



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 17, 2005 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on October 14, 2005 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on November 17, 2005.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **NOVEMBER 17, 2005** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Ms. Pam McConnell**, Vice-Chair

**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 NOVEMBER 17, 2005**

**#P352. REGIONAL AIR SUPPORT & RESCUE COMMUNITY SAFETY  
HELICOPTER PROGRAM**

Mr. Trevor Harness, President/CEO, Regional Air Support & Rescue (RASAR), was in attendance and delivered a presentation to the Board on the Regional Air Support and Rescue Community Safety Helicopter Program. A copy of the presentation outline is appended to this Minute for information.

The following persons were in attendance and made deputations to the Board:

- Ms. Helen Armstrong, Stop the Choppers \*
- Mr. Paul Copeland, The Law Union of Ontario
- Mr. John Liss \*
- Professor Mariana Valverde, Centre of Criminology, Univ. of Toronto, -  
deputation delivered by Mr. Anthony Rapoport \*
- Ms. Rhona Swarbrick \*
- Mr. Roy Merrens \*
- Mr. Eric Greenspoon, Noise Watch – deputation delivered by Mr. Herschel  
Stroyman \*
- Mr. Herschel Stroyman
- Mr. Richard Boehnke – deputation delivered by Mr. Arthur Hammond \*
- Professor Harvey Simmons, York University \*
- Mr. David Smookler
- Wendy Allsopp – deputation delivered by Ms. Patricia Findlay \*
- Mr. Peter Dick
- Councillor Karen Stintz, City of Toronto

\* written submission also provided; copy on file in the Board office

Following the deputations, Mr. Harness responded to questions by the Board about the RASAR community safety helicopter program.

Chair Mukherjee advised the Board that he had received 34 letters from members of the community who oppose the use of a helicopter by the Toronto Police Service. Copies of the letters are on file in the Board office.

cont...d

**The Board approved the following Motions:**

- 1. THAT the presentation by Mr. Harness be received;**
- 2. THAT the deputations and written submissions be received;**
- 3. THAT the 34 letters from members of the community be received;**
- 4. THAT the Board refer the RASAR proposal to the Chair for review and consideration, in consultation with the Chief of Police and other interested persons, and that he provide a report to the Board with recommendations to be considered at a future Board meeting.**



## Regional Air Support & Rescue

Registered Charity No: 888122801RR001

October 31, 2005

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



Mr. Trevor Harness  
*President/CEO*  
**Regional Air Support & Rescue (RASAR)**  
PO Box 519, 36 Main Street North  
Campbellville, Ontario  
L0P 1B0

Dear Chair Mukerjee,

Further, to our conversation and subsequent confirmation email with the Board Assistant regarding making a deputation at the next Police Services Board meeting.

This letter is to confirm our attendance at the November 17, 2005 TPS Board meeting. As discussed, it is our intention to make a formal deputation on the Regional Air Support & Rescue (RASAR) community safety helicopter program. Specifically, we will be doing a twenty minute Power Point presentation that will include an overview of the RASAR program highlighting the benefits for the Toronto Police Service and the City of Toronto.

RASAR is a federally registered charitable organization that was developed based on proven and very successful program models that have been in operation in Alberta for over ten years. With all costs covered through individual and corporate donations and sponsorships, this innovative program is able to provide much needed aviation support to our emergency services and ultimately enhance overall community safety.

Thank you, once again, for providing us with this opportunity. Attached, please find a copy of the RASAR Program Overview. I look forward to meeting you, however, in the meantime, if you have any questions or require any further information please feel free to contact me at my home office at 905.878.2170 or by email at [tharness@rasar.ca](mailto:tharness@rasar.ca).

Sincerely,

Trevor Harness  
*President/CEO*

"helping make our  
communities safer!"

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Email: [info@rasar.ca](mailto:info@rasar.ca) • Website: [www.rasar.ca](http://www.rasar.ca)



Registered Charity No: 888122801RR0001

**2005**



Community Safety Helicopter

## **Program Overview**

Registered Charity No: 888122801RR0001

# Forward

*"The operational benefits of helicopter policing stem directly from the unique dimensions that it provides: aerial perspective, speed and mobility and the ability to light an area. It facilitates many types of searches, saves time, adds to citizen and officer safety and increases apprehensions."*

*Whitehead Study-2001*

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# Executive Summary



Community safety is one of the most important concerns of citizens today. Although statistics over the past several years have shown a marked decrease in certain crimes, other offences have seen a significant increase. A recent survey conducted for the City of Toronto identified violence, property crimes and public order offences as the three most important concerns of the public.

Results from this survey conducted for the Task Force on Community Safety clearly identified these concerns and recognized their impact on the community: *"We know that a sense of personal safety, on the street, at home, and in the workplace, is one of the most important factors when people determine the quality of their lives. Crime and fear have tremendous health and social impacts on individuals, families, neighbourhoods, and the City as a whole."*

Added to this, the threat of potential terrorist activities after September 11, 2001 and the risk of natural disasters due to deteriorating climate changes, citizens are left with a general feeling of insecurity. Public perception of community safety and concerns surrounding emergency preparedness have left many feeling unsafe and demanding an increased police presence.

However, each year, calls for service to the police have continued to increase, putting a considerable

strain on available resources. With personnel costs accounting for a majority of most police budgets, individual police services from across Ontario are limited in their law enforcement efforts and significantly restricted from acquiring additional resources and advanced technology to enhance their crime prevention initiatives.

Although studies have been conducted on the use of police helicopters, the costs associated with administering such a program are prohibitive for the majority of police services today. Budget limitations, increasing demands for lower taxes and the continuing requests for more uniformed police officers have all but eliminated the possibility of getting police helicopters within present budget parameters. The only solution is to look for alternative programs of service delivery.

Through extensive research and innovative program design, Regional Air Support & Rescue (RASAR) will bring the technology of aviation support to frontline policing across Ontario. Effective, fiscally sound and available when needed, the RASAR program will assist local emergency services by enhancing the level of safety and security in communities across the GTA and provide much needed air support to the police.



# Mission Statement

## Vision Statement

To establish and successfully operate a professional and effective air support unit to assist the emergency services and service the needs of the community.

## Mission Statement

Regional Air Support & Rescue (RASAR) is a federally registered charitable organization dedicated to reducing crime and enhancing public safety by providing aviation support to our local emergency services.

Specifically, our objectives are to:

1. Develop a non-profit charitable organization that will raise funds to purchase and operate aircraft in support of our emergency services.
2. Provide police and other emergency services within the Golden Horseshoe operational aviation support to enhance crime prevention initiatives, protection of persons and property, and public safety.
3. Equip, staff and participate in all phases of education and training pertaining to the aircraft, the emergency services and search and rescue.

4. Create long-term financial support initiatives through ongoing corporate and community partnerships and local community-based fund raising programs.

5. Raise the profile of the Organization's goals and promote community involvement through ongoing education and awareness programs.

6. Provide public support and assist in the establishment and ongoing development of airborne law enforcement initiatives in Ontario.



# Overview



Canada ranks highest in the world for the use of helicopters on a per capita basis. However, we are far behind other nations in the use of helicopters for law enforcement and other emergency services, such as search and rescue.

The use of a properly equipped helicopter for air support in law enforcement utilizes the helicopter's special capabilities that, in coordination with conventional police ground units, provides a higher level of efficiency, speed and coverage with improved safety for police officers and the public.

Regional Air Support & Rescue (RASAR) is a unique charitable organization that has been formed to provide the efficient, shared use of helicopters to a broad base of police and other emergency services in Ontario. The charity was formed as a result of a group of concerned citizens working to facilitate an effective, economical and efficient air support program for many communities as a whole. It is important to highlight that none of the people involved in RASAR are employed or have any financial interests in the companies that make up the equipment and service supplier base of the charity.

As a charity, the funds required for the purchase and operation of the helicopters, as well as the funds for day-to-day operations of the service, are provided through extensive fund raising activities

directed at corporations and the interested public. This means the service can be offered **free** to the participating police services.

Since RASAR, as the intermediary, is dealing with corporations in raising funds rather than the individual police service raising funds directly, all of the police boards and the contributing corporations are insulated from criticism related to the possibility of compromise.

The unique distributive function of the RASAR program results in sufficient helicopter availability for all of the participating police services. By avoiding duplication of efforts for each service, RASAR can provide the needed air support at a much lower expense base than if each police service acted independently. This opportunity, combined with the fact that the funds to provide this service do not come from the constrained police budgets, confirms that RASAR is a practical solution to the current lack of law enforcement air support in Ontario.

# RASAR Program



The concept of operating a regionalized aviation unit is not new. In fact, due to fiscal constraints and limited operating budgets, police services from across Great Britain and the United States have been successfully using the shared services model for years. Out of necessity, emergency services were forced to explore alternative solutions and innovative ideas in order to acquire the advantages of aviation support in their law enforcement efforts.

The RASAR program is an innovative solution to the lack of emergency service helicopters in the GTA. Based on the very successful and proven STARS model of a charity-funded helicopter program in Alberta, the RASAR program incorporates a regionalized concept of aircraft availability that would see 3 community safety helicopters and 1 fixed-wing airplane serving the GTA.

The first helicopter would be made available and dedicated for the exclusive use of the Toronto Police Service. As part of the RASAR program, all capital and operating costs will be covered by the charity, including pilots, fuel, approximately 1000 flight hours per year, all on-board equipment, all maintenance costs, insurance, and training for observation staff.

The second helicopter will be brought online to provide 24hr search and rescue services for

participating police services. Although it can be called upon for specialty projects, such as speed enforcement, truck safety inspections and/or marijuana grow operations, the main purpose of this aircraft is to provide fast, search and rescue capabilities for the GTA during those hours outside of the normal helicopter patrol schedules.

The third helicopter will be shared equally amongst the Peel Regional Police Service, Halton Regional Police Service, Hamilton Police Service, and the Niagara Regional Police Service. Again, all costs associated with the purchase and operation of the helicopter will be covered by the RASAR program.

In addition to the three helicopters, RASAR will introduce a small, twin-engine airplane to be used exclusively for search and rescue operations. The primary purpose of this aircraft is to provide rapid, initial response to missing person calls and extend the range of available aircraft in the event of a major incident.

All aviation services provided by RASAR shall be **free** to the participating police services. At no time will any service be required to contribute financially to the Program. All funds required to support the aircraft and program operations will be raised through a variety of fund raising initiatives.

# Governance



## BOARD OF DIRECTORS

The RASAR program will be overseen by a fourteen member Board of Directors that will include two advisors and three honorary spokespersons. As a registered corporation, Regional Air Support is guided by the policies and practices dictated by the Organization's Constitution and Bylaws. Under the direction of the Chairman of the Board, the Board of Directors shall meet a minimum of six times a year and will be responsible for the administration and financial management of the RASAR program.

Specifically, they will be responsible for the development of the guiding principles of the RASAR program and the execution of the business plan. Further, they will set the goals for the Organization and build community-based relationships that assist RASAR in achieving them. As part of their responsibilities, the Board will establish appropriate rules and regulations for the conduct of all business carried out by RASAR.

Board members shall serve a minimum one-year term and will be recruited from the Boards of participating sponsors, local trade organizations, community organizations and through the BoardMatch program, a Toronto based charitable organization that places experienced executives on volunteer boards. Advisory positions will be filled by former or retired senior emergency service personnel. In addition, RASAR shall reserve one

seat on the Board for family members that have experienced a loss associated with criminal activity or a missing person.

## EXECUTIVE COMMITTEE

Day-to-day operations will be directly overseen by the Executive Committee. Reporting to the Board of Directors, they will be responsible for the implementation of all policies and procedures, as well as for the development of a successful operations strategy and program delivery model that achieves the objectives of the business plan. This includes the establishment of appropriate timelines, identification of operational targets, and the development of future growth and contingency planning strategies.

## OPERATIONS TEAM

Under the direction of the Operations Manager, members of the Operations Team will be responsible for the implementation of all RASAR programs. The Operations management team will be based at the RASAR hangar which shall serve as the administrative head office for the Program. And will have offices, meeting rooms and classrooms.

The Operations staff will meet weekly with members of the Executive Committee for the purpose of operational planning and program management. To ensure quality control and adherence to professional standards, the

# Governance (cont'd)

## OPERATIONS TEAM (cont'd)

operational responsibilities for the Program have been divided into eight key areas that include:

- Base Operations
- Flight Operations
- Flight Support Operations
- Human Resources & Training
- Finance & Administration
- Public Relations & Marketing
- Community Development
- Community Support

## ADVISORY COMMITTEE

One of the keys to the success of the RASAR program will be the professional working relationships established with the participating emergency services. To facilitate an open-forum for discussion, RASAR will establish and chair an Advisory Committee that shall meet once each month and consist of two representatives from each of the participating police services, two representatives from each of the participating municipalities, key members from the aviation industry, and community representatives that are considered fundamental to the Program's success.

Reporting to the Board of Directors, the Advisory Committee shall assist in the development and on-going evaluation of the helicopter program by

actively participating in the strategic planning of the RASAR program. Specifically, their responsibilities shall include:

- The review of all issues relevant to the RASAR program's development and success
- Ongoing evaluation of the Program's progress
- Recommendations for the development of operational policies and procedures
- Identification of key areas needing improvement and the development of strategies to overcome obstacles and/or problem areas
- Definition of objectives to strengthen community and stakeholder relationships
- Assist in the annual evaluation and review of the RASAR program

## PROFESSIONAL ASSOCIATIONS

RASAR shall hold current membership in professional organizations that support the mission of the helicopter program. These include:

- Helicopter Association International (HAI)
- Airborne Law Enforcement Association (ALEA)
- Helicopter Association of Canada (HAC)

# Operations



## **BASE OF OPERATIONS**

The RASAR program will be based at the Brampton Airport located north of the City of Brampton. This location was chosen for its proximity to the GTA and centralized location to proposed participating police services. Unlike other airports that have limited space or reduced operations due to weather, the Brampton Airport is not affected by these complicating factors.

The operational strategy includes the construction of a 10,000 sq ft secure hangar to house all RASAR aircraft, as well as a 24hr communications centre. This facility will be restricted with access monitored and controlled by on-site security personnel and electronic surveillance systems.

## **PATROL SCHEDULE**

The control of the dedicated aircraft and the corresponding patrol schedules will be determined by the respective police services. Calls for service and the dispatch of the helicopters will be carried out by the participating police services with coordination and flight tracking assistance available from the RASAR Communication Centre.

One of the primary advantages of the RASAR helicopter program is the guaranteed availability of aircraft. During those time that required maintenance is conducted on the dedicated helicopters, back-up aircraft will be available.

## **COMMUNICATIONS**

All helicopter operations will be co-ordinated and monitored through the RASAR Communication Centre located at the Brampton Airport. As the administrative base for the Program, the Communication Centre will be staffed by highly-trained and experienced flight personnel. They will be responsible for providing support services that include: tracking all calls for service, coordination of flight support operations and flight safety, dispatch and coordination of additional aircraft, development of ongoing statistics for research and developmental purposes, and handling aircraft inquiries and noise complaints. Communication between the helicopter and officers on the ground will be accomplished via the respective police communications centres.

## **FLIGHT CREW**

As part of the RASAR program, pilots will be supplied with each aircraft. All pilots are commercial helicopter rated and must hold a minimum number of mandatory flight hours. Participating police services will be required to supply officers to undergo training as Tactical Flight Observers( TFO ). Initial orientation training and re-current re-certification training will be provided by the RASAR program to ensure all flight operations are conducted in a safe and consistent manner and in accordance with flight operation guidelines developed for the Program.

# Aircraft



The aircraft selected for the Regional Air Support program (RASAR) is the Eurocopter EC-120, light-turbine helicopter. Built in Fort Erie, Ontario, the EC-120 is quickly becoming one of the most popular helicopters for law enforcement worldwide.

Fast, maneuverable and maintenance friendly, the EC-120's design suit it perfectly for law enforcement and search and rescue missions. Best of all, as the quietest production helicopter available on the market today, the EC-120 is "neighbourhood friendly."

## EQUIPMENT

What makes the EC-120 the right choice for law enforcement is that it comes standard with a police equipment package, which includes:

- FLIR-forward looking infrared camera
- Dual sensor day and night video
- Moveable 30 million candlepower search light
- Public address( PA ) system
- Onboard police, fire and ambulance radios
- Capability to have onboard moving maps of all patrol areas
- Inflatable skid floats for over-water capability
- Cabin room for one pilot, one observer and room enough for three passengers
- Full fuel endurance: 4hrs 15 mins, range 750km ( cruise speed 120kts )

## MAINTENANCE

Another advantage of the EC-120 is that it is designed with fast maintenance turnaround times in mind. All aviation components and electronic systems are readily accessible and easily replaceable. Daily aircraft maintenance will be completed by highly trained and certified onsite engineers outside of regular flight hours. All long-term maintenance or major component overhauls will be carried out at the Eurocopter Plant in Fort Erie with scheduling set-up to ensure no disruption to patrol schedules.

## BACK-UP AIRCRAFT

As mentioned, back-up aircraft will be available when dedicated patrol aircraft are taken out-of-service for routine maintenance or taken off-line due to unforeseen mechanical problems. Further, in the event of a large-scale emergency, such as a natural disaster or community evacuation, additional aircraft can be called out to provide assistance and emergency operational support.

# Noise Abatement



Perhaps one of the biggest complaints about helicopters is the noise they generate. This can certainly be a legitimate concern, however, it is one that can be addressed. Typically, the only time a helicopter generates a noticeable level of noise is when it is onscene or overhead at a specific call. Why? Because when the helicopter is hovering it is operating at higher power settings and the sound falls into one area.

## TECHNOLOGY

To help address this, RASAR is incorporating the use of the latest helicopter technology in the aircraft it has selected. The EC-120 is presently the quietest production helicopter available today and produces a 'noise signature' or sound level that is significantly lower than previous helicopters used. In addition, the camera equipment carried onboard the aircraft is also more advanced, which translates into higher flight levels flown while on patrol.

Together, this co-ordinated effort ensures that the helicopter is able to carry out its' mission in helping enhance the safety and security of the community, while doing so in a such a way that ensures continued support from citizens toward aircraft operations.

## NEIGHBOURHOOD FRIENDLY

The key to successful helicopter operations within communities is dependent upon two important components: safety and limited presence. Police helicopters do not have to be intrusive or annoying. Instead, through proper flight planning and resource management, helicopters can do their job effectively and efficiently. This is accomplished through strict adherence to flight regulations, alternating patrol flight routes, monitoring noise sensitive areas and following operational policies that set out clear guidelines on aircraft deployment.

Part of RASAR's commitment in providing a professional community-based aviation program is to adhere to the fundamental principles of the "Fly Neighbourly Program." Developed by Helicopter Association International (HAI), this program takes a proactive approach in the awareness, education and flight training of helicopter operators world-wide in helping reduce the impact of aircraft noise on the community through:

- Selection of appropriate aircraft
- Use of advanced technology
- Flight routing
- Patrol altitude selection
- Avoidance of noise sensitive areas
- Time on Scene limitations
- Community participation
- Addressing noise complaints



# Public Relations



## **PUBLIC RELATIONS**

The aim of the RASAR public relations and marketing strategy is to create a comprehensive and effective public education and awareness campaign that successfully captivates public interest and generates long-term financial support.

Typically, complaints about helicopters arise out of misinformation and a lack of both education and awareness in regard to their function. RASAR is committed to taking a proactive step in helping people understand the capabilities and role of the helicopter. As such, the promotional strategy shall focus on three specific goals:

### **1. Education**

Providing factual information and relevant facts for consideration and evaluation.

### **2. Awareness**

Highlight the benefits and successes of the RASAR program.

### **3. Support**

Generate initial buy-in and build toward long-term support.

## **MARKETING STRATEGY**

As demonstrated by the success of the STARS program in Alberta, community support is both essential and possible in making the RASAR program a success. Therefore, the objectives of the marketing strategy will be aimed at four key targets:

1. The public
2. Corporations and related business organizations
3. Community groups
4. Emergency service and aviation related organizations

To achieve the goals of the marketing plan, emphasis on establishing and building the RASAR program will be placed on "community ownership" of the helicopter. To promote a broader use in regard to service delivery, the term "community safety helicopter" will be used rather than simply police helicopter.

Through a targeted marketing and promotions campaign entitled "**Climb Aboard For Community Safety!**" RASAR will use a variety of different marketing venues including: television, radio, newspapers, magazines, the internet, community presentations, and public events to achieve the goals and objectives of the RASAR business plan.

# Funding



## **FUND RAISING STRATEGY**

The fund raising strategy for the helicopter program will focus on three key areas:

1. Initial Start-Up Capital
2. Ongoing Operating Costs
3. Long-Term Viability

All fund raising efforts will be coordinated through the Community Development Office of RASAR and will be based on well-researched, tested and proven concepts.

### **Capital Fund Raising Campaign**

The Capital Fund Raising Campaign is the foundation of the Initial Start-Up phase of the strategy and involves the official launch of the helicopter program. It will focus on raising the required start-up capital for the first twelve months of operation, including the purchase of the first helicopter.

