



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on January 25, 2007 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on November 28, 2006 and the Special Meeting held on January 4, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on January 25, 2007.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JANUARY 25, 2007** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Ms. Pam McConnell**, Councillor & Vice-Chair  
**Ms. Judi Cohen**, Member  
**Mr. Frank Di Giorgio**, Councillor & Member  
**Mr. Hamlin Grange**, Member  
**The Honourable Hugh Locke, Q.C.**, Member

**ABSENT:**

**Mr. David Miller**, Mayor & Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P9. INTRODUCTION**

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

Mr. Clay Beers, Manager, Radio and Electronics; and  
Ms. Michelle Stronach, Manager, Project Management Office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P10.       RESPONSE TO BOARD'S RECOMMENDATION FOR AMENDMENT  
TO THE *CRIMINAL CODE* REGARDING LAW ENFORCEMENT  
ANIMALS**

The Board was in receipt of correspondence dated October 05, 2006 from Vic Toews, Minister of Justice and Attorney General of Canada, containing a response to the Board's earlier recommendation for an amendment to the Criminal Code to provide for the protection of law enforcement animals. A copy of the correspondence is appended to this Minute for information.

Mr. Jim Burnett, Executive Assistant to Councillor Gloria Lindsay Luby, was in attendance and delivered a deputation to the Board on behalf of Councillor Lindsay Luby. A written copy of Councillor Lindsay Luby's deputation is on file in the Board office.

**The Board received the correspondence from the Minister of Justice and Attorney General and the deputation delivered by Mr. Burnett for Councillor Lindsay Luby.**

Minister of Justice  
and Attorney General of Canada



Ministre de la Justice  
et procureur général du Canada

The Honourable / L'honorable Vic Toews, P.C., Q.C., M.P./c.p., c.r., député  
Ottawa, Canada K1A 0H8

OCT 05 2006

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

DATE RECEIVED

OCT 10 2006

TORONTO  
POLICE SERVICES BOARD

Dear Mr. Mukherjee:

Thank you for your correspondence of August 29, 2006, concerning amendments to the *Criminal Code* to better protect law enforcement animals working in the line of duty.

I, too, am concerned about the welfare of law enforcement animals. Currently, the *Criminal Code* provides a measure of protection to these animals. It is an offence to kill, wound or cause unnecessary pain to an animal without lawful excuse. These protections apply to all animals and, in fact, have been used in circumstances similar to those to which you refer. At present, the maximum penalty for cruelty to animals is 6 months in jail, a \$2,000 fine, or both. In the event of a conviction, the prosecution could certainly argue for an elevated sentence based on the fact that the person intended to harm the animal specifically because it was a law enforcement animal.

As you may be aware, Bill S-213, *An Act to amend the Criminal Code (cruelty to animals)*, was introduced by the Honourable John Bryden in the Senate on April 26, 2006. If it passes Parliament, this bill will raise maximum penalties for existing offences of animal cruelty to five years and grant judges discretion to order, as part of a sentence, that a convicted offender be prohibited from owning or residing with an animal for any length of time considered appropriate. Currently, there is a two-year maximum on such prohibitions.

Thank you again for your concern for the welfare of Canada's law enforcement animals.

Yours sincerely,

Vic Toews

Canada

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P11. REQUEST FOR REVIEW OF A COMPLAINT ABOUT THE SERVICE  
PROVIDED BY THE TORONTO POLICE SERVICE – FILE NO. 2006-  
EXT-0280**

The Board was in receipt of the following report October 30, 2006 from William Blair, Chief of Police:

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE SERVICE  
(FILE NO. 2006-EXT-0280)

Recommendation:

It is recommended that:

- (1) the Board receive this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant is advised of the outcome of the Board's decision.

Background:

On November 30, 2004, unknown person(s) attempted to steal the complainant's motor vehicle which was parked and unattended at his residence. As a result, officers from the Toronto Police Service (TPS) attended the complainant's address and conducted an investigation. To assist police in their investigation, the complainant agreed to permit the officers to tow his vehicle to a police facility for fingerprinting.

Upon completion of the fingerprint examination, the complainant's vehicle was towed to a police contract pound pending retrieval by the owner. The complainant did not claim his vehicle which later led to the vehicle being sold at auction to offset the storage fees the complainant now owed to the contract pound.

Complaint Investigation:

On December 9, 2004, the complainant filed a Public Complaint with this Service. The complaint was classified as a conduct complaint and investigated by the Unit Complaint Coordinator at 31 Division. As a result of the investigation, it was determined that there was insufficient evidence to substantiate any misconduct.

### OCCPS and Complainant's Request for Review:

On December 28, 2005, the complainant made a request to the Ontario Civilian Commission on Police Services (OCCPS) to review the decision made by the TPS. After conducting a review, OCCPS was "overall satisfied" with the finding of the TPS. However, OCCPS was of the view that "what occurred in this situation is unfortunate and should not have happened". OCCPS recommended that "...the TPS to examine their policies and procedures in this regard and to take the necessary steps to ensure that there are rules in place so that this does not happen again".

Additionally, on September 15, 2006, the complainant faxed a letter to the Chief of Police further requesting an appeal to his case and the return of his vehicle, which has resulted in the compilation of this Board report.

### Service Procedures:

The duties of police officers are outlined in the *Police Services Act*, RSO 1990. Toronto Police Service Procedures provide clear guidance to police officers when impounding or towing motor vehicles and the subsequent notification of the owner by police. The following TPS Service Procedures were reviewed:

- Impounding/Relocating Vehicles (07-11), which directs
  - the Officer-in-Charge (OIC) of the originating unit, upon receipt of a TPS 336 (Impounded or Held Vehicle Report), a TPS 337 (Tow Card) or TPS 338 (Private Property Towing Authorization) shall ensure every attempt has been made to notify the registered owner to claim the vehicle
- Theft of Vehicles (07-12), which directs police officers shall
  - notify the owner of the vehicle or if unable to contact the owner, ensure that efforts to contact the owner continue;
  - if the owner is unable to immediately retrieve the vehicle or an examination is required, complete an "Impounded or Held Vehicle Report" (TPS 336) and impound the vehicle in accordance with Procedure 07-11

### Conclusion:

The Service procedures adequately address the impounding of motor vehicles and the subsequent notification of the registered owner. Therefore, it has been determined that no revisions are required.

In reviewing a policy or service complaint, the Board may:

- review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions concerning this report.

**The Board was also in receipt of the following report JANUARY 24, 2007 from William Blair, Chief of Police:**

Subject: FOLLOW UP: REQUEST FOR REVIEW OF A COMPLAINT ABOUT  
TORONTO POLICE SERVICE POLICY – TORONTO POLICE SERVICE  
(FILE NO. 2006-EXT-0280)

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

The Toronto Police Service (TPS) settled the claim filed by the complainant in consideration of the sum of two thousand dollars (\$2,000.00).

Background/Purpose:

At its meeting of November 28, 2006, the Board received information regarding a complaint about the policies of the TPS in response to an Ontario Civilian Commission on Police Services (OCCPS) decision. OCCPS recommended that "...the TPS to examine their policies and procedures in this regard and to take the necessary steps to ensure that there are rules in place so that this does not happen again". Additionally, the decision of OCCPS urged "the Toronto Police Service to negotiate a financial resolution to the complainant's claim for compensation".

The Board was advised on November 28, 2006, that the Unit Commander of 31 Division had commenced a process to resolve the issue involving the complainant as a "Third Party Claims for Damage to or Loss of Private Property" pursuant to Service Procedure 18-04.

On November 28, 2006, the Fleet and Materials Management Unit was contacted and informed of the particulars of the complainant's vehicle that had been sold at auction. The Fleet and Material Management Unit placed the value of the complainant's car between nine hundred and seventy five dollars (\$975.00) and two thousand three hundred and seventy-five dollars (\$2,375.00). Abrams Towing was contacted and informed the Service that complainant's vehicle was sold at auction for two thousand dollars (\$2,000.00). The cost for the storage of the complainant's vehicle at the Abrams Towing pound was three thousand three hundred and seventeen dollars (\$3,317.00). These costs were recuperated by Abrams Towing through the sale of the complainant's vehicle.

On November 29, 2006, the complainant personally attended 31 Division, and completed a claim against the TPS in the amount of two thousand dollars (\$2,000.00) for his vehicle. On this date the complainant also agreed to release, remise and forever discharge the TPS from all claims in consideration of the sum of two thousand dollars (\$2,000.00).

A cheque was issued to the complainant on December 1, 2006, in the amount of two thousand dollars (\$2,000.00) and was cashed on December 12, 2006. The TPS has negotiated a financial resolution with the complainant as urged by OCCPS.

Deputy Chief Kim Derry, Divisional Policing Command will be in attendance to answer any questions concerning this report.

**The Board approved the following Motions:**

- 1. THAT, with regard to the report dated October 30, 2006, the Board concur with the Chief's decision that no further action will be taken with respect to the complaint and agree to advise the complainant of the Board's decision; and**
- 2. THAT, with regard to the report dated January 24, 2007, the Board receive the report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P12. TORONTO CRIME STOPPERS PROGRAM**

The following representatives of the Toronto Crime Stoppers Program were in attendance and delivered a presentation to the Board:

- Mr. Lorne Simon, Chair;
- Mr. Sean Sportun, Vice-Chair; and
- Mr. Michael Bagg, Treasurer.

A written copy of the slide presentation is on file in the Board office.

**The Board received the presentation and the attached correspondence dated December 18, 2006 from Mr. Bagg.**



December 18, 2006

Dr. Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario

Dear Dr. Mukherjee:

January is Crime Stopper Month around the world and we appreciate your participation in our annual ceremony at headquarters. The Crime Stoppers program is a partnership with the Community, Police and media. The volunteer members of the Crime Stoppers Board would like to identify for the members of the Police Services Board what their support of this program has meant.

The presentation will take no more than 15 minutes and will be led by our Chair, Mr. Lorne Simon.

I look forward to hearing from you to confirm your acceptance of this request.

Sincerely,

Michael P. Bagg  
Treasurer  
Toronto Crime Stoppers

c.c. Mr. Lorne Simon, Chair, Toronto Crime Stoppers  
Staff Superintendent Gary Grant

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P13. QUARTERLY REPORT: DOMESTIC VIOLENCE STATISTICS:  
JULY – SEPTEMBER 2006**

The Board was in receipt of the following report December 07, 2006 from William Blair, Chief of Police:

Subject: DOMESTIC VIOLENCE QUALITY CONTROL REPORT: JULY 1-  
SEPTEMBER 30, 2006

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

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

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting, the Board at its meeting on June 21, 2004, approved the recommendations outlined in the report (Min. No. P208/04 refers.)

The following recommendation contained in that report was specifically directed towards the Toronto Police Service (TPS):

Recommendation #3:

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

This report will provide the Board with a review of the third quarter statistical information from the Domestic Violence Quality Control Reports for the period of July to September 2006. TPS has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of

Community Safety and Correctional Services (MCSCS) since 2002. MCSCS, in junction with the TPS, has completed its review of the process for the purpose of enhancing the data reporting mechanism to accommodate new MCSCS data collection guidelines (Min. No. P233/05 refers). As a result, the statistical data required to complete the Domestic Violence Quality Control Report is now readily available. Appended to this report are the third quarter results of the Domestic Violence Quality Control Report for July to September 2006. The report has been revised to include “year-to-date” columns comparing 2006 to 2005 statistics.

#### Discussion:

The first three quarters of 2006 reported a significant increase in the number of victims of domestic related homicides. There have been 10 homicide cases reported involving 13 victims; compared to 7 cases with 7 victims during the same period in 2005. Of the 13 homicide victims in 2006, 9 of the victims were female, 2 were male and 2 were children. The third quarter of 2006 reported an increase in the number of firearms involved in domestic related occurrences. There were 4 firearm related occurrences reported in 2005, whereas in 2006, there were 14.

#### Conclusion:

The TPS is committed to transforming the organization through community mobilization strategies, thereby actively engaging the violence against women (VAW) service providers and the greater community through ongoing education, public presentations and awareness campaigns, continued outreach, and progressive partnerships.

Effective policing is truly a partnership between the police and the community it serves. Complex social issues, such as relationship violence, cannot be dealt with solely through enforcement measures. The collaboration between law enforcement personnel, VAW service providers, education officials and corporate support, is key to the success of these initiatives.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

**Sergeant Lorna Kozmik, Domestic Violence Coordinator, was in attendance and delivered a presentation to the Board on the new initiatives being developed by the Service’s Domestic Violence office to increase awareness within the community about the assistance that can be provided to victims of domestic violence.**

**The Board received the foregoing report and the presentation by Sergeant Kozmik.**

**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORTS**  
**JULY – SEPTEMBER**  
**2005/2006 COMPARISONS**

	<b>2005</b>				<b>2006</b>				<b>2005</b>		<b>2006</b>	
	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
<b>1. Domestic Occurrences</b>												
(a) Total Number of Occurrences where charges were laid or warrants sought	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1508	4238	1584	4343
(b) Number of accused where one party was charged	1236	3473	164	483	1351	3678	177	507	N/A	N/A	N/A	N/A
(c) Number of accused where both parties were charged	53	142	53	142	28	82	28	82	N/A	N/A	N/A	N/A
(d) Number of Occurrences where accused held for bail/show cause	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	M	M	M	M
(e) Number of occurrences where offences alleged but charges not laid	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	172	460	94	286
(f) Number of occurrences where no charges alleged	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3237	8785	3571	9948
<b>2. Reasons Charges Not Laid</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(a) No reasonable grounds	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	171	458	93	285
(b) Offender deceased	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	1	1
(c) Diplomatic Immunity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0
(d) Offender in foreign country	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	1	0	0
<b>3. Type of Relationship Between Accused &amp; Victim (Occurrences where charges are laid)</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(a) Female victim – male accused	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1250	3507	1321	3602
(b) Male victim – female accused	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	202	545	185	518
(c) Same sex male	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	39	132	59	171
(d) Same sex female	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	17	54	19	52

**LEGEND**

F/M – female

M – System does not generate these statistics

N/A – Not Applicable

Y.T.D. – year-to-date

**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORTS**  
**JULY – SEPTEMBER**  
**2005/2006 COMPARISONS**

	2005				2006				2005		2006	
4. Type of Charges Laid	Male	YTD	F/M	YTD	Male	YTD	F/M	YTD	Total	YTD	Total	YTD
<b><u>Assault</u></b>												
(a) Common Assault	984	2684	152	440	1011	2773	135	406	N/A	N/A	N/A	N/A
(b) Assault with Weapon or Cause Bodily Harm	203	662	59	165	227	647	57	160	N/A	N/A	N/A	N/A
(c) Aggravated Assault	8	28	2	13	10	24	3	8	N/A	N/A	N/A	N/A
<b><u>Sexual Assault</u></b>												
(a) Sexual Assault	32	95	1	1	25	79	1	1	N/A	N/A	N/A	N/A
(b) Sexual Assault with Weapon or Cause Bodily Harm	1	5	0	0	4	5	0	0	N/A	N/A	N/A	N/A
(c) Aggravated Sexual Assault	1	2	0	0	0	1	0	0	N/A	N/A	N/A	N/A
<b><u>Breaches</u></b>												
(a) Breach of Recognizance	27	66	2	7	72	127	5	6	N/A	N/A	N/A	N/A
(b) Breach of Undertaking	11	26	1	5	17	29	3	4	N/A	N/A	N/A	N/A
(c) Breach of Remand (CC-s.516 / CC-s.517)	M	M	M	M	M	M	M	M	N/A	N/A	N/A	N/A
(d) Breach of Peace Bond (CC-s.810)	6	7	0	1	5	12	1	1	N/A	N/A	N/A	N/A
(e) Breach of Probation / Parole	31	81	0	1	64	115	1	2	N/A	N/A	N/A	N/A
(f) Breach of Restraining Order <i>Family Act-s.46(2), Children's Reform Act-s.35(2), CC-s.515(4)</i>	M	M	M	M	M	M	M	M	N/A	N/A	N/A	N/A
<b><u>Other Charges</u></b>												
(a) Uttering Threats	352	971	22	72	358	1000	22	50	N/A	N/A	N/A	N/A
(b) Criminal Harassment	92	292	10	26	94	303	16	38	N/A	N/A	N/A	N/A

