodily harm	5	0	5
f) Aggravated Sexual Assault	0	0	0
g) Murder	1	0	1
h) Attempted Murder	1	1	2
i) Manslaughter	0	0	0
j) Criminal Harassment	96	6	102
k) Intimidation	0	0	0
l) Uttering Threats	364	75	439
m) Other Charges not listed above - specify	85	6	91
Grand Total	1800	373	2173

5 Weapons Causing Injury (number of occurrences):	
(a) Firearms	4
(b) Other weapons(Note: Includes means like Telephone for Criminal Harassment)	200

6 Domestic Violence Homicides:	Male	Female
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(a) Total number of domestic violence homicides (M/F breakdown)	0	3
(b) Number of domestic violence homicide victims	0	3
(c) Number of domestic violence homicide victims involving accused with prior charges or awaiting trial for charges relating to domestic violence	0	1
(d) Number of homicides involving the use of a weapon	0	3
TOTAL	0	3

7	Domestic Violence Related Child Deaths:	
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8	Domestic Violence Related Suicides:	Male	Female
	(a) Total number of domestic violence related suicides	0	0
	(b) Number of suicide victims related to domestic violence incidents	0	0

Note: All the figures in this document reflect the number of offences as per TPS records.

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**#P232. QUARTERLY REPORT: ENHANCED EMERGENCY MANAGEMENT:
APRIL – JUNE 2005**

The Board was in receipt of the following report JUNE 17, 2005 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: APRIL – JUNE 2005,
ENHANCED EMERGENCY MANAGEMENT

Recommendation:

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

Background:

At the December 13, 2001, Board Meeting, Chief Julian Fantino was directed by the Board to report quarterly on the progress of Enhanced Emergency Management (Board Minute #P356/01 refers). This report is in response to that direction. The Board was last updated at the April 7, 2004, Board meeting (Board Minute #P133/04 refers).

The Emergency Management Operations Unit is responsible for the emergency preparedness of the Toronto Police Service (TPS), and the Service's capability to mitigate, plan/prepare, respond to, and facilitate the recovery from, all emergencies and disasters that may affect Toronto. The Emergency Management Operations Unit has been involved in the following activities since the last report.

General Operations:

Chemical, Biological, Radiological and Nuclear (CBRN) Team

The Joint Chemical, Biological, Radiological and Nuclear (CBRN) team continues to respond to calls for service. Most incidences have involved small amounts of "white powder" substances inside of envelopes or packages. Recently, some responses have included biological based substances. As well, other responses include the CBRN team supporting other units when executing search warrants where hazardous chemicals or biological agents are believed to be involved (Marihuana grow houses, Clandestine Laboratory investigations).

There has been a 300% increase in calls for Service for the period of January to February 2005 versus the period of January to February 2004. This marked increase in calls for Service may be attributed to an increase in front line responder awareness as a result of the release of Service Procedure (10-8) – Chemical, Biological, Radiological and Nuclear Agent Events in February 2005.

Emergency Management Operations Unit

Emergency Management Operations Unit staff were involved in responses to hazardous material situations throughout this quarter. Additionally, EMO continues to monitor reportable events from the Pickering Nuclear Station as prescribed through the Provincial Nuclear Emergency Response Plan (PNERP). Recent events have involved suspicious devices that have been found within the station's property. None of the devices found posed a threat to the facility.

Emergency Management Operations Unit staff continued to assist and advise TPS units with respect to the potential escalation of emergent situations. No major emergencies were reported during this quarter.

Heavy Urban Search and Rescue Team (HUSAR)

Heavy Urban Search and Rescue (HUSAR) is a Toronto Fire Service (TFS) led initiative with TPS and Emergency Medical Services (EMS) components. Joint HUSAR training with TFS is ongoing. Police Dog Services (PDS) and the Public Safety Unit (PSU) form the TPS portion of the team. TPS is maintaining their support with respect to staffing within the team, which includes 2 search technicians, 2 search specialists, 4 cadaver dogs with handler and 4 general search dogs with handler. All off-duty training and overtime costs are borne by the Toronto HUSAR budget.

A major HUSAR exercise occurred on April 7th, 2005, at the HUSAR training facility located at 200 Bermondsey Road. A major HUSAR exercise occurred on April 7th, 2005 at the HUSAR training facility 200 Bermondsey Road. This exercise involved a simulation whereby a 'movie shoot' at an abandoned building overloaded the building's structural integrity, resulting in a partial collapse of the floors and an exterior wall. The joint HUSAR team responded and put their training and skills into practice to rescue the victims and recover the bodies of the deceased. Although not a part of HUSAR, also included was the medical response component, Emergency Medical Assistance Team (EMAT), which is composed of Doctors and Nurses and is staged out of Sunnybrook Hospital. It is important that TPS continue to maintain its involvement as active partners in this venture, as well as enhance the depth of staff support so as to enable an expanded deployment of the joint HUSAR team.

No emergencies involving HUSAR occurred during this reporting period.

Major Exercises

The TPS Emergency Management Operations Unit has been involved in supporting and planning for several operational activities scheduled for 2005.

The unit is currently designing another field level exercise in an effort to follow-up from last year's major exercise at Humber College (Exercise Collaboration 04). The main planning conference for this year's exercise was held in May. This conference confirmed the proposal for a TPS led CBRN-based exercise entitled "Exercise City Core 05". Partners include TPS, Toronto Fire Service and Emergency Medical Services, along with Cadillac Fairview and the Toronto Transit Commission (TTC). The purpose of this undertaking is to test the joint CBRN team in a police led event involving chemical, biological, nuclear, or radiological weapons in the heart of the city's financial district. The Toronto Dominion Centre and the King Subway Station will provide the forum for this exercise. Both TTC and Cadillac Fairview, who own the TD Centre, are working closely with TPS in preparation for this event. The exercise is scheduled for September 18, 2005.

The Emergency Management Operations Unit and 31 Division, in conjunction with the Toronto Office of Emergency Management (OEM), participated in the City's annual nuclear exercise that was held at York University in May of 2005. This was a joint exercise held in conjunction with various Provincial, Municipal, and private agencies. As nuclear preparedness is governed by provincial legislation, it is important that TPS continue to work with other Toronto emergency responder services and provincial authorities in order to maintain compliance. The May exercise was a success and identified areas requiring further preparation in the event of a nuclear emergency.

Other Activities:

The Province of Ontario is preparing to enact legislation for a standardized Incident Management System (IMS) used to facilitate command and control for emergency and disaster situations. TPS adopted IMS many years ago and is currently providing assistance to the Province with the development of a Provincial IMS standard to be implemented across Ontario either late this year or in early 2006. The Province, under the Ministry of Correction Services and Community Safety, is preparing to release its plan for the Provincial Incident Management System (PIMS). TPS continues to provide representation on various committees that Emergency Management Ontario (EMO) has created. Our representation will ensure that these new provincial standards compliment what is already practiced by the TPS.

Renovations to the Police Command Centre (PCC) are nearing completion. Plans are complete and construction is continuing in conjunction with the City of Toronto. New and up to date information technology is now being installed within the facility. The newly renovated facility should be fully operational by July of 2005. An interim PCC operations area remains ready to respond to emergent situations.

The new Mobile Command Vehicle (MCV) is complete and has been delivered. At this time the new vehicle is undergoing testing to check for defects. Designated personnel are now being trained to operate the vehicle. The new MCV will be identified as COMD 1 and should come into full service in July. The existing MCV (COMD1) has been renamed as COMD 2 and continues to be utilized, although, it frequently experiences down time resulting from various component

failures due to the rigors of usage and age. Both vehicles will be utilized for the immediate period to support training and operations.

The Emergency Management Operations Unit, in conjunction with Occupational Health and Safety and Toronto Public Health, is preparing a Pandemic Influenza plan for TPS. Public health authorities have advised that there is potential for a major viral outbreak. Some possible influenza's, such as the Avian Bird Flu, may be imported from other countries. An outbreak has the potential, much like SARS, to pose serious risks to our ability to maintain coherent police operations.