The key to the success of the Capital Campaign is to establish support for the cause and build a foundation from which the Program can succeed. Instrumental in this, is the participation and financial support of the corporate community. As such, RASAR will invite key business leaders and local celebrities to sit on the Capital Campaign Committee to assist in raising the profile of the Program and to encourage financial investment.

## **Annual Gift Giving Campaign**

With the initial funding established for the first year of the RASAR program, the Annual Gift Giving Campaign begins at the start of year two and runs annually from January to December. The focus of this part of the fund raising strategy is to build on the operating funds already collected through the Capital Campaign and initiate both reserve and long-term funding programs.

The collective goal of the Annual Gift Giving Campaign is \$10 million dollars each year with one million dollars put aside for annual reserve funding and three million dollars invested in long-term funding.

The reserve funds shall be used as a source of additional operating revenue for unforeseen expenditures, such as additional accounting or legal fees, project development and adjusted insurance rates for special events. Surplus funds will be carried over and shall remain in reserve accounts.

Long-term financial reserves will guarantee program viability by ensuring both growth and building funds for the future. This includes acquiring new aircraft, purchasing new equipment or advanced technology, and ensuring long-term operational funding.

# Funding (cont'd)

## FUND RAISING STRATEGY (cont'd)

The key to the success of the Annual Gift Giving Campaign is diversification of funding sources. Below, is a list of the various fund raising initiatives and minimum projected revenue:

### Corporate Sponsorships

\$2,000,000.00

### Corporate and Public Donations

\$2,000,000.00

### RASAR Adventure Dream Lottery

\$3,000,000.00

### Toonies For Take-Off Program

\$1,000,000.00

### Calendar Campaign

\$1,000,000.00

### Special Events

\$500,000.00

### Friends of RASAR

\$250,000.00

### RASAR Dream Gala

\$100,000.00

### Golf Tournament

\$100,000.00

### Promotional Items

\$50,000.00

## TAX RECEIPTS

As a registered charitable organization, RASAR is permitted to issue federal tax receipts on all donations over \$10.00. Tax receipts will be issued at the end of the fiscal year.

## RECOGNITION PROGRAM

All individuals or corporations making a donation to the RASAR program will be recognized in accordance with the Partner Recognition Guidelines developed by the Community Development Office. This may include a letter of appreciation, media release, recognition plaque or co-operative marketing initiative.

All donations and sponsorships will be reviewed by the Fund Raising Committee to ensure an appropriate fit with the mandate and mission of the RASAR program. RASAR reserves the right to deny any offer of financial support that it feels may compromise either the integrity of the Organization, or potentially have a negative affect on the image and/or mission of RASAR helicopter program.

**Estimated Projected  
Revenue\$10,000,000.00**

# Benefits



The Regional Air Support & Rescue (RASAR) program will benefit the entire GTA area. Not only will it provide much needed support to the police and other emergency services, but it will do so in a cost-effective manner that ensures long-term viability and success.

## THE BENEFITS OF A HELICOPTER

The technology a helicopter can provide includes:

- quick response to community emergencies
- enhanced officer safety and increased support for emergency service personnel while on patrol, conducting routine traffic stops or investigations
- making available the latest technology and equipment for use in criminal apprehensions, while ensuring emergency service personnel and public safety is a priority
- effective, proactive means of conducting routine crime prevention patrols and specialized enforcement projects, such as drug interdiction and speed enforcement programs
- search and rescue capabilities in locating lost or missing persons, boats, aircraft and stolen vehicles
- effective observation, communication and command platform for incident management and control, as well as unit deployment
- traffic surveillance and patrol, reducing or

eliminating high speed chases and the ability to monitor evacuations in the event of an emergency and assist with traffic re-direction and control

- major incident support, including scene security and control, assistance with locating evidence and conducting searches, as well as the ability to provide video taped evidence for court
- transportation of emergency personnel including canine and tactical teams

Best of all, the Regional Air Support & Rescue (RASAR) program will not cost participating services anything, nor will taxpayers be required to support it. The entire cost of the Program, including fuel, aircraft and maintenance will all be paid for through the funds raised by RASAR. Our goal is to make the innovative technology that helicopters can provide available when it's needed!

## Benefits (cont'd)

### **PARTICIPATION IN THE RASAR PROGRAM**

Police services in the GTA have been reviewing the need for air support for several years. In providing this much needed service to the Toronto Police Service, RASAR has strived to address all of the concerns outlined in the City of Toronto Mayor's Community Safety Plan. The following points highlight the key benefits of the RASAR helicopter program in addressing these issues:

Goal #1: *"To see reported and unreported crimes, both to people and to property decline over time."*

- Helicopter is an effective and proven deterrent in preventing crime
- Helicopter maximizes ground unit deployment and response
- Faster response equals higher probability of apprehension

Goal #2: *"To see fear of crime decline over time."*

- Reduction in crime due to helicopter presence gives citizens a greater feeling of safety and security and an increased willingness to report crimes
- Safer city and reduced crime attracts new business, citizens and events

Goal #3: *"To increase people's knowledge of and involvement in community organizations working to maintain a safe city."*

- Community helicopter program encourages citizens to get involved
- Success of helicopter promotes interest and participation in community events
- RASAR public awareness campaign helps open dialogue in the community

### **ADVANTAGES OF RASAR FOR THE TORONTO POLICE SERVICE**

- The TPS does not fall under criticism for the lack of an arms length relationship with sponsoring corporations
- The cost of providing Toronto with air support is significantly lower since it is part of a larger regional shared service
- The TPS will not pay for the helicopters or the on-going requirements to fund the program
- The TPS will have the advantage of additional air support aircraft as the program develops
- The TPS will benefit by working with an experienced organization focused solely on air support

# Performance



## **IMPLEMENTATION and CONTROL**

In order to determine the success of the RASAR program, the goals and objectives of the business plan must be achieved. This can only be accomplished by the implementation of specific evaluation controls that are designed to identify key indicators of progress.

In co-operation with the Advisory Committee, each year the Board of Directors shall conduct a thorough review and evaluation of the helicopter program which will include:

### **1. Performance Measurement**

- A. Overall Performance Review
- B. Cost Analysis
- C. Target Achievement Analysis
- D. Funding Evaluation Analysis
- E. Aircraft Performance Evaluation
- F. Aircrew Effectiveness Analysis
- G. Flight Safety Review

### **2. Program Evaluation**

- A. Policies and Procedures
- B. Public Support Surveys
- C. Employee Surveys
- D. Emergency Services Surveys
- E. Donor & Sponsor Surveys
- F. Marketing Effectiveness Analysis

An Annual Report shall be published each year and made available to the public.

## **CORPORATE RESPONSIBILITY**

RASAR is proud to have a program that can provide such a positive impact on the community and one that provides effective solutions to enhance public safety. As such, RASAR is committed to conducting all business transactions in an open and professional manner and adheres to the principles of:

- 1. Accountability**
- 2. Transparency**

All corporate activities will be subject to an independent audit by an accredited agency at the request of the Board of Directors.

## **CONFIDENTIALITY**

Due to the nature of the operations of the Program, RASAR is committed to ensuring the integrity of all relationships with participating emergency services. As part of the security clearance check for all staff and volunteers, individuals will be required to successfully pass a mandatory police criminal records check and sign a confidentiality agreement.

# Implementation



The implementation of the RASAR program is based on a staged approach over a maximum three year period. As the Program is dependant upon private donations and corporate financial support, the timeline of full implementation may be accelerated, as dictated by current market resources.

It is important to note that the goal of the RASAR business plan is to fully acquire all aircraft without incurring any ongoing debt through leasing or financing. All aircraft and equipment will be fully paid for and will be assets of the RASAR program.

## LAUNCH

The proposed launch date for the official start of the RASAR fund raising program is September 2005. In co-operation with our corporate partners and the participating emergency services, the launch will kick-off the official start of the fund raising campaign, as well as the public relations and marketing campaigns.

The goal for take-off of the first helicopter is May 24, 2006. This date was chosen as it is the unofficial start to the summer season and one of the busiest times of the year for police services. The helicopter would actually be acquired in the fall of 2005 and retrofitted with all required equipment over the winter. Completion date for installation is the end of March, allowing the month of April to be reserved for training and orientation.

## THREE YEAR PLAN

The development of the Regional Air Support Program would see the acquisition of the remainder of aircraft over the next two years. As mentioned, the timeline for the proposal will be subject to change, as the financial costs associated with purchasing the aircraft will be directly proportionate to funding availability. It is expected that the implementation of additional aircraft will be sooner than expected, due to the strong support for the regionalized program.

Below, is a breakdown of the proposed operational implementation timeline:

Year 1		
	<b>AIR 3</b>	Toronto Helicopter
	<b>RASAR1</b>	SAR Helicopter
Year 2		
	<b>AIR 4</b>	Halton/Peel/Hamilton/ Niagara
Year 3		
	<b>RASAR2</b>	SAR Fixed-Wing Aircraft

## PARTICIPATION

To formalize participation in the RASAR helicopter program, emergency services will be required to notify RASAR, in writing, of their interest and intent to participate. In addition, a formal letter of agreement must be signed prior to any emergency service receiving aviation services provided by the RASAR program.

## Close



Traditional methods of policing are costly and criminal activity today demands, not only alternative and effective solutions, but a new approach to strategic planning and service delivery. Only through innovative and progressive community partnerships can police services truly realize the benefits of the technology a helicopter can provide.

Much of the debate into the use of helicopters for law enforcement in Ontario has been for the purpose of considering budget issues. There appears to be a consensus that there is a benefit derived from the use of helicopters in law enforcement. The issue is if the benefit is worth the excessive cost.

RASAR removes the argument since the service would be provided at no cost to the participating police services. With the service being provided free, any benefit above the current capabilities would be worth participation in the RASAR program.





**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P353. OUTSTANDING & PENDING REPORTS - PUBLIC**

The Board was in receipt of the following report November 02, 2005 from Alok Mukherjee, 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 current list of pending and outstanding reports is on file in the Board office.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P354. PROVINCIAL OFFENCES ACT – OFF-DUTY DAY COURT  
ATTENDANCE**

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

Subject: PROVINCIAL OFFENCES ACT – OFF-DUTY DAY COURT ATTENDANCE

Recommendation:

It is recommended that:

- (1) the Board approve off-duty day court attendance for Provincial Offences Act charges subject to this initiative having no net impact on the Service's operating budget; and
- (2) the Board forward a copy of this report to the City Manager for information.

Background:

City of Toronto Council, at its meeting of July 22, 23 and 24, 2003, adopted Report No. 8 of the Policy and Finance Committee to schedule Officers to attend Provincial Offences Act (POA) night court on an off-duty basis. This initiative was expected to increase Officer attendance at court. Furthermore, an increase in the number of convictions was also projected and as a result there would be a deterrent for people, despite the offence notice, to go to court as the expectation that an Officer would appear in court would be significantly increased. Subsequent to implementation of the off-duty night court initiative, an analysis was conducted by the Service for the years 2004 and 2005. The results of the analysis proved the program to be successful. The results indicate that night court attendance of officers is steadily increasing due to the assignment of off-duty court dates. Officer non-attendance has been reduced from 46% in 2003 to 29% in 2004 with a further reduction to 26% in 2005. Off-duty court attendance results in additional costs to the Service however, it also provides benefits to the City due to the increased number of convictions. The agreement with the City provided for the reimbursement of the incremental costs incurred by the TPS.

As a result of the success of the off-duty night court attendance program, the Service and City Court Services entered into discussions on implementing a similar program for day court attendance. The following information is provided in relation to this.

An accused has the right to challenge their charge in court at trial. The average trial rate in Ontario is approximately 15%, however, in Toronto; the trial rate is approximately 50%, as it is well known by the general public that officers are legitimately excused from attending trial court

due to operational requirements. Sixty three percent of the officers scheduled to attend day court while on-duty were cancelled due to operational requirements. Their supervisor determined that their duties in the Division, to ensure that the requirement to maintain public/officer safety was maintained, took priority over their attendance at court. As a result, the officer remained on-duty addressing calls for service, etc., instead of attending court.

When an officer fails to attend court, the evidence required to obtain a conviction is not provided and no conviction is registered. As a consequence, there is an increased acquittal rate that affects the ability of the court to effectively resolve the issues presented to it. It is important that offenders are dealt with in an appropriate manner in court, and are not acquitted of offences because existing evidence was not presented to the court. If offenders believe that they have a strong chance of being acquitted in court (50% trial rate), there will be no deterrent to committing traffic offences on the streets of this city. This reduces the communities' perception of safety and decreases their confidence that the streets in the city are safe.

If officers were to attend court on a regular basis, the perception of the general public could change, as a conviction at trial (80% conviction rate at trial) is more probable with the officer testifying in these cases. The trial rate of 50% would be reduced toward the Ontario average, thus reducing the demand for increased officer attendance in court.

Additionally, much of the enforcement efforts by officers are in vain, as POA cases are dismissed each day due to officer non-attendance. In 2003 and 2004 respectively, approximately 13,000 incidents of officers not showing in court occurred per year. The result equates to thousands of cases withdrawn by the Courts due to a lack of evidence required to effectively prosecute the charges.

The current staffing levels make it impossible to adequately address calls for services if officers are required in day court. However, if a member was assigned to off-duty day court, with no additional cost to the Service, members would attend court when required, thus eliminating the negative impact on police operations. Additionally, all the other positive impacts mentioned above would result.

The current policy of scheduling officers to attend day court on-duty for Provincial Offences matters only allows for 5 days (in the 35 day cycle) that officers can be scheduled to day court while on day shifts. If officers were scheduled to day court while off-duty, there would be approximately 20 days available to schedule officers to attend day court. Additionally, more available dates given for court scheduling would increase the flexibility of utilizing the court spaces. This added flexibility in court scheduling would provide the City with the opportunity to load their court tiers in a manner that maximizes officers' attendance.

Another advantage of off-duty day court scheduling is officer availability, while on duty, to enforce Provincial Offences. If the officer is not in court, the officer would be in a position to increase the level of traffic enforcement. An increase in traffic enforcement would help to promote traffic safety.

It is very difficult to ensure that only a fixed percentage of officers are scheduled to on-duty court from each platoon. Annual leave, lieu time off, sick time, training courses and other demands on the Service are constantly changing. These impact on the number of officers available to address calls for service and the other operational needs of the units. If officers are scheduled off-duty for POA matters, it will reduce the staffing impacts currently faced by each platoon working the day shift. Presently, officers are being cancelled from attending on-duty day court 63% of the time, as they are required to attend Service calls.

Based on the off-duty night court experience, it is anticipated that day court non-attendance can be reduced by 45%, if members were scheduled to off-duty court as illustrated below.

2003 POA Day Court Analysis (Base Year)

Day Court on-duty	Day Court off-duty	Non- Attendance
22% attendance	41.25% attendance	36.75%

Projected 2006 POA Day Court Analysis

Future Day Court on-duty	Future Day Court off-duty	Future Non- Attendance
10% attendance	70% attendance	20%

### Cost Impact

As mentioned above, off-duty court attendance will have a cost impact on the Service. This additional cost is a result of more Officers attending court off-duty and therefore incurring premium pay. Based on the projected increased attendance and implementation by the third quarter 2006, the estimated cost impact in 2006 is \$0.6M with an annualised impact of \$2.4M.

Similar to the off-duty night court initiative, it is the Service's expectation that the additional cost impact identified above will be offset by an equivalent cost recovery from the City. Therefore, the Service's gross expenditure will be increased by the additional cost and the Service's cost recoveries will be increased by the same amount, resulting in no net impact on the Service's operating budget. The gross expenditure and cost recovery amounts will be adjusted each year based on actual experience.

### Conclusion

The scheduling of officers to POA court while off-duty provides a solution to all the issues arising from officers failing to attend court. It addresses, in a positive way, the appropriate administration of justice in the POA courts, the communities' safety and their perception of safety, the cost of paying officers to attend and give evidence regarding these matters, and it provides increased flexibility regarding officer scheduling.

It is therefore recommended that the Board approve off-duty day court attendance for Provincial Offences Act charges subject to this initiative having no net impact on the Service's operating budget, and that the Board forward a copy of this report to the City Manager for information.

Deputy Chief Tony Warr, Specialized Operations Command and Acting Chief Administrative Officer, Angelo Cristofaro, Administrative Command, will be in attendance to respond to 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 NOVEMBER 17, 2005**

**#P355. RENEWAL OF CISCO SMARTNET NETWORK MAINTENANCE  
SERVICES AND VENDOR OF RECORD FOR NETWORK EQUIPMENT**

The Board was in receipt of the following report October 12, 2005 from William Blair, Chief of Police:

Subject: RENEWAL OF CISCO SMARTNET NETWORK MAINTENANCE  
SERVICES AND VENDOR OF RECORD FOR NETWORK EQUIPMENT

Recommendation:

It is recommended that:

1. the Board approve the selection of Compugen Inc. as the Vendor of Record for the renewal of Cisco SMARTnet network maintenance, hardware, software, upgrade protection for the installed network hardware and related software products for a period commencing January 1, 2006 and ending on December 31, 2008, at an annual cost of \$439,300 (including all taxes), for a projected total of \$1,317,900 (including all taxes) for the term of the contract;
2. the Board approve the selection of Compugen Inc. as the Vendor of Record for the supply of network equipment, hardware and software components for a period commencing December 1, 2005 and ending on December 31, 2008;
3. the Board authorize the Chair to execute the appropriate agreements subject to the City Solicitor's approval as to form;
4. the Chief, or his designate, notify the City CFO and Treasurer 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 Toronto Police Service (TPS) computing infrastructure is comprised of two data centres and local servers at all major remote sites (divisions and units). The second data centre provides backup facilities for the Service's Disaster Recovery requirements. The network provides the critical link between the two data centres and the Service's approximate 3,000 desktops and printers to the information housed in the central and local servers.

Based on previous approvals (Board Minute #P311/2001 and Board Minute #P310/2002), Cisco SMARTnet maintenance services have been in place since December 2001, as a means of providing ongoing and reliable maintenance for the TPS networking environment. Cisco does not deal directly with customers for the acquisition and SMARTnet maintenance services of their products, rather they enlist authorize resellers to distribute these products and services to their customers.

The TPS requires a reliable and cost-effective supply of equipment, maintenance and services to maintain its network infrastructure in a “state of good repair” in order to support its use of information technology. To that end, a Request for Proposal (RFP #1052835-05) was issued on April 21, 2005 to establish a Vendor of Record for the supply of networking hardware, software and Cisco SMARTnet maintenance services for these items.

There were two respondents received for this tender: Compugen Inc. and IBM Canada Ltd. The IBM Canada submission was not compliant with the tender requirements and therefore was disqualified. The Compugen Inc. submission was evaluated as follows:

### **1. Cisco SMARTnet Maintenance for Installed Equipment**

The RFP requested costs for Cisco SMARTnet maintenance service for hardware, software and upgrade protection for all existing software components that comprise the TPS network infrastructure.

Compugen Inc. met these criteria. This proposal is deemed to be a fair and equitable response by the evaluation team with respect to value added services, cost and availability of skilled technical resources to assist in the planning and implementation of network solutions.

The maintenance costs for the installed base of equipment are projected as follows (including all taxes):

<u>Maintenance</u>	<u>Annual</u>	<u>Projected Costs</u> <u>Term of Contract</u>
Total Maintenance	439,300	1,317,900

The maintenance costs may change as new hardware and software products are added to meet project, budget and/or operational requirements. These increases will follow the standard funding approval process.

### **2. Acquisition of Additional Network Hardware, Software and Components**

The RFP requested costs for representative configurations of network hardware, software and components in common use by the Service. The Compugen Inc. proposal was evaluated based on the ability to provide these configurations and to establish a reliable and authorized vendor for additional network equipment.

Compugen Inc. met the criteria of the tender for the supply of this equipment. All acquisitions will be in accordance with By-law 147.

It is therefore recommended that:

1. the Board approve the selection of Compugen Inc. as the Vendor of Record for the renewal of Cisco SMARTnet network maintenance, hardware, software, upgrade protection for the installed network hardware and related software products for a period commencing January 1, 2006 and ending on December 31, 2008, at an annual cost of \$439,300 (including all taxes), for a projected total of \$1,317,900 (including all taxes) for the term of the contract;
2. the Board approve the selection of Compugen Inc. as the Vendor of Record for the supply of network equipment, hardware and software components for a period commencing December 1, 2005 and ending on December 31, 2008;
3. the Board authorize the Chair to execute the appropriate agreements subject to the City Solicitor's approval as to form;
4. the Chief, or his designate, notify the City CFO and Treasurer 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.

Funding is available in the operating budget for these purposes.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance at the Board meeting to respond to any questions in this respect.

**The Board approved the foregoing.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P356. FLEET, INVENTORY AND ASSET MANAGEMENT INFORMATION  
SYSTEM**

The Board was in receipt of the following report JUNE 18 October 15, 2005 from William Blair, Chief of Police:

Subject: FLEET, INVENTORY AND ASSET MANAGEMENT INFORMATION  
SYSTEM

Recommendation:

It is recommended that: the Board award a contract for the purchase and installation of a new fleet, inventory and asset management information system to Paradigm Business Systems North America in the amount of \$821,000, inclusive of all taxes.