**LEGEND**

F/M – female

M – System does not generate these statistics

N/A – Not Applicable

Y.T.D. – year-to-date

**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORTS**  
**JULY – SEPTEMBER**  
**2005/2006 COMPARISONS**

	2005				2006				2005		2006	
<b>Other Charges (cont'd)</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(c) Mischief	55	155	12	30	65	172	14	32	N/A	N/A	N/A	N/A
(d) Attempted Murder	3	6	0	0	2	8	2	3	N/A	N/A	N/A	N/A
(e) Choking	13	40	0	2	22	49	2	2	N/A	N/A	N/A	N/A
(f) Forcible Confinement	42	122	1	3	53	122	1	1	N/A	N/A	N/A	N/A
(g) Firearms	2	10	0	0	4	9	0	1	N/A	N/A	N/A	N/A
(h) Other charges not listed above												
i. Weapons Dangerous C.C.	32	72	7	14	10	35	7	13	N/A	N/A	N/A	N/A
ii. Break & Enter C.C.	9	36	0	0	21	48	0	2	N/A	N/A	N/A	N/A
iii. Theft C.C.	12	34	1	6	11	39	0	1	N/A	N/A	N/A	N/A
iv. Forcible Entry C.C.	7	23	0	3	15	24	1	3	N/A	N/A	N/A	N/A
v. Total Other Charges	44	100	3	11	46	134	6	17	N/A	N/A	N/A	N/A
<b>5. Weapons Used to Commit an Offence or Intimidate</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(a) Firearms	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	19	14	35
(b) Other weapon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	284	762	298	825

**LEGEND**

F/M – female

M – System does not generate these statistics

N/A – Not Applicable

Y.T.D. – year-to-date

**TORONTO POLICE SERVICE**  
**DOMESTIC VIOLENCE QUALITY CONTROL REPORTS**  
**JULY – SEPTEMBER**  
**2005/2006 COMPARISONS**

	2005				2006				2005		2006	
<b>6. Previous Charges (<i>Excluding Breaches</i>)</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
Number of accused with previous charges relating to domestic violence	M	M	M	M	M	M	M	M	M	M	M	M
<b>7. Domestic Violence Adult Homicides</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(a) Total Number of Domestic Violence adult homicide occurrences	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	7	1	10
(b) Number of domestic violence homicide adult victims	0	0	3	7	1	2	1	9	3	7	2	11
(c) Number of accused that had prior domestic violence charges involved in domestic violence homicides.	0	1	0	0	0	4	0	0	0	1	0	4
(d) Number of homicides involving the use of a weapon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	4	1	7
<b>8. Domestic Violence Related Child Homicides</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Male</b>	<b>YTD</b>	<b>F/M</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>	<b>Total</b>	<b>YTD</b>
(a) Total number of domestic violence related child homicide occurrences	0	0	0	0	0	1	0	1	0	0	0	2
(b) Number of domestic violence related child homicide victims	M	M	M	M	M	M	M	M	M	M	M	M

**LEGEND**

F/M – female

M – System does not generate these statistics

N/A – Not Applicable

Y.T.D. – year-to-date

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P14. REQUEST TO ELIMINATE THE FEES FOR POLICE REFERENCE  
CHECKS FOR VOLUNTEER PARENTS IN INNER CITY PRIORITY  
NEIGHBOURHOOD SCHOOLS**

The Board was in receipt of correspondence dated December 20, 2006 from Sheila Ward, Chair of the Board, Toronto District School Board, containing the following request:

[t]hat the Toronto Police Services Board eliminate Police Reference Check fees for volunteer parents, in our inner city priority neighbourhood schools.

A copy of Chair Ward's correspondence is appended to this Minute for information.

Dr. Mukherjee advised the Board that he had invited Chair Ward to deliver a deputation in support of the School Board's recommendation. Chair Ward was scheduled to deliver a deputation but had to cancel at the last moment and the Board was advised that no other representative was available to attend on behalf of the School Board. The School Board indicated that it would like the Board to consider the recommendation at its January meeting rather than deferring it to a future meeting and incurring a further delay in the matter.

The Board discussed the School Board's recommendation and noted that no other school boards or community organizations had expressed concerns at the fees charged for police reference checks. The Board also noted that the School Board could consider funding the cost of police reference checks for its volunteer parents.

**The Board received the foregoing correspondence and decided not to waive the fees for police reference checks as requested and that the reasons for its decision be provided to Chair Ward.**



December 20, 2006

**Sheila Ward, Chair of the Board**

Chair's Office, 5050 Yonge St., 5th Floor, Toronto Ontario, M2N 5N8  
Tel: (416) 397-2572 • Fax: (416) 397-3114 • sheila.ward@tdsb.on.ca

Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College St  
Toronto, ON  
M5G 2J3

Chair Mukherjee,

The Toronto District School Board is requesting that the Toronto Police Services Board eliminate Police Reference Check fees for volunteer parents, in our inner city priority neighborhood schools.

Focusing parental and community involvement on student learning has a greater effect on student achievement. Parent & Community Involvement is instrumental in supporting our parents and ensuring the success of our students in priority neighborhoods. Research evidence tells us that parent, family and community involvement at home and at school has a positive impact on students, particularly in the areas of retention and academic success. It also tells us that the benefits of parental and community involvement goes across economic, racial/ethnic, and educational backgrounds for students of all ages

To effectively secure the success of children in our priority neighbourhoods it is important that all barriers that impact their success be removed.

Fees such as the Police Reference Check, as minimal as it may appear, is prohibiting members of our vulnerable communities from participating fully in their children's school and community life.

We are aware of the Toronto Police Services Board commitment to strengthening and supporting priority neighborhoods. Therefore, we look forward to working with you to eliminate this barrier for our communities.

I look forward to attending your meeting in the new year to speak to this vital issue.

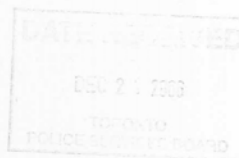
Thank you in advance.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Sheila', written in dark ink.

Sheila Ward  
Chair of the Board

cc David Miller, Mayor  
Councillor Pam McConnell, Vice Chair Police Services Board



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P15. STAFFING STRATEGY: 2007-2009**

The Board was in receipt of the following report December 19, 2006 from William Blair, Chief of Police:

Subject: STAFFING STRATEGY - 2007 TO 2009

Recommendation:

It is recommended that the Board approve the following:

- (1) the uniform hiring program to maintain the Service on average at its deployed target of 5,510;
- (2) revisions to the Civilian Establishment to add six civilian positions for existing programs, 21 positions as new initiatives, and 90 court officer positions as new initiatives, for a revised Civilian Establishment of 2,017;
- (3) the civilian hiring program to address attrition and staffing of the establishment.

Financial Implications:

The financial implications of this report are reflected in the 2007 Operating Budget Request, which is being submitted under separate cover.

Background/Purpose:

The Board at its meeting on December 15, 2005 was in receipt of a report on the Staffing Strategy for the Service (Min. No. P409/05 refers). Update reports on the Strategy were also submitted to the Board at its meetings on May 18, 2006 (Min. No. P145/06 refers) and on October 19, 2006 (Min. No. P333/06 refers). This report is a further update on our experience in 2006 and the recommended Strategy going forward in 2007 to 2009.

Discussion:

Several issues have been taken into account in the development of this Strategy, including the following:

- assessment of patterns of retirements and resignations
- adjustments to the civilian establishment

- the passage of Bill 211, which has ended mandatory retirement in Ontario, effective December 12, 2006
- bargaining negotiations due to commence in the fall of 2007 for new collective agreements for TPS members
- the passage of Bill 206, which has established an autonomous governance structure for OMERS, and requires the development of supplemental plans for police officers, firefighters, and paramedics

## UNIFORM STAFFING

### Target Establishment

The Service uses a deployment model for the development of the Strategy, whereby new recruits are counted as additions to the uniform strength upon their appointment as 4<sup>th</sup> Class Constables and assignment to a division. With funding approved by Toronto City Council and support funding provided by the Provincial Government in 2006, the deployed target strength of the Service was increased by 250 positions to the current level of 5,510 uniform personnel. For the purposes of this Strategy period, this target level has been maintained.

### Projected Hiring

The new target of 5,510 required an aggressive hiring program that was commenced in late 2005, pursued during 2006, and continues as we enter 2007. The maximum capacity of 144 recruits was hired for the December 2005 class, and negotiations with the Ontario Police College (OPC) led to an unprecedented 162 hires for the April 2006 class. The (near) maximum of 143 hires was achieved again in August 2006, and 144 recruits were hired for the December 2006 class. In 2007, under current projections, 100 hires are estimated for the April class, 40 for the August class, and 118 for the December class.

The three intake system at the OPC results in fluctuations in the staffing level of the Service throughout the year, as separations occur on a continuous basis while recruits are deployed in specific months. As a consequence, the Service can be under or over its authorized target at various times of the year, and the basic premise of the Strategy is to address these variations, and remain within the Operating Budget envelope, by balancing hires against projected separations to remain at target on average for the year. This is reflected in the average variance of zero against the target shown for each year of the Strategy period on the attached chart (Appendix A). The proposed hiring program for 2007 is designed to achieve this goal and has been prioritized to enhance coverage in the summer months when the Service is affected by lower staffing due to annual leave but is faced with major summer events and a generally higher rate of reported crime as added pressures on our available resources.

Separations are monitored on a weekly basis to allow the Service to make adjustments to its hiring projections as required. Should actual experience during the year result in revisions to our hiring needs, the Board will be updated through the Budget Variance reports.

## Projected Separations

As at December 8, 2006, there were 265 uniform separations, taken and signed up through to the end of the year. These included four cadets-in-training and one member who resigned from his uniform rank to accept a civilian senior officer position. An unusually high number of these separations occurred in November (21) which included 10 who resigned to join another police service. Separations in this category increased this year, in contrast to a declining trend over the past three years. Thirty-eight officers joined another service in 2006, compared to 24 last year. Although these numbers are not near the levels the TPS experienced in 2001 (109) and 2002 (94), this is a situation which the Service will continue to monitor closely.

As a result of the passage of Bill 211, mandatory retirement has been eliminated in Ontario, effective December 12, 2006. This legislation applies to police officers, but an analysis of our experience over the past few years suggests that it will not have an immediate impact on our separation rate. The average age of retirees for the years 2004 to 2006 inclusive was 54 years. Of the 500 members who retired during this three year period, only 7 had reached age 65. The Service will continue to review this statistic on a regular basis to determine whether any change in this pattern emerges in the future.

The Provincial Government also passed Bill 206 this year, which establishes an autonomous governance structure for OMERS, and requires that a supplemental plan be in place for police officers, fire fighters, and paramedics within two years of the Bill being proclaimed on June 30, 2006. The benefits in the supplemental plan will be subject to bargaining between the employers and the affected employees. It is difficult to predict what effect this legislation will have on uniform separations in the near and longer term. While it is possible that some members may delay their retirement until the supplemental benefits are known, it may also have only a minimal impact during the interim period before the benefits are determined. The same concept applies with regard to any possible influence on members of the pending negotiations for the new collective agreements. While some may stay to see what provisions would be to their advantage in the new agreements, for others this will not affect plans they have made to retire or resign in the near term. The higher separation rate in 2006 was factored into the projection for 2007, which is currently estimated at 250.

## CIVILIAN STAFFING

### Establishment

The civilian establishment and strength set out in the Strategy pertain to the permanent, full-time complement of the Service, exclusive of certain members who are budgeted for separately: members of the Parking Enforcement Unit; part-time personnel; and temporaries. For the purposes of the Strategy, this means that *hires* include not only external hires, but also those appointed to permanent full-time positions from parking enforcement, temporary, part-time and cadet-in-training positions, and *separations* include not only those who leave the Service, but also those who move from permanent full-time positions to cadet-in-training, parking enforcement, temporary, or part-time positions.

For the new Strategy period, the following issues have been taken into account:

### Existing Programs

#### *Revenue Funded Assignments*

Two revenue-funded positions in the Repeat Offender Provincial Enforcement (ROPE) Unit are currently being filled by temporary personnel. As this function and the revenue support for these positions are expected to continue for the foreseeable future, it is recommended that these positions be made permanent and be added to the Civilian Establishment accordingly.

#### *Sex Crimes Unit*

In December 2002, the Provincial Government provided a grant to initiate the Child Exploitation project for the investigation of pornography and sex crimes relating to children. Clerical support for this project was secured through the hiring of a temporary clerk at that time to work in this area. This project has now matured into being an integral part of the Service's strategy for combating this type of serious crime, but the clerical support and associated funding is still being provided on a temporary basis. Given the mission-critical nature of this function, and the need to ensure that it receives adequate support, it is recommended that this position be added to the Civilian Establishment as a permanent position.

#### *Property and Evidence Management Unit*

In 2005, two temporary positions were assigned to the Property and Evidence Management Unit as a result of an Ontario Court of Appeal decision affecting the handling of seized property. As a result of that decision, the Ministry of Community Safety and Correctional Services issued a bulletin to all police services advising on the new requirements and noting that failure to comply could render the retention of seized property "unlawful and perhaps unconstitutional". Pursuant to this mandated direction, Property and Evidence Management is required to record, monitor, and track compliance of officers obtaining Reports to a Justice forms (Form 5.2) for seized property. The two temps were hired to facilitate processing the very high volume of these forms that will be incurred each year. As will now be a permanent part of the responsibilities of this Unit, it is recommended that these two positions be added to the Establishment accordingly.

#### *Pay Duty Clerk*

The Service receives a large number of requests for pay duty officers, and in 2005 established a centralized office to administer this function in a fair and efficient manner. The volume of work in this office required the hiring of a temporary position and associated funding for this position but, as this high demand is expected to continue, it is recommended that this position be added to the Civilian Establishment as a permanent position.

## New Initiatives

Staffing is also required for the following new initiatives. Additional details concerning these positions are also contained in the Operating Budget Request report being submitted under separate cover.

### *Information Technology Services*

Information Technology Services has critical needs for the development and management of its responsibilities for databases, information architecture, and information security. A senior position is required in this area to support data architecture, and it is recommended that a position be added to the Establishment for this purpose.

### *Legal Services*

Legal Services is a newly established unit, headed by a Director. The responsibilities of this position require the support of an Executive Assistant, and it is recommended that an Executive Assistant position be added to the Establishment accordingly.

### *Court Services – DOJ Disclosure Program*

The Department of Justice (DOJ) implemented a new disclosure program to remedy deficiencies in the disclosure process relating to narcotics offences. This program has been successful, and it is recommended that 3 clerical positions be added to the Establishment to continue the support required for this program.

### *Court Services – MAG Disclosure Program*

The disclosure program for Ministry of the Attorney General (MAG) cases is also being revamped and is being implemented in four phases, through to 2010. The first of these phases has commenced, and requires the support of 4 Class 5 clerks. Phases 2 to 4, due to commence in 2008, will require an additional 12 clerks. It is anticipated that, similar to the DOJ initiative, this program will also be successful, and will continue to require support in the future. It is recommended that the Establishment be revised to add these 16 positions accordingly.

### *Court Services – Court Officers*

Court security is required for 10 additional courtrooms, a function that the Service is mandated to provide by law. The Ministry of the Attorney General is opening an entirely new courthouse at 330 University Avenue, and expanding operations at two other sites (393 University Avenue and 2201 Finch Avenue.) Ninety (90) additional court officers are required for this purpose, and it is recommended that they be added to the Establishment accordingly.

### *Revised Establishment*

The changes to the Civilian Establishment noted above for existing programs will increase the Civilian Establishment from 1,900 positions to 1,906. The new initiatives would increase the Establishment by a further 111 positions, for a revised total of 2,017.

### Projected Hires and Separations

Seventy-seven hires to permanent positions are projected for next year, to address attrition and staffing of the civilian establishment (not including the possible adjustments to the establishment noted above). These will include 14 hires to court officer and 12 hires to communications operator positions, which are normally filled from their part-time equivalents as a result of internal job call processes. The remaining hires are expected to be filled by appointments from part-time, temporary, or parking enforcement positions, and the balance by external hires.

Separations for next year are based on past experience and the possibility that with fewer projected uniform hires in 2007 compared to 2006, there may be fewer “separations” of full-time civilians to cadet-in-training positions. There were four members who became cadets-in-training this year. As with the uniform personnel, civilian separations are monitored very closely, and should actual experience result in changes to these projections, the Board will be updated through the Budget Variance reports.

It appears that the removal of the mandatory retirement age will not greatly affect our civilian separation experience in the near future. Civilian members were required to retire at age 70, but as with the uniform personnel, very few civilians remain on the job to reach this threshold.

### BUDGET IMPACT

The budget impact of the foregoing Strategy will be included in separate submissions to the Board regarding the proposed 2007 Operating Budget.

Charts setting out the statistical changes for the uniform and civilian personnel for the Strategy are attached as Appendices “A” and “B”.

### Conclusion:

The above Strategy is designed to maintain adequate staffing of the Service in relation to its authorized establishments, both uniform and civilian. It is based on current projections, which monitored on a constant basis so that adjustments can be made as required.

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.