Planning has also been undertaken by the Emergency Management Operations Unit to prepare for a potential strike from the Ontario Provincial Sector Employees Union (OPSEU). Emergency Management has prepared a contingency operations plan that will serve to monitor and provide co-ordination to impacted TPS units, and, in the event of escalated activity, it will provide the necessary command and control to ensure the appropriate response. As of this date, a tentative settlement has been reached between the parties involved.

The Emergency Management Operations Unit, along with the Toronto Office of Emergency Management, continues to identify, analyze and account for both City and TPS specific critical infrastructure. The purpose of this is to provide continuity for both operational and business activity and to ensure that core city services continue if critical infrastructure is affected by an emergent or disastrous event.

The Joint Operations Steering Committee, made up of deputy-level representatives from TPS, TFS, EMS, Public Health, along with Works and Emergency Services, continues to meet in order to facilitate and harmonise emergency operations between the emergency response agencies. Joint emergency planning continues with respect to CBRN, HUSAR, medical pandemic planning and general joint emergency preparedness, including specific risk and hazard analysis for Toronto.

Acting Deputy Chief Gary Grant, Policing Support Command, will be in attendance to answer any questions.

The Board received the foregoing and the following Motion:

THAT the Board invite Mr. Warren Leonard, Manager of the City's Office of Emergency Management, to provide a presentation to the Board at a future in-camera meeting on the City's emergency management plans.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P233. ANNUAL REPORT: 2004 ANNUAL REPORT OF THE TORONTO
POLICE SERVICE**

The Board was in receipt of the following report MAY 30, 2005 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2004 ANNUAL REPORT OF THE TORONTO POLICE
SERVICE

Recommendation:

It is recommended that: the Board receive the 2004 Annual Report and that a copy be forwarded to Toronto City Council through the Policy and Finance Committee.

Background:

Each year, the Toronto Police Service prepares an annual report on activities during the previous year. The report provides highlights relating to Service Priorities, major Service initiatives and community events. The report is also available on the Toronto Police Service website at www.torontopolice.on.ca.

Last year's new, more accessible format, with its focus on the individual and collective achievements of frontline members of the Toronto Police Service, was well-received. This year's report builds on that, with increased emphasis on the diversity of the Service. The annual report can be circulated to more members of the community; in particular, those without Internet access, as well as being available at various police locations such as station front counters, Headquarters Duty Desk or public libraries or Toronto City Hall.

Superintendent Bob Clarke, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Policy and Finance Committee.

A copy of the 2004 Annual Report 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 JULY 12, 2005**

#P234. ANNUAL REPORT: 2004 SERVICE PERFORMANCE REPORT

The Board was in receipt of the following report MAY 30, 2005 from William Blair, Chief of Police:

Subject: 2004 SERVICE PERFORMANCE YEAR END REPORT

Recommendation:

It is recommended that: the Board receive the report on 2004 Service Performance.

Background:

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. Attached for the information of the Board is the 2004 Service Performance Year End Report. The first section of the report provides the results of the 2004 measurement of the 2002-2004 Service Priorities, using the performance indicators set out in the 2002-2004 Business Plan. The second section of the report provides information on the two additional areas, public complaints and Service budget, required by Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

In summarising Service achievement for 2004, a goal was considered to have been achieved if **all** performance objectives/indicators were accomplished. Likewise, a goal was classified as having not been achieved if **none** of the performance objectives for the goal were reached. The Board will note that strict adherence to the definitions of “achieved” and “not achieved” were observed in the summation of Service achievement of the Service Priorities. A goal was considered partially achieved if some performance objectives for the goal were achieved.

The number of objectives/indicators varied with each goal. In the development of the Business Plan, in each instance, the objectives/indicators were identified as realistic, measurable indicators of the proposed goal. The objectives/indicators were approved along with the proposed priorities and goals, and were reported in the 2002-2004 Business Plan (Board Minute #P301/2001 refers).

For 2002-2004, 7 priorities were identified with 37 specific goals. Compared with data from the year prior to the beginning of the Business Plan period, during 2004, the majority of goals were achieved (15) or partially achieved (21). While one goal was considered ‘not achieved’ in terms of the performance objectives/indicators specified in the Business Plan, this does not mean that no effort was put forth by the Service in this area. On the contrary, much work was done and is ongoing in efforts to achieve all the Service goals.

The goal considered ‘not achieved’ during 2004, was:

Priority: Community Safety and Satisfaction

Goal: Focus efforts on addressing residential break & enters, particularly in relation to apartments.

The performance objectives/indicators for this goal were to decrease the number of residential break & enters, to decrease the number of break & enters into apartments, and to increase clearance rates (by charges laid) for residential break & enters. This goal was considered 'not achieved' as both the first and second performance indicators showed an increase. These increases in break & enters were, in some cases, attributed to an increase in residential development in various parts of the City.

This first three-year Business Plan, which has been continued through 2005 (Board Minute P340/04 refers), has provided the Service with further experience in the development of performance objectives/indicators. While there were no difficulties with many of the indicators selected for the measurement of goals, for others, the indicators were focused more towards process rather than outcome and different objectives/indicators may have been more appropriate. For example, an objective/indicator that required an increase in number of members trained each year could perhaps have been focused more appropriately on ensuring all members in relevant functions received training by the end of the three-year Plan period. While resource constraints (for example, restrictions in available data or the time/labour intensive requirements of some outcome measures) may continue to require that process indicators are occasionally used, in developing the next Business Plan, the Board should be aware that the choice of indicator can be a critical factor in the achievement or non-achievement of goals.

At this time, the 2004 Service Performance Year End report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

It is recommended that the Board receive 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.

Ms. Kris Kijewski, Director of Corporate Planning, was in attendance and responded to questions by the Board about the reasons why, generally, none of the priorities were achieved, and, specifically, why, in relation to Youth Violence and Victimisation of Youth, Traffic Safety, Human Resource Development, and Community Safety and Satisfaction, the majority of the goals were only partially achieved.

The Board received the foregoing and approved the following Motion:

THAT the Chair, in consultation with the Chief of Police, report to the September 2005 Board meeting on the process and timeline for establishing the Business Plan and Priorities for 2006 and beyond.

The Executive Summary to the 2004 Service Performance Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

EXECUTIVE SUMMARY: 2004 SERVICE PERFORMANCE

Toronto is Canada's largest and one of its most dynamic municipalities, with an enviable international reputation. Every three years, as part of the business planning cycle and in our efforts to maintain and improve the quality of life and level of safety in the City, the Toronto Police Service determines where our resources and activities will be focused. This is done within the context of responsibilities mandated by the *Police Services Act* and its accompanying regulations, and within the framework provided by the Service's own Mission Statement and Values. Our Priorities represent those areas within our mandated responsibilities to which we will give special emphasis and are presented in the Service's Business Plan.

Our current Priorities were presented in the 2002-2004 Business Plan. Within each general area of priority, there are specific goals we wish to achieve and many strategies are being used to help us work towards achieving our goals. These goals, along with the Performance Objectives/Indicators that were set to measure our success, are presented under each Priority in the pages that follow. The strategies, which are also shown, were written by operational units and submitted through the Senior Officers appointed by the Chief to co-ordinate Service efforts to addressing the Priorities.

The following tables summarise Service performance in 2004 relative to each of the goals within our Priorities. It should be noted that, as per the decision of the Police Services Board in December 2004, the Priorities and goals presented will continue through 2005.

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

Goal	Achieved *	Partially Achieved	Not Achieved
In partnership with the school boards, work to encourage reporting by students of crimes occurring on school premises, particularly violent crimes.		V	
Increase education and outreach efforts targeting 'at-risk' youth to deter and prevent involvement in violent crimes.	V		
Increase enforcement activities and education initiatives to encourage the reporting of sexual exploitation of children and child abuse.		V	

* 'Achieved' means **all** performance objectives for the goal were achieved; 'Partially Achieved' means some performance objectives for the goal were achieved; 'Not Achieved' means **none** of the performance objectives for the goal were achieved.