Background:

The Toronto Police Service (TPS) currently uses various systems to manage its fleet, inventory and assets. Many of these systems (e.g. firearms inventory, equipment inventory and asset management) are stand-alone and were developed in-house many years ago. The fleet system, Ron Turley Associates Fleet Management Software (RTA), was purchased over 8 years ago and is being utilised for fleet inventory/maintenance and to track staff clothing and equipment.

The stand-alone systems promote inconsistencies in the way TPS deals with various inventory items and assets. Moreover, individual units rely on a wide variety of tools to manage their respective inventories and track assignments of assets. The RTA system has generally met the Service's requirements in the past however, it has a number of limitations (e.g. manual transfer of information to other TPS systems, timely response to management information requests) which have become more and more constraining as TPS needs and priorities grow.

As a result, TPS initiated a project to review its asset/inventory operations through business process improvement and the application of asset/inventory management technologies. A project working group consisting of staff from; Finance, Fleet, Information Technology, Purchasing, Training & Education, Human Resources, Divisions and specialised operations was established. The Service retained a consultant from Business Transformation Associates (BTA) to guide the working group through the business process review. The review included:

- assessing the current situation
- confirming the business vision for inventory/asset management
- assessing affected business processes
- revising system requirements.

At the conclusion of the review, a detailed document outlining the Service's requirements for an inventory/asset management system was available. This document was then used as the basis to commence the development of a Request for Proposal (RFP). The RFP document was very detailed and included common and specific TPS business requirements, system integration/interface requirements, technical and security requirements. The RFP #1049674-05 was issued on February 1, 2005 through Purchasing Support Services with a closing date of March 1, 2005.

Three responses to the above RFP were received. The respondents were; Paradigm Business Systems (PBS) North America, Ashlin Computer Corporation and Bell Canada. The RFP requirements were segregated into three categories; mandatory, essential and desirable. In order to evaluate a response the proponent must have indicated that they were in compliance with all of the mandatory requirements. Ashlin Computer Corporation and Bell Canada were not in compliance with all of the mandatory requirements and therefore were disqualified. PBS North America responded that they met all of the mandatory requirements in the RFP and therefore proceeded to the demonstration phase. This phase required the proponent to demonstrate, using the business processes in the RFP, to the Service how their system met the mandatory requirements.

PBS North America has implemented their system in various Police Services in Ontario (i.e. Ontario Provincial Police (OPP), York Region, Peel and Niagara) and recently has completed an implementation for the Washington, D.C. Police. Prior to receiving a demonstration from PBS North America, members of the working group conducted site visits with the OPP and Peel Police in order to view the live system. Although the OPP and Peel Police did not implement the full functionality of the PBS system, the visits provided useful information with respect to implementation issues, questions to raise and the satisfaction level with the system. Both the OPP and Peel Police are satisfied with the system and the support they are receiving from the vendor however, they also realise that the system has more capabilities than what they are using.

Subsequent to the above site visits, PBS North America was required to provide a demonstration, to the TPS working group, of how their system met the RFP mandatory requirements. The demonstration was designed to follow TPS business processes. In order to demonstrate the mandatory requirements, it took several meetings of the working group with PBS North America. The end result was that PBS North America successfully demonstrated all of the mandatory requirements and therefore complied with the RFP. PBS North America is being recommended as the successful vendor.

#### System Purchase and Implementation

The cost to purchase and implement the fleet, inventory and asset management system from PBS North America is \$821,100, inclusive of all taxes. The Service is entitled to a full rebate of the GST paid and therefore the net cost to the Service is \$771,120. Implementation would commence in January 2006 and be completed by the third quarter 2006. Implementation includes the development of interfaces (to other TPS systems), configuration, data conversion and training. The above cost reflects the purchase of the software, implementation and first year

maintenance from PBS North America. The Service will be required to assign staff (e.g. from IT, Finance, Field Units) to work with PBS North America during implementation and also acquire other equipment (e.g. servers, bar coders, etc.). This equipment will be purchased separately through the Service's normal purchasing process. The total cost (including internal resources) is summarised below:

Software, implementation, training	\$746,350
Maintenance (first year)	<u>\$74,750</u>
Total Cost to PBS North America	\$821,100
Servers (separate purchase)	<u>\$145,000</u>
Total Project Gross Cost	\$966,100
Less GST Rebate	<u>(\$58,800)</u>
Total Project Net Cost	\$907,300
Internal staff time estimate	<u>\$275,000</u>
Total Implementation Cost	\$1,182,300

The Acting, Chief Administrative Officer, Administrative Command has certified that funding for the total project net cost is available in the 2005-2009 approved Capital Program for this project.

Therefore, it is recommended that the Board award a contract for the purchase and installation of a new fleet, inventory and asset management information system to Paradigm Business Systems North America in the amount of \$821,100, inclusive of all taxes.

Mr. A. Cristofaro, Acting Chief Administrative Officer, will be in attendance to answer any questions that the Board Members may have.

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

**THAT the Board authorize the Chair to enter into the agreement on behalf of the Board subject to the City Solicitor's approval as to form.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P357. COMMUNITY DONATION: 35 AUTOMATIC EXTERNAL  
DEFIBRILLATORS**

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

Subject: DONATION OF AUTOMATIC EXTERNAL DEFIBRILLATORS

Recommendation:

It is recommended that:

- 1) the Board accept the donation of thirty-five Automatic External Defibrillators, a maintenance package and required training from The Mikey Network valued at \$142,685; and
- 2) the Board approve the use of the Service image on the stainless steel cases that will be used to store the Automatic External Defibrillators.

Background:

The Mikey Network (the Network) was established in 2003 by Heathwood Homes and the Heron Group of Companies, in memory of Mr. Mike Salem. Mr. Salem died as a result of cardiac arrest while some considerable distance away from qualified help. Although it is not known if an Automatic External Defibrillator (AED) could have saved Mr. Salem's life, the Network was established to donate AEDs to high-risk public locations. The Network is also dedicated to raising awareness and providing education about heart healthy lifestyles.

In September 2005, Mr. Hugh Heron, President of Heathwood Homes and Chief Executive Officer of the Heron Group of Companies, and Mr. Morty Henkle, Executive Director of The Mikey Network, approached the Service with an offer of AEDs for police-occupied facilities. Mr. Heron and Mr. Henkle have consulted with representatives of Command and Occupational Health and Safety, as this offer of a donation has implications that may effect both our members and the public who access police-occupied facilities.

The offer of donation is broken down as follows:

- All police stations to which the public has access, and all police-occupied facilities including court-houses, will be equipped with a minimum of one Mikey Network AED. Two Mikey Network AEDs will be installed where the size of the facility, type of activity or potential number of effected persons indicates a higher level of risk exists, as evaluated by Toronto Emergency Medical Services (EMS), Occupational Health and Safety, and a representative of the Network. The Network has offered a total of thirty-five AEDs.

- Each AED will be installed in a custom designed stainless steel case, (see attached sample drawing of the case) which will display the Network's logo, the Toronto Police Service Crest, and directions on what to do in case of an emergency. The estimated value of this component of the donation is (35 X \$3,500) \$122,500.
- In addition, the Network has offered a donation of training for 255 of our members in CPR and AED through Toronto EMS. The value of this aspect of the donation is \$12,240.
- Finally, the Network has offered a maintenance package, which is integral to the safe operation of each unit, having a value of \$227 per unit. The estimated value of this component of the donation is \$7,945.

The total donation value is \$142,685.

The AEDs to be supplied by the Network will be Lifepack CR Plus defibrillators. This brand of AED is approved by Toronto EMS. Lifepack CR Plus AEDs record the AED's activities via digital record keeping, but does not include a voice record of any event in which the AED is used.

### Discussion

Prompt use of an AED by a properly trained responder has proven to be effective in life-threatening circumstances. The installation of one or more AEDs in police facilities will be beneficial to members of the public who become ill and require resuscitation while in a police facility. This group will include visitors and detainees. In addition, Service members who become ill and require resuscitation will also have access to an effective treatment model. These benefits address both community safety concerns and workplace safety concerns simultaneously.

The Service has considered the distribution of AEDs to a variety of police-occupied facilities as both a public and employee safety initiative. Typically from a public safety perspective, locations considered include facilities with a large number of members of the public under significant emotional stress, such as Central Lock-ups and Courts. From an occupational health and safety perspective, the Service has recently experienced circumstances where members suffer cardiac arrest during or after participating in defensive tactics training.

The availability of an AED in a cardiac crisis and its use by a qualified responder will significantly improve a victim's chances for survival, whether that victim is an employee, a member of the public visiting our facility, or a detainee in a lock-up. The cost of each AED and the cost of training and maintenance are below the actual market value for this level of equipment and training if the Service initiated such a purchase through its operational budget.

The Network has requested a link from the Service's Internet Home Page to their Home Page. This link will permit a person visiting our Home Page to link with the Network and learn more about their foundation and its goals.

Retraining, maintenance and other administrative matters will be managed on behalf of the Service by Occupational Health and Safety, in conjunction with Toronto EMS.

This donation is consistent with Service Procedure 18-08 entitled “Donations”. The Network has requested a corporate tax receipt.

It is hereby recommended that the Board accept the donation of thirty-five Automatic External Defibrillators, a maintenance package and required training from The Mikey Network valued at \$142,685, and approve the use of the Service image on the stainless steel cases that will be used to store the Automatic External Defibrillators.

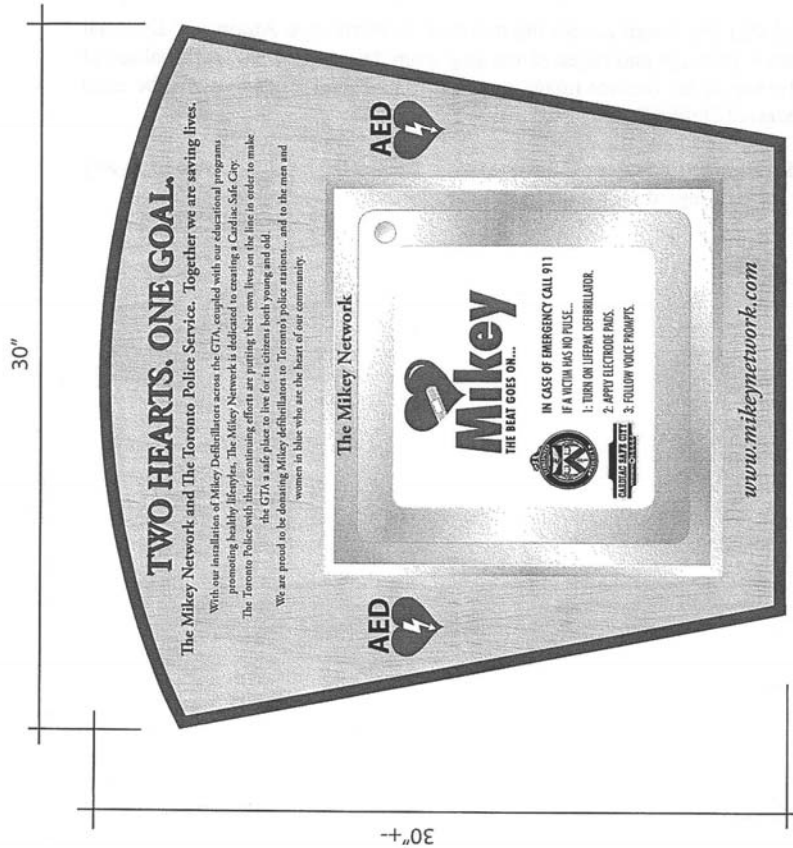
Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

**Mr. Hugh Heron, President, Heathwood Homes and the Heron Group of Companies, and Mr. Morty Henkle, Executive Director, The Mikey Network, were in attendance and advised the Board that the number of defibrillators that The Mikey Network proposed to donate to the Toronto Police Service had increased from 35 to 37.**

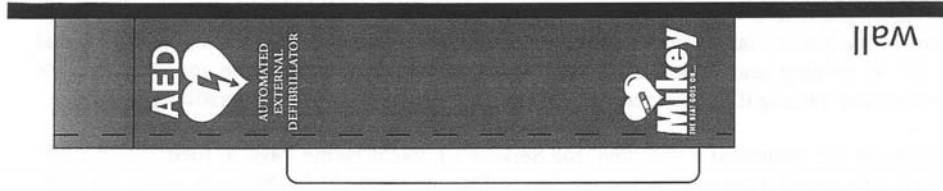
**Chief Blair and the Board expressed their thanks and appreciation to Mr. Heron and Mr. Henkle for the generous donation.**

**The Board approved the foregoing report.**

# AED Donation Drawing – Proposed Case and Logos



front view



side view

heathwood - mikey - sept 26 2005  
V11 RYAN  
9056

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P358. POLICY TO RECOGNIZE CULTURALLY-SIGNIFICANT DAYS AND  
THE ESTABLISHMENT OF THE TORONTO POLICE SERVICES  
BOARD'S 2006 MEETING SCHEDULE**

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

Subject: Policy to Recognize Culturally-Significant Days and the Establishment of the  
Toronto Police Services Board's 2006 Meeting Schedule

Recommendations:

It is recommended that:

- (1) the Board approve the list of culturally-significant days contained in this report as the days that the Board and the Service recognize as key days of the year upon which public or community meetings will not be scheduled, if possible; and
- (2) the Board develop a policy indicating that the Board and the Service will avoid scheduling any public or community meetings on the days recognized as culturally significant unless there are extenuating circumstances; and
- (3) the Board approve the 2006 meeting schedule contained in this report.

Background:

Traditionally, the Board bases its annual schedule of meetings on days that are least likely to conflict with the City of Toronto schedule of council, standing committees of council, community councils and other committee meetings. The proposed dates for Board meetings are selected on the basis of the city scheduling information available at the time the Board schedule is prepared; generally in the last quarter of the current year. Although the City of Toronto attempts to follow its schedule of meetings as much as possible, and amendments to the schedule are avoided, there are often circumstances throughout the year which result in changes to the city schedule which, in turn, require changes to the Board meeting dates.

Culturally-Significant Days:

In developing its annual schedule of meetings, the City also takes into consideration a number of factors including for example: statutory holidays, culturally-significant days, March Break for public, separate and private schools, and annual key conferences. The following days have been formally recognized by the City as culturally significant. I am recommending that the Board approve this list as the days that the Board will also formally recognize as culturally significant as a concrete demonstration of its commitment to respecting and embracing the racial and cultural diversity of the community.



Orthodox Christmas (Eastern)  
Lunar New Year  
Eid al-Adha  
Eve of Passover  
First Day of Passover  
Good Friday (Western)  
Holy Friday (Eastern)  
Easter (Western) and  
Orthodox Easter (Eastern)  
Mawlid al-Nabiy  
National Aboriginal Day  
Eve of Rosh Hashanah  
Rosh Hashanah  
Eve of Yom Kippur  
Yom Kippur  
Diwali  
Eid al-Fitr  
Christmas (Western)  
Kwanzaa

If the Board approves this list, every effort will be made to avoid scheduling meetings involving the public and the community on these dates. It is recommended that the Service also take these dates into consideration when scheduling public and community meetings.

Annual Key Conferences:

Representatives of the Toronto Police Services Board have traditionally attended three police board governance conferences that are held annually. The 2006 dates for those three conferences are contained in the list below:

Ontario Association of Police Services Boards' Annual Conference  
Burlington, Ontario  
May 04 – 06, 2006

Canadian Association of Police Boards' Annual Conference  
Edmonton, Alberta  
August 17 – 19, 2006

Canadian Association of Civilian Oversight of Law Enforcement  
Vancouver, British Columbia  
October 03 – 05, 2006

It is recommended that these dates also be avoided in the scheduling of Board meetings.

### Board Meeting Schedule – 2006:

After reviewing the preliminary information currently available for the 2006 City of Toronto schedule of meetings, and taking into consideration the lists of culturally-significant days and key conferences noted above, I am proposing the following dates for the Board's 2006 meetings:

Thursday,	January 12
Wednesday,	February 15
Thursday,	March 23
Monday,	April 24
Thursday,	May 18
Thursday,	June 15
Monday,	July 10
Thursday,	August 10
Thursday,	September 28
Thursday,	October 19
Thursday,	December 07

(note: no meeting is scheduled during the month of November due to the municipal election which will take place on November 13, 2005.)

### Times and Locations of Board Meetings:

Given that the Board has recommended that the locations of its meetings alternate between Toronto Police Headquarters and Toronto City Hall, whenever possible, I am requesting Board staff to inquire about the availability of suitable facilities at Toronto City Hall. As it may be difficult for some people to follow the rotation of meetings, I will ensure that the Board's website contains up-to-the-minute information on the location of each meeting.

Regardless of the location of a Board meeting, it is anticipated that all in-camera meetings will commence at 10:00 AM followed by a public meeting at 1:30 PM.

### Special Budget and Special Community Meetings:

It is anticipated that the Board will schedule at least two special meetings in the last quarter of 2006 for the purposes of reviewing preliminary reports, receiving presentations and hearing deputations on the 2007 operating budget submission and the preliminary 2007-2011 capital program submission. Each meeting will be scheduled at approximately 5:30 PM; a time which may be more convenient for members of the community to make deputations to the Board. The specific dates for these meetings cannot, unfortunately, be determined at this time as the City of Toronto will not release details or instructions on its 2007 budget reporting process until early in 2006.

In addition to the regularly scheduled meetings and the special meetings which will deal solely with budget issues, the Board will also reserve dates for the purposes of conducting two meetings at different locations around the city e.g. community council facilities, schools or community centres, to consult with the community in a meaningful way on specific policing issues. These two meeting dates will be selected later when the Board has had time to consider specific issues or when the need arises in response to an urgent local community concern. As I mentioned earlier, the Board's website will be the best source to access up-to-the minute information about the dates and locations of all Board meetings.

#### Conclusion:

As part of the preparation for this report, every effort has been made to avoid selecting dates for Board meetings that could subsequently conflict with a Board member's obligation to attend another meeting, event or commitment. This, however, does not eliminate the possibility that a meeting date may need to be changed due to circumstances that arise during the year.

It would be helpful for the Board to note that, upon approval of the annual schedule of meetings, many Board, Service and City staff members rely upon those dates - and the agenda deadlines, scheduling decisions and public notices that follow as the direct result of those meeting dates - and that changes to the meeting schedule should be limited and, preferably, made only after careful consideration.

**Chair Mukherjee advised the Board that the days identified in the report above as culturally significant are the same days recognized by the City of Toronto. Chair Mukherjee also advised that, after preparing the foregoing report, he was notified about the addition of a police graduation ceremony to be held on January 12, 2006 - the date proposed for the January 2006 meeting.**

**The Board approved the foregoing report with the exception of the date proposed for the January 2006 meeting. Chair Mukherjee advised that an alternate date would be selected for the January 2006 meeting after consultation with the Board members.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P359.        RESPONSE TO RECOMMENDATION FROM THE INQUEST INTO THE  
DEATH OF MR. NEGUS TAFARI TOPEY**

The Board was in receipt of the following report October 12, 2005 from William Blair, Chief of Police:

Subject:        RESPONSE TO THE CORONER'S JURY RECOMMENDATION FROM THE  
INQUEST INTO THE DEATH OF MR. NEGUS TAFARI TOPEY

Recommendation:

It is recommended that:

- (1) the Board receive this response to the Coroner's Jury recommendation from the inquest into the death of Mr. Negus Tafari Topey; and
- (2) the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background:

At the age of eleven, Mr. Negus Tafari Topey was diagnosed with Ornithine Transcarbamylase Deficiency (OTC Deficiency) of late onset. OTC Deficiency is an extremely rare congenital metabolic disorder of the urea cycle that results in increasing levels of plasma ammonium in the blood and brain with associated irritability, vomiting, drowsiness and coma. As a result of this disorder, Mr. Topey was required to take the medications, Sodium Benzoate and L-Citrulline for the rest of his life as well as maintaining a low protein diet.

On July 18, 2004, at the age of twenty, Mr. Topey was arrested by members of the Toronto Police Service. At the time of arrest Mr. Topey gave a false name and date of birth. He was held in custody as a youth and spent the night of July 19, 2004, at the Hamilton Wentworth Detention Centre under the name of Kahlifa Morgan. At the time Mr. Topey was processed by the booking hall sergeant he was not displaying any signs of illness. Mr. Topey informed officers that he had a liver problem and was taking medication but did not have any with him. This information was noted on the Record of Arrest. During follow-up questions by the sergeant, Mr. Topey was evasive in his answers regarding his medical condition. At the detention centre, Mr. Topey informed the nurse that he had a liver disease but was not taking medication. The nurse made an appointment for Mr. Topey to see the doctor in a week's time.

On July 20, 2004, it was determined that Khalifa Morgan was in fact Negus Tafari Topey and not a youth. He was additionally charged with Attempt to Obstruct Justice and two unrelated warrants for his arrest were executed. Of the Records of Arrest that were completed for Mr. Topey on this date, only one contained information about his medical condition.