**The Board was advised of an error in recommendation no. 2 in the foregoing report. The number of additional civilian positions for new initiatives should be 5 and not 21 as noted in the report, given that the Ministry of the Attorney General Disclosure project will be a pilot project for 2007 with no associated civilian establishment.**

**The Board noted that, in future, the Service should present details of the staffing strategy in conjunction with its presentation on the proposed operating budget submission.**

**Given that the Board had considered the 2007 operating budget submission earlier in the meeting, it approved recommendation no. 1 in the foregoing report and deferred recommendations nos. 2 and 3 and requested that they be returned to the Board for consideration following City Council's approval of the 2007 operating budget.**

**The Board also approved the following Motions:**

- 1. THAT the Chief of Police provide a report to the Board that analyses the Service's experience with the new police officers hired in the last 12 months, including any issues or concerns related to training and orientation, conduct, competence and retention and how these were addressed; and**
- 2. THAT the report noted in Motion No. 1 also include a profile of the officers who are currently acting as coach officers for probationary constables and, with regard to the 500 new police officers who have been hired during the past year, a profile of the probationary constables who have not been successful.**

# UNIFORM STAFFING STRATEGY

## Appendix A

2006						2007					
	Officer Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance		Officer Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance
<b>Start of year</b>			5510	<b>5234</b>	<b>5234</b>	<b>Start of year</b>			<b>5510</b>	<b>5386</b>	<b>-97</b>
JAN	<b>22</b>	<b>105</b>	5510	5317	-193	JAN	37	147	5510	5496	-14
FEB	<b>43</b>		5510	5274	-236	FEB	29		5510	5467	-43
MAR	<b>22</b>	<b>1</b>	5510	5253	-257	MAR	20		5510	5447	-63
APR	<b>21</b>		5510	5232	-278	APR	22		5510	5425	-85
MAY	<b>27</b>	<b>141</b>	5510	5346	-164	MAY	22	144	5510	5547	37
JUN	<b>18</b>	<b>6</b>	5510	5334	-176	<b>JUN</b>	13	5	5510	5539	<b>29</b>
JUL	<b>33</b>		5510	5301	-209	<b>JUL</b>	26		5510	5513	<b>3</b>
AUG	<b>26</b>		5510	5275	-235	<b>AUG</b>	31		5510	5482	<b>-28</b>
SEP	<b>16</b>	<b>160</b>	5510	5419	-91	<b>SEP</b>	17	100	5510	5565	<b>55</b>
OCT	<b>9</b>		5510	5410	-100	OCT	12	4	5510	5557	47
NOV	<b>21</b>		5510	5389	-121	NOV	12		5510	5545	35
DEC	3		5510	5386	-124	DEC	9		5510	5536	26
End of year	261	413	5510	5386	-97	End of year	250	400	5510	5536	26
			Avg var	5328	-182				Avg var	5510	0

### 2006

OMERS 85 Factor

#### Proj'd Cadet Hires

Jan	<b>1</b>
Apr	<b>162</b>
Aug	<b>143</b>
Dec	144
<b>Total</b>	450

#### Laterals

Jan	<b>2</b>
Jun	<b>5</b>
<b>Total</b>	<b>7</b>

**Total Hires** 457

Note: 2006 separations exclude 4 Cadets

### 2007

OMERS 85 Factor

#### *Projected Hiring*

#### Cadet Hires

Apr	100
Aug	40
Dec	118
<b>Total</b>	258

#### Laterals

Jan	4
Jun	5
Oct	4
<b>Total</b>	13

**Total Hires** 271

Deployment dates: Jan 15, May 14, Sept 10

# UNIFORM STAFFING STRATEGY

## Appendix A

2008						2009					
	Officer Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance		Officer Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance
<b>Start of year</b>			<b>5510</b>	<b>5536</b>	<b>26</b>	<b>Start of year</b>			<b>5510</b>	<b>5478</b>	<b>-4</b>
JAN	37	40	5510	5539	29	JAN	37	79	5510	5520	10
FEB	29		5510	5510	0	FEB	29		5510	5491	-19
MAR	20		5510	5490	-20	MAR	20		5510	5471	-39
APR	22		5510	5468	-42	APR	22		5510	5449	-61
MAY	22	118	5510	5564	54	MAY	22	142	5510	5569	59
JUN	13	2	5510	5553	43	JUN	13	2	5510	5558	48
JUL	26		5510	5527	17	JUL	26		5510	5532	22
AUG	31		5510	5496	-14	AUG	31		5510	5501	-9
SEP	17	30	5510	5509	-1	SEP	17	40	5510	5524	14
OCT	12	2	5510	5499	-11	OCT	12	2	5510	5514	4
NOV	12		5510	5487	-23	NOV	12		5510	5502	-8
DEC	9		5510	5478	-32	DEC	9		5510	5493	-17
End of year	250	192	5510	5478	-4	End of year	250	265	5510	5493	-17
			Avg var	5510	0				Avg var	5510	0

### 2008

OMERS 85 Factor

**Projected Hiring**

**Cadet Hires**

Apr 30

Aug 79

Dec 142

**Total** 251

**Laterals**

Jun 2

Oct 2

**Total** 4

**Total Hires** 255

### 2009

OMERS 85 Factor

**Projected Hiring**

**Cadet Hires**

Apr 40

Aug 80

Dec 110

**Total** 230

**Laterals**

Jun 2

Oct 2

**Total** 4

**Total Hires** 234

# CIVILIAN STAFFING STRATEGY

# Appendix B

	2006						2007				
	Separations	Hires	Target Estab	Actual Strength	Variance		Separations	Hires	Target Estab	Actual Strength	Variance
Start			1877	1827	-50	Start			1906	1869	-37
JAN	-11	12	1900	1828	-72	JAN	-11	3	1906	1861	-45
FEB	-7	8	1900	1829	-71	FEB	-4	3	1906	1860	-46
MAR	-5	10	1900	1834	-66	MAR	-5	7	1906	1862	-44
APR	-9	19	1900	1844	-56	APR	-6	7	1906	1863	-43
MAY	-10	8	1900	1842	-58	MAY	-4	7	1906	1866	-40
JUN	-7	15	1900	1850	-50	JUN	-5	13	1906	1874	-32
JUL	-4	3	1900	1849	-51	JUL	-5	11	1906	1880	-26
AUG	-7	13	1900	1855	-45	AUG	-8	3	1906	1875	-31
SEP	-5	6	1900	1856	-44	SEP	-8	7	1906	1874	-32
OCT	-6	11	1900	1861	-39	OCT	-5	1	1906	1870	-36
NOV	-6	17	1900	1872	-28	NOV	-3	10	1906	1877	-29
DEC	-3	0	1900	1869	-31	DEC	-6	5	1906	1876	-30
End	-80	122	1900	1869	-31	End	-70	77	1906	1876	-30

## 2006

OMERS 90 Factor

**Jan:** Est incrsd by 9 for new 43 Div  
14 for temp to perm positions

## 2007

OMERS 90 Factor

**Jan:** Est incrsd by 6 for ROPE, Sex Crimes  
Pay Duty, Prop & Ev Mgmt positions

# CIVILIAN STAFFING STRATEGY

## Appendix B

2008					2009				
Separations	Hires	Target Estab	Actual Strength	Variance	Separations	Hires	Target Estab	Actual Strength	Variance
		1906	1876	-30			1906	1876	-30
-10	10	1906	1876	-30	-10	10	1906	1876	-30
-6	6	1906	1876	-30	-6	6	1906	1876	-30
-5	5	1906	1876	-30	-5	5	1906	1876	-30
-6	6	1906	1876	-30	-6	6	1906	1876	-30
-4	4	1906	1876	-30	-4	4	1906	1876	-30
-5	5	1906	1876	-30	-5	5	1906	1876	-30
-6	6	1906	1876	-30	-6	6	1906	1876	-30
-9	9	1906	1876	-30	-9	9	1906	1876	-30
-5	5	1906	1876	-30	-5	5	1906	1876	-30
-3	3	1906	1876	-30	-3	3	1906	1876	-30
-2	2	1906	1876	-30	-2	2	1906	1876	-30
-4	4	1906	1876	-30	-4	4	1906	1876	-30
-65	65	1906	1876	-30	-65	65	1906	1876	-30

**2008**

OMERS 90  
Factor

**2009**

OMERS 90 Factor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P16. ANNUAL REPORT – 2006 STATISTICAL REPORT – *MUNICIPAL  
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT***

The Board was in receipt of the following report January 19, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2006 STATISTICAL REPORT - MUNICIPAL  
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Recommendation:

It is recommended that:

- (1) the Board receive the 2006 Annual Freedom of Information Statistical Report; and
- (2) the Board forward this report to the Ontario Information and Privacy Commission.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

Historically, the annual statistical report has been completed internally by the Freedom of Information Unit and forwarded directly to the Ontario Information and Privacy Commission.

At its September 23, 2004 meeting, (Min. No. P284/04 refers), the Board made the following motion:

- (1) Effective immediately, the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.

The Toronto Police Service is legislated to provide this report on an annual basis. The attached Year-End 2006 Statistical Report is anticipated by the Ontario Information and Privacy Commissioner on February 1, 2007.

Discussion:

The compliance rate based on a 30 day disclosure for 2006 is 80.5%. This percentage includes files carried over from 2005 and requests received in 2006. This rate is a substantial improvement over the 2005 compliance rate of 74%.

The 80.5% compliance rate is impacted by the number of 2005 files that were carried over and completed in 2006. Without the 2005 files, the compliance rate for requests received and required to be completed in 2006 would be 81.94%. The total number of files carried over from 2005 to 2006 was 196. In comparison, the total number of files carried over from 2006 to 2007 was 187.

Conclusion:

The 2006 Annual Statistical Report has been prepared in accordance with the guidelines stipulated by the Ontario Information and Privacy Commission.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board members may have regarding this report.

**The Board received the foregoing report and requested that a copy to forwarded to the Information and Privacy Commissioner/Ontario.**

*municipal*

---

**The Year-End Statistical Report  
for the  
Information and Privacy Commissioner/Ontario  
STATISTICAL REPORT  
FOR THE 2006 REPORTING YEAR**

---

Please return by **February 1, 2007** to:

Office of the Information and Privacy Commissioner/Ontario  
2 Bloor Street East  
Suite 1400  
Toronto, Ontario M4W 1A8  
or Fax to: 416-325-9195

All institutions must return a report to the Office of the Information and Privacy Commissioner/Ontario. If no requests for access to information or requests for correction of personal information were received, your institution must still complete and return Sections 1 and 2.

#### Section 6: Contributing Factors

The Toronto Police Service Freedom of Information Unit (FOI) continues to strive to maintain acceptable compliance rates while responding to workload demands that have invariably increased over the past several years. Although the unit has embraced the challenge of maintaining an optimal compliance rate, external factors continue to present compliance barriers and ultimately impact the unit's annual reported rate.

##### Staffing

In January 2006, an experienced analyst left the FOI unit. This loss of knowledge and expertise had a significant impact on remaining staff, as a substantial portion of the outstanding workload involved highly contentious matters and complex appeals.

In April 2006, two new analysts were assigned to FOI; however, neither of these individuals had prior experience with the relevant legislation and processes involved in administering the *Act*. The FOI Coordinator and senior staff were required to allocate time to train these new members, in addition to performing their regular duties. Due to the natural attrition of experienced analysts and the transfer of members to other units within the Service, the unit has been faced with a perpetual void in terms of sufficient time for the transference of knowledge from senior members to new, inexperienced staff.

In May 2006, the former FOI Coordinator was promoted to Assistant Manager, Records Management Services - Information Access. An analyst from within the unit was successful in the job competition to replace the FOI Coordinator; however, this left a vacant analyst position. The job call process has recently concluded and it is anticipated that a new disclosure analyst will join the unit early 2007.

##### Requests

The FOI unit recorded a large increase (22.45%) in the volume of requests in 2006 in comparison to the previous year. Staffing levels within the unit have not increased correspondingly, thus imposing a strain on the entire unit in terms of maintaining acceptable compliance rates.

##### Conclusion

The FOI unit continues its efforts to meet the 30-day compliance expectation. While the unit has achieved an annual rate of 80.5% for 2006, the significant increase in the volume and complexity of disclosure requests will undoubtedly impact future compliance rates.



**F**REEDOM **O**F **I**NFORMATION  
2006 ANNUAL STATISTICAL REPORT FOR THE  
INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 3 : Number of Requests Completed

- 3.1 New Requests received during reporting year  
3.2 Requests transferred in from other institutions  
3.3 Requests carried forward from previous year( 2005 )  
3.4 Total ( 3.1 +3.2 + 3.3 )

Personal Information	General Records
2320	761
2	2
146	50
2468	813

- 3.5 Requests transferred out to other institutions  
3.6 Requests carried over to next year (2007 )  
3.7 Total ( 3.5 + 3.6 )

Personal Information	General Records
12	8
127	60
139	68

- 3.8 Total Requests Completed ( 3.4 - 3.7 )

Personal Information	General Records
2329	745



## FREEDOM OF INFORMATION

### 2006 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

#### SECTION 4 : Source of Requests

#### 2006 Source of Requests :

- 4.1 Individual / Public
- 4.2 Business
- 4.3 Academic / Researcher
- 4.4 Association / Group
- 4.5 Media
- 4.6 Government (all levels)
- 4.7 Other
- 4.8 Don't Know

Personal Information	General Records
1693	181
601	380
0	1
22	151
0	8
4	19
9	5
0	0
2329	745

#### 4.9 TOTAL REQUESTS



**F**REEDOM **O**F **I**NFORMATION  
2006 ANNUAL STATISTICAL REPORT FOR THE  
INFORMATION & PRIVACY COMMISSIONER/ONTARIO  
SECTION 5 : Time to Completion

---

- 5.1 15 days or less
- 5.2 16 - 30 days
- 5.3 31 - 60 days
- 5.4 61 - 90 days
- 5.5 91 - 120 days
- 5.6 121 days or more
- 5.7 TOTAL REQUESTS

Personal Information	General Records
839	237
1113	335
271	135
75	20
12	8
19	10
2329	745



## FREEDOM OF INFORMATION

### 2006 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

#### SECTION 6 : Compliance with the Act

##### A. No Notices Issued

	Personal Information	General Records		Personal Information	General Records
6.1 Within 30 days	1939	551			
6.2 in excess of 30 days	278	114			
6.3 Total (6.1 + 6.2 = 6.3)	→			2217	665

##### B. Both a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.4 Within the time limits permitted	0	0			
6.5 In excess of the time limits permitted	0	0			
6.6 Total (6.4 + 6.5 = 6.6)	→			0	0

##### C. Only a Notice of Extension (s.20(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.7 Within the time limit permitted	11	6			
6.8 In excess of the time limit permitted	7	1			
6.9 Total (6.7 + 6.8 = 6.9)	→			18	7

##### D. Only a Notice to Affected Person (s.21(1)) Issued

	Personal Information	General Records		Personal Information	General Records
6.10 Within the time limit permitted	61	55			
6.11 In excess of the time limit permitted	33	18			
6.12 Total (6.10 + 6.11 = 6.12)	→			94	73

##### E. Total Completed Requests (sections A to D)

	Personal Information	General Records
6.13 Overall Total (6.3 + 6.6 + 6.9 + 6.12 = 6.13)	2329	745



# FREEDOM OF INFORMATION

## 2006 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

### SECTION 7 : Disposition of Requests

7.0 TRANSFER INTERNALLY (OUT)

7.1 All information disclosed

7.2 Disclosed in part - partly exempt

7.3 Disclosed in part - no record exists

7.4 Nothing Disclosed - fully exempt

7.5 Nothing Disclosed - no record exists  
or outside the Act

7.6 Request withdrawn or abandoned

7.7 Withdrawn or abandoned after fee estimate

7.8 TOTAL REQUESTS

7.9 TOTAL REQUESTS WITH EXEMPTIONS  
And EXCLUSIONS

Personal Information	General Records
0	0
176	48
1633	427
NOT KEPT	NOT KEPT
354	181
104	54
62	35
NOT KEPT	NOT KEPT
2329	745
1987	608



**F**REEDOM **O**F **I**NFORMATION  
2006 ANNUAL STATISTICAL REPORT FOR THE  
INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 8 : Exemptions & Exclusions Applied