Goal	Achieved *	Partially Achieved	Not Achieved
Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies (in particular, those involving swarming) and sexual assaults.	V		
Focus on disbanding and disrupting the activities of youth street gangs.		V	

PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH (CONT'D)

Goal	Achieved	Partially Achieved	Not Achieved
Increase efforts to educate Service members about issues relating to youth street gangs, including the link between street gangs and organised crime.		V	

PRIORITY: ORGANISED CRIME

Goal	Achieved	Partially Achieved	Not Achieved
Continue to educate members of the Service, the community, political representatives, and legislators on the actual impact and consequences of organised crime.		V	
Continue to develop and improve the processes by which the Service responds to all organised crime.	V		
Through increased training, improve the Service's ability to respond to organised crime.	V		
Continue partnerships with other law enforcement agencies (international, national, and regional) to work co-operatively to disrupt and dismantle organised crime groups.	V		
Improve the Service's ability to identify and disrupt international and domestic terrorist groups active within the City.	V		

* 'Achieved' means **all** performance objectives for the goal were achieved; 'Partially Achieved' means some performance objectives for the goal were achieved; 'Not Achieved' means **none** of the performance objectives for the goal were achieved.

PRIORITY: TRAFFIC SAFETY

Goal	Achieved	Partially Achieved	Not Achieved
Increase enforcement of aggressive driving offences.		v	
Increase focus on pedestrian safety, especially seniors.		v	
Increase education and safety efforts that target high risk drivers.		v	
Use a crime analysis or intelligence-driven approach to identifying traffic safety issues to be addressed.	v		
Form or strengthen partnerships with community and government agencies to improve traffic safety.	v		

PRIORITY: DRUG ENFORCEMENT AND EDUCATION

Goal	Achieved	Partially Achieved	Not Achieved
Improve quality of life in neighbourhoods through increased enforcement of street-level drug activities.		v	
Broaden Service response to drug enforcement by increasing referrals to diversion programs.	v		
Strengthen partnerships with local, regional, and national law enforcement agencies to deal with high-level drug enforcement.		v	
Increase and strengthen partnerships with local agencies to provide a multi-faceted response to drug issues.	v		
Educate community and Service members on the connection between high level drug activities, organised crime, and problems in neighbourhoods.		v	

PRIORITY: HUMAN RESOURCE DEVELOPMENT

Goal	Achieved	Partially Achieved	Not Achieved
Increase training dealing with ethics and professional behaviour.		v	
Continue efforts to have the membership of the Toronto Police Service reflect the community we serve.		v	
Given Service demographics and expected retirement levels, develop succession planning processes for units requiring specialised skills.		v	

PRIORITY: SERVICE INFRASTRUCTURE

Goal	Achieved	Partially Achieved	Not Achieved
In partnership with other City emergency services and agencies, improve and expand disaster management response.	v		
Standardise and improve information systems and production of information within the Service.	v		
Improve information available to allow accurate, reliable measurement of response times to emergency calls.		v	
Improve the Service's response to crimes that involve computers.		v	
Develop and implement a formal special event planning process.	v		

PRIORITY: COMMUNITY SAFETY AND SATISFACTION

Goal	Achieved	Partially Achieved	Not Achieved
Increase public awareness of crime prevention through environmental design (CPTED) principles.		v	
Increase the visibility of officers in neighbourhoods through directed and proactive patrols.		v	

Goal	Achieved	Partially Achieved	Not Achieved
Ensure officers continue to display a high level of professionalism during any type of contact with members of the public.		v	
Strengthen the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of Part V of the <i>Police Services Act</i> – the complaints system.		v	
Increase public awareness of the Crime Stoppers program to encourage information to police to help solve violent crimes.	v		
Focus resources on addressing residential break & enters, particularly in relation to apartments.			v
Increase feeling of safety and security within the community by addressing violent crime.		v	
Ensure victims receive assistance and referrals as needed.	v		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P235. ANNUAL REPORT: 2004 IMPLEMENTATION OF INTERNAL AND
EXTERNAL RECOMMENDATIONS**

The Board was in receipt of the following report MAY 27, 2005 from William Blair, Chief of Police:

Subject: ANNUAL REPORT ON THE IMPLEMENTATION OF INTERNAL AND
EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 01, 2004 TO
MAY 31, 2005

Recommendation:

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

Background:

At the Board meeting on May 24, 2001, the Board received and approved a report containing the Quality Assurance 2001 Workplan from the Chief of Police (Board Minute P140/01 refers). To comply with the Board's direction, the workplan contained the requirement that the Chief of Police provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations (Board Minute P139/01 refers). Professional Standards - Quality Assurance is responsible for preparing this annual report. Contained below is the annual report which tracks the implementation status of all ongoing recommendations emanating from Ontario Civilian Commission on Police Services (OCCPS), Chief's Administrative Reviews, Coroner's Jury Inquests and Auditor General.

Part I: Chief's Administrative Reviews

Chief's Administrative Reviews are conducted in compliance with sections 11(1) and 11(2) of Ontario Regulation 673/98, made under the Police Services Act, which state as follows:

- 11(1) The Chief of Police shall also cause an investigation to be conducted forthwith into any incident with respect to which the Special Investigations Unit has been notified, subject to the Special Investigations Unit's lead role in investigating the incident.
- 11(2) The purpose of the Chief of Police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers.

The 2004 Annual Report to the Board (Board Minute P345/04) indicated that there were three ongoing recommendations. Following is an update for these recommendations.

Recommendation originating from a Chief's Administrative Review concerning an injury resulting from arrest (2001-09-P1). (Board Minute C233/01 refers)

The Unit Commander of Corporate Planning should be apprised of apparent contradictions with the warrant process and should consider amending the procedure.

Status: Implemented

Routine Order 2004.12.06-1435, containing the amended Procedure 02-18 "Executing a Search Warrant" was published.

Recommendation originating from a Chief's Administrative Review concerning a death resulting from arrest (2002-05-P1). (Board Minute C173/02 refers)

That the "company property page" within the Human Resources Management System be approved as the "form" for keeping the officer's firearm information and the Unit Commander of Training and Education be charged with the responsibility of ensuring that, with the implementation of the updated Human Resource Management System People-soft program, members of the Armament Office enter or amend firearm information on the database at source.

Status: Implemented

Necessary changes to the Human Resource Management System Peoplesoft program have now been made and firearms data is being entered directly into the database.

Recommendation originating from a Chief's Administrative Review concerning a death resulting from arrest (2002-05-P2). (Board Minute C173/02 refers)

The Unit Commander of Corporate Planning should amend Procedure 15-04 (Service Firearms) to compel Unit Commanders to have the HRMS system revised, at source, to list the firearm election and gun locker information for each member within the unit.

Status: Implemented

The entire procedure concerning Use of Force has been reviewed at great length. This recommendation has been implemented by inserting this direction in Procedure 15-16 "Uniform Equipment and Appearance Standards", R.O. 2004.05.17-0058.

Part II: Coroner's Jury

There was one ongoing Coroner's Jury Recommendation approved by the Board during this reporting period.

Recommendation resulting from Inquest

That the Chief of Police of the Toronto Police Service and Toronto Police Services Board:

- I) Enhance and continue to ensure that new recruits are taught:
 - a) The signs and symptoms of excited delirium;
 - b) That excited delirium constitutes a medical emergency; and
 - c) The risks associated with the physical restraint of persons experiencing an episode of excited delirium.
- II) Enhance and continue to ensure that all police officers and court officers receive a yearly refresher, during their training on oleoresin capsicum (pepper spray), emphasizing:
 - a) The signs and symptoms of excited delirium;
 - b) That excited delirium constitutes a medical emergency; and
 - c) The risks associated with the physical restraint of persons experiencing an episode of excited delirium.