On July 21, 2004, Mr. Topey appeared in Toronto West Court where he was remanded into the custody of the Maplehurst Correctional Facility. This was the last contact Mr. Topey had with any member of the Toronto Police Service.

At the admitting and discharge area at Maplehurst, a correctional officer gathered information from Mr. Topey for the Offender Tracking Information System (OTIS). The correctional officer reviewed the remand warrant but did not open the envelope containing the relevant documents, which included the medical information, sent with Mr. Topey by the Toronto Police Service.

From July 21 to August 3, 2004, Mr. Topey was seen by a number of medical professionals including doctors, nurses and paramedics, and was sent to the hospital on two occasions. During Mr. Topey's contact with the assorted medical professionals he gave various accounts of his medical history.

In the early hours of August 3, 2004, a correctional officer found Mr. Topey on the floor of his cell, naked and curled up in a fetal position, visibly shaking with his eyes rolled back and injuries to his forehead. An ambulance was called and Mr. Topey was transported to the hospital.

On August 9, 2004, Mr. Topey died at the McMaster University Medical Centre. As Mr. Topey was in the custody of correctional officers from the Maplehurst Correctional Centre at the time of his death, an inquest was mandatory under Section 10(4) of the Coroners Act. At the conclusion of this inquest, the Coroner's jury made fourteen recommendations; one of which was directed to all police services.

#### Response to Coroner's Jury Recommendation #10:

*"10 . Based upon the number and inconsistencies of all information in the records of arrest (family contact information, medical information etc), it is recommended that all records of arrest should contain all pertinent medical information and, in particular, the names of all medications for a detained person. In addition, all Police Services in Ontario are encouraged to provide Correctional Facilities with the record of arrest and/or any other documentation that lists observations and/or information about a detained person's medical condition."*

The Toronto Police Service is compliant with this recommendation with regard to the recording and relaying of pertinent medical information. This Service captures pertinent medical information not only on the Record of Arrest but also on the Prisoner Medication Form, Prisoner Transportation List, and where appropriate, on the cover of the crown envelope. All of these documents, except for the crown envelope, are transported along with the prisoner to court and then on to the correctional facility.

Where there are a number of cases involved (i.e. warrants and new charges), more than one record of arrest is created. Generally, in these circumstances the booking information (feeding, phone calls and medical information) is entered into one of the active cases. In situations where there is more than one Record of Arrest completed for an individual, all of the Records of Arrest are attached to the Prisoner Transportation List and follow the prisoner to the correctional facility. This has always been the practice of Court Services and was recently reinforced with an addition to Unit Specific Policy.

The proper collection and relaying of pertinent medical information is addressed both within Service Procedures and the training that officers receive. Service Procedures entitled “Persons in Custody” (01-03) and “Property of Persons in Custody” (09-06) outline the responsibilities of the arresting officer, booking officer, transporting officer, Officer in Charge and the Officer in Charge of a Lock-up to ensure the proper collection and relaying of pertinent medical information. The requirements of these Procedures are also addressed within several courses offered through the Training Unit.

The Toronto Police Service recognizes that it is imperative to record pertinent medical information relating to a person in custody and to ensure this information is relayed to the correctional facility where that individual has been transported. As such, this Service already has numerous steps in place to ensure this is accomplished. In Mr. Topey’s case, the medical information was handled properly and did arrive with the prisoner at the correctional facility.

#### Conclusion:

It is recommended that the Board receive this response to the Coroner's Jury recommendation from the inquest into the death of Mr. Negus Tafari Topey, and that the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Deputy Chief Jane Dick, Executive Command, will be in attendance 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 NOVEMBER 17, 2005**

**#P360. TORONTO POLICE SERVICE: 2005 CAPITAL BUDGET VARIANCE  
AS AT SEPTEMBER 30, 2005**

The Board was in receipt of the following report October 25, 2005 from William Blair, Chief of Police:

Subject: 2005 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT SEPTEMBER 30, 2005

Recommendation:

It is recommended that:

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

Background:

Toronto City Council, at its meeting of February 25, 26, 27, 28 and March 1, 2005 approved the Toronto Police Service's (TPS) 2005 - 2009 Capital Budget at a total expenditure of \$30.6 Million (M) for 2005, and a total of \$198.2M for 2005 – 2009.

The following provides details of the capital budget variance for the year 2005 as of September 30, 2005.

Summary of Capital Projects:

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

The Service is projecting a 2005 year-end expenditure of \$31.4M against the \$39.3M available spending amount. This provides an under-expenditure of \$7.9M for 2005 of which \$7.0M will be carried forward to 2006 (\$0.9M for Mobile Data Network will not be carried forward).

Variances

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

**Information Technology (IT) related projects:**

- Police Integration System – This project provides for the creation of network connections between various systems (internally and externally). It provides funding for eight different projects. At this point TPS anticipates \$1.9M cash carry forward to 2006 for projects such as Geocoding (statistical systems), Reporting tools and Inventory Asset / Management System. The primary reason for the delay is the Request for Proposal (RFP) evaluation for the Inventory Asset / Management System took longer than originally expected.
- Mobile Data Network Conversion – This project was scheduled to start in 2004; however this project is no longer required and the funding will not be utilised.
- Investigative Voice Radio – Due to operational needs, the 2006 budget of \$1.2M was used to purchase radios required in 2005 and, as a result, shows a greater expenditure than planned in 2005; however, the total expenditure remains within the approved project funding.
- Jetforms – The cost of replacing this system is currently estimated at \$1.2M based on information from Adobe (the company that acquired Jetforms). During 2005, Information Technology Services investigated various softwares and even though a few of these programs met many of our requirements, some of the critical elements were not satisfied. As a result, a Request For Proposal (RFP) will be issued in November and the cost and a vendor will be determined at the beginning of 2006. At this time the Service is projecting no spending in 2005. The entire \$1.2M will be carried forward to 2006.
- HRMS additional functionality – In late 2004, Peoplesoft was purchased by Oracle. The project was delayed as we did not know the ramifications of the Oracle acquisition and therefore, it was not prudent to invest in any enhancements at that time. However, Oracle has indicated that current Tools and Platforms will be supported for the duration of the product support - at least until 2013 for the currently released products. As a result of this delay, the Service will be able to spend only \$0.2M to year-end. The remaining \$ 0.3M for consulting and professional services will be carried forward to 2006.
- TRMS additional functionality – During 2005, TRMS resources have been committed to stabilizing the TRMS environment and resolving specific issues related to the initial implementation. Involvement of resources for specific upgrade activities will begin in late 2005 and continue into 2006. The remaining funds will be utilized in 2006 to upgrade the TRMS environment. As a result, the Service will be able to spend only \$0.2M to year-end and the remaining \$0.35M will be carried forward to 2006.

**Facility projects:**



- New Training Facility – This project provides for the construction of a new Police College (replacing C.O. Bick), a training facility for Firearm / Defensive Tactics and a Driver Training Track. It is anticipated that \$1.7M of \$4.6M available funding will be utilised during 2005 due to delays in developing a co-ordinated design with the Department of National Defence (DND). Also, there have been some delays in hiring a Construction Manager and the design phase is taking longer than anticipated. Discussions between TPS, the City and DND have commenced in order to reach a partnership agreement. The environmental assessment process is continuing and all the fieldwork is complete. Shore Tilbe Irwin Architects have been appointed Architect of Record. Toryork Driver Training Pad work is completed. The remaining amount of \$2.9M will be carried forward to 2006.
  - 23 Division – Design, working drawings and specifications are complete and the Construction Manager has been hired. A sod turning ceremony took place on July 8, 2005 and a building permit application has been filed. At this time, the Service is projecting to spend \$5.0M of the \$7.3M available funding in 2005 due to delays in receiving provisional site plan approval. Site foundation work is underway and the structural steel is ordered; however, it appears that the delivery schedule may be in early 2006. The remaining amount of \$2.3M will be carried forward to 2006. The delay in receiving the provisional Site Plan approval was due to a number of conditions and requests required by the City's Planning Department. These requests included: changing the location of the building on site, removing the fencing, redesigning the parking area, upgrading the landscaping and building a sidewalk. Negotiating and resolving the above issues took approximately 8 months.
  - 11 Division – This project provides for building a new 11 Division. A suitable site at 640 Lansdowne Avenue (a former Toronto Transit Commission (TTC) garage location) has been identified. Environmental and land issues are being reviewed by the Service and City. A report will be forwarded to the Board regarding the site prior to any work commencing. As a result, it is unlikely that any of the \$0.5M allocated in 2005 will be spent and this amount will be carried forward to 2006.
  - 43 Division – This project provides for building a new 43 Division with a completion at the beginning of 2006. This project is almost 90% complete and as a result it shows a greater expenditure than planned in 2005; however, the total expenditure remains within the project approved funding.
- 14 Division – This project provides funding for construction of a new 14 Division. City Real Estate, on behalf of the Service, is pursuing the acquisition of a suitable site. There are three potential sites that are being investigated and the Service is waiting for a response from City Real Estate. At this time, the Service is projecting only \$0.01M in 2005 and the remaining amount of \$0.74M will be carried forward to 2006.

## Summary

The Toronto Police Service is projecting a 2005 year-end under-expenditure of \$7.9M of which \$7.0M will be carried forward to 2006 (Mobile Data Network will not be carried forward). The projected 2005 expenditure represents 80% of the total available amount. This under-expenditure will continue to be monitored, and if necessary carried forward into 2006, and reflected in the 2006-2010 Capital program. Projects continue to be monitored closely to ensure that they remain within the total project budget and on schedule.

It is recommended that the Board receive this report and forward a copy to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions the Board may have.

**The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the Policy and Finance Committee for information.**

Attachment A  
**CAPITAL BUDGET VARIANCE REPORT AS AT SEPTEMBER 30, 2005**

<b>Project Name (\$000s)</b>	<b>Available to Spend in 2005</b>	<b>YTD Actual + Commitment as at Sept. 30, 2005</b>	<b>2005 Projected Actual</b>	<b>Year-End Variance (Over)/ Under</b>	<b>Total Project Cost</b>
<b>Information Technology Projects:</b>					
Livescan Fingerprinting System	285.7	4.3	285.7	0.0	4,979.4
Police Integration System	2,286.1	362.2	362.2	1,924.0	5,250.0
Mobile Data Network Conversion	900.0	0.0	0.0	900.0	900.0
Voice Logging Recording System	640.5	430.0	640.5	0.0	804.0
Lawfully Authorized Electronic Surveillance	1,850.0	1,847.4	1,850.0	0.0	1,850.0
Investigative Voice Radio System	58.9	1,258.8	1,258.8	(1,199.9)	3,600.0
Jetforms Replacement	1,200.0	0.0	0.0	1,200.0	1,200.0
HRMS additional functionality	500.0	0.0	150.0	350.0	1,800.0
TRMS additional functionality	550.0	193.4	200.0	350.0	2,475.0
Smartzone Upgrade	500.0	500.0	500.0	0.0	500.0
Centracom Upgrade	400.0	312.5	400.0	0.0	400.0
Replacement of Call Centre Management Tools	590.0	457.9	590.0	0.0	886.0
In – Car Camera	538.0	375.0	538.0	0.0	562.0
Automated Vehicle Location System Expansion	385.0	92.2	385.0	0.0	1,590.0
Strong Authentication	595.0	0.0	595.0	0.0	1,555.0
<b>Facility Projects:</b>					
New Training Facility	4,550.1	1,216.8	1,700.0	2,850.1	50,900.0
23 Division	7,331.9	376.1	5,000	2,331.9	15,156.0
11 Division	500.0	0.0	0.0	500.0	16,900.0
43 Division	5,428.7	7,628.6	7,428.7	(2,000.0)	14,700.0
Traffic Services and Garage Facility	3,532.9	3,543.0	3,532.9	0.0	8,600.0
Police Command Centre	680.8	678.2	680.8	0.0	725.0
14 Division	750.0	6.3	10.0	740.0	19,700.0

<b>Replacements / Maintenance / Equipment Projects:</b>					
State of Good Repair-Police	1,857.1	1,448.7	1,857.1	0.0	8,700.0
Boat Replacement	567.0	491.3	567.0	0.0	1,368.0
Facility Fencing	1,509.0	1309.0	1,509.0	0.0	3,660.0
Occupational Health & Safety Furniture Life Cycle Replacement	820.9	705.1	820.9	0.0	3,000.0
Mobile Command Post Vehicle	450.0	284.9	450.0	0.0	750.0
Radio Lifecycle	100.0	63.7	100.0	0.0	42,898.0
<b>Total</b>	<b>39,357.8</b>	<b>23,585.4</b>	<b>31,411.6</b>	<b>7,946.1</b>	<b>215,408.4</b>

**Other than Debt expenditure (Draw from Reserve)**

Vehicle and Equipment Reserve	5,033.0	5,033.0	5,033.0	0.0	25,165.0
Digital Photography Conversion	668.0	52.1	318.0	350.0	668.0
Strategic Traffic Enforcement Measures	129.0	83.0	129.0	0.0	129.0
Workstation, Laptop, Printer – Lifecycle Plan	2,891.3	2,653.0	2,891.3	0.0	7,218.0
Servers – Lifecycle Plan	3,058.1	2,252.8	3,058.1	0.0	4,668.0
IT business resumption – Lifecycle Plan	5,254.0	1,945.5	5,254.0	0.0	7,164.0
<b>TOTAL other than debt expenditure</b>	<b>17,033.4</b>	<b>12,019.4</b>	<b>16,683.4</b>	<b>350.0</b>	<b>45,012.0</b>
<b>TOTAL including other than debt expenditure</b>	<b>56,391.2</b>	<b>35,604.8</b>	<b>48,095.0</b>	<b>8,296.1</b>	<b>260,420.4</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P361. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2005 CAPITAL BUDGET VARIANCE AS AT SEPTEMBER 30, 2005**

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

Subject: 2005 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE - PARKING ENFORCEMENT AS AT SEPTEMBER 30,  
2005

Recommendation:

It is recommended that:

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

Background:

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

The following provides details of the capital budget variance for year 2005 as of September 30, 2005.

Summary of Capital Projects:

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

Project (\$000s)	Available funding in 2005	2nd Quarter Actuals	2005 Projection	Year-end Variance
Handheld Parking	4,100.0	32.4	2,600.0	1,500.0

Hand Held Parking Device - This project provides for handheld parking ticket devices at a total cost of \$4.1M. At this point, the vendor has been selected (Board Minute #P81/2005 refers) and further negotiations are continuing for final deliverables. Also, Information Technology Services (ITS) has reviewed the technology component that is being used to ensure system compatibility. The pilot program would be implemented February 2006 with a full system implementation date of June 2006. As a result, the Service is projecting that \$1.5M of the available funding will be cash carry forward to 2006 for system interface, pilot program and final acceptance.

### Summary

The Toronto Police Service – Parking Enforcement is projecting \$1.5M cash carry forward to 2006.

It is recommended that the Board receive this report and forward it to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee for information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions the Board may have.

**The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P362. TORONTO POLICE SERVICE – 2005 OPERATING BUDGET  
VARIANCE AS AT SEPTEMBER 30, 2005**

The Board was in receipt of the following report October 31, 2005 from William Blair, Chief of Police:

Subject: 2005 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT SEPTEMBER 30, 2005

Recommendation:

It is recommended that:

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

Background:

Toronto City Council, at its meeting of February 25, 26, 27, 28 and March 1, 2005, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$688.9 Million (M), which is the same amount as the budget approved by the Toronto Police Services Board at its meeting of January 24, 2005 (Board Minute #P3/05 refers).

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

2005 Operating Budget Variance

As at September 30, 2005, a favourable year-end variance of \$5.1M is projected, which is \$0.8M more than reported previously (Board Minute #P306/05 refers). The favourable variance is attributable to savings in salaries, premium pay and one-time funding sources. Details are provided below.

SALARIES (Including Premium Pay)

A net savings of \$1.9M is projected in this category, which is the same as previously reported.

Salaries are projected to be \$2.1M favourable. Based on experience to date, the projected number of uniform separations for 2005 is estimated to be 240 (compared to a budget of 200) as follows:

<b>Uniform Separations</b>	<b>2005 Budgeted</b>	<b>2005 Actual/ Projection</b>	<b>2004 Actual</b>
Year to date	173	197	199
Full year	200	240	239

The premium pay portion of the 2005 budget was approved at an amount of \$31.8M. At this time, the Service is projecting to be within the approved amount. The projection assumes that there will be no significant unforeseen events that would require deployment of officers on an overtime basis.

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

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

I have reiterated the importance of controlling premium pay expenditures to all Unit Commanders. The Service will continue to strictly enforce the monitoring and control of premium pay.

At its meeting of June 13, 2005 the Board approved the new organizational structure resulting from the Service's reorganization (Board Minute #P187/05 refers). As a result of the staffing changes approved in the report, the increase in 2005 salary costs associated with the new structure is estimated to be \$0.2M.

#### COMMUNITY ACTION POLICING (CAP)

The 2005 operating budget includes \$545,000 for the CAP program. CAP provides immediate relief to the community, by assigning uniformed officers to focused activities in neighbourhoods identified as having crime, disorder and public safety issues. Activities include foot-patrol, bike-patrol, enforcement, safety walks and audits with the community, crime prevention, intelligence gathering, parks patrol and spot-checks. The CAP program was implemented commencing June



15, 2005; however; unit commanders have been given discretion (within the allocated funding) with respect to the duration of the program.

### BENEFITS

A savings of \$1.3M is projected for medical and dental benefits which is \$0.3M more than reported previously. When the 2005 budget for medical and dental benefits was created, the Service believed that its costs would increase at a rate that was less than the industry average and budgeted accordingly. Experience to date shows that medical and dental costs have increased at an even lower rate than the Service originally forecasted.

### NON SALARIES

Non salary accounts are projected to be under spent by \$0.6M, which is the same as reported previously.

At its meeting of July 12, 2005, the Board approved an expenditure of up to \$100,000 in support of an Employment Systems Review from the existing budget surplus (Board Minute #P240/05 refers). This anticipated expenditure has now been included as part of the Service projections.

At its meeting of June 13, 2005 the Board approved the new organizational structure resulting from the Service's reorganization (Board Minute #P187/05 refers). As a result of the change in organizational structure (and reporting responsibility) several units will be required to relocate for the efficient operation of those units. It is anticipated that facility related costs (renovations, moving, etc.) associated with the restructuring will cost \$0.4M in 2005 and these costs are now included in the projections.

The Service has experienced an increase in certain revenue accounts. Due to the sustained nature of the increases, the Service is now in a position to project a favourable variance of \$1.1M in revenues. Of this favourable variance, \$0.5M relates to increased prisoner transportation recoveries and \$0.3M to the sale of clearance letters. The remaining \$0.3M is comprised of variances in various other accounts.

## OTHER

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

As previously reported to the Board at its meeting of September 6, 2005 (Board Minute #P306 refers), on August 12, 2005, the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services introduced the application process for the Safer Communities - 1,000 Officers Partnership Program and announced that the program would continue in perpetuity. The program will provide \$37.1M a year to help municipalities to hire 1,000 new police officers across the province by sharing the cost, up to half the salary and benefit costs, capped at \$35,000 per year, for each new hire. It should be noted that the average salary plus benefit cost for a First Class Police Constable is approximately \$84,800, leaving the Service with a cost of \$49,800 per officer (i.e. 60% of the costs) in the latter years of the program. Across the province, half of the new officers will be assigned to community policing duties and the other half will be assigned to six key areas identified by the Government - youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography. New hires will be measured against the reported benchmark of each police services' uniform strength set as at October 23, 2003, when the program was originally announced; police services will only receive funding for sworn positions in excess of the reported benchmark. Due to officer hiring by some police services in anticipation of the program, the Province will fund 400 of the 1,000 officers effective May 18, 2005 and the remaining 600 officers effective April 1, 2006.

At its meeting of September 6, 2005 (Board Minute #P306 refers), the Board approved the hire of an additional 50 officers in the December 2005 class under this program. Costs associated with this class will be \$0.3M. Grant revenue is anticipated to be \$0.8M given the potential for retroactive funding; however, the Service, anticipating that the Safer Communities – 1,000 Officers Partnership Program would commence later this year, included revenue in the amount of \$0.4M in the 2005 Operating Budget leaving a net revenue surplus of \$0.4M. Net of the cost, the overall program is anticipated to result in a net \$0.1M favourable variance in 2005

### Bush Ottawa Visit and Cecilia Zhang Investigation

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

### Night Court Initiative

During 2004 the Service and the City implemented an off duty night court initiative to increase officer attendance at provincial offences act courts. As a result of this initiative the Service incurred an additional \$0.3M in court attendance costs in 2004 and was to be reimbursed for these by the City. Discussions are ongoing with City staff to receive payment for costs incurred in 2004 (which were set up as a receivable last year) and the estimated \$0.4M costs to be

incurred in 2005. The City has not yet committed to paying these costs; however, it is expected that they will do so. Therefore, the impact of not receiving the above cost has not been factored in the variance report. It should also be noted that traffic safety is expected to be enhanced due to the increased conviction rate at night court resulting from this initiative.