	Personal Information	General Records
8.1 Section 6 - Draft By-Laws, etc.	0	0
8.2 Section 7 - Advice Or Recommendations	0	0
8.3 Section 8 - Law Enforcement	944	315
8.4 Section 8(3) - Refusal To Confirm or Deny	0	0
8.5 Section 9 - Relations With Governments	15	15
8.6 Section 10 - Third Party Information	0	0
8.7 Section 11 - Economic/Other Interests	0	0
8.8 Section 12 - Solicitor-Client Privilege	1	0
8.9 Section 13 - Danger To Safety Or Health	0	0
8.10 Section 14 - Personal Privacy (Third Party)	1848	556
8.11 Section 14(5) - Refusal to Confirm Or Deny	12	19
8.12 Section 15 - Information Soon To Be Published	11	2
8.13 Section 20.1 - Frivolous or Vexatious	0	0
8.14 Section 38 - Personal Information (Requester)	1748	233
8.15 Section 52(2) - Act Does Not Apply	0	0
8.16 Section 52(3) - Labour Relations & Employment Related Records	29	3
8.17 Section 53(2) - Other Acts	12	4
8.18 TOTAL EXEMPTIONS	4620	1147



**F**REEDOM **O**F **I**NFORMATION  
2006 ANNUAL STATISTICAL REPORT FOR THE  
INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 9 : Fees

	Personal Information	General Records	Total
9.1 No. of Requests where Additional Fees collected	133	121	254
9.2.1 Application Fees collected	\$ 11610.00	\$ 3815.00	\$ 15425.00
9.2.2 Additional Fees collected	\$ 1153.44	\$ 1926.19	\$ 3079.63
9.2.3 TOTAL FEES COLLECTED	\$ 12763.44	\$ 5741.19	\$ 18504.63
9.3 Number of Requests where fees were waived in full	645	125	770
9.4 Number of Requests where fees were waived in part	N/A	N/A	N/A
9.5 Total number of Requests where fees were waived	645	125	770
9.6 Total Amount of Fees waived	\$ 1187.21	\$ 301.70	\$ 1488.91



## FREEDOM OF INFORMATION

### 2006 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

#### SECTION 11 : Corrections & Statements of Disagreement

---

	Personal Information
11.1 Correction Requests received	2
11.2 Corrections carried forward from ( 2005 )	0
11.3 Corrections carried over to (2007 )	0
11.4 TOTAL CORRECTIONS COMPLETED	2
11.5 Correction(s) made in whole	1
11.6 Correction(s) made in part	1
11.7 Correction(s) Refused	0
11.8 Correction(s) Withdrawn by Requestor	0
11.9 TOTAL	2
11.10 Statements Of Disagreement attached:	0
11.11 Notifications Sent:	0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P17. THE TORONTO TRANSIT COMMISSION'S REQUEST TO WAIVE THE  
ADMINISTRATIVE FEE ON PAID DUTIES**

The Board was in receipt of the following report December 20, 2006 from Alok Mukherjee, Chair:

Subject: THE TORONTO TRANSIT COMMISSION'S REQUEST TO WAIVE THE  
ADMINISTRATIVE FEE ON PAID DUTIES

Recommendation:

It is recommended that the Board determine whether to waive, for a 3 year period, the requirement that the Toronto Transit Commission (TTC) pay the 15% administrative fee on paid duties.

Financial Implications:

If the Board decides to waive the fee, cost recovery revenue would be reduced in each year that this arrangement is in place. The TTC estimates that this would total \$315,000.00 over the next 3 years.

Background:

At its meeting of March 26, 1992 (Board Minute 155/92 refers) the Board approved an administrative fee of 8% to be applied to all paid duties. Prior to this date no administrative fee was assessed on paid duties. The fee was implemented in an attempt to recover the Service's administrative costs. However, the 8 % did not reflect full cost recovery. This fee was then increased in February 6, 1996 to its current rate of 15% to reflect a full cost recovery (Board Minute 54/96 refers). By way of comparison, Peel Regional Police charge a 15% administrative fee for paid duties plus Employer Health Tax and WSIB, and York Regional Police charge a flat 15% administrative fee.

It has been the Board's position that those who receive the services of a paid duty officer should have to pay for all of the costs associated with this service. The fee was introduced, and later increased, in order to recover the costs associated with administering paid duty assignments.

The following lists some of the functions that Service personnel perform related to paid duties which are included in the administrative fee:

- Receive requests for paid duties from the general public
- Assign officers for duty to ensure the activity is appropriately staffed
- Parade officers on and off duty

- Track paid duty assignments in Service record keeping systems
- Issue year end statements for tax purposes
- Administer billing and collection
- Ensure that assignments are equitably handled
- Ensure that assignments are appropriate
- Provide limited supervision of paid duty officers
- Outfit and equip paid duty officers

Other TPS costs include:

- Workers Safety Insurance Board costs for members hurt while on paid duty assignment
- Legal indemnification costs
- Employer Health Tax (as a result of a Ministry ruling confirming TPS liability)

The recovery is for all direct and indirect costs associated with administering paid duties and, as stipulated by the Municipal Act, does not include a profit component.

#### Discussion:

In 2003, the Toronto Transit Commission requested that the Board agree to waive the 15% administrative fee for paid duties. The Board determined that it would not agree to the TTC's request (Board Minute 363/03 refers).

At its meeting on Wednesday, October 25, 2006, the Toronto Transit Commission considered a report discussing procurement authorization regarding paid duty services received from the Toronto Police Service (correspondence appended). The Commission recommended the following:

1. That a purchase order with a total limit of \$2,100,000 be issued to the Service for paid duty services to be received between January 1, 2007 and December 31, 2009. The purchase order limit represents the payment to officers and any vehicle and equipment rental fees.
2. That the Service waive the 15% administrative fee, which would amount to \$315,000 over the 3 years.

Toronto Police Service staff clarified with TTC officials that the Commission was, in fact, only requesting that the 15% administrative fee be waived. The Commission is satisfied with the current process in place for the scheduling and payment of officers.

In 2005, the Service received approximately \$75,000 in administrative fees from the Commission. The Service expects to receive a similar amount in 2006. The Commission pays officers and the administrative fee through The Police Credit Union.

Conclusion:

I therefore recommend that the Board determine whether to waive, for a 3 year period, the requirement that the Toronto Transit Commission (TTC) pay the 15% administrative fee on paid duties.

**The Board received the foregoing report and decided not to approve the TTC's request to waive the paid duty fees as noted above.**



## TORONTO TRANSIT COMMISSION

HOWARD MOSCOE  
CHAIR  
ADAM CIAMBRONE  
VICE-CHAIR

BRIAN ASHTON  
SANDRA BUSSIN  
GLENN DE BAEREMAEKER  
SUZAN HALL  
PETER U. PRETI  
JOE MIHEVIC  
BILL SALINDERCOOK  
COMMISSIONERS

GARY WEBSTER  
INTERIM CHIEF GENERAL MANAGER  
VINCENT RODO  
GENERAL SECRETARY



October 26, 2006

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

Dear Dr. Mukherjee:

At its meeting on Wednesday, October 25, 2006, the Commission considered the attached report entitled, "Procurement Authorization - Provision of Police Paid Duty Services for the Streetcar Way and Overhead Sections."

The Commission adopted the Recommendation contained in the report, as listed below:

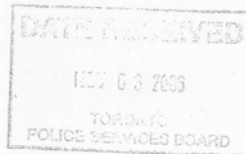
"It is recommended that the Commission approve:

- 1) the issuance of a Purchase Order in the total upset limit amount of \$2,100,000 to Toronto Police Services for the provision of police paid duty services for the Streetcar Way and Overhead Sections for the period January 1, 2007 to December 31, 2009; and
- 2) That the Police Services Board waive their administrative fee for the provision of paid duty Police services for the Commission in the amount of \$315,000.

The foregoing is forwarded to the Toronto Police Services Board for consideration of the Commission's request embodied in Recommendation No. 2 noted above.

Sincerely,

Vincent Rodo  
General Secretary  
1-16  
Attachment



**TORONTO TRANSIT COMMISSION  
REPORT NO. 6**

**MEETING DATE:** October 25, 2006

**SUBJECT:** PROCUREMENT AUTHORIZATION – PROVISION OF POLICE  
PAID DUTY SERVICES FOR THE STRETCAR WAY AND  
OVERHEAD SECTIONS

---

**RECOMMENDATION**

It is recommended that the Commission approve:

- 1) The issuance of a Purchase Order in the total upset limit amount of \$2,100,000 to Toronto Police Services for the provision of police paid duty services for the Streetcar Way and Overhead Sections for the period January 1, 2007 to December 31, 2009; and
- 2) That the Police Services Board waive their administrative fee for the provision of paid duty Police services for the Commission in the amount of \$315,000.

**FUNDING**

Sufficient funds to cover these expenditures have been included in the proposed 2007 Operating Budget and are available in the 2006-2010 Capital Program (under various projects in 1.2 Surface Track and 2.1 Traction Power) as approved by City of Toronto Council on December 12, 2005.

**BACKGROUND**

The Commission's Streetcar Way and Overhead Sections requires traffic control services for surface rail installations, intersection work for overhead wire repair/replacement, pole work and motorized escort services for rail delivery on an as required basis. These traffic services can only be performed by the Toronto Police on public roadways.

Payment in the past for the officer was issued directly by the TTC to the individual officer at either his/her Division or home address through a cheque request, while payment for the administrative mark-up was made through a purchase order to the Toronto Police Services. In order to improve and streamline the administration of these services, staff negotiated with the Toronto Police Services through the Toronto Police Credit Union to take over distribution of the payment for paid duty to the Officers who have worked for the Streetcar Way and Overhead Sections.

#### **DISCUSSION**

The Commission has been advised in previous reports that the requirement for the TTC to use paid duty officers, in certain situations, is based on policy guidelines of the Toronto Police Services which are adopted by TTC staff as a safe and proper practice.

The Commission only retains paid duty officers if the work zone is within thirty metres of a signalized intersection or if the work conditions are potentially dangerous (hauling rail through the streets). At work locations, which are not within thirty metres of the signalized intersection or whether potential hazards do not exist, Streetcar Way and Overhead does not use paid duty officers.

The requirement to use paid duty officers as mentioned above originates in the Toronto Police Services (TPS) guidelines for paid duty police, which is adopted by the Commission as a safe and proper practice. The use of paid duty officers by TTC Streetcar Way and Overhead is almost always limited to a work location within thirty metres of a signalized intersection. Very little money is spent on locations not within thirty metres of a signalized intersection, except those locations where the nature of the work and safety considerations require police assistance.

The recommended total upset limit includes the estimated cost for Police Paid Duty Services in terms of the cost for the officers, vehicles and the administration fee charged by Toronto Police Services for these privileges for both the Streetcar Way and the Overhead Sections for the three-year period ending December 31, 2009.

The total upset limit amount awarded to Toronto Police Services (\$2,100,000) will be divided into two purchase orders of which \$1,800,000 will be attributed to the Streetcar Way Section and \$300,000 will be attributed to the Overhead Section. The total recommended upset limit includes a 20% contingency for potential increases in usage throughout the contract term by the two sections.

As the 2007-2009 paid duty rates are not yet available from the Toronto Police Services, a price comparison with respect to previous year rates is not possible at this time. Increases in paid duty rates will be subject to negotiations between the Toronto Police Services and the Toronto Police Association.

JUSTIFICATION

Approval of this report will ensure the uninterrupted supply of Police Paid Duty Services to the Streetcar Way and Overhead Sections that will enable the safe operation of traffic around TTC work sites and rail delivery throughout Toronto.

October 13, 2006  
9-119-86



## EXECUTIVE BRANCH

#9593 CR

PREPARED BY: A. Mehl

DEPARTMENT HEAD – A.J. Chocorlan

EXTENSION: 3643

DEPUTY GENERAL MANAGER -

USER ID: andy.mehl@ttc.ca

GENERAL MANAGER – V. Rodo

Commission Report – Procurement Authorization – Provision of Police Paid Duty Services for the Streetcar Way and Overhead Sections

#	ROUTING	CONCUR	NON-CONCUR	DATE	ATTACHMENT(S)
	GM - ENG & CONST				Commission Report
5	GM - EXECUTIVE	<i>MR</i>		<i>Oct 16/06</i>	
6	GM - OPERATIONS	<i>DR</i>		<i>06 Oct 15</i>	
2	DEPUTY GM - SUBWAY	<i>DR</i>		<i>Oct 4/06</i>	
3	DEPUTY GM - SURFACE	<i>DR</i>		<i>Oct 4-06</i>	ACTION REQUIRED BY CHIEF GENERAL MANAGER
7	DEPUTY GM - CORPORATE	<i>DR</i>		<i>Oct 16/06</i>	
SA	GENERAL COUNSEL	<i>DR</i>		<i>Oct 13/06</i>	<input type="checkbox"/> SIGN AGREEMENT <input type="checkbox"/> RECEIVE FOR INFORMATION <input type="checkbox"/> APPROVE <input checked="" type="checkbox"/> APPROVE FOR SUBMISSION TO COMMISSION <input type="checkbox"/> APPROVE FOR SUBMISSION TO CHAIR
4	CHIEF FINANCIAL OFFICER	<i>DR</i>		<i>Oct 5/06</i>	
	MGR - HUMAN RES				
1	MGR - M&P <i>WJH</i>	<i>WJH</i>		<i>Oct 3/06</i>	
					<i>G.W. Webster</i> SIGNATURE
					<i>Oct 16/06</i> DATE

**-- COPY --**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 11, 2003**

**#P343.        REQUEST TO WAIVE THE ADMINISTRATIVE FEE FOR PAID DUTIES  
REQUIRED BY THE TORONTO TRANSIT COMMISSION**

The Board was in receipt of the attached correspondence, dated November 25, 2003, from Vincent Rodo, General Secretary, Toronto Transit Commission, containing a request that the Board waive the paid duty administrative fees related to paid duty services the TTC requires for work it will perform on public roadways.

**The Board discussed this matter and decided that it could not accommodate the TTC's request to waive the paid duty administrative fees in this case and received the foregoing correspondence.**



## TORONTO TRANSIT COMMISSION

HOWARD MOSCOE  
CHAIR

SHERENE SHAW  
VICE-CHAIR

BRIAN ASHTON  
JOANNE FLINT  
NORM KELLY  
PETER LI PRETI  
DAVID MILLER  
DENZIL MINNAN-WONG  
DAVID SHINER  
COMMISSIONERS

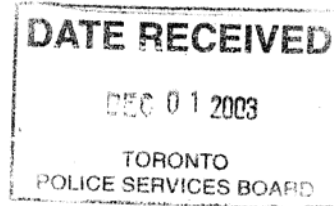
RICHARD C. DUCHARME  
CHIEF GENERAL MANAGER

VINCENT RODO  
GENERAL SECRETARY



November 25, 2003

Ms. Gloria Lindsay-Luby  
Acting Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5G 2J3



Dear Ms. Lindsay-Luby:

At its meeting on Wednesday, November 19, 2003, the Commission considered the attached report entitled, "Procurement Authorization - Provision of Police Paid Duty Services for the Streetcar Way and Overhead Sections."

The Commission adopted the Recommendation contained in the report along with the following ancillary motion:

"That the Commission request the Toronto Police Services Board to waive the 15% administration fee associated with the payment of police officers for providing paid duty services related to work performed by the TTC on public roadways."

The foregoing is forwarded to the Toronto Police Services Board for consideration of the Commission's request.

Sincerely,

General Secretary  
1-16  
Attachment



RECYCLED PAPER

## **TORONTO TRANSIT COMMISSION REPORT NO.7**

**MEETING DATE:** November 19, 2003

**SUBJECT:** PROCUREMENT AUTHORIZATION – PROVISION OF POLICE  
PAID DUTY SERVICES FOR THE STREETCAR WAY AND  
OVERHEAD SECTIONS

---

### **RECOMMENDATION**

It is recommended that the Commission approve the issuance of a Purchase Order in the upset limit of \$1,550,000 to Toronto Police Services for the provision of police paid duty services for the Streetcar Way and Overhead Sections for the period January 1, 2004 to December 31, 2006.

### **FUNDING**

Sufficient funds are included in the 2004 Operating Budget and will be provided for in future Operating Budgets as required.

As well, sufficient funds for this expenditure are included in Project 1.2 Surface Track Replacement Program, as set out on pages 61 to 71 of the State of Good Repair/Safety Category of the TTC Capital Program, which was approved by City Council on February 26, 2003.

### **BACKGROUND**

The Commission's Streetcar Way and Overhead Sections require traffic control services for surface rail installations, intersection work for overhead wire repair/replacement, pole work and motorized escort services for rail delivery on an as required basis. These traffic services can only be performed by the Toronto Police on public roadways.

Payment in the past for the officer was issued directly by the TTC to the individual officer at either his/her Division or home address through a cheque request, while payment for the 15% administrative mark-up was made through a purchase order to the Toronto Police Services. In order to improve and streamline the administration of these services, staff negotiated with the Toronto Police Services through the Toronto Police Credit Union to take over distribution of the payment for paid duty to the Officers who have worked for the Streetcar Way and Overhead Sections.