Status: Implemented

I) As part of basic recruit training, Toronto Police Service recruits are sent to the Ontario Police College for the Basic Constable Training Course. As part of this course curriculum, officers are taught the signs and symptoms of excited delirium, that excited delirium constitutes a medical emergency and of the risks associated with the physical restraint of persons experiencing an episode of excited delirium. The Ontario Police College goes so far as to offer healthy trainees the experience firsthand of the process of being physically restrained in the prone position. An expert witness from the Defensive Tactics training staff of the Ontario Police College testified at the inquest regarding this training to Ontario police service recruits.

II) Training on excited delirium and the risks associated with this condition was formally added to the 2005 Advanced Patrol Training and yearly Use of Force requalification dealing with the use of Oleoresin Capsicum. This particular training is provided to all police officers and court officers who are fully deployable within the Service.

Part III: Auditor General's Recommendations

The status of recommendations originating from the Auditor General's Review of the Investigation of Sexual Assaults, Toronto Police Service are not included within this report as the Service reported separately to the Toronto Police Services Board at its July meeting.

Part IV: Ontario Civilian Commission on Police Services

In July 1999, the Ontario Civilian Commission on Police Services issued a report containing a total of 28 recommendations, directed to the Board and the Chief of Police, which required a detailed response to each of its recommendations. In response, a report was submitted in May 2000 containing the 28 recommendations and 11 Board priorities (Board Minute P156/00 refers). Since many of the recommendations were in the process of being implemented, the Ontario Civilian Commission on Police Services requested that the Board provide periodic updates on results achieved (Board Minute P290/00 refers). The Professional Standards-Quality Assurance Unit was tasked with tracking the 28 recommendations for the Service. As of the 2004 Annual Report to the Board, there were three recommendations whose status was still ongoing. Following is an update for these recommendations:

Recommendation 6

That the enhanced Human Resource Management System system and/or PSIS system be audited once in the year 2001 and once in the year 2002.

Status: Ongoing

Currently, there is no date set for an audit of the Professional Standards Information System (PSIS). The Auditor General's Office is conducting a review of its 2005–2006 audit workplan. All audits will be addressed based on a risk assessment and those audits that are rated as a priority will be included in the workplan. The Auditor General's workplan is expected to be completed over the next several months.

Recommendation 9

That the Chief of Police develop guidelines for Unit Commanders to use when they impose discipline.

Status: Implemented

The Service has created a conduct penalties guideline for unit commanders to apply for unit level conduct dispositions. It is being incorporated as an appendix to Procedure 13-04, Complaints Disposition Without a Hearing.

Recommendation 13

That the Chief of Police revise the Professional Standards Report to include a report on the issues raised by the Ontario Civilian Commission on Police Services (OCCPS).

Status: Implemented

The issues raised by OCCPS related to complaint reporting submitted by the Service. Topical areas such as the classification, disposition, number of appeals to OCCPS were to be better identified/outlined. The Board adopted these requirements in its instructions to the Chief in May 2000.

These requirements have been met and the most current Professional Standards Semi-annual Report reflects the requirements demanded. In addition, Professional Standards has re-established the position of a senior officer within Complaints Administration to oversee the classification and disposition portfolio.

The Professional Standards Annual Report now includes comparative figures to other Police Services. The reporting is limited to an annual basis as the data is extracted from a Provincial source and is only available in March of any given year. The report, including comparative statistics, was submitted to the Board at its May 12, 2005 meeting.

Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P236. RESPONSE TO REQUEST FOR REVIEW OF TRAUMATIC MENTAL
STRESS POLICY**

The Board was in receipt of correspondence, dated June 03, 2005 and June 23, 2005, from the Workplace Safety & Insurance Board, in response to the Board's earlier request for a review of the traumatic mental stress policy. Copies of the correspondence are appended to this Minute for information.

The Board received the foregoing.

Jill Hutchison
Interim Chair
Présidente intérimaire du conseil

WSIB Workplace Safety &
Insurance Board
CSPAAT Commission de la sécurité
professionnelle et de l'assurance
contre les accidents du travail

200 Front Street West
Toronto, Ontario
Canada M5V 3J1

200, rue Front Ouest
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416-344-4000
1-800-387-0750
Fax: 416-344-4023
TTY: 1-800-387-0050

416-344-4000
1-800-387-0750
Télécopieur : 416-344-4023
ATS : 1-800-387-0050

June 3, 2005

Ms. Pam McConnell
Chair
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. McConnell,

I have received your letter of May 27, 2005 requesting a review of our Traumatic Mental Stress Policy, with a view to establishing a definition specifically related to law enforcement.

I have referred your correspondence to Moira McIntyre, Vice President, Policy & Research for her consideration. You will be provided with a response shortly.

Sincerely,


Jill Hutchison
President and Interim Chair



www.wsib.on.ca

10706 (04/04)

June 23, 2005

Ms. Pam McConnell
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Ms. McConnell:

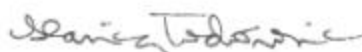
Your letter to Ms. Jill Hutcheon dated May 27, 2005 regarding the WSIB's traumatic mental stress policy has been referred to me for a reply. In the letter, you indicate that the Toronto Police Services Board is recommending changes to the traumatic mental stress policy to better reflect law enforcement agencies' unique job circumstances.

I contacted Mr. Tom Imrie, Manager of Occupational Health and Safety for the Toronto Police Services, on June 16, 2005 to offer him the opportunity of a meeting to discuss the possible changes to the policy. Mr. Imrie indicated that he is interested in attending such a meeting. He is currently canvassing a few of his colleagues to see if they too would be interested in such a discussion.

Once Mr. Imrie is ready to meet, we will do so at the earliest opportunity. I anticipate that the meeting will take place in early July.

Should you require additional information, please do not hesitate to contact me at 416-344-4327 or by e-mail at slavica.todorovic@wsib.on.ca.

Sincerely,



Slavica Todorovic
Director
Benefits Policy Branch

Copy: Jill Hutcheon, President and Interim Chair
Brock Horseman, Chief Operating Officer
Moir McIntyre, Vice President, Policy & Research
Tom Imrie, Manager, Toronto Police Service - Occupational Health and Safety



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P237. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
RESPONSE TO RECOMMENDATIONS FROM THE INQUEST INTO
THE DEATH OF NICHOLAS BLENTZAS**

The Board was in receipt of the following report JUNE 03, 2005 from William Blair, Chief of Police:

Subject: INQUEST INTO THE DEATH OF NICHOLAS BLENTZAS

Recommendation:

It is recommended that: the Board approve a two-month extension for submission of a response to the Coroner's jury recommendations from the inquest into the death of Nicholas Blentzas.

Background:

At its meeting held on April 7, 2005, the Board approved "that the jury's recommendations resulting from the Coroner's inquest into the death of Nicholas Blentzas be forwarded to the Interim Chief of Police for review and preparation of a report to the Board with respect to the implementation of the recommendations" (Board Minute #P126/05 refers).

Corporate Planning is responsible for co-ordinating and preparing all Board reports in response to jury recommendations resulting from Coroner's inquests. Due to staffing issues and competing deadlines, Corporate Planning has just recently forwarded the two recommendations requiring a Service response to the key stakeholder, Training and Education. A response has been requested from Training and Education by June 29, 2005. In order to meet internal Board report submission deadlines at the various approval levels, I am requesting an extension until the meeting scheduled for September 8, 2005.

Conclusion:

It is recommended that the Board approve a two-month extension for submission of a response to the Coroner's jury recommendations from the inquest into the death of Nicholas Blentzas.