### SUMMARY

As at September 30, 2005, a favourable variance of \$5.1M is projected. The Service will continue to monitor and control costs to ensure that current projections are maintained.

The above variances can be summarized as follows:

	<u>Budget</u>	<u>Projection</u>	<u>Savings / (Shortfall)</u>
Salaries (including Premium Pay)	\$530.7	\$528.8	\$1.9M
CAP	\$0.5	\$0.5	\$0.0M
Benefits	\$111.1	\$109.8	\$1.3M
Non Salaries	<u>\$51.5</u>	<u>\$50.9</u>	<u>\$0.6M</u>
Sub-total	\$693.8	\$690.0	\$3.8M
One Time Funds	\$0.0	(\$1.2)	\$1.2M
Net Safer Communities Partnership	<u>(\$0.4)</u>	<u>(\$0.5)</u>	<u>\$0.1M</u>
Total	<u>\$693.4</u>	<u>\$688.3</u>	<u>\$5.1M</u>

### Conclusion

The Service, at this point in time, is projecting a \$5.1M surplus (including a one-time funding source of \$1.2M). It is recommended that the Board receive this report and that the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions the Board may have.

**The Board received the foregoing and agreed to forward copies to the Deputy City Manager and Chief Financial Officer and the Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P363.        RESPONSE TO CITY OF TORONTO REQUEST FOR REPORT ON THE  
NUMBER OF NEW UNIFORM OFFICERS THAT WILL BE HIRED**

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

Subject:        RESPONSE TO CITY COUNCIL REQUEST FOR INFORMATION ON THE  
NUMBER OF NEW, UNIFORM OFFICERS THAT WILL BE HIRED.

Recommendation:

It is recommended that:

- (1)     the Board receive this report; and
- (2)     the Board forward a copy of this report to the City's Policy and Finance Committee for their information.

Background:

City Council, on September 28, 29 and 30, amended and adopted a Policy and Finance Committee recommendation (Report 8, Clause 51) that increased the total number of authorised police officer positions to 5,456 and, further, requested that:

the Chair of the Police Services Board be requested to report to the October 26, 2005 meeting of City Council, through the Policy and Finance Committee, outlining the specific number of new, uniform officers that will be hired in the 2005 calendar year, and in the 2006 calendar year, and report on the total complement of officers that will be in place by December 2005, and by December 2006;

The hiring strategy for new, additional officers, in excess of hiring for attrition, is as follows.

Recruit Class	Additional Officers	Deployment Date
December 2005	50	May 2006
April 2006	50	September 2006
August 2006	50	January 2007
December 2006	54	May 2007

This proposed hiring strategy includes 54 new, additional officers in excess of the total complement of 5,456 officers approved by City Council in September 2005. The Toronto Police Service's application for funding from the *Safer Communities – 1,000 Officer Partnership Grant Program* included a request for funding for 250 officers above a benchmark of 5,260 officers. If

approved, this funding would include the 46 new uniform positions approved by City Council in March 2005 for staffing the new 43 Division and recommendations arising from the Ferguson Report, and the 150 new positions approved by City Council in September 2005. At their meeting of October 14, 2005, the Board approved a recommendation “that the remaining 54 officers to be covered by this application be considered by the Board and by Council, mid-year 2006, for an operating expense in the 2007 Budget.”

Based on the additional uniforms hires incorporated into the Service’s Staffing Strategy, the deployed strength – trained officers assigned to operational duties - at year-end 2005 is estimated to be 5,224 officers, increasing to 5,404 officers by year-end 2006 and 5,489 by January 2007. If approved, the additional 54 officers hired in December 2006 would be deployed in May 2007, increasing the total deployed strength to 5, 510 police officers.

It is recommended that the Board receive this report, and that the Board forward a copy of this report to the City’s Policy and Finance Committee for their information.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board members may have.

**The Board received the foregoing and agreed to forward a copy to the City of Toronto - Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P364. PAID DUTY RATES – JANUARY 01, 2006**

The Board was in receipt of the following report October 26, 2005 from Alok Mukherjee, Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2006

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2006.

Background:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

*“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.*

Police Services Board records indicate that the paid duty rates were last adjusted on January 1, 2005; effective that date, the rate for all classifications of constables was \$55.00 per hour. The attached notice establishes a new rate of \$58.00 per hour for constables.

I recommend that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2006.

**The Board received the foregoing.**



**TORONTO  
POLICE  
ASSOCIATION**

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**Dave Wilson**  
*President*

**Al Olsen**  
*Vice President*

**Terry Nunn**  
*Director  
Legal Services*

**Larry Molyneux**  
*Director  
Member Benefits*

**Thomas Froude**  
*Director Civilian  
Administrative Services*

**Douglas Corrigan**  
*Director  
Civilian Field Services*

**Mike McCormack**  
*Director Uniform  
Administrative Services*

**George Tucker**  
*Director  
Uniform Field Services*

**Tim Zayack**  
*Director  
Uniform Field Services*

October 17, 2005



Ms. Joanne Campbell  
Executive Director  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Ms. Campbell:

**Re: Paid Duty Rates – 2006 Increase**

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board of an increase in the hourly paid duty rates to take effect as follows:

**January 1, 2006**

<b>Constables</b> (All classifications)	\$58.00 (minimum \$174.00)
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**REQUIREMENTS FOR PAID DUTY SUPERVISION IS AS FOLLOWS:**

<b>Sergeants</b> (When in charge of 4 or more police officers)	\$66.00 (minimum \$198.00)
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<b>Staff Sergeants</b> (When in charge of 10 or more police officers)	\$73.00 (minimum \$219.00)
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<b>Staff Sergeants</b> (When in charge of 15 or more police officers)	\$75.00 (minimum \$225.00)
--	-------------------------------

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty is paid out at the established hourly rate.

The Association will forward this information to all Units today. We trust the Police Services Board will have the rates reflected on Routine Orders in a timely fashion and that Unit Commanders are advised accordingly.



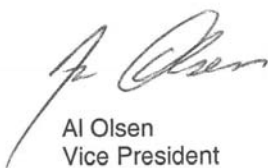


Ms. Joanne Campbell  
October 17, 2005  
Page 2

It would be appreciated if this information is published on Routine Orders by November 30, 2005 to inform our members so that they, in turn, can inform the paid duty users.

Yours sincerely,

TORONTO POLICE ASSOCIATION



Al Olsen  
Vice President

AO:hb

c. Chief Bill Blair  
Ms. Maria Ciani  
Mr. Bill Gibson  
TPA Board of Directors

[Olsen 2006 Pd Duty PSB]



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P365. ENFORCEMENT OF THE CITY OF TORONTO IDLING CONTROL BY-LAW**

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

Subject: ENFORCEMENT OF THE CITY OF TORONTO - IDLING CONTROL BY-LAW

Recommendation:

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

Background:

At its July 12, 2005 meeting, the Board received correspondence from the Secretary of the City of Toronto – Board of Health containing among others, the following recommendations:

- a joint enforcement initiative with the Toronto Police Services Parking Enforcement Unit to increase the effectiveness of the enforcement of the idling control by-law; and
- that 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.

Further the Board requested that I, or representatives on my behalf, 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 report the results of the meeting to the City of Toronto Medical Officer of Health and to the Board (Board Minute P245/05 refers).

On October 2, 1998, the City of Toronto enacted By-law No. 673-1998 “To Prohibit Excessive Idling of Vehicles and Boats.” The by-law prohibits a vehicle or boat from idling continuously for more than three minutes in a sixty-minute period.

There are a number of circumstances which exempt a vehicle from the provisions of the by-law and these include: emergency vehicles while engaged in operational activities, except where idling is substantially for the convenience of the operator; vehicles assisting in emergency activity; mobile workshops while being used for their purpose (includes vehicles such as concrete mixers, refrigerator trucks, etc.); when required for repair purposes; armoured vehicles when an attendant remains inside; vehicles whose occupant has a doctor’s letter; traffic or emergency conditions over which the driver has no control; and when temperatures inside the vehicle are greater than 27°C or less than 5°C.

Key points to prove in any prosecution include the length of time that the vehicle had been idling, that the vehicle was not exempt from the by-law, and thus, that the temperature at the time that the vehicle was observed idling did not fall within the exemption criteria. Presently, Transportation Services staff are provided with cellular phones and contact Environment Canada to determine the temperature based on their location, however, it should be noted that TPS policy does not permit TPS personnel, other than supervisors, to carry cellular phones.

On August 10, 2005, Inspector Wally McCourt and Staff Sergeant Gord Jones from Traffic Services met with staff of the City of Toronto Works and Emergency Services – Transportation Services and Public Health. As a result of that meeting the Service has offered to provide the following:

- assistance to Transportation Services staff in enforcing the by-law during identified blitz periods in the spring and fall of 2006. Targeted periods are at the request of Transportation Services staff. Specific dates will be determined in the fall of 2005 in conjunction with the Service's 2006 Traffic Safety Program Calendar.
- distribution of educational pamphlets, provided by Transportation Services, to each frontline and specialized unit such as Traffic Services, Marine and Parking Enforcement for display in the public lobby of each facility.
- provision of educational pamphlets to various groups and individuals who receive traffic safety related presentations and displays conducted by members of the Service.
- continued enforcement of the by-law by Service personnel when time and resources permit.

On August 30, 2005, correspondence was sent to Dr. David McKeown, Medical Officer of Health, outlining the Service's commitment to assist Transportation Services staff with education and enforcement of the idling control by-law.

The Service prioritizes its activities to ensure the safety of our communities. Generally by-law enforcement is not high priority for Service members, however, all officers within the Service are encouraged to enforce them when time and resources permit.

The following chart outlines the idling by-law enforcement activity undertaken by both the Service and Transportation Services between 1999 and October 13, 2005;

<b>Year</b>	<b>Service</b>	<b>Transportation Services</b>
1999	165	1
2000	207	74
2001	208	21
2002	176	0
2003	190	140
2004	265	0
2005	196	88
<b>Totals</b>	<b>1407</b>	<b>324</b>

TPS POA Database/City Transportation Services

The Service does not collect statistics on warnings issued by officers, however, it should be noted that Transportation Services staff issued an additional 1,376 warnings to vehicle operators during this same period.

Similar by-laws have been enacted in other areas in the Province including Burlington and Markham. In these smaller jurisdictions, enforcement of municipal and parking by-laws is undertaken by Provincial Offences Officers as designated by the Provincial Offences Act (P.O.A.). Section 1(3) of the P.O.A. permits the designation of “any person or class of persons as a provincial offences officer for the purposes of all or any class of offences.”

The realization of the original recommendation made by the Medical Officer of Health to conduct a joint enforcement initiative with the Service’s Parking Enforcement Unit is problematic. Currently, as governed by the Toronto Municipal Code, Section 150-9A, civilian parking enforcement officers only have the authority to issue certificates of parking infractions and parking infraction notices under Part II of the P.O.A. for the purpose of enforcing by-laws respecting parking, standing or stopping of vehicles within the City. The Unit Commander of the Parking Enforcement Unit, has had discussions with the City of Toronto, Legal Services who are researching the feasibility of amendments to the appropriate sections of the Municipal Code to enhance the authority of the parking enforcement officers.

On September 26, 2005, Staff Sergeant Gord Jones from Traffic Services attended the Board of Health meeting at which time the Medical Officer of Health reported on the progress of discussions held with the Toronto Police Services Board. Contained within the report from Dr. McKeown was the assistance the Service had previously outlined in the August 30, 2005 correspondence.

The following recommendations contained within Dr. McKeown’s report were adopted (Board of Health Minute 8.10/05 refers):

- (1) this report be forwarded for information to the Works Committee, the Toronto Police Services Board and the Environment Roundtable; and
- (2) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.

In his report, Dr. McKeown acknowledges that limited resources have challenged the ability of agencies to enforce the idling control by-law. Furthermore, he encourages increased collaboration with the Service, as well as an increase in the resources of the Transportation Services Division Right of Way Management program for the purposes of enforcement and of the Toronto Public Health for the purposes of promoting the by-law.

In keeping with its commitment to Transportation Services Division, the Service continues to work with Transportation Services staff to identify dates for enforcement campaigns in the spring and fall of 2006. As well, educational pamphlets, provided by Transportation Services, have been distributed to each frontline and specialized unit for display in the public lobby of

each facility and for distribution to various groups and individuals who receive traffic safety related presentations from Service members.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P366. SEMI-ANNUAL REPORT: GRANT APPLICATIONS AND  
CONTRACTS: APRIL – SEPTEMBER 2005**

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

Subject: SEMI-ANNUAL REPORT: APRIL 1 TO SEPTEMBER 30, 2005: GRANT  
APPLICATIONS AND CONTRACTS

Recommendation:

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

Background:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board, to sign all grant and funding applications and contracts on behalf of the Board (BM #P66/02 refers). The Board also agreed that a report would be provided on a semi-annual basis summarizing all applications and contracts signed by the Chair (BM #P66/02 and BM #145/05 refer).

During the current reporting period, April 1 to September 30, 2005, the Chair of the Police Services Board signed four grant applications and two grant contracts. Grant applications signed and submitted and grant agreements signed and grants awarded without contract during this period are included in Appendices A and B, respectively.

Currently, the Toronto Police Service has a total of six active grants, including:

- Community Policing Partnership Program (C.P.P.)
- Reduce Impaired Driving Everywhere Program (R.I.D.E.)
- Assisting Victims by Ensuring Maximum Compliance to Christopher's Law and Effective Sex Offender Management
- Public Education and Crime Eradication Initiative (P.E.A.C.E.)
- Municipal Police Service Technology Grant
- Assisting and Preventing Child Victims of Sexual Abuse Through Focused Investigation of Child Pornography Cases

The provincial government funds and administers all six of the above noted grant programs. The current grant inventory totals in excess of \$10,000,000 in revenues for the Service, with the majority of the funding (i.e. \$7.53M annually) received through the C.P.P. Grant.

Mr. Angelo Cristofaro, A/Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions the Board may have.

**The Board received the foregoing.**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Status
<b>National Crime Prevention Partnership Program/Safer Communities Program – 2005 Gun &amp; Gang Investigators Conference</b> <ul style="list-style-type: none"> <li>The Chair signed the application for funding for the fees and expenses of speakers at the conference in April 2005.</li> </ul>	\$10,000.00	April 25 to April 29, 2005	Funding approved in the amount of \$10,000.
<b>2005/06 Ontario Victim Services Secretariat Community Projects Grant Program</b> <ul style="list-style-type: none"> <li>The Chair signed the following three funding applications in May 2005: <ul style="list-style-type: none"> <li>Victim Interview Suite – 55 Division</li> <li>Hate Crime Educational Video</li> <li>Threat Assessment Course – Victimisation Prevention and Intervention</li> </ul> </li> </ul>	\$23,000.00 \$35,000.00 \$50,000.00	Approval Date to March 31, 2006	Applicants were to have been notified of approved funding allocations in September 2005. (notification not yet received)
<b>Assisting and Preventing Child Victims of Sexual Abuse Through Focused Investigation of Child Pornography Cases</b> <ul style="list-style-type: none"> <li>The Chair signed the application for funding to cover the on-going training and equipment costs of the project.</li> </ul>	\$100,000.00	June 17, 2005 to March 31, 2006	Funding approved and received; program is on-going.
<b>Safer Communities – 1,000 Officers Partnership</b> <ul style="list-style-type: none"> <li>The Chair signed the application for shared funding of 250 police officers in September 2005. An authorised signatory from the municipal council is also required to sign the Safer Communities – 1,000 Officers Partnership Application Form. The Police Services Board and the Police Service are in the process of seeking City Council approval for the application.</li> </ul>	\$17,500,000.00	April 1, 2006 to March 31, 2008 (offered in perpetuity)	Police Services will be notified of approved allocation by November 21, 2005.





Name and Description of Grant	Amount of Funding Approved	Grant Term	Status
<b>Reduce Impaired Driving Everywhere (R.I.D.E.)</b> <ul style="list-style-type: none"> <li>The Chair signed the Agreement for the 2005/2006 R.I.D.E. Program in July 2005.</li> </ul>	\$87,142.76	April 1, 2005 to February 28, 2006	Program on-going.
<b>Community Policing Partnership</b> <ul style="list-style-type: none"> <li>The Chair signed the renewal Agreement for the CPP Program in April 2005. The Agreement was also signed by the City of Toronto in July 2005 (BM #P118/05 refers)</li> </ul>	\$7,030,000.00 (annually)	April 1, 2005 to March 31, 2006	Program on-going; first reimbursement, in the amount of \$5M, invoiced September 30, 2005.
<b>Assisting and Preventing Child Victims of Sexual Abuse Through Focused Investigation of Child Pornography Cases</b> <ul style="list-style-type: none"> <li>To date, the Ministry of the Attorney General has not drawn the contract.</li> </ul>	\$100,000.00	June 17, 2005 to March 31, 2007	Funding approved and received; program is on-going.
<b>National Crime Prevention Partnership Program/Safer Communities Program – 2005 Gun &amp; Gang Investigators Conference</b> <ul style="list-style-type: none"> <li>A contract was not required.</li> </ul>	\$10,000.00	April 25 to April 29, 2005	Project has been completed.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P367. QUARTERLY REPORT: STATISTICAL ANALYSIS OF CONDUCT  
COMPLAINTS: JULY TO SEPTEMBER 2005 AND CUMULATIVE  
DATA FOR JANUARY TO SEPTEMBER 2005**

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

Subject: STATISTICAL ANALYSIS OF CONDUCT COMPLAINTS – QUARTERLY  
REPORT (CUMULATIVE DATA JANUARY TO SEPTEMBER 2005)

Recommendation:

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

Background:

At its meeting of April 29, 2004, the Board requested that, as part of the monthly Professional Standards report, it receive a statistical analysis report on all allegations of misconduct against members of the Toronto Police Service. This analysis is to include open cases, closed cases, cases opened and closed since last reported, and should identify the unit conducting the investigation. Further, that the categories of investigations listed must be in a format consistent with the Professional Standards semi-annual report and that such analysis also include any identifiable trends noted by the Service (Board Minute #P134/2004 refers).

At its meeting of September 23, 2004, the Board sought to separate the reporting of serious misconduct issues from complaint statistics. Further, at its meeting of April 7, 2005, the Board directed that separate complaint statistical reports be produced at quarterly intervals for its regular public meetings in June, September and December (Board Minute P129/2005 refers).

The statistics contained in this document are extracted from the Professional Standards Information System (PSIS) database. The figures listed for complaints received reflect the information in its raw format before the complaints are either classified or investigated. Given that an investigation may take upwards of six months to conclude, and may be further delayed while awaiting an appeal to the Ontario Civilian Commission on Police Services, the number of concluded matters may fluctuate extensively when comparing current data with previous reports.

The information compiled for this report provides year to date (YTD) data (January 1 to September 30, 2005) and compares it to similar time periods for previous years. It is important to note that PSIS contains the data in a slightly different format and may not always be strictly comparable to previous years.

The number of external complaints received by September 30, 2005 was 571 compared to 667 for the same time period in 2004. This amounts to a decrease of approximately 14.4%. Some of the external complaints received by the Toronto Police Service (TPS) each year are about members of other agencies. The PSIS database takes this into account for 2005 where complaints for members of other agencies are kept separately. The 2004 external complaint statistics contain 7 complaints for members of other agencies for the time period under review.

External complaints for 2005 about TPS members that were received and closed by September 30, 2005 amounted to 367 or 64.3% compared to 445 or 66.7% in 2004. Similar closure rates for 2003 and 2002 were 388 or 67.7% and 365 or 71.6% respectively.

The 2005 data for internal complaints initiated against police officers by September 30, 2005 has decreased by 8.8% over the same time period in 2004 (469 in 2005 compared to 514 in 2004). The closure rate by September 30, 2005 was 79.7% compared to 65.6% for the same period in 2004. Closure rates for similar periods in previous years were 76.2% in 2003 and 74.9% in 2002.

Each complaint may contain several different allegations, and it is these types of allegations that will define any behavioural trend. The TPS has standardized the allegation categories by formulating its reporting structure based on the specific offences that a police officer may commit as contained in the Schedule Code of Conduct within O. Reg. 123/98.

An in-depth analysis of the allegation categories is undertaken in the Professional Standards annual and semi-annual reports, but as an interim indicator, a simplified analysis is provided for the Board's information. The 2005 complaints receive a provisional allegation category, which may change once the complaint is thoroughly investigated.

This process has now been completed with the external complaints for 2004 to allow for a direct comparison between the current and previous year. The same process will be applied to the internal complaints when time permits.

The Police Services Act provides for complaints to be concluded without investigation if the complaint is less serious and falls into one of the following categories: Not directly affected, Made in bad faith, Made after six months, Frivolous, No jurisdiction, Not signed in accordance with the Act. In this regard, less than one quarter (24.3%) of the complaints received by September 30, 2005 were classified in one of the above categories. This is considerably less than the result obtained for the same period last year when 33.2% of the complaints were classified into these categories.