**PROCUREMENT AUTHORIZATION - PROVISION OF  
POLICE PAID DUTY SERVICES FOR THE STREETCAR  
WAY AND OVERHEAD SECTIONS**

Page 2

**DISCUSSION**

Staff from both the Streetcar Way and Overhead Sections have been informed through the Safety Department and the Joint Health and Safety Committee that they must use Police Paid Duty Services for all aspects of intersection and rail delivery work.

The recommended total upset limit includes the estimated cost for Police Paid Duty Services for the Streetcar Way and the Overhead Sections for the three-year period ending December 31, 2006.

The total upset limit amount awarded to Toronto Police Services (\$1,550,000) will be divided into two purchase orders of which \$1,250,000 will be attributed to the Streetcar Way Section and \$300,000 will be attributed to the Overhead Section. The total recommended upset limit includes a 5% contingency for potential increases in usage throughout the contract term by the two sections.

**JUSTIFICATION**

Approval of this report will ensure the uninterrupted supply of Police Paid Duty Services to the Streetcar Way and Overhead Sections that will enable the safe operation of traffic around TTC work sites and rail delivery throughout Toronto.

-----

October 30, 2003  
9-118-86



# STAFF SUMMARY SHEET

## EXECUTIVE BRANCH

#6603 CR

PREPARED BY: A. Mehl

DEPARTMENT HEAD - A.J. Chocorlan

#7

EXTENSION: 3643

DEPUTY GENERAL MANAGER -

USER ID: andy.mehl@ttc.ca

GENERAL MANAGER - V. Rodo

Commission Report - Procurement Authorization - Provision of Police Paid Duty Services for the Streetcar Way and Overhead Sections

#	ROUTING	CONCUR	NON-CONCUR	DATE	ATTACHMENT(S)
	GM - ENG & CONST				- Commission Report
5	GM - EXECUTIVE	<i>AM</i>		<i>Oct 31</i>	
6	GM - OPERATIONS	<i>GW</i>		<i>Nov 4/03</i>	
2	DEPUTY GM - SUBWAY	<i>KC</i>		<i>Oct 31/03</i>	
3	DEPUTY GM - SURFACE	<i>PSJ</i>		<i>Oct 31</i>	ACTION REQUIRED BY CHIEF GENERAL MANAGER
7	DEPUTY GM - CORPORATE	<i>JA</i>		<i>Nov 4/03</i>	
	GENERAL COUNSEL				
4	CHIEF FINANCIAL OFFICER	<i>MC</i>		<i>Oct 31/03</i>	
	MGR - HUMAN RES				<input type="checkbox"/> SIGN AGREEMENT <input type="checkbox"/> RECEIVE FOR INFORMATION <input type="checkbox"/> APPROVE <input checked="" type="checkbox"/> APPROVE FOR SUBMISSION TO COMMISSION <input type="checkbox"/> APPROVE FOR SUBMISSION TO CHAIR
1	MGR - M&P <i>AM</i>	<i>AM</i>		<i>Oct 30/03</i>	
					<i>R. Amelung</i> SIGNATURE
					<i>Nov. 5, 2003</i> DATE

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P18.           PROCUREMENT PROCESS AND FINANCIAL CONTROL BY-LAW  
REVIEW**

The Board was in receipt of the following report January 05, 2007 from William Blair, Chief of Police:

Subject:       PROCUREMENT PROCESS AND FINANCIAL CONTROL BY-LAW  
REVIEW

Recommendations:

It is recommended that:

- (1) the Board approve the proposed amendments to By-law No. 147 as identified in Appendix "A" to this report;
- (2) the Board authorise the City Solicitor to prepare a By-law incorporating the approved amendments to By-law No. 147, and submit the amending By-law to the Board's March 2007 meeting; and
- (3) the Board rescind the previous motion requesting as a matter of policy, that when the Board enters into a time-limited agreement, the Chief of Police provide the Board with a status report a minimum of six months prior to the expiry of the agreement (Min. No. P215/04 refers.)

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

During the past year, the Board has requested information on various aspects of the procurement process and the Financial Control By-law No. 147, as amended by By-laws No. 148 and No. 153 (By-law). These requests focussed on the following items:

1. Requests for proposal (RFP)/Requests for quotation (RFQ) process
2. Contract management
3. Vendor of record (VOR)
4. Pre-qualified supplier
5. Existing agreements

6. Goods/services purchased by the City (with Service participation)
7. Police Co-operative Purchasing Group (PCPG)
8. Sole source
9. Delegated authority for awards/commitments
10. Authority for increasing approved commitments

#### Discussion:

In response to the Board's interest in the foregoing items, the Service reviewed its procurement process and the By-law to determine if any changes were required. The results of this review are discussed below and any recommendations for change are reflected under the appropriate item.

#### *1. RFP/RFQ Process*

The process for an RFP/RFQ is administered by the Service's Purchasing Support Services (PSS) unit and is governed by the By-law. The procurement process is designed to meet the operational needs of the Service in a fair, objective, open and transparent manner. The following are the key success factors to an effective procurement process that will result in the best value to the Service when properly managed:

- Proper planning
- Fairness/objectivity
- Openness/transparency
- Clear/complete call document
- Appropriate evaluation criteria/process
- Appropriate approval levels
- Effective contract management

The above key success factors were discussed in a detailed report on the procurement process provided to the Board at its meeting of May 18, 2006 (Min. No. P155/06 refers). That report identified the initiatives that have been or will be taken by the Service to improve the procurement process in relation to the success factors listed above. Highlights of some of these initiatives include:

- commencing the procurement process so that there is sufficient time for proper planning, review of submissions and approval;
- determining proper and complete specifications, as well as appropriate evaluation criteria, weighting factors and evaluation team;
- identifying a lead person for the procurement;
- developing an inventory of recurring contracts and expiry dates;
- ensuring the requirements in the RFP/RFQ document are not unduly restrictive;
- ensuring the evaluation process is conducted in a fair manner;
- ensuring the RFP/RFQ document is distributed to and/or accessible by as many viable vendors as possible; and
- ensuring mandatory requirements are clearly outlined and treated as pass/fail.

The PSS unit has and will continue to take action to ensure the Service adheres to these key controls.

Currently, the Service issues formal calls for goods/services requests over \$10,000 and conducts an informal process for goods/services up to \$10,000. On April 14, 15, and 16, 2003, City Council adopted Audit Committee Report No. 1, Clause No. 8, entitled “Procurement Process Review – City of Toronto.” This report was prepared by the City’s Auditor General and made a number of recommendations to improve the efficiency and effectiveness of the purchasing process within the City. The City, as part of its response to the Auditor General’s report, has implemented an “Informal Call for Quotations” process. This process allows a less formal process to be used for goods/services estimated to cost less than \$50,000. Under this informal process, purchasing staff can use more expedient purchasing methods (e.g. telephone, fax, e-mail), thereby reducing the processing time for small value procurements, from requisition to receipt. To this end, the Service examined the feasibility of increasing the dollar level at which a formal call would be required, taking into consideration the risks to the Service.

The Service’s Purchasing Manager has reviewed the City’s informal call for quotation process and determined that a similar process would benefit the Service, by reducing administration and processing time and improving service delivery. The City noted, in its response to the Auditor General’s report, that most municipalities have a threshold for informal tender calls. Medium size municipalities are generally at the \$25,000 level while larger entities are at \$50,000. While the Service’s purchasing activity is significant and very specific to law enforcement, it is less than that of the City. As a result, it is recommended that an informal call for tenders and quotations, with a threshold of \$25,000, be implemented within the Service. Based on the Service’s annual experience, approximately 500 purchase orders are processed annually with values between \$10,000 and \$25,000, and these would fall into the category for the informal process. However, this does not mean that all purchases in this range would be processed through the informal process. The Service’s Purchasing Manager will determine when the use of an informal procurement process is appropriate, and the purchases will be made in accordance with procedures that will be developed for this purpose.

## *2. Contract management*

The Service recognises the importance of effective contract management. A properly drafted and executed contract ensures that both the Service and vendor are clear on what is to be delivered, when it is to be delivered, how it is to be delivered and what is to be paid. Key objectives of contract management and the steps being taken by the Service to achieve these objectives were provided to the Board at its May 2006 meeting (Min. No. P155/06 refers). Key contract management controls include:

- goods/services are provided to the Service’s satisfaction before payment is made;
- revisions/additions to the contract are properly managed;
- timely action is taken in the event of non-performance by the vendor; and
- contract limits are managed and not exceeded without proper approvals.

The Service has taken steps towards a more effective contract management process. Some of the enhancements implemented include:

- the compilation of a Service-wide inventory list of recurring contracts (this was provided to the Board at its meeting of June 15, 2006 (Min. No. P183/06 refers));
- identifying a contract lead accountable for overall management of each contract and developing a contract management framework that identifies key contract management activities and responsibility for each of the activities;
- proper planning and early commencement of the contract renewal process in order that approval can be requested at least two months before the contract start date and avoid the Board and/or senior management are not placed in a “must approve” situation;
- providing the Board with the recommended action (i.e. re-tender or exercise an option) to be taken on recurring contracts at least two months prior to the expiration of the contract; and
- the publication of a Routine Order in November 2006 which: communicated the importance of effective contract management (reiterating the foregoing key controls and requirements); advising that Finance & Administration has developed and will be maintaining a list of all Service contracts; and requested Service units for contract information to ensure the contract list is up to date.

The actions that have been taken by the Service address the key objectives of contract management and provide a more effective process. No further control enhancements are required. However, the Service will continue to monitor this area to ensure any gaps that continue to exist are corrected, and to ensure the controls are in fact working as intended. To this end, the Service’s Audit and Quality Assurance Unit has been requested to include contract management audits in its work plan.

Given the action taken to improve the contract management process, it is recommended that the Board rescind the previous motion requesting as a matter of policy, that when the Board enters into a time-limited agreement, the Chief of Police provide the Board with a status report a minimum of six months prior to the expiry of the agreement (Min. No. P215/04 refers).

### *3. Vendor of Record*

The By-law defines a Vendor of Record (VOR) as “a Bidder or Proponent to whom an Award has been made for the provision of specified Goods or Services as may be requested by the Board or the TPS from time to time during the time frame specified in the Award, without a Commitment being made for a specified expenditure amount.” Following the completion of an RFP process, the Service recommends a VOR to the Board. The Board’s approval of a VOR allows the Service to obtain specified goods/services from the vendor over a specific period of time. At the time of approving a VOR, the Board does not commit a dollar amount to the vendor as it is conceivable that no purchases will be made from the VOR during the contract period. For example, if the Board approves a VOR to provide office furniture to the Service over a three year period, it is possible that, due to financial constraints, the Service may not be in a position to acquire furniture during the three-year time frame.

The Chief of Police, within the current By-law, is authorised to make an award and commitment for any amount when the relevant goods/services are being obtained from a VOR, provided there are funds in the budget for that purpose.

The Service establishes very few VORs. However, for requirements where repetitive purchases will be made over a period of time (e.g. furniture, computer equipment, office supplies) it is more efficient and cost effective to utilise a VOR. The rationale for providing the Chief of Police with the authority to award and commit for any amount with a VOR is two-fold:

- (i) the Board approves the VOR and therefore establishes the vendor from which the goods/services will be obtained; and
- (ii) the estimated funds that may be spent for goods/services supplied by a VOR have been included in the Service's budget, approved by the Board through the budget process.

Based on the above, no changes to the By-law or the VOR process are being recommended. However, the estimated annual expenditures based on historical or anticipated spending will be included in the report to the Board that recommends the VOR.

#### *4. Pre-qualified Supplier*

The By-law defines a pre-qualified supplier as “a Bidder or Proponent who has participated in a pre-qualification process and has been approved by the Board to participate in subsequent Solicitations for the Goods or Services that were the subject of the pre-qualification process.” As a result of an amendment to the By-law (Min. No. P321/05 refers), the Chief of Police is authorised to make an award and commitment for any amount when the relevant goods/services are being obtained from a pre-qualified supplier, provided that clauses 17(5)(a), (b) and (c) of the By-law have been met (i.e. there are funds in the budget for that purpose; there has been a competitive purchasing process; and the award is being made to the lowest bidder meeting specifications).

Following the completion of an RFP process, the Service recommends a list of pre-qualified suppliers to the Board for the provision of specific goods/services. This list represents suppliers who have met the Service's requirements and are eligible to participate in subsequent solicitations for a pre-specified period of time. Similar to the approval of a VOR, the Board, in approving a list of pre-qualified suppliers, is not committing to any financial obligation. It is simply establishing a more manageable list of suppliers eligible to compete for future work, thereby making the procurement process more cost-effective and expedient.

When the Service requires the goods/services from a supplier identified as a pre-qualified vendor, as approved by the Board, a call document is issued to those approved suppliers. The call document may be in the form of an RFP or RFQ. The pre-qualified suppliers are not obligated to respond to a call request. Responses received to a call document from the pre-qualified suppliers are evaluated and a recommendation for award is made. The current By-law authorises the Chief of Police, within the conditions outlined above, to make an award and commitment to a pre-qualified supplier, provided there are funds in the budget for that purpose.

and there has been a competitive procurement process. However, there is some ambiguity within the wording of the By-law with respect to whether the Chief can make an award for any amount to a pre-qualified supplier (similar to the situation with a VOR) regardless of whether the award is the result of an RFQ or RFP process.

To resolve this ambiguity, the By-law should be amended such that the Chief of Police is authorised to make an award and commitment for any amount to a pre-qualified supplier subsequent to an RFQ process only, and as long as the funds are budgeted and the award is to the lowest bidder meeting specifications. The rationale for this is that once the Board has approved a list of pre-qualified suppliers and an RFQ is issued to request the goods/services, then the respondent with the lowest cost meeting the specifications must be selected. There is therefore no discretion involved and as such Board approval is redundant. However, when an RFP process is utilised with pre-qualified suppliers, the evaluation process does not focus on cost alone and includes other criteria by which proponents are evaluated. Consequently, it is appropriate that awards and commitments that result from an RFP process be approved in accordance with the authority limits in the By-law. The Board would therefore approve awards over \$500,000. The By-law should be revised to ensure this requirement is clear.

## *5. Existing Agreements*

The By-law currently provides that where there is an “existing agreement” as defined in the By-law, the Chief of Police can make an award and commitment for any amount through the existing agreement. The Chief can only do so if there is an appropriation for the purpose of the award and commitment in the budget in the year in which the award or commitment are made, and the amount payable under the commitment, in the year in which the award and commitment are made, does not exceed the amount of the appropriation. Appropriation, as defined in the By-law, means the allocation of funds for a specified purpose and shown as such in the Budget. For the Service, the Appropriation is the overall net budget as approved by Council (discussed later in the Other By-law Revisions section of this report).

An “existing agreement” is defined in the By-law as an agreement between a public agency and a vendor for the supply of goods or services at the prices specified in the agreement, and which allows the Service to acquire the goods or services at such prices. In addition, in order to qualify as an existing agreement, competitive prices for the goods or services must have been obtained by way of a public bidding process (by the public agency), and the agreement must have been awarded to the vendor that offered the goods and services at the lowest price meeting specifications.

The Service’s access to existing agreements is generally confined to agreements awarded by the City of Toronto or the Province of Ontario. In these situations, the Service reviews the existing agreements for compatibility with its requirements and, if the Service believes that a tendering process will not produce any greater value or benefits, purchases would be made through the existing agreement. This approach eliminates the time involved in issuing a call document and expedites the acquisition of the goods or services. The By-law allows the Chief to make an award and commitment for any amount when the goods/services are being obtained through an existing agreement, provided that funding is available.

Although the process for using existing agreements provides the Service with administrative efficiencies, it would be appropriate for the Board to approve purchases that are in excess of \$500,000 regardless of whether they are with the City, Province or other public agency. It is the Service's position that regardless of who has administered the process for establishing an existing agreement, the authority limits for award and commitment within the By-law are applicable. This will also make for a more transparent process and allow the Board to be aware of the reasons for exercising an existing agreement. It is therefore recommended that the By-law be amended to reflect this approval requirement.

#### *6. Goods/Services Purchased by the City*

The Service and the City at times work together in the issuance of calls for common goods/services that are identical and/or do not have varying specifications (e.g. gasoline, auto parts, office supplies, etc.). This process assists the Service and the City in obtaining the best price based on volume discounts. In these instances, the City Purchasing Agent administers the call process, with input from the Service, and the award is made by the City. The Service then utilises the City award for its purchases. The current By-law does not reference this purchasing arrangement.