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 JULY 12, 2005**

**#P238. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
EVALUATION ON THE EFFECTIVENESS OF THE CONSULTATIVE
COMMITTEES**

The Board was in receipt of the following report JUNE 21, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR EXTENSION – THE EVALUATION ON THE
EFFECTIVENESS OF THE CONSULTATIVE COMMITTEES

Recommendation:

It is recommended that: the Board approve an extension to the November 2005, Board meeting for submission of a report evaluating the effectiveness of the Toronto Police Service consultative committees.

Background:

At its meeting of April 7, 2005, the Board approved the 2004 year end report on the activities and expenditures of consultative groups and a request for 2005 funds (Board Minute P124 refers), including the following motion:

“That Chief Designate Blair conduct an evaluation to determine the effectiveness of the CPLC’s, CCC’s and the CAC and, following the evaluation, provide a report to the Board recommending mechanisms that would improve the effectiveness of these committees”.

The process of designing and delivering evaluative surveys for each of the consultative groups has commenced. However, the work requires a great deal of attention to detail, including the development of analytical tools to measure the results of the surveys when they have been collected. Once the surveys have been prepared, a suitable sample group will be identified and the surveys will be delivered, completed, collected and an analysis performed.

The consultative process is a very important component of the community-policing model. Effective policing is a partnership between the police and the community. Community issues cannot be dealt with solely by police and community members often have a better understanding of the problems and concerns in their neighbourhoods. In order to ensure that the evaluation process and accompanying report are comprehensive and complete, I am recommending that the Board approve an extension to the November 2005, Board meeting for receipt of the requested report on the evaluation of the effectiveness of the Toronto Police Service consultative committees.

The Acting Deputy Chief of Policing Operations Command will be in attendance to answer any questions that the Board 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 JULY 12, 2005**

#P239. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between May 02, 2005 and June 09, 2005. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P240. EMPLOYMENT SYSTEMS REVIEW OF UNIFORM PROMOTIONAL
 PROCESSES**

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

Subject: Employment Systems Review of Uniform Promotional Processes

Recommendation:

It is recommended that:

(1) The Board approve the implementation of an Employment Systems Review of uniform promotional policies and practices as outlined in the following report.

(2) The Board approve a portion of the existing budget surplus in the amount of approximately \$75,000 - \$100,000, but not to exceed \$100,000, to fund the review as outlined in the following report.

Background:

At its meeting on June 21, 2004, the Board approved, among others, the following motion (Board Minute P185/04 refers):

THAT, in view of the statistical information provided by the Chief regarding visible minorities within the Toronto Police Service, Board staff co-ordinate the preparation of an action plan to improve recruitment, retention, and promotion of employees, particularly women who are members of a racialized group, to better meet our obligation under the Police Services Act. A preliminary report was requested for the next meeting scheduled for July 29, 2004.

On July 29, 2004, the Board was informed that an action plan could not be contemplated until the Board had familiarized itself with the Service's employment equity policies, practices, and programs (Board Minute P263/04 refers). It was recommended that the Board subsequently direct the Chief to complete an inventory of employment equity practices.

At its meeting of September 23, 2004, the Board modified and approved the following motion (Board Minute 285/04 refers):

THAT ...by October 29, 2004, 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.

The Board was subsequently informed at its meeting on December 16, 2004, that Vice Chair, Dr. Alok Mukherjee, had met with Mr. Frank Chen, Chief Administrative Officer; Mr. William Gibson, Director of Human Resources; and Board staff to discuss the appropriate steps required to ensure compliance with the Board's request (Board Minute P407/04 refers).

The Board was informed of the following:

- That a preliminary inventory would be submitted in February 2005.
- That an action plan would be developed and reviewed by the Chief and the Command by May 2005.
- That the action plan would be presented to Board members in June 2005.
- That Dr. Alok Mukherjee would work with Human Resources to complete this initiative.

An inventory of the Service's employment equity practices between 1978 – 2004 was produced in February 2005. As part of the 1994-1995 Employment Equity Plan, the Service had previously undertaken an Employment Systems Review of the uniform promotional system (Board Minute 268/95 refers). The Vice-Chair, Dr. Alok Mukherjee; Michael Boyd, the Interim Chief of Police; Mr. Frank Chen, Chief Administrative Officer; Mr. William Gibson, Director of Human Resources; and Board staff reviewed this report. From this meeting emerged the proposal to develop an action plan to initiate an Employment Systems Review for the Service.

On June 8, 2005, Dr. Alok Mukherjee met with Mr. Frank Chen, Mr. William Gibson, and Human Resources and Board staff to discuss a preliminary proposal for the review. The Vice-Chair was briefed on an action plan to implement an Employment Systems Review. This report summarizes the deliverables agreed upon at this meeting and highlights an action plan to address Service needs.

In short, the following deliverables were agreed upon at the above meeting:

- The scope of the review would initially examine policies and practices related to the uniform promotional process.
- The review would involve a combination of external diversity management consultants and an internally selected Diversity Advisory Committee.
- Although the Request for Proposal (RFP) process will more accurately determine expenses and time lines, it is estimated that the review will cost approximately \$75,000 - \$100,000 to complete.
- It is estimated that the examination of the uniform promotional policies and practices could be completed within six (6) months (excluding the time required for the RFP process).
- Funding has not been identified within the 2005 budget. It is recommended that the Board approve the use of a portion of the existing budget surplus to finance this initiative.

Conducting an Employment Systems Review:

An Employment Systems Review analyzes an organization's recruitment, retention, and promotional policies and practices to identify barriers to the full and equal employment of all personnel. To facilitate compliance with the *Police Services Act*, it is important that the Service promote itself as an *Employer of Choice* to qualified members within Toronto's communities.

The recommended review of Service practices will be particularly concerned with the under-representation of women, visible minorities, Aboriginal people, persons with disabilities, and members of the Lesbian, Gay, Bisexual, and Transgendered community. The identification of systemic barriers will form the basis for corrective action.

The Service has been actively engaged in recruitment activities within Toronto's communities. Recent media coverage has also been positive in communicating the Service's desire to be reflective of Toronto's population. To achieve long-term success with the objective of community reflection, the Service must create a positive and equal work environment that welcomes diverse employees after the hiring process. This internal focus will demonstrate the Service's commitment to diversity with visible and credible follow through. As such, given the relative success of recruiting efforts, it is recommended that an Employment Systems Review initially examine policies and practices related to the management of existing personnel and their opportunities for upward mobility.

Employment Systems Review Process:

A complete organizational review is desirable. However, given the magnitude of that undertaking and the urgency of its anticipated benefits, it is recommended that an Employment Systems Review focus on the practices associated with promotional processes. It is also suggested that this review be divided into two manageable sections: uniform processes and civilian processes, with the uniform analysis undertaken during the first phase of the project. The current composition profile of uniform members is outlined in "Appendix A".

The following employment systems related to promotional practices will be examined during the review:

- Development and Mentoring
- Training
- Assignments, including acting assignments, projects, and committees
- Education and Qualification Requirements
- Experience
- Performance Appraisals and Assessments
- Testing and Interviewing
- Organizational Culture
- Accommodation
- Termination

Methodology:

Both the formal and informal aspects of promotional systems will be examined through a four-stage process:

- (1) A review and analysis of all policies to ensure legal compliance and consistency of application, as well as the impact on the full and equal employment of all personnel.
- (2) An analysis of the practices associated with formal policies to determine consistency of application, as well as the impact on the full and equal employment of all personnel.
- (3) Input through focus groups and interviews with Service members to identify organizational culture, perceptions, and experiences surrounding the employment systems under review.
- (4) Input through focus groups with community members to assess external perceptions of organizational practices and needs.

It is recommended that a two-fold approach combining external expertise and an internally selected Diversity Advisory Committee be used to complete the review. An Employment Systems Review is a technical examination of employment policies and practices. The Service does not possess the entire skill set required to conduct such a review. To be successful, this project requires the knowledge of external experts augmented by the internal experience of Service personnel. Access to diversity management consultants will be a critical component of such an undertaking. Service personnel will be required to facilitate internal interviews, coordinate focus groups, arrange venue locations, as well as address other administrative logistics.