The provisional allegation categories for external complaints received by September 30, 2005 were compared to the same period in 2004, which produced the following results:

- Approximately two out of every five (37.1%) external complaints in 2005 involved discreditable conduct (discriminatory practices or incivility). This result is similar to that seen for the same period in 2004 (36.4.0%).

- The number of external complaints associated with unlawful or unnecessary exercise of authority was 22.2% during the first nine months of 2005 (just under one in four) compared to only 12.1% for this period in 2004.
- Neglect of duty accounted for approximately 11.0% of the complaints for this time period in 2005 and only 8.2 % in 2004.

A review of the allegation category associated with internal complaints for the period January 1 to September 30, 2005 compared to the same period in 2004 indicates the following:

(Please note that 47 internal complaints received by September 30, 2004 are ongoing and no provisional allegation categories have been attributed to these complaints).

- Discreditable conduct accounted for 20.7% in 2005 compared to 24.0% in 2004.
- Neglect of duty was associated with 24.3% of the internal complaints received by September 30, 2005 compared to 34.0% during the same period in 2004.
- Damage to clothing and equipment accounted for 19.4% of the internal complaints during this review period in 2005 compared to 22.1% in 2004.
- Three out of every 10 internal complaints (29.6%) YTD in 2005 were associated with allegations of insubordination compared to only 12.8% at this time last year (i.e. one in eight).

Deputy Chief Jane Dick of Executive 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 NOVEMBER 17, 2005**

**#P368.        RESPONSE    TO    BOARD’S    EARLIER    CORRESPONDENCE  
                 REGARDING   THE   SPECIAL   FUND   “FUTURES   PROGRAM”  
                 INVOLVING YOUTH**

The Board was in receipt of the attached correspondence, dated September 26, 2005, from Jean Augustine, MP and Assistant Deputy Chair of Committees of the Whole, with regard to the Board’s Special Fund “Futures Program”.

**The Board received the foregoing.**

THE HON. JEAN AUGUSTINE, P.C., M.P.

ETOBICOKE-LAKESHORE  
ASSISTANT DEPUTY CHAIR  
OF COMMITTEES OF THE WHOLE



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
OTTAWA, CANADA  
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L'HON. JEAN AUGUSTINE, C.P., DÉPUTÉE

ETOBICOKE-LAKESHORE  
VICE-PRÉSIDENTE ADJOINTE  
DES COMITÉS PLÉNIERS

OTTAWA  
September 26, 2005

Alok Mukherjee  
Toronto Police Services Board  
40 College Street  
Toronto ON M5G 2J3

Dear Alok Mukherjee:

Thank you for your recent correspondence and copies of your letters addressed to the Honourable Anne McLellan and the Honourable Joe Volpe.

I commend the Toronto Police Services Board for allocating \$100,000 to support cooperative police-community initiatives designed to prevent youth violence in the City of Toronto.

You are aware of my personal concern over the recent incidence of violence in our City and the need for long-term preventative measures. To this end, I fully support your initiative and will encourage my colleagues in government to take action as part of the City's Community Safety Program.

Thank you for keeping me updated on the Toronto Police Services Board.

Sincerely

Hon. Jean Augustine, P.C., M.P.  
Etobicoke-Lakeshore

bjs



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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P369. 2006 COMMUNITY ACTION POLICING PROGRAM (CAP)  
STAFFING**

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

Subject: 2006 COMMUNITY ACTION POLICING PROGRAM (CAP) STAFFING

Recommendation:

It is recommended that the Board receive this report.

Background:

The Board, at its meeting of September, 2006 (Board Minute #P306 refers), requested that the Chief of Police provide a report to the Board for the November 17, 2005 meeting on whether:

- The CAP program can be incorporated into regular staffing levels beginning in 2006;
- Funding for the CAP program can be directed towards the hiring of additional police officers; and
- Community policing levels, currently covered by the CAP program, can be increased during the summer period by adjusting the number of police college graduates during the course of the year.

Incorporation of CAP Program into Regular Staffing Levels

The Board has requested that the Chief report on whether the CAP program can be incorporated into regular staffing levels beginning in 2006. The purpose of the Community Action Policing Program is to deploy a significant number of uniform officers, in addition to officers assigned to on-going primary response functions, dedicated to targeted enforcement needs as identified by the community and police. The significantly increased visibility of police officers in the community has proven very successful in dealing with a wide variety of community concerns. Generally, however, the number of officers deployed through the CAP Program represents a staffing level that is not usually available from the complement of on-duty uniform officers. For example, in 55 Division – a mid-sized unit - a CAP team consists of six police constables and one sergeant, a little more than one third of the division's primary response platoon complement.

City Council, at the September 2005 Council meeting, approved the hiring of 150 additional officers in 2005/2006. Based on the current hiring strategy, however, only 50 of the additional 150 officers - those hired in December 2005- will be deployed by summer 2006; the remaining 100 officers will be deployed in September 2006 and January 2007. Consequently, the CAP program cannot be incorporated into regular staffing levels beginning in 2006. The incorporation of CAP into regular staffing levels can be considered in the 2007 budget process, once all 150 additional officers, and possibly 200 officers if additional officers applied for under the Safer Communities Grant Program are approved, have been deployed.

#### CAP Funding Directed to Cost of Hiring Additional Officers

The cost of hiring 150 additional officers is estimated to be about \$1.9 million, net of anticipated *Safer Communities – 1,000 Officers Partnership Program* grant funding, in 2006. The \$545,000 funding request for the CAP Program in the 2006 Operating Budget could be used to offset some costs of hiring the 150 additional officers approved by City Council or further additional officers as were included in the application for funding from the Safer Communities Grant Program. As it is not feasible to incorporate the CAP Program into regular staffing levels in 2006, redirecting these funds will result in the cancellation of the CAP Program.

#### Adjusting the Number of Police College Graduates During the Year

The Board has requested that the Chief report on whether community policing levels, currently covered by the CAP program, can be increased during the summer period by adjusting the number of police college graduates during the course of the year. The hiring strategy for the remainder of 2005 and the first two of three classes in 2006 reflects hiring levels at the maximum level that can be managed by the C.O. Bick College. Further, even if the C.O. Bick College could accommodate additional recruits, it is not likely that the Service could secure more than 140 positions at the Ontario Police College; the College will face an increased demand in 2006 as police services across the province request training positions for new officers allocated through the Safer Communities Program. In brief, the hiring strategy already reflects the maximum possible deployment of officers for summer 2006 and, therefore, community policing levels cannot be increased by adjusting the number of police college graduates during the course of the year.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command, and Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions the Board members may have.

**Mr. Angelo Cristofaro, Acting Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.**

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**The Board noted the restrictions placed upon the Chief to adjust the number of police college graduates during the year as set out in the foregoing report but reiterated its interest in ensuring that the Service has the maximum number of officers available for front-line duties during the summer months.**

**Chief Blair agreed to review whether there are any other opportunities to operationally adjust the hiring levels of recruit classes throughout the year in order to ensure peak staffing levels during the summer months. The review, followed by a report to the Board, should also include the cost implications that would be incurred if staffing is adjusted.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P370. MOBILE CRISIS INTERVENTION TEAM (MCIT) – PARTNERSHIP  
WITH ST. JOSEPH'S HEALTH CENTRE**

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

Subject: MOBILE CRISIS INTERVENTION TEAM (MCIT) - PARTNERSHIP WITH  
ST. JOESPH'S MEDICAL CENTRE

Recommendation:

It is recommended that: the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with St. Joseph's Medical Centre, on behalf of the Board, for the Mobile Crisis Intervention Team (MCIT) for a term of two years commencing December 1, 2005 and ending November 30, 2007.

Background:

At its meeting on March 8, 2005 (Board Minute No.P69/2005 refers), the Board received correspondence and a presentation from Dr. Ian Dawe, Medical Director, and Ms. Joanne Walsh, Clinic Leader Manager of the Psychiatric Emergency Services, St. Michael's Hospital, regarding the Service's participation in the joint partnership with St. Michael's Hospital Mobile Crisis Intervention Team (MCIT) and its effectiveness in the response and provision of services to emotionally disturbed persons (EDP). On that date, Superintendent Randall Munroe and Staff Sergeant Tom Kelly of No. 51 Division also attended the meeting to respond to questions regarding the impact the program has had on 51 Division's ability to effectively respond to calls for service involving emotionally disturbed persons.

At the meeting, the Board requested that the Service provide a report on the possibility of developing similar partnerships in other divisions and identify the financial or resource benefits that may result from such new partnerships and any training issues that may be involved.

As requested, on June 13, 2005, the Board received a report regarding the feasibility of a citywide expansion of the MCIT initiative (Board Minute No.P195 refers). The report identified the cost benefits associated with improved response times that were directly attributable to the 51 Division/St. Michael's MCIT program. It also provided the number of EDP apprehensions (Service-wide) for 2004. Ultimately, it was concluded that the following service areas would be most likely to benefit from an MCIT partnership:

- No. 11 Division, No. 14 Division in partnership with St. Joseph's Health Centre;
- No. 54 Division, No. 55 Division in partnership with Toronto East General; and
- No. 41 Division. No. 42 Division in partnership with Scarborough General Hospital.

### Factors Impacting 11 and 14 Divisions

In 2004, 14 Division apprehended 494 individuals and 11 Division apprehended 341 individuals who were found in a state of crisis and who were believed to be suffering from a mental disorder. The two divisions combined account for 33% of all EDP apprehensions in Central Field. The average wait time (at the hospital) for each apprehension is 79 minutes. This represents approximately 2,200 officer hours.

The figures outlined above, do not, however, present a complete picture of the cost impact and demand on resources in respect of calls for EDPs. In many circumstances a call for service involving an EDP is not captured as such. Instead, because situations are dynamic and callers are often unable to exactly define the nature of the complaint, a call may be identified as a “person berserk” or “threaten suicide” etc. The following chart provides a snapshot of calls attended by 11 and 14 Division in 2004, that may have resulted in an EDP investigation:

<b>Summary for 2004 No. 11 and No. 14 Division Calls for Service</b>					
Event Type	Dispatched Events		Hours Spent		Average Minutes /Event
	No.11 Div	No. 14 Div	No.11 Div	No. 14 Div	Service Average
EDP	504	1211	1,635	3,930	194.7
Threaten Suicide	145	272	609	1,143	252.1
Overdose	93	178	307	588	198.1
Person Berserk	40	79	217	428	325.3
Attempt Suicide	32	67	196	411	367.7
Elopee	53	93	193	338	218.2
Jumper	6	6	87	87	874.6
<b>Combined Total</b>	<b>2,779</b>		<b>10,169</b>		

Another significant challenge has been accessibility and proximity to facilities that provide psychiatric services. In 2004, both 11 and 14 divisions utilized St. Joseph’s Health Centre as the primary facility for providing psychiatric services to EDP apprehensions. In this regard, it is proposed that a partnership with St. Joseph’s, similar to the 51 Division/St. Michael’s program, would serve to extend an improved and appropriate service to the community.

### Success of the 51 Division / St. Michael’s MCIT Program

The first MCIT program began as a pilot project in November 2000 between 51 Division and St. Michael’s Hospital. The program was adopted and formalized in 2004 and has since expanded to include 52 Division. The program was initiated in direct response to concerns that had been raised regarding police response to calls involving EDPs. Recommendations from the Coroner’s inquests into the deaths of Lester Donaldson and Edmund Yu highlighted a need for the police and mental health communities to work together.

The existing MCIT program has proven to be an undeniable success. As indicated in Dr. Dawe's and Ms. Walsh's presentation to the Board in March, the MCIT program has improved service to the community by providing appropriate and timely psychiatric assistance to those in need. The MCIT allows mental health workers to effectively triage the individual at the scene. This has led to considerably shorter waiting periods upon attendance at the hospital: it has reduced waiting periods from hours to minutes. More generally, the community has benefited by freeing-up Primary Response Units to respond to other calls for service more quickly.

The overall effect of the MCIT program in 51 and (now) 52 Divisions has been improved service to the community, in particular for some vulnerable members; more time efficient use of financial and human resources for the Service and the hospital; and improved relations between police and hospital staff.

The proposed MCIT program for 11 and 14 Divisions is modelled after the existing 51 Division / St. Michael's program. Slight modifications have been made to the hours of operation that will better reflect the needs of that community; enhanced training; and, continued community consultation are also proposed.

#### Community Consultation

In September 2005, a focus group comprised of over 30 people, representing police and ten Social Service Community agencies from 11 and 14 Divisions catchment areas, met to share information and examine concerns facing the community and police alike. Discussions included the delivery of police services for individuals suffering mental health problems and suggested improvements aimed at enhancing police response. As the program evolves, the Service will continue to consult with front-line community workers in an effort to enhance program delivery.

A Program Review Committee (Committee) was also established with members of St. Joseph's Medical Centre and the Toronto Police Service. The Committee will meet on an ongoing basis to assess and evaluate the progress of the MCIT and to address any problems that might be encountered.

The Saving Lives Implementation Group and its associated sub committee were consulted on two separate occasions. This working group reviewed the existing 51 Division Memorandum of Understanding (MOU) with St. Mike's Hospital including the components of this proposal. The committee is satisfied its concerns are reflected in the proposed Memorandum of Understanding with St. Joseph's Hospital.

The MCIT will conduct ongoing community consultations, including follow-up with survivors of mental illness, in an effort to maintain a community perspective.

Divisional units participating in the Mobile Crisis Intervention program will be guided by a unit specific directive.

### Officer Training

Officers participating in the MCIT do not currently receive advanced training or instruction in the provision of medical or psychiatric services. The program has been built on the combined expertise of the participating police officers and health professionals. However, the Committee recognizes that officers permanently assigned to the MCIT need to be informed about the complex nature of behaviours arising from various mental illnesses, and health care professionals would benefit from a full understanding of the role of the police. Therefore, an appropriate training program will be implemented.

In November 2005, all permanently assigned members of the MCIT will be attending the 2005 Canadian National Committee for Police/Mental Health Liaison Conference (a sub-committee of the Human Resources Committee of the Canadian Association of Chiefs of Police) being held in Vancouver to exchange information with other agencies on police/mental health liaison activities.

### Conclusion

Based, in part, on the information gathered and conclusions reached in the above-mentioned reports; the success of the 51 Division/St. Michael's program, and the comments and input garnered through the community consultation process, it is recommended that the Service adopt an MCIT program in 11 and 14 Divisions with St. Joseph's Medical Centre.

Like the highly successful program operating in 51 and 52 Divisions with St. Michael's Hospital, a partnership with St. Joseph's Health Centre will provide numerous benefits to the community and the Service.

The proposed Memorandum of Understanding (MOU) between St. Joseph's Medical Centre and the Toronto Police Services Board has been reviewed and approved as to form by the City Solicitor. Counsel for the Toronto Police Service has also reviewed the MOU and is satisfied that the interests of the Service are protected. A copy of the MOU is attached hereto as Appendix "A".

In light of the above, it is recommended that the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with St. Joseph's Medical Centre, on behalf of the Board, for the Mobile Crisis Intervention Team (MCIT) for a term of two years commencing December 1, 2005, and ending November 30, 2007.

Acting Deputy Chief Mike Federico, Divisional Policing Command, will be in attendance to respond to any questions the Board may have.

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**Staff Superintendent Mike Federico, Central Field, was in attendance and responded to questions by the Board about the services that are in place to assist emotionally disturbed persons who become in contact with police outside of the MCIT regular hours of operation. S/Supt. Federico advised the Board that details of all incidents and their dispositions are forwarded to members of the MCIT program for tracking purposes. He reiterated that some modifications may be made to the hours of operation for the new No. 11/14 Division St. Joseph's MCIT program to better reflect the needs of the community.**

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

- 1. THAT the Chief provide a report to the Board at its January 2006 meeting on the training of front line officers in crisis response. Specifically, the report should provide information on whether, and how, such training enhances officers' skills in crisis intervention and de-escalation techniques; and**
- 2. THAT the Board direct the Chief to establish a Mobile Crisis Team Committee comprised of a senior officer and representatives of both non-police crisis teams and the Service's Mobile Crisis Intervention Team (MCIT) to meet three times annually. The Committee will be mandated to:**
  - enhance the relationship between mobile crisis teams and the police**
  - give advice on the expansion of police partnerships with non-police crisis teams**
  - increase awareness of issues related to mental health and resources among front line officers**
  - work with the community of crisis teams**
  - consult with the community:**
    - to seek information on existing community resources, and**
    - to develop recommendations for legal and procedural changes to improve response to mental health crisis.**

**MEMORANDUM OF UNDERSTANDING**  
**WITH RESPECT TO**  
**THE MOBILE CRISIS INTERVENTION TEAM**

BETWEEN:

**TORONTO POLICE SERVICES BOARD**

and

**ST. JOSEPH’S HEALTH CENTRE, TORONTO**

## **PREAMBLE**

WHEREAS the Toronto Police Services Board (the “Board”) and St. Joseph’s Health Centre, Toronto (“St. Joseph’s”), in conjunction with the Ontario Ministry of Health and Long Term Care (the “Ministry”), have identified the need for an extended crisis intervention service for citizens of the City of Toronto suffering from acute illness who are unable or reluctant to utilize existing emergency services;

AND WHEREAS a community response team consisting of members of the St. Joseph’s mental health care unit teamed with members of the Toronto Police Service (the “Service”), hereinafter referred to as the Mobile Crisis Intervention Team (“MCIT”), has been developed to provide prompt assessment and needed support to the citizens of the City of Toronto;

AND WHEREAS the Service and St. Joseph’s may have in their respective possession information relating to members of the community that the MCIT may become involved with, disclosure of which information may be required to ensure a safe and effective response by the MCIT to emergent situations;

AND WHEREAS subsections 41(1.1) and (1.2) of the Ontario Police Services Act permits the Chief of the Service or his or her designate to disclose personal information for specified purposes and in accordance with Ontario Regulation 265/98 made under the Ontario Police Services Act;

AND WHEREAS section 35 of the Ontario Mental Health Act and Regulations, and the Personal Health Information Protection Act under the Ontario Public Hospitals Act impose restrictions on the collection, use and disclosure of patient information, with which restrictions St. Joseph’s is obligated to comply;

AND WHEREAS this Memorandum of Understanding (“MOU”) has been developed and executed by the Board on behalf of the Service and St. Joseph’s to set out the conditions and procedures for the operation of the MCIT and for the exchange of information between the Service and St. Joseph’s as it relates to the operation of the MCIT and also to ensure compliance with applicable laws;

NOW THEREFORE the parties hereby agree as follows:

### **Part 1 – Term and Termination**

1. This MOU shall be for a term of two (2) years beginning on December 1, 2005 and ending on November 30, 2007.
2. This MOU may be renewed for further terms as the parties may agree to in writing.



3. This MOU may be terminated at any time by either party provided one (1) month's prior written notice is delivered to the other party in accordance with this MOU. Notwithstanding the foregoing, this MOU may be terminated without prior notice by either party if the other party causes a breach of security as a result of its improper use or disclosure of information.

## **Part 2 - Permitted Disclosure of Information**

4. Each of the Service and St. Joseph's may provide the other with information as permitted by law and in accordance with this MOU. The parties acknowledge that each may, in their discretion, refuse to disclose any information in the interest of protecting the privacy of third parties or confidential informants, and to prevent any interference with, or disclosure of, law enforcement techniques.
5. The parties shall collect, disclose and use the information provided under this MOU only for the purposes specifically authorized herein, or as may otherwise be legally required.
6. Any records maintained by the Service in accordance with the provisions of the federal *Youth Criminal Justice Act* shall not be disclosed to St. Joseph's pursuant to this MOU unless otherwise permitted pursuant to that *Act*.
7. The parties undertake to apply their respective standards in accordance with applicable legislation, to the administrative, technical and physical safeguarding of personal information exchanged pursuant to this MOU.
8. The parties shall develop and implement any policies and practices necessary to ensure compliance with this MOU. Such policies and practices shall be developed collaboratively, in writing, between the parties.

## **Part 3 – Records**

9. The parties agree that any records generated by the parties in implementing this MOU shall be the exclusive property of St. Joseph's and shall be retained by St. Joseph's. Notwithstanding the foregoing, the parties agree that any Service occurrence reports generated by the Service in relation to activities undertaken in furtherance of this MOU shall be the exclusive property of the Service and shall be maintained by the Service.
10. In the event that one of the parties receives a request for information with respect to a record in the possession of the other party, the recipient of such a request shall immediately refer the request to the other party, if legally permitted to do so.
11. Any request by third parties for disclosure of records shall be addressed by the party responsible for such records as permitted by law.

12. Each party shall be responsible for any administrative costs it incurs as a result of its responding to requests from third parties for disclosure of information generated in accordance with this MOU.