In the procurement process outlined above, the award is made by the City and there is no approval from the Board. The reason for not obtaining Board approval in this situation is that the Service has participated with the City by providing volume information for the goods/services being purchased, and if subsequent to the process the Board did not support the City award, then the whole purchasing process could be undermined. Bidders respond to the volume information provided in the call document and, if this volume changes due to participants deciding not to accept the award, the bidders would have a legitimate argument that their price was based on a certain volume that has now changed. For example, in the award for the supplier of gasoline to the City, the Service provides volume information that forms part of the call document. The Service has the largest volume of all City users, and combining our volume with that of the City divisions, will likely result in better pricing for all parties. Once the City has conducted its purchasing process and selected a supplier for gasoline, if the Service were to then request the Board to approve the City's selection and the Board decided not to do so, the remaining volume would be significantly reduced. This would require a re-tendering process due to the significant change. As a result, Board approval would be redundant in these cases and is therefore not requested. However, to ensure the Board is aware of these arrangements, it is recommended that the Service report to the Board, for information only, when such awards are made (in accordance with the current authority limits) and that the By-law be amended to include the above arrangement.

#### *7. Police Co-Operative Purchasing Group (PCPG)*

The PCPG was established to enable participating police services to share information for the purpose of standardisation in the areas of clothing, equipment and vehicles. The PCPG was also intended to group together certain policing goods to allow for the administration of tender calls to be shared. The larger volumes resulting from the pooling of requirements also increases the

potential for lower prices for the goods/services. The PCPG has worked well and met expectations with respect to reduced pricing and the sharing of work. At this time, some items have been standardised (e.g. tires, ammunition) and work is proceeding on other items (e.g. clothing).

The current By-law allows the Chief of Police, with written approval of the Chair, to make an award and commitment in excess of \$500,000 with respect to goods/services procured through the PCPG in accordance with the conditions in the By-law. The items procured through the PCPG are operational in nature (e.g. ammunition, vehicles, tires, etc.) and the participating Services conduct a review of the specifications and evaluate proponents' submissions. The current By-law provisions are satisfactory for these purchases and, therefore, no changes are recommended. The Board, at its meeting of June 15, 2006, received a recommendation from the Chief of Police that he report annually to the Board in March of each year on contracts that have been awarded in the previous year through the PCPG (Min. No. P183/06 refers). The Service will therefore provide the Board with a report, for information, on awards made through the PCPG in the previous year, and this reporting requirement along with any clarification required with respect to the authorities for these purchases, will be included in the revised By-law.

#### *8. Sole Source and Single Source*

The Service, in some instances, must procure goods/services from a specified vendor: due to the vendor owning proprietary rights, patent rights, copyrights or secret processes for the goods/services; or if the vendor is the only supplier of the good/services. In these cases, the vendor is considered a sole source supplier. The existence of a sole source supplier means that the Service does not have a choice in the selection of a vendor and, therefore, a competitive procurement process is not conducted. The Service's Purchasing Manager is responsible for designating a vendor as a sole source supplier by ensuring that the supplier meets at least one of the following conditions:

- written confirmation from the manufacturer/distributor regarding proprietary rights, patent rights copyrights and secret processes; and
- written confirmation from the manufacturer/distributor that the good/service can only be obtained from a particular vendor although there are other vendors (e.g. geographical sales area).

Sole source suppliers are only used when the foregoing conditions are met. Therefore, no changes to the current process are required.

The current By-law annual reporting requirement includes all sole source purchases for policing goods and services and all other goods and services less than \$10,000. However, sole source purchases processed through the City would not be included in the report. Further, the current requirement means all sole source purchases processed directly by the TPS Purchasing unit would have to be reported regardless of the amount. Setting a reporting threshold of greater than \$10,000 for sole source purchases is a more appropriate approach, as it would give the Board information on larger procurements processed as sole source.

There are times when the Service, for operational (e.g. time constraints, continuity of work) reasons, awards a contract to a supplier without going through a competitive procurement process. In these situations, the Service's Purchasing Manager would have to be satisfied as to the reasons for not going through a competitive process, before issuing the purchase order on a "single source" basis. In the cases where a "single source" is used awards are made in accordance with the delegated authorities within the By-law (i.e. if the amount is over \$500,000 then Board approval is required). "Single source" purchases under \$500,000 shall be done in accordance with procedures and approval requirements established by the Chief of Police for this purpose.

The current by-law requires that the Director, Finance and Administration report annually to the Board on sole source commitments for policing goods and services as well as goods and services with a value of \$10,000 or less during the preceding year. The by-law should be amended such that the annual report is from the Chief of Police instead of the Director, Finance and Administration. Further, the report should include all sole and single source purchases over \$10,000, including those purchases processed through the City of Toronto.

#### *9. Delegated Authority for Awards/Commitments*

The By-law authorises the delegation of procurement awards and commitments to the Chief of Police and various Service staff as identified in the By-law. The authority of each varies depending on the amount of the award as set out in the table below.

<b>Dollar Limits</b>	<b>Authority under the current By-law</b>
Over \$500,000	Board approval required, except if goods/services are being procured through the PCPG, a Vendor of Record, Existing Agreement or Pre-qualified supplier, then the Chief of Police may make the award and commitment in accordance with the By-law.
Up to \$500,000	Chief of Police has authority.
Up to \$250,000	Chief Administrative Officer has authority.
Up to \$100,000	Director, Finance & Administration has authority.
Up to \$50,000	Purchasing Manager has authority.
Up to \$3,000	Unit Commander has authority.

In comparing the above authority levels to those of the City, the City Manager has authority up to \$500,000 (similar to the Chief of Police) and for amounts over \$500,000 a process for approval of a commitment through the City's Bid Committee, Standing Committee and Council is in place. The Service reviewed its procurement process earlier this year and provided a report to the Board (Min. No. P155/06 refers). The current dollar limits for awards and commitments are appropriate. However, changes recommended for pre-qualified suppliers and existing

agreements, as discussed in sections 4 and 5 respectively of this report, will result in changes with respect to some of the authorities delegated by the Board. The by-law will be amended accordingly.

#### *10. Authority for Increasing Approved Commitments*

Section 17(3) of the By-law provides that the persons holding the positions identified in the table in Section 9 of this report may authorise additional cumulative expenditures on a commitment authorised in accordance with the By-law of up to ten percent (10%) of the original commitment, subject to their individual limits and to funds being available in the operating or capital budget. Therefore, \$500,000 (the Chief's authority limit) is the maximum amount by which a previously approved commitment can be increased, without Board approval. The approval requirement for increases to approved commitments is explained by way of the examples that follow.

- i. The Board makes an award for \$5M and subsequently there is a requirement to increase the original award by more than \$500,000 (i.e. greater than 10% of the original amount) – a report to the Board requesting an increase to the contract limit must be submitted.
- ii. Similar example as in (i) above; however, the increase is for \$500,000 or less (i.e. up to 10% of the original amount) – this increase can be approved by authorized positions up to the Chief of Police and no Board report is required.
- iii. The Board makes an award for \$6M and subsequently there is a requirement for an additional \$550,000 (i.e. less than 10% of the original amount) – in this case, even though the additional amount is less than 10% of the original award, Board approval is still required since the increase is greater than \$500,000.
- iv. The Chief of Police makes an award for \$500,000 and subsequently there is a requirement to increase the original award by more than \$50,000 (i.e. greater than 10% of the original amount) – although the Board did not approve the original award, a report to the Board requesting the increase is required as the increase is greater than 10%.
- v. Similar example as in (iv) above; however, the increase is for \$50,000 (i.e. 10% of the original amount) – although the cumulative total is greater than \$500,000 it is within the 10% guideline and a report to the Board is not required.

The current authority for increasing approved commitments maintains the delegated authority for awards/commitments in accordance with the By-law and is only applied if funds are available and with supporting justification. No changes are recommended in this regard.

#### *Other By-law Revisions*

The By-law was reviewed to ensure that the definitions and provisions reflect current practices, legislative requirements and operational needs. As a result, the following amendment to the By-law is recommended.

## Section 8. Operating Budget Spending Authority:

Section 8(3) deals with the reallocation between Appropriations within the operating budget. An Appropriation, as defined in the By-law, is the allocation of funds for a specified purpose and shown as such in the budget. As mentioned in Section 5 of this report, in the case of the Service, Appropriation represents the overall net budget as approved by Council. The current By-law provides the Chief of Police with the authority to approve reallocations within the Appropriation as long as these reallocations do not affect the Service's net operating budget. The By-law also requires that any such reallocation be reported to the Board not later than the second regular Board meeting following the reallocation.

In order to clarify the definition of Appropriation, it is recommended that the By-law be amended to define Appropriation as the annual net operating budget as approved by City Council.

Since the appropriation is controlled at the overall net operating budget level, the approval and reporting of reallocations is not applicable. However, the Service does provide variance reports to the Board showing expenditure/revenue surpluses or shortfalls by major feature category (i.e. salaries and benefits, premium pay, non-salary and revenue).

The Service is also reviewing definitions and approval requirements within the By-law for capital projects, the related spending authority and the reallocation of funds between capital projects. These are being discussed with City staff to ensure the requirements are appropriate. If any changes are required, a report will be submitted to the Board.

## Conclusion:

One of the Service's objectives in 2006 was to ensure the existence of effective procurement and contract management practices. The Board was provided with a detailed report on the procurement process in May 2006 (Min. No. P155/06 refers) as well as a report detailing an inventory of recurring contracts in June 2006 (Min. No. P183/06 refers). The Service has also implemented a contract management process and communicated the importance of effective contract management to all Service staff.

The thrust of this report is to review the Board's By-law and procurement process to address concerns or questions in various areas of purchasing, and to make recommendations towards improving and/or clarifying the provisions of the By-law and related procurement/financial control requirements. The Service is working diligently to establish a value-based procurement process that meets operational needs cost-effectively and efficiently while ensuring that effective controls, accountability and reporting mechanisms are in place.

The changes identified in this report and summarised in Appendix "A" will further enhance the transparency of the Service's procurement process and provide a clearer understanding of the responsibilities and authorities delegated by the Board, as well as the Service's reporting requirements in this regard.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be available to answer any questions from the Board.

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

**THAT the Chief of Police develop, in consultation with the Chair, a standardized transmittal form to facilitate the execution of all financial contracts and legal agreements by the Chair on behalf of the Board**

## Appendix “A” Summary of Items

Current Process/Issue	Proposed Change	Reason(s) for Change/Not Change
RFP/RFQ awards below \$500,000 – authority delegated to various Service positions up to the Chief of Police.	None.	This dollar level is appropriate.
RFP/RFQ awards over \$500,000 – submitted to Board for approval of vendor and/or contract award.	None.	This dollar level is appropriate.
Formal call issued for goods/services over \$10,000.	Formal call issued for goods/services over \$25,000. May use informal process for \$25,000 and under, in accordance with procedures developed for this purpose.	Reduced processing time, improved client service and delivery, more consistent with City (City can use informal process for up to \$50,000).
Vendor of Record (VOR) – all VORs require Board approval following an RFP process. Approval does not commit a dollar amount to the VOR. Once the Board approves a VOR, the Chief has authority to commit for any amount to a VOR provided there are funds in the budget to allow the purchases to be made.	None. However, report to Board recommending vendor of record will include the estimated annual expenditure.	The Board approves the vendor of record and the Chief has the authority to purchase goods/services, but subject to funds being available.
Pre-qualified suppliers – the Board approves a list of pre-qualified suppliers for the provision of goods/services. The Chief has authority to make a commitment to a pre-qualified supplier for any amount provided that clauses 17(5) (a), (b) and (c) of the By-law are met.	The Chief can continue to make a commitment to a pre-qualified supplier for any amount if an RFQ process, with the pre-qualified suppliers, is used. The By-law should however be revised to reflect that Board approval (within the award and commitment authorities of the By-law) be required when an RFP process, with the pre-qualified suppliers, is used.	Board approval of a pre-qualified suppliers list establishes the vendors that the Service will access for particular goods/services subject to funds availability. An RFQ process with the established list of vendors requires that the lowest cost meeting requirements be selected and, therefore, no further Board decision is required. Chief to retain current authority. An RFP process with the established list of vendors does not focus on cost alone and Board approval (within the award and commitment authorities of the By-law) is therefore appropriate.

Current Process/Issue	Proposed Change	Reason(s) for Change/Not Change
Existing Agreements – is defined as an agreement between a public agency (usually City of Toronto or Province) and a vendor. The Chief has authority to award and commit for any amount using an existing agreement provided that funds are available. The Service therefore does not have to go through its own competitive process.	That the award and commitment authorities of the By-law also be applied to existing agreements (i.e. any award or commitment over \$500,000 will require Board approval).	Existing agreements used by the Service are basically confined to agreements awarded by the City or Province. However, it is important for the Board to be aware of the agreements being accessed and to provide approval in accordance with the By-law.
Goods/services Purchased by the City with Service Participation – the Service participates by providing volume information to the City for the purchase of like items (e.g. fuel, auto parts). The City makes the award and the Service accesses this award. Board approval is not requested for these as the Service has participated in the process and to not approve would have a significant impact on the process. The current By-law does not reflect this purchasing process.	That the By-law be amended to include this type of purchasing and that the Service report to the Board for information only for these types of awards.	The Service's participation with the City is expected to result in better pricing. Therefore, once the City has made the award it would not be proper for the Service to withdraw from the arrangement. As a result, Board approval is not requested. However, the Board should be informed of these awards through information reports.
PCPG – the Chief can make an award and commitment for any amount for police items purchased through the PCPG provided that funds are available. Commitments over \$500,000 require the written approval of the Chair.	The By-law be amended requiring that an annual report on PCPG purchases be submitted to the Board. The By-law be revised as necessary to clarify that Board ratification of the awards approved by the Chair is not required.	Items procured through the PCPG are operational in nature (e.g. clothing, ammunition, vehicles, tires, etc.). The PCPG establishes specifications and conducts a review of proponent's submissions. Reporting to the Board annually on these purchases makes the Board aware of the nature and extent of these purchases. Board ratification of awards approved by the Chair is not required. However, there could be some ambiguity in the by-law in this regard that should therefore be clarified.

Current Process/Issue	Proposed Change	Reason(s) for Change/Not Change
<p>Single Source – is an award made to a vendor without a competitive procurement process. This situation could occur in the event of time constraints and/or for continuity of work. In these situations, the delegated authorities for award and commitment within the By-law apply. There is currently no annual reporting requirement for single source purchases.</p>	<p>The by-law be amended requiring that an annual report be submitted to the Board for all single source purchases over \$10,000, processed in the preceding year.</p>	<p>Reporting to Board annually on these purchases makes the Board aware of the nature and extent of single source purchases over a threshold of \$10,000.</p>
<p>Sole Source supplier – exists when the Service does not have a choice in the selection of a vendor. This is due to proprietary rights, copyrights, patent rights, etc. The Service's Purchasing Manager must be satisfied that a vendor is a sole source and Board approval is required in accordance with the award and commitment authorities of the By-law. Information is provided annually to the City on sole source purchases and the Director, Finance and Administration is required to report to the Board on these purchases in accordance with Section 11(4) of the By-law.</p>	<p>The by-law be amended requiring that Chief of Police instead of the Director, Finance and Administration, submit an annual report to the Board on sole source purchases, and that the report be for all sole source purchases over \$10,000, processed in the preceding year.</p>	<p>Sole source suppliers are only used when the conditions specified under the current process/issue column are met. The By-law provides the appropriate authority for these. However, the annual report to the Board should be amended so that the Board sees all sole sourced purchases over \$10,000, regardless of whether they are processed through the Service or the City.</p>
<p>Delegated Authority for Awards/Commitments – Board approval is required for amounts over \$500,000 except if goods/services are being procured through the PCPG, VOR, existing agreement or pre-qualified supplier process. In these situations, the Chief of Police may make the award/commitment.</p>	<p>That Board approval be required for: awards/commitments over \$500,000 utilising an existing agreement; and pre-qualified suppliers if an RFP process is conducted.</p>	<p>Existing agreements should follow the authority limits within the By-law irrespective of who carried out the purchasing process. Awards to pre-qualified suppliers resulting from an RFP process should follow the By-law authority limits as the award may not be made based on the lowest cost but rather to the vendor scoring the highest through an evaluation process (i.e. there is some subjectivity in the process.).</p>

Current Process/Issue	Proposed Change	Reason(s) for Change/Not Change
<p>Authority for Increasing Approved Commitments – the By-law provides that the persons holding the positions identified in section 9 of this report may authorise up to 10% of additional cumulative expenditures to an original award/commitment, as long as funds are available and the additional expenditure is within their authority limits.</p>	<p>None.</p>	<p>This level of authority has not resulted in any significant issues for the Service and there are appropriate controls in place for approval of such occurrences.</p>
<p>Appropriation is defined as the allocation of funds for a specified purpose and shown as such in the budget.</p>	<p>The definition for Appropriation be amended to the net operating budget as approved by Council. Reference to reallocations be removed as they are no longer applicable.</p>	<p>This reflects the current practice and removes any ambiguity with the definition.</p>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P19. RECOMMENDATIONS FROM THE CORONER'S INQUEST INTO THE  
DEATH OF OTTO VASS**

The Board was in receipt of the following report December 21, 2006 from Alok Mukherjee, Chair:

Subject: Recommendations from the Coroner's Inquest into the Death of Otto Vass

Recommendation:

It is recommended that the Board forward a copy of the initial inquest jury verdict and recommendations to the Chief of Police along with a request that he prepare a response to recommendations five through 11 and that the report be provided to the Board for consideration at its April meeting.