One benefit of this dual involvement is that technical responsibilities will be assigned to retained consultants, while a “train the trainer” component will enhance the skills and knowledge of involved Service members. It is important that Service members play an active role in the review. It is reasonable to assume that the combination of internal and external resources will produce higher quality results in less time than would sole reliance upon internal personnel. The active involvement of internal expertise will facilitate ownership and permit greater organizational control during the course of the review. The insight provided by Service personnel will greatly assist in producing recommendations tailored specifically to the needs of this organization. As well, this approach will facilitate the learning required to safeguard this initiative long after the services of external consultants have been discontinued.

An added benefit of the proposed approach is the solicitation of external input through community consultation. By including community members, contributions from a variety of sources, experts, and stakeholders will be obtained, thereby creating the foundation for a more complete analysis of organizational needs.

A key success factor for this initiative will be the effective delivery of an internal and external communication strategy. The need for the active support of Board members, the Chief, Command Officers, senior officers, and supervisors cannot be understated. Sponsorship from all leaders within the Service will be crucial in overcoming potential inertia and successfully implementing the organizational changes required by this initiative.

Budget Considerations:

A Request for Proposal (RFP) will be necessary to accurately determine the time lines and expenses associated with this initiative. However, it is estimated that an Employment Systems Review will cost approximately \$75,000 – \$100,000. It is anticipated that an examination of the uniform promotional process component could be completed within six (6) months, excluding the time required for the RFP process and complete implementation of any recommendations.

It is expected that a review of civilian promotional systems will pose additional challenges. As such, it is assumed that this aspect of the review will require more time and resources than the uniform analysis.

Funding for this project has not been identified within the 2005 budget. However, it is recommended that the Board consider allocating a portion of the existing budget surplus to finance this proposal. Using this surplus will facilitate a more timely realization of the anticipated benefits of this initiative. Waiting until the 2006 budget process will delay work on this project until the second or third quarter.

An Employment Systems Review is a key deliverable in the effective management of personnel, and is an essential component within any diversity initiative. The Toronto Police Service has publicly stated its legal obligation and desire to reflect Toronto's communities. In keeping with this commitment, the Service must adopt initiatives that openly embrace employee diversity. Aligning practice with stated objectives requires a comprehensive examination of existing employment systems and the implementation of corrective measures.

The challenges involved in policing a dynamic, multi-racial, and multi-cultural city like Toronto have increased, making the strategic management of human resources critical in today's environment. A police service's ability to attract, retain, and motivate a representative workforce greatly depends upon the quality of its support systems and business practices.

The creation of a positive and equal working environment will enhance existing efficiencies and promote even greater organizational success. Without measures that create and sustain a climate recognizing and appreciating diversity, qualified workers will take their talents elsewhere. This initiative is no longer just the right thing to do; it is the necessary thing to do.

Mr. William Gibson, Director of Human Resources will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board approved the foregoing and the following Motions:

- 1. THAT the implementation of the proposed recommendations commence immediately following the July 12, 2005 Board meeting;**
- 2. THAT an employment systems review of promotions on the civilian side of the Service be undertaken two months after the completion of the ESR on the uniform side; and**
- 3. THAT funds for the ESR on the civilian side be included in the 2006 budget.**

“Appendix A”

Employment Equity Composition Profile for Permanent Full-Time Uniform Employees
As Of June 21, 2005

Rank	Aboriginal				Racial Minorities				Persons with Disabilities				Employee Totals			
	F	M	Total	%	F	M	Total	%	F	M	Total	%	F	% (F)	M	Total
Chief of Police	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Deputy Chief	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff Superintendent	0	0	0	0	0	0	0	0	0	0	0	0	1	20.0	4	5
Superintendent	0	0	0	0	0	3	3	13.6	0	0	0	0	0	0.0	22	22
Staff Inspector	0	0	0	0	0	1	1	4.2	0	1	1	3.8	4	16.7	20	24
Inspector	0	0	0	0	0	3	3	8.1	0	0	0	0	5	13.5	32	37
Sub-total	0	0	0	0.0	0	7	7	7.9	0	1	1	1.1	10	11.2	79	89
Staff Sergeant	0	0	0	0	0	9	9	5.8	0	3	3	1.9	10	6.5	145	155
Detective Sergeant	0	0	0	0	0	3	3	2.8	0	0	0	0.0	8	7.3	101	109
Sergeant	0	2	2	0.4	7	32	39	8.4	0	5	5	1.1	70	15.1	394	464
Detective	2	1	3	0.6	4	27	31	6.6	0	5	5	1.1	55	11.8	412	467
Sub-total	2	3	5	0.4	11	71	82	6.9	0	13	13	1.1	127	12.0	1052	1195
Police Constable	5	30	35	1.1	41	435	476	15.5	0	35	35	1.1	517	16.8	2555	3072
Plainclothes Constable	2	4	6	0.7	11	100	111	13.4	1	9	10	1.2	142	17.1	688	830
Training Constable	0	0	0	0.0	2	7	9	17.0	0	1	1	1.9	7	13.2	46	53
Sub-total	7	34	41	1.0	54	542	596	15.1	1	45	46	1.2	666	16.8	3289	3955
Cadet-in-Training	0	1	1	1.0	1	17	18	18.8	0	0	0	0.0	10	10.4	86	96
Grand Total	9	38	47	0.9	66	637	703	13.2	1	59	60	1.1	829	15.5	4506	5335

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P241. APPOINTMENT: ACTING VICE-CHAIR DURING THE PERIOD
BETWEEN JULY 13, 2005 AND AUGUST 09, 2005**

The Board was in receipt of the following report JUNE 30, 2005 from Pam McConnell, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
JULY 13, 2005 AND AUGUST 09, 2005, INCLUSIVE

Recommendation:

It is recommended that the Board appoint Mr. Hamlin Grange to act as Acting Vice-Chair during the period between July 13, 2005 and August 09, 2005 inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Background:

Given that I will not be available to fulfil the responsibilities of Chair during the period between July 13, 2005 and August 09, 2005, inclusive, Dr. Alok Mukherjee, Vice-Chair, will assume those responsibilities on my behalf during that period of time.

It will, therefore, be necessary to appoint an Acting Vice-Chair for the purposes of the execution of all documents normally signed by the Vice-Chair on behalf of the Board, including legal contracts, personnel and labour relations documents.

The Board members were contacted and Mr. Hamlin Grange offered to perform the duties of Acting Vice-Chair. I am, therefore, recommending that the Board appoint Mr. Grange to act as Acting Vice-Chair during the period of time noted above.

The Board approved the foregoing and the following Motions:

- 1. THAT, in addition to the period of time noted in the foregoing report, Mr. Grange also be appointed to perform the duties of Acting Vice-Chair during the period between August 17, 2005 and August 28, 2005 when Dr. Mukherjee will be performing the duties of Acting Chair while Chair McConnell is out of town on Council business; and**
- 2. THAT, for the remainder of 2005 only, for each full day that the Chair is absent and the Vice-Chair, or another member of the Board, must act in the Chair's stead, that Board member be paid seven hours at the Chair's rate of remuneration.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P242. AGREEMENT WITH RAY & BERNDTSON/LOVAS STANLEY –
RECRUITMENT OF THE DEPUTY CHIEFS OF POLICE**

The Board was in receipt of the following report JULY 05, 2005 from Pam McConnell, Chair:

Subject: AGREEMENT WITH RAY & BERNDTSON/LOVAS STANLEY-
RECRUITMENT OF DEPUTY CHIEFS

Recommendation:

It is recommended that the Board confirm that the Chair is authorized to execute an agreement with Ray & Berndtson/Lovas Stanley for the purposes of assisting the Board in the recruitment of four Deputy Chiefs.