#### **Part 4 – Obligations of the Service**

13. The Service shall make available two constables one each from 11 and 14 Divisions of the Service to the MCIT for the term of this MOU or any renewal term thereof. The two constables shall be dedicated to the MCIT on a full time basis, except when the Chief of the Service or his or her designate requires the constables to perform police duties in another capacity. Where practicable, the Service shall provide St. Joseph's with twenty-four (24) hours prior notice of such service disruption.
14. It is acknowledged that the duties assigned to the Service constables deployed to the MCIT shall be confined to police duties only, as defined in the Ontario *Police Services Act* and at common law, and also in accordance with the Rules, Directives, Policies and Procedures of the Service. The responsibilities assumed by the MCIT constables shall be subject to the approval of the Chief of the Service or his or her designate.
15. The Service constables deployed to the MCIT shall be qualified to perform the services required pursuant to this MOU and may not be deployed to the MCIT until such time as they have completed the five day Service training course on Crisis Resolution/Officer Safety.
16. The two constables deployed pursuant to this MOU shall be and remain employees of the Board and the Toronto Police Service Uniform Collective Agreement shall apply to the MCIT constables.
17. The Service acknowledges that the hours worked by the members of Service assigned to the MCIT will generally involve an evening or a night shift. The Service shall ensure that hours worked by the constables of the MCIT shall not exceed eighty (80) hours in a two (2) week cycle, subject to any approved overtime. In the event that the officers incur overtime, they shall notify the Officer-in-Charge of 11 or 14 Divisions depending where the officer is from as soon as practicable and request approval as may be required by unit policies.
18. Any misconduct by the constables deployed to the MCIT shall be addressed by the Service in its sole discretion, in accordance with current Rules and Directives of the Service and the Ontario *Police Services Act*.
19. The Service shall be liable for the negligent acts or omissions of the constables assigned to the MCIT that occur while performing duties associated with the MCIT.

20. The Unit Commander of 11 and 14 Divisions or their designate shall act as the liaison officer with St. Joseph's. The liaison officer shall be responsible for engaging in regular communication with St. Joseph's on behalf of TPS, with respect to issues arising from this MOU, including but not limited to work performance and disciplinary procedures, as required, and to attend scheduled meetings, as required.
21. The Mobile Crisis Intervention program will be guided through a unit specific directive as it pertains to the Mobile Crisis Intervention Team process and implementation. Unit directives will be similar in size and scope and flow through the Toronto Police Service procedure 06-04 "Emotionally *Disturbed Persons*".

#### **Part 5 – Obligations of St. Joseph's**

22. The provision of psychiatric nursing care shall be the responsibility of the mental health unit staff from St. Joseph's assigned to the MCIT.
23. It is acknowledged that the mental health unit staff assigned from St. Joseph's to the MCIT shall carry out their duties in accordance with:
  - (a) the policies, by-laws, mission statement, values and procedures of St. Joseph's;
  - (b) the requirements of any professional body or college of which they are members; and
  - (c) shall be subject to the approval of the Vice President, Patient Programs SJHC or his or her designate.
24. The mental health unit staff assigned to the MCIT from St. Joseph's shall be and remain employees of St. Joseph's.
25. St. Joseph's acknowledges that the hours worked by the members of St. Joseph's assigned to the MCIT will generally involve an evening or a night shift. St. Joseph's shall ensure that hours worked by the mental health unit staff of the MCIT shall not exceed thirty-seven and a half (37.5) hours per week, subject to any approved overtime. Overtime incurred by the mental health unit staff shall be dealt with in accordance with St. Joseph's policies and procedures.
26. St. Joseph's shall be liable for the negligent acts or omissions of any of its staff assigned to the MCIT. The Chief of St. Joseph's Mental Health Service or his or her designate will act as the liaison officer with respect to work performance and disciplinary procedures, as required.

## **Part 6 – Operation of the MCIT**

27. The MCIT constitutes a dedicated team responsible for responding to incoming calls for service. Referrals for MCIT's services may be received directly from field officers through 11 and or 14 Divisions and or the Toronto Police Service, Communications Services.
28. The MICT will conduct community consultations on an ongoing basis in an effort to maintain a community perspective, including follow-up with mental illness client (*Survivor*) consultations.
29. The parties agree to use their best efforts to ensure that two constables and two mental health unit staff members are available for deployment to the MCIT at all times during the term of this MOU.
30. It is acknowledged that a two officer Primary Response Unit (PRU) will be dispatched to all potential emotionally disturbed person calls to assess potential safety issues, need for criminal charges and general suitability of the situation for the MCIT to attend, subject to the priorities determined by the Service, in its sole discretion.
31. Where multiple requests for service are received, the member of the MCIT from St. Joseph's shall be responsible for triaging and prioritising such calls to the best of their ability given available information.
32. It is acknowledged that in the event there are more requests than the MCIT can reasonably be expected to respond to in a timely manner, as determined solely by St. Joseph's, the PRU will be responsible for resolving any such event.
33. The mental health unit staff assigned to the MCIT will follow the instructions of the Service, including the constables assigned to the MCIT, with respect to any officer or citizen safety issues.
34. The constables assigned to the MCIT shall at all times be subject to the general supervision and direction of the Service during the performance of their duties, including any duties performed when deployed with the MCIT. Similarly, the mental health unit staff from St. Joseph's assigned to the MCIT shall at all times be subject to the general supervision of the Program Director, Mental Health Service and the Medical Director, Crisis Service of St. Joseph's.
35. The constables assigned to the MCIT shall be supplied with an unmarked police vehicle equipped with a police radio, mobile workstation and screen, at the discretion of the Chief of the Service. The cost of the vehicle shall be solely borne by the Service, including any costs incurred in fuelling and servicing the vehicle to ensure it is safe for operation. Only Service personnel shall operate this vehicle and they shall do so in accordance with Service Rules and Directives with regard to Police Service Vehicle Operations.

36. The vehicle shall not be used for transportation of any persons arrested or detained pursuant to applicable sections of any federal, provincial or city statutes or by-laws unless so required due to emergent circumstances.
37. PRU officers shall transport persons taken into custody in accordance with current Service Rules and Directives. It is understood that the constables assigned to the MCIT shall maintain, and be solely responsible for, the person in custody.

#### **Part 7 – Insurance & Indemnity**

38. Each party (the “Indemnifying Party”) shall indemnify and hold harmless the other party (the “Indemnified Party”) against any and all liabilities, claims, damages, amounts paid in settlement, losses, costs and expenses, including reasonable lawyers’ fees and court or arbitration costs which the Indemnified Party may incur as a result of the negligent acts or omissions of the Indemnifying Party or those for whom it is legally responsible.
39. Each party will include the other party as an additional insured on its general liability policy, with a policy limit of at least \$5 million per occurrence which policy shall, without limitation, include coverage for the negligent acts, errors or omissions made by the Indemnifying Party in connection with the performance of its obligations set out in this MOU.
40. Each party shall provide the other with proof of insurance that contains a provision whereby there shall be no reduction in coverage or policy limits without the express written consent of the other party.

#### **Part 8 – Roles and Responsibilities**

41. Each party has provided information to the other regarding their respective roles and responsibilities in conjunction with the MCIT and this MOU. Each party expressly agrees to continue to provide updated information to the other party relevant to the services of the MCIT on a continuing basis during the term and any renewal terms of this MOU.
42. The Service shall be responsible for ensuring that its constables receive annually required and/or legislated training.
43. St. Joseph’s shall be responsible for ensuring that its mental health unit staff maintain their discipline specific training (i.e. C.P.I., CPR.) and licensure in accordance with St. Joseph’s policies and procedures and also those of the professional regulatory bodies or colleges to which the staff belong.

## **Part 9 - General**

44. The parties agree that this MOU is the complete agreement between the parties and replaces all prior communications related to the subject matter of this MOU.
45. This MOU may not be supplemented, modified or amended unless any such supplement, modification or amendment is executed in writing by the duly authorised representatives of the parties.
46. Neither party may assign or otherwise transfer this MOU or any of its rights or obligations hereunder without the prior written consent of the other party. Notwithstanding the foregoing, such consent will not be required if such assignment or transfer is to a wholly owned or controlled affiliate of a party or in connection with the sale of all or a substantial part of its assets or business of a party or in connection with a reorganisation or merger, provided that the assignee agrees in writing to be bound by the provisions of this MOU.
47. This Agreement shall inure to the benefit of and be binding upon the parties' successors and permitted assigns.
48. No waiver of any breach of any term or provision of this MOU will be effective or binding unless made in writing and signed by the party purporting to give the same and, unless otherwise provided in the written waiver, will be limited to the specific breach waived.
49. If any provision of this MOU is determined to be invalid or unenforceable in whole or in part, such invalidity or unenforceability will attach only to such provision or part thereof and the remaining part of such provision and all other provisions hereof will continue in full force and effect.
50. Notices under this MOU shall be in writing and delivered personally or by ordinary prepaid mail. Notices delivered by mail shall be deemed to have been received on the fourth business day after the date of mailing. In the event of an interruption in postal service, notice shall be given by personal delivery or by fax. Notices delivered by fax shall be deemed to have been received at the time of delivery or transmission, provided a transmission receipt is obtained. All correspondence and other notices related to the terms of this MOU shall be delivered as set forth below:

51.

To: **Toronto Police Services Board**

**c/o Executive Director**

Toronto Police Service  
40 College Street  
Toronto, ON M5G 2J3  
Fax: (416) 808-8082

To: **St. Joseph's Health Centre, Toronto**  
c/o Administrative Director Mental Health  
St. Joseph's Health Centre, Toronto  
30 The Queensway,  
Toronto, ON M6R 1B5  
Fax: (416) 530-6513

52. Each of the parties shall from time to time execute and deliver such further documents and instruments and do acts and things as the other party may reasonably require to effectively carry out or better evidence or perfect the full intent and meaning of this MOU.
53. The parties are independent contractors, and no agency, partnership, joint venture, employee-employer, or franchiser-franchisee relationship is intended or created by this MOU. Neither party will make any warranties or representations on behalf of the other party.
54. Neither party will be liable for failure to perform one or more of its obligations under this MOU when such failure is due to a cause or causes beyond the reasonable control of such party.
55. This MOU shall be governed exclusively by the laws of the Province of Ontario and the laws of Canada applicable therein.
56. Each party agrees to comply, at its own expense, with all applicable laws, regulations, rules, ordinances, and orders regarding its activities related to this MOU.
57. This MOU may be executed in counterparts, each of which shall be deemed to be an original and if taken together shall be deemed to constitute one and the same document.

IN WITNESS WHEREOF, this MOU has been signed on behalf of the Toronto Police Services Board and St. Joseph's Hospital by their duly authorized officers on the dates noted below:

**Toronto Police Services Board**

Per:

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Witness

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Name and Title (please print)

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Date of Signature

**St. Joseph’s Health Centre, Toronto**

Per:

\_\_\_\_\_

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name and Title (please print)

\_\_\_\_\_  
Date of Signature



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P371.            RENTAL OF PHOTOCOPIERS**

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

Subject:            RENTAL OF PHOTOCOPIERS

Recommendation:

It is recommended that:

1. the Board approve Toshiba of Canada Ltd. to provide the Service with the rental of digital plain bond paper photocopiers for a three-year period commencing December 1, 2005 to December 31, 2008, with two one-year options to renew, at the Board's discretion, at a cost of \$0.0126 cents per copy including all rental, service and toner costs, for an approximate annual cost of \$415,800.00 plus taxes and a total of \$1,247,400 plus taxes over the term of the contract;
2. the Chief, or his designate, notify the Deputy City Manager and CFO 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 (Board Minute P242/03 refers).

Background:

The Board, at its meetings of September 25, 2001 and February 28, 2002 (Minute P265/01 and Minute P40/02 refer), awarded a purchase order to Konica Business Machines (Canada) Limited for the rental of digital photocopiers for a 48 month term. This contract expired September 30, 2005.

A request for quotation (#1056905-05) was issued on July 15, 2005, by Purchasing Support Services, for the rental of digital plain bond paper photocopiers. Quotations have now been received and reviewed by appropriate Service personnel (summary attached). The Service has determined that Option 3, as per the attached, is preferable as it provides for extended maintenance time. The Service review included site visits to ensure that the photocopiers quoted on met the Service's requirements as outlined in the quotation document. The results of this review have determined that the lowest bid for Option 3 submitted by Toshiba of Canada Ltd. meets all specifications. Toshiba of Canada Ltd., has proposed to supply the Service with the model e-studio 520 photocopier at a cost of \$0.0126 per copy including all rental, service and toner, plus applicable taxes. Historically, the Service has realized an approximate count of 33,000,000 copies annually using a fleet of 110 photocopiers installed throughout the Service. Based on the above usage and the cost proposed by Toshiba of Canada Ltd., an approximate annual cost of \$415,800.00 would result.

I therefore recommend that the Board approve Toshiba of Canada Ltd. to provide the Service with the rental of digital plain bond paper photocopiers for a three-year period commencing December 1, 2005 to December 31, 2008, with two one-year options to renew, at the Board's discretion, at a cost of \$0.0126 cents per copy including all rental, service and toner costs, for an approximate annual cost of \$415,800.00 plus taxes and a total of \$1,247,400 plus taxes over the term of the contract. It is also recommended that the Chief, or his designate, notify the Deputy City Manager and CFO 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 (Board Minute P242/03 refers).

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, will be in attendance to answer any questions the Board may have.

**Mr. Angelo Crisotfaro, Acting Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.**

**The Board approved the foregoing.**

**REQUEST FOR QUOTATION 1056905-05****DIGITAL PLAIN BOND PAPER PHOTOCOPIERS**

<b>NAME OF COMPANY</b>	<b>MAKE AND MODEL</b>	<b>DELIVERY DATE</b>	<b>OPTION 1</b> Mon-Fri 0800-1600	<b>OPTION 2</b> Mon-Fri 0800-1600 Sat-Sun 0900-1600	<b>OPTION 3</b> Mon-Fri 0800-2200
<b>Toshiba of Canada Ltd.</b>	Toshiba e-studio 520	4-5 weeks	\$0.0116/copy	\$0.0136/copy	\$0.0126/copy
<b>4 Office Automation Ltd (Option 1)</b>	Kyocera KM-5035	10 days	\$0.01410	N/A	N/A
<b>Pitney Bowes</b>	Sharp ARM550	30 days	\$0.0148/copy	Negotiable	Negotiable
<b>Xerox Canada Ltd.</b>	Xerox Copy Centre 55 with high capacity feeder & finisher	10 days	\$0.0153/copy	N/A	N/A
<b>ACI Technologies (Panasonic)</b>	Panasonic 6030	6 weeks	\$0.0175/ copy	\$0.0215/copy	\$0.0285/copy
<b>Ricoh Canada Inc.</b>	AF1C10 2051	10 days	\$0.0176/copy	\$0.0189/copy	\$0.0196/copy
<b>IKON Office Solutions</b>	Canon IR5570	30 days	\$0.0178/copy	Negotiable	Negotiable
<b>4 Office Automation Ltd (Option 2)</b>	Hewlett Packer 9050 mfp	10 days	\$0.01790/copy	N/A	N/A
<b>Sharp Electronics of Canada</b>	Sharp ARM550U	10 days	\$0.0188/copy	\$0.0206/copy	Negotiable
<b>Konica Minolta</b>	Konica Minolta Di5510	10 days	\$0.0196/copy	\$0.0210/copy	\$0.0213/copy



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P372. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
REVISED BOARD POLICY FOR THE DESTRUCTION OF ADULT  
PHOTOGRAPHS, FINGERPRINTS AND CRIMINAL HISTORY**

The Board was in receipt of the following report November 08, 2005 from William Blair, Chief of Police:

Subject: REQUEST FOR A FOUR-MONTH EXTENSION TO SUBMIT THE REVISED  
BOARD POLICY FOR THE DESTRUCTION OF ADULT PHOTOGRAPHS,  
FINGERPRINTS, AND CRIMINAL HISTORY

Recommendation:

It is recommended that: the Board approve a request for a four-month extension of time to submit the revised Board policy regarding the destruction of adult photographs, fingerprints, and records of disposition in order to continue the development of specific criteria applicable to file destruction.

Background:

At its July 12, 2005 meeting, the Board received and approved a three-month extension to establish specific criteria regarding the destruction of adult photographs, fingerprints, and records of disposition and to submit the revised policy (BM #P279/05 refers).

The Board gave direction to review and consider the various issues outlined by Dr. Anne Cavoukian, Information and Privacy Commissioner of Ontario, in a letter to Chief Paul Hamelin, President, Ontario Association of Chiefs of Police (OACP) dated July 6, 2005. A copy of this correspondence was also forwarded to the former Chair of the Toronto Police Services Board, Ms. Pam McConnell, and to Chief William Blair.

A response was received from the OACP dated October 31, 2005 addressing all of the issues and recommendations outlined by the Privacy Commissioner.

Specifically, the issues raised by the Privacy Commissioner pertain to:

- The charging of a cost recovery fee in relation to an application for file destruction
- Providing notice to an individual regarding record retention and destruction opportunities
- The criteria referenced for a decision to refuse an application to expunge
- Right of appeal and the appeal process

In response to the recommendation that a fee be charged for file destruction, the Board made the following motion at its January 24, 2005 meeting (BM #P6/05 refers):

- (1) THAT, if, in the future, the Board agrees to adopt a new policy governing the destruction of adult fingerprints, photographs and records of disposition, the Board agree that such application, in writing, for the destruction of adult fingerprints, photographs and records of disposition, be performed by the Toronto Police Service without charge to the person making the application.

The issues of notice, destruction criteria, and the appeal process are extremely complex and necessitate that further in-depth examination and consultations with the City Solicitor and Toronto Police Service legal advisors take place to ensure that all associated risk factors in terms of Service liability and public safety are incorporated into the new policy.

It is therefore recommended that the Board approve a request for a four-month extension of time to submit the revised Board policy regarding the destruction of adult photographs, fingerprints, and records of disposition in order to continue the development of specific criteria applicable to file destruction.

Deputy Chief Jane Dick, Executive Command, will be in attendance 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 NOVEMBER 17, 2005**

**#P373. VISIT TO ISRAEL ORGANIZED BY THE MINISTRY OF COMMUNITY  
SAFETY AND CORRECTIONAL SERVICES AND THE ONTARIO  
ASSOCIATION OF CHIEFS OF POLICE**

Mr. Morris Zbar was in attendance and made a deputation to the Board on behalf of the UJA Federation of Greater Toronto and the Canadian Jewish Congress – Ontario Region. Mr. Zbar provided comments to the Board about the March 2005 visit to Israel by chiefs of police from a number of Ontario municipalities, including a representative of the Toronto Police Service. Mr. Zbar also provided a written submission to the Board; copy on file in the Board office.

**The Board received Mr. Zbar's deputation and written submission. The Board also agreed to refer Mr. Zbar's comments to the Chair for consideration in conjunction with the report that he will prepare on any policy matters that may be developed as a result of other deputations that were received at the Board's October 14, 2005 meeting (Min. No. P319/05 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P374. TORONTO POLICE SERVICES BOARD – 2005 OPERATING BUDGET  
VARIANCE AS AT SEPTEMBER 30, 2005**

The Board was in receipt of the following report November 07, 2005 from Alok Mukherjee, Chair:

Subject: 2005 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICES BOARD AS AT SEPTEMBER 30, 2005

Recommendation:

It is recommended that:

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

Background:

Toronto City Council, at its meeting during the week of February 25th 2005, approved the Toronto Police Services Board Operating Budget at a net amount of \$1.28 Million (M), which is the same amount as the budget approved by the Toronto Police Services Board at its meeting of January 24, 2005 (Board Minute #P27/05 refers).

2005 Operating Budget Variance

As at September 30, 2005, the Board is projecting an unfavourable variance of approximately \$66,000. In a separate report, Board members will note that the Toronto Police Service is projecting a surplus in the amount of \$5.1 Million.

Staffing

The staffing budget for the Board office is \$663,900, or 52% of the total net budget.

The favourable variance of \$97,000 is as a direct result of the fact that, as a City Councillor, Chair McConnell is not eligible to receive salary or benefits from the Board.

Non-Salary Accounts

The non-salary budget for the Board office is \$614,200. The majority of the Board's budgeted non-salary costs are related to legal costs, primarily attributed to arbitration and grievance hearings.



It is anticipated that the Board's budget will reflect an unfavourable balance of approximately \$161,000 in the non-salary accounts at this time. The unfavourable balance is the result of the unanticipated and unbudgeted costs for:

- recruitment of the Deputy Chiefs, estimated at \$113,400 (Min. P209/05),
- consulting services for the facilitation of community consultation sessions during the Chief of Police selection process in the amount of \$3,000,
- recruitment of the Chief Administrative Officer, estimated at \$41,195 (Min. P243/05, and;
- remuneration for the community members of the Sexual Assault Steering Committee (Min. P34/05) in the amount of \$5,000,
- a projection of \$91,000 in excess of budgeted amounts for consulting services – external lawyers.

#### City-Legal Chargeback

As a result of City Council direction, it has been anticipated for some time that the City would begin to chargeback to the Board the actual costs of the provision of legal services to the Board and the Service. At a meeting between TPS, TPSB and City staff held in the Spring of 2005, City Finance Staff, in preparation for charging these costs to the Board, undertook to review the proposed billings because a review by TPS staff had revealed that the proposed billings contained a substantial amount of charges that were likely incurred by the City rather than by the Board or the Service.

When the City completes its review and is in a position to accurately assign costs to the Board, this will create a very substantial additional pressure on the Board's budget. It is not possible to quantify this pressure until the City has completed its review.