Financial Implications:

There are no financial implications as a result of the approval of the recommendation contained in this report.

Background:

A Coroner's Inquest into the death of Otto Vass was conducted in Toronto during the period between October 16, 2006 and November 23, 2006. A copy of the initial inquest jury verdict and recommendations was released on November 23, 2006 and is appended to this report, in the form as Appendix "A", for information.

Of the 22 recommendations issued by the jury, four were directed to Municipal and Regional Police Services in the Province of Ontario (nos. five through eight), and three were specifically directed jointly to the Toronto Police Service and the Toronto Police Services Board. (nos. 9 through 11).

Conclusion:

I am, therefore, recommending that the Board forward the foregoing inquest jury recommendations to the Chief of Police along with a request that he prepare a response to recommendations five through 11 and that the report be provided to the Board for consideration at its April 19, 2007 meeting.

**The Board approved the foregoing report with an amendment indicating that, at the request of the Chief of Police, the Chief's report will be required for the Board's June 2007 meeting and not April 2007.**

Appendix A

FOR INFORMATION ONLY  
NOT OFFICIAL  
VERDICT/RECOMMENDATIONS



INQUEST  
TOUCHING THE DEATH OF  
Otto Vass

JURY VERDICT AND RECOMMENDATIONS

November 23<sup>rd</sup>, 2006



Office of  
The Chief  
Coroner  
Bureau du  
coroner  
en chef

## Verdict of Coroner's Jury

We the  
undersigned

Dwight Clayton of Toronto  
Janet Kuehn Kosick of Toronto  
Helena Nielsen of Toronto  
Indera Balkaran of Toronto  
Joan Parsons of Toronto

the jury serving on the Inquest into the death of :

Surname: Vass Given names: Otto

Aged: 55 held at the Coroner's Courts, 15 Grosvenor Street, Toronto, Ontario

From the 16<sup>th</sup> of October to the 23<sup>rd</sup> of November 20 06

By Dr. William Lucas Coroner for Ontario

having been duly sworn, have inquired into and determined the following:

1. Name of deceased Otto Vass
2. Date and time of death August 9, 2000 1:45am
3. Place of Death 1269 College St., Toronto, Ontario
- Cause of death Sudden Unexpected Cardiac Death  
due to:  
Acute Mania, Excited Delirium,  
in a man with long-standing bi-polar disorder;
4. In association with Cardiovascular Stress resulting  
from violent struggle and morbid obesity,
5. By what means Undetermined

Original signed by: Foreman

Original signed by Jurors

The verdict was received on the 23rd day of November 20 06

Original signed by Coroner

### **Recommendations**

#### **To: The Ministry of Community Safety and Correctional Services**

1. The Ministry of Community Safety and Correctional Services should take the necessary steps to ensure that all "front line" or "primary response" police officers are authorized to carry a Taser.

**Rationale:** Situations where the Taser is required are most often encountered by "front line" or "primary response" personnel. They require the tools to deal with any crisis situations they may encounter.

2. The Ministry of Community Safety and Correctional Services should develop a set of best practice guidelines for the use of Tasers for those Ontario police services that adopt this use of force option.
3. The Ministry of Community Safety and Correctional Services should consider restricting use of the Taser to situations where the subject is assaultive and other intermediate weapons are ineffective, or situations where there is risk of serious injury or bodily harm.

**Rationale:** Had a Taser been available to police officers responding to Otto Vass, the officers would have had an alternative to the use of the Asp in gaining compliance thus ending the confrontation much sooner.

4. The Ministry of Community Safety and Correctional Services should make an effort to educate the public on the statistics of Taser use. Statistics should be made public and accessible.

**Rationale:** The public should be made aware that most Taser use is simply a display of force presence and there have been many successful uses where outcomes may have been far worse if Tasers had not been available.

#### **To: The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario**

5. The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario, that have adopted Taser use, must ensure that all police officers under their supervision, and authorized to use a Taser, receive training with respect to Taser use. This training should be included as part of the Basic Officer Training course at the Ontario Police College. Training should include education as to the possible collateral risks, to officers and to members of the public, from the use of the Taser during the course of efforts to effect control over a subject.
6. The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario that have adopted Taser use must ensure that as part of the annual ongoing officer training all officers continue to receive current information and training with respect to any new tactical uses of the device, as well as any new information as to the safety risks arising out of Taser use.
7. The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario should ensure that when dispatchers respond to 911 calls, the dispatchers make an effort to identify unusual conversation patterns or bizarre statements that could potentially alert police respondents to possible confused mental state on the part of the subject. This information should be passed on to police, both on the radio call and in the onscreen message in the police cruiser.

8. The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario should ensure that the training police officers receive in mental health issues be improved by including some active participation of members of the psychiatric consumer/survivor community in the training process. This training should be included as part of the Basic Officer Training course at the Ontario Police College. On-going annual training should also include psychiatric consumer/survivor community participation where possible.

**To: The Toronto Police Service and Toronto Police Services Board**

9. Upon the issuance of the necessary authorization by the Ministry of Community Safety and Correctional Services, the Toronto Police Service should provide Tasers to "front line" or "primary response" officers. The Tasers provided should include full accountability features including the video recorder.
10. The Toronto Police Service and Toronto Police Services Board should consider studying the concept of rotating "front-line" police officers through the special Mobile Crisis Teams in order to provide first-hand experience to as many officers as possible.

**To: The Toronto Police Service and Toronto Police Services Board, Empowerment Council, mental health service providers.**

11. The Toronto Police Service should establish an enduring structure for dialogue to address the intersection of policing and issues that arise in the mental health sector. The recommendations developed during these meetings should be given consideration in the context of decision making, including policy-making, setting police priorities and budget considerations. This group would involve representation from senior levels of the Toronto Police Service, representatives of the consumer/survivor community and service providers in the mental health field. This group would address issues of concern and facilitate the services provided to the psychiatric consumer/survivor community. The group would address issues such as:

- Reviewing analysis and research conducted in the area of policing and mental health
- Making recommendations regarding policing/mental health issues in order to achieve the best outcomes for psychiatric survivors.
- Ensuring significant psychiatric consumer/survivor community input and active participation in police initiatives, steering committees and police training in the area of mental health
- On-going examination and review of alternatives to situations leading to the use of force, particularly lethal force (e.g. mobile crisis teams, Tasers)
- Education of the public to avoid the stereotyping and demonization of psychiatric consumers/survivors and the police in the media.
- Education of the psychiatric consumer/survivor community to explain what this community expects the police to do, and what the police require to carry out these duties
- Ensure that all parties are aware of the services provided by the various mental health service providers

**Rationale:** As "front line" service providers, the police need the best possible understanding of the needs and fears of the psychiatric consumer/survivor community. Conversely, the psychiatric consumer/survivor community needs an understanding of the responsibilities of the police. Dialogue will allow both groups to voice their concerns and better understand each other.

19. The Canadian Police Research Centre, National Research Council, and Ontario Ministry of Community Safety and Correctional Services should consider funding of further research into the potential for death due to soft tissue injury, and the role played by fat embolism in such deaths. Specifically, the research should be focussed on determining how long fat emboli remain in the body after any injury, and how much fat in the organs is required to cause death.

**Rationale:** This jury was unable to precisely determine the role that fat embolism played in this death due to the lack of definitive research in this area.

20. The Canadian Police Research Centre, National Research Council, and Ontario Ministry of Community Safety and Correctional Services should consider funding research into the potential benefits of equipping all police cruisers with defibrillators.

**Rationale:** Police are often first at the scene of a medical crisis. EMS has set the reasonable goal response time for ambulances at eight minutes. Due to the relatively short amount of time required before permanent brain damage occurs, a defibrillator in all police cars could save lives or prevent permanent injury in a medical crisis.

**To: Government of Canada, Department of Justice**

21. The Government of Canada, Department of Justice should consider amending the Criminal Code or the Canada Evidence Act making all information given to paramedics regarding events leading to a patient's condition inadmissible in criminal court proceedings.

**Rationale:** Any witnesses to, or participants in events leading up to paramedic involvement in an acute medical emergency should feel free to share with paramedics all information contributing to the condition of the patient, in order to ensure that paramedics have the information they need to provide the best care possible.

**To: The Empowerment Council**

22. The Empowerment Council should consider the possibility of providing a means of voluntarily sharing information with primary response teams, including police officers, which will enable psychiatric consumers and survivors to identify triggers and de-escalation techniques that are applicable in their own cases.

**Rationale:** Psychiatric consumers and survivors all have different past experiences making it difficult for primary response teams to develop a single response pattern that will work for all subjects. The availability of precise information to primary responders would assist in the potential de-escalation of crisis situations.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P20. FOLLOW-UP: REQUEST FOR REVIEW OF A COMPLAINT ABOUT  
TORONTO POLICE SERVICE POLICY – TPS FILE NO. 2006-EXT-0182**

The Board was in receipt of the following report December 29, 2006 from William Blair, Chief of Police:

Subject: FOLLOW UP: REQUEST FOR REVIEW OF A COMPLAINT ABOUT  
TORONTO POLICE SERVICE POLICY - TPS FILE NO. 2006-EXT-0182

Recommendation:

It is recommended that:

- (1) Given that Professional Standard has commenced an investigation of the circumstances as a Conduct Complaint the Board consider the policy complaint review as closed.
- (2) The complainant be advised of the outcome of the Board's review of the Policy Complaint.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

To assist the Board in considering this matter, Board members will receive confidential information in a separate report.

At its October 19, 2006 meeting, the Board received a report dated August 22, 2006, from William Blair, Chief of Police, outlining the results of a review of a complaint about Toronto Police Service policy pertaining to the Police Reference Check Program, particularly in relation to Vulnerable Sector Screening (Min. No. P323/06 refers). The complainant is seeking to have a record destroyed to prevent disclosure through the Police Reference Check Program of a charge that was laid by the Toronto Police Service and subsequently withdrawn by the courts.

The Board reviewed the policy complaint summarized in the report and did not concur with the Chief's decision that no further action be taken with respect to this complaint. The Board, therefore, directed the Chief to review the policy complaint and provide a further report to the Board (Min. No. C258/06 refers).

Due to the sensitive nature of the issue that gave rise to this complaint, the complainant was permitted to deliver a deputation to the Board in a confidential forum. During the in-camera session, Mr. Peter Howes, Manager, Records Management Services, agreed to meet with the complainant to discuss the circumstances of this case in an attempt to reach an alternate resolution agreeable to all concerned (Min. No. C258/06 refers). Part of that resolution would be Mr. Howes supplying the complainant with a letter outlining the difficulty associated with destroying certain records collected for law enforcement purposes, particularly with respect to specific types of investigations that encompass the investigative records referring to the complainant. It was intended that this letter would assist the complainant in securing a volunteer position working with vulnerable persons.

This report will provide the Board with an update regarding the status of the policy complaint and further review of this matter subsequently initiated by Professional Standards.

#### Discussion:

Mr. Howes met with the complainant and his son, as well as the co-accused and their two representatives on October 26, 2006 to discuss possible resolutions that would be satisfactory to the complainant. Mr. Jerome Wiley, Counsel for the Chief of Police, and Ms. Paula Wilson, Assistant Manager, Records Management Services – Information Access, were also present. Appropriate waivers were signed by all visiting parties for confidentiality reasons.

During this meeting, the complainant was provided with the letter stipulated above, as well as a Police Reference Check Program release, and a copy of the letter that would be used to notify the respective agency that a release had been made.

The complainant expressed his dissatisfaction with the letters, despite clear explanation of the legislative requirements of the Municipal Act and the Record Retention Schedule that govern the collection, maintenance, and retention of police records (Min. No. 323/06 refers). He reiterated his position that the original police report should be destroyed in order that he may continue to participate in volunteer activities with an agency that requires proof that no such record exists.

The complainant made reference to the original investigations, indicating that the allegations made against him and the co-accused were bogus and unsubstantiated and that the investigating officer should not have laid the charges.

Subsequent to the October 26, 2006 meeting, the complainants forwarded correspondence to the Toronto Police Services Board dated November 1, 2006, asserting that the original investigations were not conducted correctly and/or were inappropriately conducted. The complainant recommends, therefore, that the Toronto Police Services Board request a review of the original investigations.

The Chief has, therefore, directed that Professional Standards review the matter and advise the Board of the outcome of that review.

A copy of the complainants' November 1, 2006 correspondence was received by Professional Standards on November 14, 2006, and as the complainants allege misconduct by the original investigating officer(s), the matter has been classified as a Conduct Complaint and assigned to Professional Standards – Conduct for investigation.

Conclusion:

The Board may, therefore, consider the policy complaint review closed, as Professional Standards has commenced an investigation of the circumstances as a Conduct Complaint and will report to the Board the outcome in due course.

Therefore, no further action is warranted with respect to reviewing Toronto Police Service policy in relation to this matter.

I will ensure that the Board and the complainant will be advised of the outcome of the Professional Standards – Conduct investigation.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing report.**

**The Board received a deputation regarding the foregoing report during its in-camera meeting (Min. No. C16/07 refers).**

**Amendment:**

**At its meeting on March 22, 2007, the Board agreed to amend the foregoing decision by adding the following: *The Board agreed that no further action will be taken with respect to this complaint.***

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P21.            SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION  
AND TRAINING SUB-COMMITTEE**

The Board was in receipt of the following report January 02, 2007 from Alok Mukherjee, Chair:

Subject:        SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION AND  
TRAINING SUB-COMMITTEE

Recommendation:

It is recommended that the Board approve the recommendation by the SLIG sub-committee on Education and Training to establish a high-level Education and Training Group with the mandate as described in the sub-committee's report.

Financial Implications:

There would be no financial implications as a result of the approval of the foregoing recommendation.

Background/Purpose:

At its meeting of April 7, 2005, in considering the 2004 Annual Report – Race Relations Programs, the Board approved the creation of the Saving Lives Implementation Group (SLIG) (Min. No. 115/05 refers). Among the Motions approved by the Board at this time, are as follows:

**5. THAT the Board affirm its commitment to implementing the recommendation of the “Saving Lives” report of June 2002 and that the Board establish a Saving Lives Implementation Working Group comprised of the following members:**

- **three representatives of the Board: Chair McConnell, Vice-Chair Mukherjee and Mr. Grange;**
- **three representatives of the Service: Chief Designate Blair, Superintendent Keith Forde and Superintendent Gary Ellis;**
- **three community representatives on issues of race: Ms. Zanana Akande, Mr. Julian Falconer and Ms. Kim Murray;**
- **three community representatives on issues of mental health: Ms. Nicki Casseres, Ms. Pat Capponi and Ms. Suzan Fraser; and**
- **Ms. Sandy Adelson, Senior Advisor, Policy & Communications, Toronto Police Services Board.**

**The Working Group meetings will be chaired, on a rotating basis, by Chief Designate Blair and Mr. Falconer.**

- 6. THAT the Working Group noted in Motion No. 5 include additional community representatives, as necessary, to ensure that it is reflective of all interested community organizations;**

SLIG met for the first time in May of 2005 and has been meeting regularly since this time. The membership of SLIG has also been expanded and some subject-matter experts have been engaged on an issue-specific basis.

Conclusion:

As part of its work, SLIG has created four sub-committees: Education and Training, Community Policing, Aboriginal Issues and Initiatives and Mobile Crisis Intervention Teams (MCITs). SLIG's workplan, which includes the membership of each sub-committee is attached as Appendix A. The shaded portions represent the areas of focus for SLIG at this time. The MCIT sub-committee has been very active and has met with community stakeholders as part of its work. The Aboriginal Issues sub-committee has met a number of times and will be presenting a report to SLIG in the near future. The Community Policing sub-committee has also made significant progress and a report with recommendations is forthcoming.

The Education and Training sub-committee has now completed its report, which includes a recommendation to establish a high-level Education and Training Group and the proposed mandate for this Group. This report has been approved by the membership of SLIG, as a whole and is attached as Appendix B. It is my recommendation that the Board approve the recommendation by the SLIG sub-committee on Education and Training to establish a high-level Education and Training Group with the mandate as described in the sub-committee's report.