Background :

The Board, at its meeting of June 13, 2005, confirmed 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 four Deputy Chiefs and authorized the Chair to enter into a contract (the "Agreement") with Ray & Berndtson/Lovas Stanley for this work (Min. No. P209/05 refers.)

It should be noted that, in entering into this Agreement, the Board has deviated from the RFP purchasing process as established in the Board's By-law 100 as the Board neither solicited nor evaluated competitive bids for the expanded search, as required under the By-law. To ensure that I am clearly authorized to enter into this Agreement on behalf of the Board, despite the non-compliance by the Board with its Financial By-law, I am submitting this report with the request that the Board confirm its authorization for me to enter into this Agreement.

I submit that this non-compliance was warranted given the substantial background work (i.e., development of a competency profile, selection timeline, posting and advertising copy) that Ray & Berndtson/Lovas Stanley had already done in the search for a Deputy Chief - Policing Support Command, a process that commenced in 2004, after the Board issued a Request for Proposal. The Board placed the process on hold pending the selection of a new chief of police.

In addition, it was clear that it is imperative that the Board move forward quickly on this issue as all Deputy Chief positions are currently vacant, impacting the effective management of the Service.

Thus, I am recommending that the Board confirm that the Chair is authorized to execute an agreement with Ray & Berndtson/Lovas Stanley for the purposes of assisting the Board in the recruitment of four Deputy Chiefs, as approved at the June 13 Board 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 JULY 12, 2005**

**#P243. SELECTION OF CONSULTANT FOR THE RECRUITMENT AND
SELECTION OF THE CHIEF ADMINISTRATIVE OFFICER**

The Board was in receipt of the following report JULY 06, 2005 from Pam McConnell, Chair:

Subject: SELECTION OF CONSULTANT FOR CHIEF ADMINISTRATIVE OFFICER
(CAO) RECRUITMENT PROCESS

Recommendation:

It is recommended that the Board ratify the decision of the working group to retain the consulting firm of Organization Consulting Limited for the purpose of assisting the Board in the recruiting and selecting of the Chief Administrative Officer (CAO) at an estimated cost of \$38,500, excluding applicable taxes and any out-of-pocket expenses, to be charged at cost.

Background :

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 refers.) The Board further directed that a contract be drafted with the successful proponent and the Board authorized the Chair to execute that contract on behalf of the Board

At the Board meeting of June 13, 2005, the Board approved a recommendation to deviate from the normal purchasing practice, in the interests of time, to allow for an invitation to submit a proposal to be distributed shortly after the meeting to the five executive recruitment firms that had been pre-qualified through a City of Toronto Request for Proposal process. (Min. No. P209/05 refers.) The invitation for proposals was also posted to the Board's internet site.

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

Review of Proposals:

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

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

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

The working group reviewed all of the proposals and determined that Organization Consulting Limited best met the needs of the Board and of the Service with respect to this initiative, demonstrating considerable relevant experience.

I am, therefore, recommending the ratification of the decision to retain Organization Consulting Limited. at an estimated cost of \$38,500, not including tax or out-of-pocket expenses, which will be charged at cost.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P244. CONTRACT WITH ST. STEPHEN'S COMMUNITY HOUSE FOR
PROFESSIONAL MEDIATOR/FACILITATOR**

The Board was in receipt of the following report JULY 05, 2005 from Pam McConnell, Chair:

Subject: CONTRACT WITH ST. STEPHEN'S COMMUNITY HOUSE FOR
PROFESSIONAL MEDIATOR/FACILITATOR

Recommendation:

It is recommended that:

- (1) the Board approve the retention of a professional mediator/facilitator from St. Stephen's Community House at a rate of \$90/hour, at a cost not to exceed \$5000 over a twelve-month period.
- (2) the Board approve that this cost be paid out of the Board's Consulting Services account (PLBRD 4091), with \$2500 allocated in the Board's 2005 operating budget and \$2500 to be included in the Board's operating budget request for 2006.
- (3) the Chair be authorized to sign the letter of agreement with St. Stephen's Community House on behalf of the Board.

Background:

The Board, at its meeting of February 10, 2005, considered a report from Mr. Jeffrey Griffiths, Auditor General, City of Toronto regarding his follow-up review of the October 1999 report entitled "Review of the Investigation of Sexual Assaults - Toronto Police Service." (Min. No. P24/05 refers.)

The Board made a number of motions in response to this report, including a motion that established a Steering Committee to assist in the implementation of the recommendations contained in the report. The Steering Committee was to include "...at least three senior officers from the Service and an equal number of women from the anti-violence community with knowledge of the audit process...." as well as a "...professional mediator from St. Stephen's Community House."

At that time, the Board did not consider the issue of costs to be paid to the mediator/facilitator. Thus, this is an expenditure for which no budget has been provided. The Chair is unable to authorize payment of these costs under the Board's Financial By-law, as the procedure in that By-law, namely that requests for bids to provide facilitation services be sought, was not followed. Instead, the Board named St. Stephen's Community House as its preferred provider of these services, given St. Stephen's demonstrated experience and specific expertise in this area.

The first meeting of the Steering Committee is scheduled to take place on July 8, 2005. It is very important that the Board, the Service and the community move forward with this important process. The role of the mediator/facilitator in the Steering Committee is a pivotal one.


Thus, I am recommending that the Board approve the retention of a professional mediator/facilitator from St. Stephen's Community House at a rate of \$90/hour, at a cost not to exceed \$5000 over a twelve-month period. I recommend that this cost be paid out of the Board's Consulting Services account (PLBRD 4091), with \$2500 allocated in the Board's 2005 operating budget and \$2500 to be included in the Board's operating budget request for 2006.

While I recognize that this will result in increasing the negative variance in an account that already has a significant negative variance, (at this time, the variance is projected to be approximately \$200,000) I believe that this is an essential cost that is most appropriately paid out of this account.

I have attached a letter of agreement drafted by St. Stephen's that outlines the role of the mediator/facilitator and provides information about the rate charged for this service. I further recommend that I be authorized to sign this letter on behalf of the Board.

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

THAT, following a discussion with the Chief of Police, it is recommended that Recommendations #1-3 in the foregoing report be replaced with the following: "that the cost of a mediator/facilitator from St. Stephen's Community House be paid by the Toronto Police Service rather than the Toronto Police Services Board, and that the funds be drawn from the Service's 2005 and 2006 operating budgets, as appropriate.



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August 9, 2005

Sandy Adelson
Senior Advisor
Toronto Police Services Board
40 College Street, 7th Floor
Toronto, ON M5G 2J3

by email: sandy.adelson@torontopoliceboard.on.ca

Letter of Agreement

This letter will confirm arrangements for the Conflict Resolution Service to provide process consulting services for meetings of the Sexual Assault Audit over an eight month to a year period.

Service

St. Stephen's associate Margaret Corion will provide these services. She will communicate directly with you to further clarify her role. We expect that flexibility and adaptation will be required, and that the individual and collective needs that we will be satisfying will vary among the members the group and may change. Some examples of the kinds of services we may provide include:

- in meetings, facilitating differences in opinion to help people move from judgement of others to developing understanding of other perspectives, even if there is not agreement,
- in meetings, de-escalation of conflicts and tense situations,
- support in facilitating difficult conversations,
- one-on-one mediation to address issues of conflict between individuals, so that problems in interpersonal relationships do not interfere with the group, and/or

- individual coaching or group training, for example in constructive confrontation techniques.

Fees

Our fee is \$90/hour. We are not required to charge GST. We will invoice you quarterly, with a list of the hours and dates of our involvement, identifying the types of work we have done.

Our role

We will not judge or evaluate the people involved, their actions or the situation, except as required to ensure that the participants are acting in good faith and are capable of the processes we ask them to undertake. We ask that all the participants demonstrate an openness to the possibility of change and a willingness to try and understand the other parties. Our processes must be voluntary, and people have the right to decline to participate.