#### Conclusion

A shortfall of \$66,000 is anticipated in the Board's budget for 2005.. As Board members are aware, at September 30, 2005, the Toronto Police Service is projecting a surplus of \$5.1 Million in 2005.

**The Board received the foregoing and agreed to forward a copy to the Deputy City Manager and the City of Toronto – Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P375.           ALLOCATION OF \$100,000 SPECIAL FUND MONIES EARMARKED  
FOR YOUTH PROGRAMS**

The Board was in receipt of the following report November 14, 2005 from Alok Mukherjee, Chair:

Subject:           Allocation of \$100,000 Special Fund Monies Earmarked for Youth Programs

Recommendations:

It is recommended that:

- (1)    the Board approve the allocation of \$30,000 to the HOODLINC project in the Empringham neighbourhood and other neighbourhoods in Malvern; and
- (2)    the Board approve the allocation of \$20,000 to the pilot diversion project for youth who are at risk in the Kingston Galloway neighbourhood.

At its meeting on August 11, 2005, the Toronto Police Services Board allocated \$100,000 a year for five years - beginning in 2005 - to programs consistent with the Board's mandate. The Board further decided that the funds be allocated in consultation with the City of Toronto's Community Safety Secretariat (Min. No. P271/05 refers). At the September 06, 2005 meeting of the Board, I proposed a process for allocating the funds (Min. No. P308/05).

The Community Safety Secretariat coordinates activities of Toronto's Community Safety Plan. The Plan is guided by three principles: balancing prevention initiatives with enforcement activities, principally of the Toronto Police Service; investing in youth, particularly those who live in conditions that are highly correlated with actual or potential violent and/or anti-social behaviour; and strengthening communities and neighbourhoods. Deputy Chief Jane Dick and Supt. Peter Sloly are liaison to the Community Safety Secretariat.

In an extensive consultation with Toronto residents, a consistent and strong message was that the City should "spend for impact". I considered two options for allocation of the funds. One option was that we would allocate a relatively modest amount to several projects. The second option was that we would allocate the funds to four or five projects. Consideration of the strong recommendation from Toronto's residents leads me to recommend that we allocate the funds to a small number of projects.

Through a review of the effects of a number of its initiatives, review of relevant research and an analysis of the gaps that currently exist in programming that contributes to community safety, the Secretariat has identified two projects where the funding could have immediate and lasting impact. These projects are also consistent with the future directions of the Community Safety Plan as reported by the Mayor of Toronto in his update on the Plan to the City's Policy and Finance Committee on 15 September 2005 (see Appendix 1 for the Mayor's update report).

Criteria that the Secretariat used to review projects were that they:

1. Contribute to a balance between enforcement and prevention;
2. Have a focus on youth; and,
3. Include activities that are consistent with the research on effective programs for preventing or preventing the repetition of youth violence or other anti-social behaviour.

## **1. PROJECT HOODLINC**

The first project is part of a program that promotes development of youth leadership; reduction in gun use and anti-social gang behaviour; and is particularly, but not exclusively, for African Canadian youth. This program is called HOODLINC (see Appendix 2 for a brief description of the program). HOODLINC serves youth who live in the Empringham neighbourhood and other neighbourhoods in Malvern. Malvern is one of seven priority neighbourhoods selected for neighbourhood action in the Community Safety Plan. The program's activities complement the community policing initiative begun by then Supt. Tony Warr in 42 Division and continued under the leadership of Supt. Gary Ellis. In addition, officers from 42 Division provide IT support to the program.

## **2. PILOT DIVERSION PROJECT**

The second is a pilot diversion project for youth who are at risk of being charged by police for their behaviour (see Appendix 3 for a brief description of the project). This project, a collaboration of the City of Toronto, the East Scarborough Boys and Girls Club and Native Child and Family Services, will be piloted in the Kingston Galloway neighbourhood, another of the community safety neighbourhoods. Supt. Warr - when he led 42 Division - and now Supt. Ellis are at the Neighbourhood Action table in this area. It is expected that this project will be partially funded by the Federal government and will complement funds and in-kind services from the City of Toronto and other community partners.

I will make a further recommendation to the Board at its meeting on March 23, 2006 on how to allocate the remaining funds.

**The Board approved the foregoing.**

## **Appendix 1: Mayor's Update Report on the Community Safety Plan**

September 15, 2005

### **MEMORANDUM**

To: Policy and Finance Committee

From: Mayor David Miller

Re: Community Safety Plan Progress Report

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Eighteen months ago, City Council unanimously adopted the Community Safety Plan. The Plan is guided by three principles:

- a balance between enforcement and prevention;
- investment in youth; and
- building on the strengths of neighbourhoods and communities.

The need to maintain the balance between enforcement and prevention has been reinforced this summer by the increased gun violence and the tragic loss of young lives. The Toronto Police Service has redeployed its resources to put more officers in neighbourhoods across the City, developing relationships with residents and increasing visibility. Several arrests have been made, which will hopefully stem the tide of gun violence in our City. However, there must be a concerted effort, by all orders of government and police services, to stop the illegal importation and use of guns, stem the drug trade and violence associated with it, improve public cooperation with criminal investigations and protect all residents, including those most at risk of being victims or becoming involved in illegal activities.

The Toronto Police Service and the Community Safety Secretariat are working closely to ensure that preventative strategies are in place in key communities across the City.

Council received its first report on the accomplishments of the Community Safety Plan in October 2004. More recently, Council members received an update. A more detailed list of accomplishments is attached to this report as Appendix 1.

Among the highlights:

- Youth usage of the Malvern Library has increased by 70% as a result of youth focused programming and targeted outreach.
- The provincial government again provided \$500,000 to the City for the Jobs for Youth program, which provided summer employment for 316 youth in the four neighbourhoods.
- Centennial College offered its Community Training Initiative again in 2005. The program was expanded to include Malvern and Kingston-Galloway. An important new component of this year's program was the introduction of the Mentoring Training Program, in which

graduates from last year's program received training to become mentors to the 2005 program participants. One hundred and thirty-five graduated from this year's summer program.

- Humber College Institute delivered a free Building Maintenance pre-apprenticeship program for 14 hard-to-reach youth. Humber also hired the youth to work on campus part-time.
- Seneca College is offering a multi-media program to help youth develop employment skills.
- The law firm Heenan-Blaikie introduced an internship program on a pilot basis and will be expanding the program later this year.
- Goodwill has committed to hire 100 young people and provide them with life skills and job readiness training.
- IBM has undertaken to employ six youth and undertake additional community building initiatives.
- 75 hard-to-reach youth have received comprehensive life skills training through the Malvern Youth Community Employment Program; 45 youth found employment and 19 have engaged in further education or training opportunities.
- A culturally based youth leadership program was conducted with Aboriginal youth from the Gabriel Dumont community; after school arts programming is being introduced.

The City's Community Safety Plan has focused on:

- developing neighbourhood action plans to improve City services for youth;
- opening up employment and training opportunities for youth who face multiple barriers;
- providing sports, arts and culture programs, and
- developing community crisis and intervention responses that help support those neighbourhoods experiencing trauma.

### **Neighbourhood Action Plans**

Neighbourhood action planning is instrumental to strengthening at-risk neighbourhoods. Neighbourhood action in the four Community Safety Plan neighbourhoods (Malvern, Jamestown, Jane-Finch and Kingston Galloway) has focused on integrating neighbourhood service delivery for youth. City and community stakeholders are coordinating and collaborating on the services and programs available to youth.

Some examples of this increased coordination are:

- Jamestown – The Albion Library has increased the study space available, there is greater youth involvement in revitalizing the community garden and increased access to employment services has been provided through an information fair conducted by Toronto Social Services. Job counselling is being provided through TCHC.

- Jane-Finch - Lifeguard club programs for almost 100 youth are being provided through Parks, Forestry and Recreation, pre-employment preparation initiatives for youth have been expanded through an agreement between community agencies and Toronto Social Services and Culture and TCHC have increased youth leadership opportunities. There has also been a concerted effort through the Black Creek West Community Capacity Building Initiative to produce an action plan that improves local decision-making, economic opportunities and service provision in this area.
- The Malvern Community Coalition, comprised of neighbourhood residents, including youth, community agencies and City staff, is actively working on initiatives to strengthen the community.

### **Sectoral/Governmental Partnerships**

The accomplishments of the past 18 months confirm that partnerships are key to enhancing community safety in the city. The City has led the establishment of new partnerships with the provincial and federal governments, colleges and universities, business, labour and the voluntary sector. Strategic investments made by these sectors have included summer employment programs, skills development and leadership training. All sectors have a vital role to play in this strategy. If we are to curb violence, we must address the marginalization that many young people experience daily. Many of Toronto's youth face a reality in which it is a struggle to gain employment experiences, earn a decent income and feel a sense of self-respect.

I have heard young people say, "I've never graduated from anything before", "This is the first time anyone has ever given me a job" and "I would not have been able to get a job if I hadn't had this help". Mentorship programs, job creation, apprenticeships, internships and employment services are making a difference. They must be sustained and expanded.

### **Crisis Response**

In consultation with communities, the Community Safety Secretariat has developed a Crisis Response Network to respond to the immediate crisis intervention required by communities traumatized by violent activities. The network includes the Secretariat, Toronto Public Health, the Distress Centre of Toronto, the Toronto Community Housing Corporation, the Toronto Police Service, Victim Services, and the Centre for Addiction and Mental Health. In particular, Toronto Public Health has played a critical role because its mental health and community health nurses are usually the first staff deployed by the City to help provide support after the police have completed their initial criminal investigation.

Crisis response has been provided in the Markham/Eglinton, Lawrence Heights, Glendower, Chester Le neighbourhoods as well as within the Filipino community. The activities focused on assessing immediate needs, initiating contact with appropriate city program areas and community agencies, and mobilizing available resources for neighbourhood action and community building. The Toronto Public Service must have the ability to respond quickly and effectively to communities and neighbourhoods experiencing trauma.

## Youth Gang Interventions

The Mayor's Panel on Community Safety, other orders of government and the Toronto Police Service are reviewing effective youth gang intervention models and youth justice programs. Recent events have demonstrated the importance of intervening before youth get involved with the gang culture. It is also important to work with youth after they leave the criminal justice system. A pilot project has been established to assist in the reintegration of these youth into the community. In addition, the need for both pre- and post-charge youth diversion programs has been identified. Appropriate programs for young people suspended from schools under the Safe Schools Act, are also being explored.

## Systemic Barriers

Over the past eighteen months, our community safety efforts have focused on neighbourhoods and we have seen tangible results. However, many communities are facing systemic barriers – barriers to social inclusion that impact on community safety.

The faith communities have an important role to play in addressing some of the societal and systemic issues that are affecting the safety of our community. Many faith leaders have expressed their willingness to be actively involved in supporting the work of the Community Safety Plan. In the coming months, the Mayor's Panel on Community Safety and City staff will convene a meeting of leaders of the faith communities to explore possible actions.

It is evident that young members of African-Canadian communities have disproportionately experienced gun violence in Toronto. African-Canadian leaders have expressed their frustration at systemic barriers in Canadian society and have also expressed their commitment to work to address those barriers. Over the last decade, numerous reports have recommended strategies for eliminating these barriers. The Mayor's Panel on Community Safety will identify the key themes and recommendations of these reports and, through consultation, determine priority actions and identify the partners responsible for addressing those priorities.

## Next Steps

The Community Safety Plan is working. We must build upon our successes. We must also look at the resources we are providing to our neighbourhoods and ensure we spend for impact. To move the community safety agenda forward, I recommend the following priority actions:

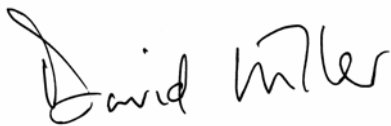
- **Neighbourhood Action:** The City continue to support the four current Community Safety Plan neighbourhoods and expand to include three additional neighbourhoods: Lawrence Heights, Eglinton East/Kennedy Park, and Steeles/L' Amoureux. Neighbourhood action planning should begin immediately in these areas.
- **Sectoral/governmental partnerships:** We must ensure that the gains achieved through enhanced funding of youth employment, apprenticeship and training programs are not lost. The one-time funding for the past year's activities will end this year. Ongoing stable

funding in the community safety neighbourhoods is required and I will be working with my colleagues from the provincial and federal governments to make this happen.

An inter-divisional senior management work group has been established. The work group will develop more coordinated approaches to supporting the Community Safety Plan and delivering youth employment and other services.

- **Partnerships with the private sector:** The City will be convening a leadership group to encourage greater corporate involvement in the Community Safety Plan. In October, the Ontario Chief Justice Roy McMurtry and I will host a breakfast meeting with Toronto's corporate leaders. Our intent is to encourage employers from across all sectors to join the firms who are already supporting the Community Safety Plan through employment, internship, apprenticeship and mentoring programs. This will complement initiatives already underway, such as the apprenticeship training program delivered by the Carpenter's Union Local 27. It will also support our ongoing discussions with leaders in the public, labour and voluntary sectors with respect to significantly expanding youth employment and apprenticeship opportunities.
- **Community Crisis Response:** A formalized community crisis response team should be established to work with the Toronto Police Service and provide appropriate, timely responses to communities and neighbourhoods affected by violence. The team would identify and coordinate the delivery of culturally competent trauma supports and build capacity within the community in rebuilding resiliency and preparedness.
- **Youth Gang Intervention and Justice:** Building on the City's past work, the panel's youth justice work group will review models that have effectively addressed the presence of youth gangs within urban areas; develop a strategy to engage other governments to support youth pre-charge diversion programming and post-charge sanctioning models; and develop a reintegration strategy for youth coming out of the justice system in Toronto.
- **Addressing Systemic Barriers:** To address the systemic barriers that more broadly affect our communities, a meeting of faith leaders will be convened to provide advice and recommend actions. To respond to the specific issues raised by the African-Canadian community and in recognition of the significant work done over the past decade regarding the elimination of systemic barriers affecting the African-Canadian community, the Mayor's Panel will, through a consultation, determine priority actions and identify how to move forward on those priorities.

In closing, I would like to recognize the tremendous work and commitment that are making the Community Safety Plan effective. Much has been accomplished over the past 18 months. Much more must be done. I believe the City's work through the Community Safety Plan, in tandem with our strong neighbourhoods initiative, will strengthen our city-building efforts and continue to create a new sense of hope about the future health, vitality and safety of our City.

A handwritten signature in black ink, reading "David Miller". The signature is fluid and cursive, with the first name "David" and last name "Miller" clearly distinguishable.

Mayor David Miller



## **Appendix 2: Project HOODLINC**

The primary objective of HOODLINC Inc. is to improve life outcomes for multi-barriered youth living in Toronto Community Housing (TCH) communities in the Malvern community through providing youth with recreational and social development opportunities. Although the primary focus of HOODLINC's work is on youth living in TCH residences, other youth from the broader Malvern community are also included.

The majority of youth who participate in HOODLINC programs are considered disadvantaged and experience multiple-barriers to participation in the life of the community. Activities of the program include:

1. Mentorship,
2. Individual advocacy and assistance to youth,
3. Referral to services, programs, etc.,
4. Employment assistance,
5. Physical fitness and nutrition program, basketball program, and
6. Cultural activities, (workshops providing youth with opportunities to engage in culturally-relevant activities such as dance, steelpan drumming, etc.)

The particular project that is intended to be funded through the Toronto Police Services Board involves a transition program, called R.O.S.E., that allows youth who have not been admitted to high schools in their communities, largely for behavioural reasons, to be transferred to their neighbourhood high schools.

### **The R.O.S.E. Program (Real Opportunities for Success in Education)**

Developed in memory of long-time Malvern youth worker Shawn "Blu" Rose (Nov. 27, 1976 – Nov. 7, 2005) who was actively committed to helping young children in Malvern. This program is in development with the Toronto Catholic District School Board, the Toronto District School Board, the City of Toronto, and HOODLINC and is expected to begin within three weeks.

#### *Need for the R.O.S.E. Program*

Currently our youth are falling well below expectations academically. Currently there are high levels of suspensions and expulsions amongst youth. The decision to remove a youth from the school environment is being made because of violent/aggressive behaviour demonstrated by youth towards their peers and teachers.

HOODLINC consults with parents, teachers, and youth in an effort to address concerns by all parties, and reduce conflict in school and the broader community. HOODLINC has been able to intervene in potentially violent situations. Over the past two years, HOODLINC staff have been able to reduce, and in some cases stop, conflicts among youth from different neighbourhoods in the Malvern area.

*A Preliminary Outline of the R.O.S.E. Program*

The R.O.S.E. Program combines best practices from alternative TCSDB programs such as A.P.P.L.E. and SPACES and alternative TDSB programs such as BRIDGES and C.I.S.S. with the community service model developed by HOODLINC. This model involves: intensive community support, academic tutoring, youth mentorship, parenting support, a breakfast club, field trips, transportation support, and recreational support.

The R.O.S.E. Program is a bridging program that seamlessly transitions erroneously streamed, out-of-school and/or capable (but non-supported) students into regular academic or applied high school programming with either TCDSB or TDSB high schools. The objective for the first program is to transition six students into Blessed Mother Teresa Secondary School and nine students into Lester B. Pearson Secondary School.

### **Appendix 3: Project YouthAction**

YouthAction will actively engage young people in conflict with the law in community development projects that simultaneously build community safety and improve the resiliency of youth. The project will seek referrals from the youth courts, the community and other youth justice professionals. The project will be based in the Kingston-Galloway community with a focus on Aboriginal youth and youth of colour. There are very few services or programs for youth in conflict with the law in this community. The project will be hosted locally by youth service organizations that demonstrate existing youth engagement capacity and participation in the youth justice system as non-traditional partners. The City of Toronto will be responsible for co-ordination of the project.

YouthAction will develop pro-social relations between young people in conflict and their community. The development of "...reciprocal caring, respectful and participatory relationships are the critical determining factors in whether a young person learns, whether parents become and stay involved, whether a program or strategy is effective and, ultimately whether a youth feels he or she has a place in this society" (Bernard, 1995). Resiliency literature also identifies that those communities that can create opportunities for youth to participate in activities where they have choices, decision-making power and shared responsibility will positively impact the young people and the local community. YouthAction will create a critical mass of young leaders in each community who have the capacity to make change in their local community.

The project will recruit young people who are in conflict with the law or at high risk of being in conflict to learn skills related to conflict management and obtain training and develop a community project that they will be responsible for from conception to implementation.

YouthAction will create meaningful connections between young people, their community and the resources within through the development of local advisories comprised of young people, community, police, youth justice practitioners and other key players. The recruitment strategy will target youth that are involved in the youth justice system and specifically target those youth charged with racially motivated offences. The 16-week projects will provide opportunities for three groups of 15 youth each to develop pro-social skills such as conflict mediation and community development skills while implementing community projects.

Traditional aboriginal restorative justice models will be facilitated to build understanding, cross-cultural tolerance and positive identity. It will culminate in a youth driven project, identified and developed by participants to target an issue within their local community. The training they receive in conflict mediation, anti-oppression and other skill building workshops will strengthen protective factors against violence and also provide positive linkages between the local community, police, youth courts and schools. YouthAction will provide the means by which youth at-risk become actively engaged and create change in their own lives and within their local community.

The project will operate on dual levels of community development and individual skill building to address protective and risk factors. A local advisory comprised of community members, youth, youth justice professionals, and residents will guide the project. Partnerships with local programs and services such as youth councils, community councils, traditional and non-traditional youth justice practitioners will be developed to build, enhance and sustain opportunities for young people. The advisories will insure that the unique needs and strengths of the community are addressed.

YouthAction will target aboriginal and youth of colour. Native Child and Family Services and East Scarborough Boys and Girls Club are the local community partners in this project who will be responsible for day-to-day operations. The two agencies will work in partnership to address issues of racism and violence between aboriginal youth and youth of colour. The community has experienced racialized violence, race-based crime, and high levels of student dropout, unemployment, poverty and victimization. There have been incidences of gun violence involving young people that serve to increase the fear of local residents, stigmatize the community and the young people who reside within the community.

The lack of resources and/or access to resources, meaningful opportunities for youth to learn by 'doing', the lack of opportunities for skill development all place young people at higher risk for victimization, crime and violence.

The Kingston–Galloway project will include a focus on Gabriel Dumont, an aboriginal housing project located in the Scarborough area. This community has a high concentration of young people who have had conflict with the law and are at-risk for further conflict. The multi-generational effects of internalized oppression within the aboriginal community have resulted in a high incidence of lateral violence: young person against young person, young person against parent, and parent against parent. There are also incidences of race-based crime involving young people of different racial backgrounds engaging in violence against one another.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 17, 2005**

**#P376. IN-CAMERA MEETING – NOVEMBER 17, 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 Alok Mukherjee  
The Honourable Hugh Locke, Q.C.  
Councillor John Filion  
Ms. Judi Cohen  
Mayor David Miller

Absent: Councillor Pam McConnell  
Mr. Hamlin Grange

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**#P377.        ADJOURNMENT**

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Dr. Alok Mukherjee  
Chair