Confidentiality

We require that all parties agree not to ask us to reveal anything we have heard or done, especially in any future hearing, tribunal, or court. You may agree among yourselves to further rules regarding confidentiality. And you will need to determine the extent to which the outcomes of our process will be confidential (for example, mediation agreement or records from group meetings). The facilitators will ensure that everyone involved is aware of what is decided.

We take responsibility for keeping in confidence what is said to us by anyone involved in the process, unless we are given their expressed consent. We will have to share information among you about issues, concerns, problems or other information, but without attributing this information to anyone in particular.

If you have any questions about this letter please don't hesitate to call me at 416-925-2103 ext 249. Otherwise, please sign below and fax or mail this page to me.

Thank you. We look forward to working with you.

Yours,

Kirsten Bowen-Willer

Kirsten Bowen-Willer
Training and Organizational Services
St. Stephen's Conflict Resolution Service
fax (416) 925-2771

I agree to the terms outlined above.

Name (print) _____

Signature _____

Position _____
(for Toronto Police Services Board)

Date _____

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

**#P245. ENFORCEMENT OF THE CITY OF TORONTO – IDLING CONTROL
BY-LAW**

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

Subject: Enforcement of the City of Toronto - Idling Control By-Law

Recommendations :

It is recommended that:

- (1) the Board request the Chief of Police, or representatives on his behalf, to meet with representatives of the City of Toronto Transportation Division to evaluate the feasibility and operational impact of joint enforcement of the idling control by-law, and to report the results of those meetings to the City of Toronto Medical Officer of Health so that he can provide a formal report to the City of Toronto Board of Health for its meeting on September 26, 2005; and
- (2) following the implementation of recommendation no. 1, the Chief of Police provide a report to the Board on the decisions or any recommendations resulting from the evaluation of the feasibility of joint enforcement of the idling control by-law.

Background :

The Board has received correspondence (dated June 10, 2005; copy attached) from the Secretary of the City of Toronto – Board of Health containing, among others, the following recommendation:

[t]hat the Toronto Police Services Board evaluate the feasibility and operational impact of joint enforcement of the idling control by-law with the Transportation Division, and that the Medical Officer of Health be requested to report back to the Board at its meeting on September 26, 2005 on the progress of discussions held with the Toronto Police Services Board.

In a report to the Board of Health (copy contained in the June 10, 2005 correspondence noted above), Dr. David McKeown, Medical Officer of Health, indicated that the City of Toronto Transportation Division is currently responsible for enforcing the idling control by-law but, due to limited resources, by-law enforcement activities are often placed in order of priority and priority is usually extended to other city by-laws which, if not enforced, may result in an immediate safety concern. Dr. McKeown has subsequently recommended that a joint enforcement initiative with the Toronto Police Service's – Parking Enforcement Unit to increase the effectiveness of the enforcement of the idling control by-law.

I am, therefore, recommending that:

- (1) the Board request the Chief of Police, or representatives on his behalf, to meet with representatives of the City of Toronto Transportation Division to evaluate the feasibility and operational impact of joint enforcement of the idling control by-law, and to report the results of those meetings to the City of Toronto Medical Officer of Health so that he can provide a formal report to the City of Toronto Board of Health for its meeting on September 26, 2005; and
- (3) following the implementation of recommendation no. 1, the Chief of Police provide a report to the Board on the decisions or any recommendations resulting from the evaluation of the feasibility of joint enforcement of the idling control by-law.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P246. BOARD/SERVICE JOINT WORKING GROUP ON RACE RELATIONS

The Board was in receipt of the following report JULY 11, 2005 from Pam McConnell, Chair:

Subject: BOARD/SERVICE JOINT WORKING GROUP ON RACE RELATIONS

Recommendation:

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

Background:

At its meeting held April 7, 2005, the Board approved, among others, the following motion (Min No. P115 refers):

THAT the Board/Service Race Relations Joint Working Group be re-constituted and co-chaired by the Board Chair and Chief of Police and that they develop a proposed plan of action and appropriate terms of reference.

The Board/Service Joint Working Group on Race Relations (JWGRR) held its first meeting on July 8, 2005.

Mandate:

The mandate of the JWGRR is to develop a plan of action to address concerns related to race relations issues, including racial profiling, within the Toronto Police Service. The JWGRR will implement the two motions approved at the April 2005 Board meeting regarding (1) zero tolerance of racism and (2) non-discrimination in the treatment of employees and of community members.

Membership:

The JWGRR is co-chaired by myself, as Chair of the Board, and the Chief. Membership includes Board members, Superintendents Keith Forde and Peter Sloly, Staff Inspector Robin Breen, Ms. Sylvia Searles (representing Mayor Miller) and Board staff.

Discussions and Next Steps:

Group discussions focused around the development of a framework to create a plan of action which will implement the Board motions noted above. A smaller group within the JWGRR has been tasked with creating a plan of action and policy framework that will include timelines and objectives.

Once drafted, these will be forwarded to the Board for approval. In addition, as initiatives are completed and timelines reached, the JWGRR will provide complete reports to the Board.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P247. BUDGET SUB-COMMITTEE MEETING

The Board was in receipt of the following report JULY 11, 2005 from Pam McConnell, Chair:

Subject: BUDGET SUB-COMMITTEE MEETING – JUNE 17, 2005

Recommendation:

It is recommended that the Board adopt the budget review process and timelines outlined in the following report.

Background:

The Toronto Police Services Board Budget Sub-Committee established June, 2004 (Min. No. P207/05 refers), met on June 17, 2005 to review the Preliminary Toronto Police Service 2006 Operating Budget and to establish a process and timelines for review of both the 2006 operating and the 2006 to 2010 capital program.

Process for Reviewing the 2006 Operating Budget and the 2006 to 2010 Capital Program:

The Sub-Committee recommends that the City Councillors assigned to review the police budgets, and City budget staff be invited to attend all Budget Sub-Committee meetings.

The Sub-Committee was advised of the City's timeframe for submission of the Operating Budget. As a result, the Sub-Committee recommends the following process and timeline for reviewing the budgets:

Capital Program:

- September 2005 – Sub-Committee to be briefed on Capital Program, date to be determined
-
- October 14, 2005 – Board to consider giving final approval to the Capital Program and receive public comments

Operating Budget:

- Late September 2005 – Sub-Committee to hold meetings to review the proposed Operating Budget, dates to be determined

- November 17, 2005 – Board to receive a presentation of the proposed Operating Budget and receive public comments
- Late November 2005 – special meeting to receive public depositions and comments
- December 15, 2005 – Board to consider giving final approval to the Operating Budget

The Board will not be able to achieve the September 15, 2005 target submission date for the operating budget established by the City. It was decided that the Chair will correspond with City Manager Shirley Hoy to advise that the Board will not be able to meet the City's submission date.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P248. TORONTO COALITION OF CONCERNED TAXI DRIVERS

Mr. Owen Leach of the Toronto Coalition of Concerned Taxi Drivers was in attendance and requested that he, and several other members of the Coalition, be permitted to make deputations to the Board about excessive enforcement by police officers against the taxi cab industry, particularly in the Entertainment District and in the area around the Rogers Centre. The Board approved Mr. Leach's request to make deputations.

The Board received deputations from the following:

- Mr. Owen Leach;
- Mr. Ahmet Gulkan;
- Mr. Nader Yazdankhah; and
- Mr. Jamshid Bagherzade.

The Board received the deputations and approved the following Motion:

THAT the Chief of Police work with the Toronto Coalition of Concerned Taxi Drivers and the taxi cab industry to identify and resolve their genuine concerns, and further that, he ensure that officers are acting appropriately, particularly in the Entertainment District and in the area around the Rogers Centre.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P249. IN-CAMERA MEETING – JULY 12, 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
Ms. Judi Cohen
Mayor David Miller

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 12, 2005**

#P250. ADJOURNMENT

Alok Mukherjee
Acting Chair