**The Board reviewed the mandate of the recommended Training and Education Group as outlined on page 4 of Appendix B. Chief Blair expressed concern about the language in points (f) and (g) and indicated that the Training and Education Group would not have the authority to “decide on the use of uniform versus trained civilian instructors” (point “f”) or “determine the need for and feasibility of a ‘training of trainers’ program” (point “g”).**

**The Board inquired whether points (f) and (g) could be amended as follows:**

- (f)     *Examine* the use of uniform versus trained civilian instructors; and**
- (g)     *Review* the need for and feasibility of a “training the trainers” program.**

**Chief Blair concurred with the recommended amendments to (f) and (g).**

**The Board approved the foregoing report with the amendments to (f) and (g) as noted above.**

**Amendment:**

**The foregoing was amended by the Board at its August 09, 2007 meeting. Details of the amendment are noted in Minute No. P274/07.**

## Appendix A

### **SAVING LIVES IMPLEMENTATION GROUP (SLIG) Workplan**

Themes	Action	Responsibility	Completion Date
<b>Block 1: Education and Training</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Gather and analyze information about the current state of education and training in terms of the conference recommendations</li> <li>3. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 1</p> <p>Alok Mukherjee Keith Forde Hamlin Grange Julian Falconer Nicki Casseres Kim Murray (specific to Aboriginal issues)</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Block 2: Community Policing</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Gather and analyze information about the current approach to community policing in terms of the conference recommendations</li> <li>3. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 2</p> <p>Pam McConnell Peter Sloly Pat Capponi Royland Moriah Tam Goossen Zanana Akande</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

<p><b>Block 3:</b> <b>Communication and Awareness</b></p>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Gather and analyze information about the current state of communication and awareness at TPSB and TPS in terms of the conference recommendations</li> <li>3. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 3</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<p><b>Block 4:</b> <b>Aboriginal Issues and Initiatives</b></p>	<ol style="list-style-type: none"> <li>1. Review recommendations printed in Draft Memo on Aboriginal Issues, submitted by Aboriginal Legal Services</li> <li>2. Gather information on TPS Aboriginal policing initiatives</li> <li>3. Consult with Aboriginal community organizations regarding needs and experiences vis-à-vis policing services</li> <li>4. Review and analyze information provided about the topic.</li> <li>5. Prepare and present report to SLIG for discussion and proposals</li> </ol>	<p>Subgroup 4</p> <p>Alok Mukherjee Gary Ellis Kim Murray Julian Falconer Suzan Fraser</p>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

<b>Block 5: Hiring, Promotion and Allocation</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Review and analyze information provided about the topic.</li> <li>3. Prepare and present report to SLIG.</li> </ol>	Subgroup 5	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Block 6: Accountability</b>	<ol style="list-style-type: none"> <li>1. Review conference recommendations</li> <li>2. Review and analyze information provided about the topic.</li> <li>3. Prepare and present report to SLIG.</li> </ol>	Subgroup 6	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Block 7: Mobile Crisis Intervention Teams (MCITs)</b>		<b>Subgroup 7</b>  Gary Ellis Pat Capponi Nicki Casseres Suzan Fraser	<ol style="list-style-type: none"> <li>1. Mobile Crisis Team Sub-Committee established. Prepared recommendations that were presented at SLIG meeting of November 9, 2005.</li> <li>2. Memorandum of Understanding (MOU) signed with St. Joseph's that establishes MCIT in 11 and 14 Divisions, with input from SLIG (Min. No. 370/05 refers).</li> </ol>

			3. 51/52 Divisions and St. Michael's Hospital MCIT extended for additional two-year period with input from SLIG (Min. No. P83/06 refers).
--	--	--	---

## Appendix B

To: Members, Saving Lives Implementation Committee

From: Education and Training Issues Sub-Committee

Date: September 5, 2006

Re.: Sub-Committee's Report

### **INTRODUCTION**

The Education and Training Issues Sub-Committee has met three times between June and August, on June 5, July 4 and August 2.

At its first meeting on June 5, members of the Sub-Committee engaged in a wide ranging conversation on education and training-related matters in order to decide on the scope of work and to identify resources. Sub-Committee members agreed that it would be useful to hear from a representative of C.O. Bick College about ways in which the College was addressing issues of concern to the Saving Lives Implementation Group, and from Jeff Griffiths, City of Toronto Auditor General, who is conducting an audit of the training provided by the College.

The Sub-Committee also had before it a document prepared by Deputy Chief Keith Forde providing information on how the College had dealt with recommendations from the conference, Saving Lives: Alternatives to the Use of Lethal Force by Police

Mr. Griffiths and Staff Sergeant Aldo Altomare of C. O. Bick College met with the Sub-Committee on July 4. Mr. Griffiths shared with the Sub-Committee information on the scope, expected outcomes and timeline of his audit. Staff Sgt. Altomare made a detailed presentation on the nature of and approach to training provided by the College as well as the various ways in which issues of diversity were being addressed. Both Mr. Griffiths and Staff Sgt. Altomare responded at length to questions by Sub-Committee members.

At its last meeting on August 2, the Sub-Committee discussed the extensive information that it had received and the recommendations that it wished to bring forward to the Toronto Police Services Board through the Saving Lives Implementation Group.

## **AN OVERVIEW**

Based on the written document provided by Deputy Chief Forde and the oral presentation made by Staff Sgt. Altomare, it is clear to the Sub-Committee that a good deal of work is going on at C. O. Bick College in the area of diversity. Deputy Chief Forde's document, which has been provided to SLIG members, indicates that in one form or another, the College has responded to all the training-related recommendations of the conference, Saving Lives: Alternatives to the Use of Lethal Force by Police. The presentation by Staff Sgt. Altomare reinforced that impression.

Training on topics broadly characterized as being related to "diversity" is provided under the rubric of Human Relations. This includes training on issues of human rights, race relations, gender, sexual orientation, etc. These issues are also dealt with in training on Ethics. Diversity issues are addressed in some of the other training events as well. An effort has been made by the College to ensure that all uniform members of the Service receive diversity training. Recently, civilian members of the Service have also been provided with diversity training, and there has been a mandatory training of senior officers on managing diversity.

At present, a different diversity issue is covered by the training module on the subject. In other words, anti-racism, for example, is not the subject of training every year. It is one of the areas of diversity training.

Overall, it is the Sub-Committee's conclusion that while there is a stand-alone, non-mandatory course on diversity issues, the focus of which changes from year to year, diversity is not the overarching principle informing all training. There is a hit-and-miss approach, whereby some courses may touch upon diversity issues, but not all.

In a broad sense, this may be called an "additive" approach to diversity training. In the Sub-Committee's view, what is needed instead is an "integrative" approach, which ensures that issues of diversity are embedded in, and inform, all training and education provided by the Service. That is how members of the Service can be enabled to develop knowledge, understanding and skills related to diversity as an integral element of the work they do.

The Sub-Committee is of the view that much of the discussion vis-à-vis training and education has tended to focus on whether or not specific topics were covered, the content and delivery methods were satisfactory, and any gaps needed to be filled. The Sub-Committee believes that we need to move away from this line of thinking and take a more comprehensive and holistic view of training and education in the Toronto Police Service that goes beyond these specific issues. For this reason, the Sub-Committee is not recommending either a review of the effectiveness of existing stand-alone training in diversity or the development of yet another course on some aspect of diversity.

In arguing for such a comprehensive and holistic approach, it should be made clear that the Sub-Committee is not suggesting that the need for particular areas of training and education be completely ignored. For example, it believes that training and educational needs related to issues affecting Toronto's Aboriginal community must be dealt with specifically.

In terms of the systematic approach being proposed, it became clear from the discussion with Auditor General Griffiths that there are a number of issues that require consideration. These include, for example:

- Given that most of diversity training falls under the category of “non-mandatory” training insofar as it is not part of the training required by Regulation or the Ministry, how is this training evaluated?
- How training is used in practice, and how are Service members held accountable for using their training?
- What role do Coach Officers play in reinforcing or undermining training?
- What is the relationship between public complaints and training, when it comes to the identification of training needs?
- More broadly, how is the impact of training and education on officer behaviour and performance evaluated?
- How well are community-based training and educational opportunities utilized by the Service as a way to learn from community expertise?

The Sub-Committee was also made aware that other groups, such as the Sexual Assault Audit Steering Committee, established to assist in the implementation of the Auditor General’s reports on the handling of sexual assault by the Toronto Police Service, were also paying attention to the extent, role and effectiveness of training.

It should be noted that so far in this report, reference has been made at some times to training alone and at other times to training and education. In doing so, the Sub-Committee wishes to make the point that while training is one form of education, the latter is broader in scope and can take several forms.

The comprehensive and holistic approach to training and education proposed by the Sub-Committee is based on the belief that the Toronto Police Service must become a “learning organization” which values a culture of continuous learning. By adopting such a vision of the organization, the Service will not view learning as constituted entirely of discrete training events at the College; encourage, and make available to its members, a wide variety of learning opportunities; and reward and recognize them for taking advantage of these opportunities.

In conclusion, the Sub-Committee’s recommendation is based on the following two principles:

1. There is a need to get away from an ad hoc, piecemeal and reactive approach to training and education.
2. It is necessary to adopt an integrative approach whereby issues of diversity, equity and inclusion are built into all training and education and not dealt with as discrete topics for occasional “non-mandatory” training events.

## **RECOMMENDATION**

It is recommended that a high level Training and Education Group be established with representation from the Board, the Command, the Executive Group, the College and the academic community in order to:

- a. Develop an overarching vision of training and education for TPS.
- b. Identify a consistent methodology for developing and delivering curriculum based on the best practices of adult learning/teaching approaches.
- c. Consider ways of using different approaches to training and learning, e.g. e-learning and team-based training versus in-class training at the College.
- d. Identify clear and specific outcomes from training and education.
- e. Identify curriculum development and trainer competencies.
- f. Decide on use of uniform versus trained civilian instructors.
- g. Determine the need for and feasibility of a “training of trainers” program.
- h. Consider ways of utilizing community resources for training and education, including educational events organized by community organizations as well as the expertise of community members.
- i. Identify ways for relating training to practice in the field through accountability mechanisms.
- j. Examine ways of providing for training and education of Command, the Executive Group and the Board.

Submitted by,

Members of  
The Sub-Committee on Training and Education  
Saving Lives Implementation Group

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P22.           LIFEGUARD SALARY RATES FOR 2007**

The Board was in receipt of the following report January 08, 2007 from William Gibson, Director of Human Resources Management:

Subject:       LIFEGUARD SALARY RATES FOR 2007

Recommendation:

It is recommended that the Board approve the salary rates for lifeguards for 2007.

Financial Implications:

Budgeting and Control has confirmed that funding is available in the 2007 Operating Budget to hire 77 lifeguards and 11 head lifeguards. Included in the funding is the proposed 3.25% salary increase.

Background/Purpose:

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

The Service has, in the past, matched the City of Toronto rates for lifeguards. The last salary increase covering the year 2006 was approved by the Board on February 15, 2006 (Min. No. P43/06 refers).

Discussion:

The City has confirmed that the 2007 salary increase for its lifeguards is 3.25%. In keeping with past practice, it is therefore recommended that the Board increase the salary rates for lifeguards and head lifeguards as follows, with no shift bonus:

	2006 Hourly Rate	Recommended 2007 Hourly rate (+3.25%)
Lifeguard	\$ 12.41	\$ 12.81
Head Lifeguard	\$ 14.21	\$ 14.67

Conclusion:

In summary, the proposed increase in lifeguard salary rates for 2007 is necessary to ensure consistency with those rates paid to City of Toronto lifeguards.

I will be in attendance to respond to any questions the Board may have.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P23. SPECIAL CONSTABLES - APPOINTMENTS – TORONTO TRANSIT  
COMMISSION**

The Board was in receipt of the following report January 02, 2007 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO  
TRANSIT COMMISSION

Recommendation:

It is recommended that the Board approve the appointment of the individuals listed in this report as special constables for the Toronto Transit Commission, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications associated to the recommendation contained within this report.

Background/Purpose:

Under Section 53 of the Police Services Act of Ontario (the Act); the Board is authorized to appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P39/96 refers).

At its meeting of January 29, 1998, the Board approved a recommendation requiring requests for the appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service has received a request from the TTC to appoint the following individuals as special constables:

- |                                  |                      |
|----------------------------------|----------------------|
| 1. BELAJAC, Mark Christopher     | 7. POSTHUMUS, John   |
| 2. BLAY, Danielle                | 8. POURGHAZI, Aydin  |
| 3. FALSETTA, Giuseppe Alessandro | 9. RICHARDS, Stephen |
| 4. GUIMOND, Richard              | 10. WITKOWSKI, Artur |
| 5. LOGUE, Stephanie Colleen      |                      |
| 6. MALIK, Neil, Iqbal            |                      |

### Discussion:

The TTC special constables are appointed to enforce the Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act on TTC property situated within the boundaries of the City of Toronto.

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

The TTC has advised that the individuals satisfy all the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment.

### Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of patrons using the transit system. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the TTC.

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P24. SPECIAL CONSTABLES – APPOINTMENTS & RE-APPOINTMENTS –  
UNIVERSITY OF TORONTO**

The Board was in receipt of the following report January 02, 2007 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF  
TORONTO

Recommendation:

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

Financial Implications:

There are no financial implications associated to the recommendation contained within this report.

Background/Purpose:

Under Section 53 of the Police Services Act of Ontario (the Act); the Board is authorized to appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the University of Toronto (U of T) for the administration of special constables (Min. No. P571/94 refers).

At its meeting of January 29, 1998, the Board approved a recommendation requiring requests for the appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service has received a request from the U of T to appoint for the first time the following individuals as special constables:

1. TABORSKI, Jennifer
2. TOLLAR, Stephen
3. WALKER, Stefan

The Service has also received a request from the U of T to re-appoint the following individuals as special constables:

- |                   |                    |
|-------------------|--------------------|
| 1. DICKS, James   | 3. HERTEL, Stephen |
| 2. DILLON, Sidney | 4. HUGHES, Wendy   |

Discussion:

The U of T special constables are appointed to enforce the Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act on U of T property within the boundaries of the City of Toronto.

The agreement between the Board and the U of T requires that background investigations be conducted on all individuals recommended for appointment as a special constable. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from becoming special constables.

The U of T has advised that the individuals satisfy all the appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment.

Conclusion:

The Toronto Police Service and the U of T work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on U of T property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the University of Toronto.

Deputy Chief A.J. Warr, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P25. TORONTO POLICE SERVICES BOARD – 2007 OPERATING BUDGET  
SUBMISSION**

The Board was in receipt of the following report January 11, 2007 from Alok Mukherjee, Chair:

Subject: 2007 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE  
SERVICES BOARD

Recommendations:

- 1) THAT the Board approve a 2007 net operating budget request of \$1,938,300 which is an 8.6% increase over 2006 and,
- 2) THAT the Board forward a copy of this report to the City of Toronto Deputy City Manager and Chief Financial Officer, and to the City of Toronto Budget Committee.

Background:

In accordance with Section 39(1) of the Police Services Act, the Board is required to:

*...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members.*

This report addresses part (b) of the above noted; however, it has been the practice of the Board to include the remuneration of board members in its budget request.

The following is a summary of the 2007 operating budget request (in thousands).

Salaries/Benefits	\$779,600
Supplies/Equipment	13,000
Services	<u>1,145,700</u>
 TOTAL NET REQUEST	 \$1,938,300
 2006 Budget	 \$1,784,600

### Salaries/Benefits

The budget request includes funds to maintain the Board's full staff complement of 7. In addition, funds are included for the salary of a full time Board Chair and honoraria and per diem payments for the citizen appointees to the Board, per City of Toronto policy. The increase of \$62,700 is largely due to across the board increases as well as an increase to the premium pay budget.

### Supplies/ Equipment

There is a reduction of \$12,600 in this account area, largely the result of the elimination of any request for furniture in 2007.

### Services

There is an increase over the 2006 budget of \$103,600. The increase is primarily due to changes in the amounts budgeted for professional services. Key elements of the professional services accounts area are detailed below:

#### *\$580,000 for Labour Relations legal advice*

This represents an increase of \$98,100 over the 2006 budget due to the complexity and number of anticipated grievances, arbitration and other labour relations proceedings in 2007.

#### *\$375,000 for City Legal chargeback*

City Council has directed that the costs of work performed by the City Legal Department be charged back to the Police Services Board. City Legal provides day to day legal advice to the Board, including policy development, contract management and may represent the Board in civil actions, human rights complaints, at Coroner's inquests and at various inquiries. City Staff have submitted billings for the first 2 quarters of 2006 in the amount of \$193,716.81. As of the date of this report, the full year cost for 2006 is not known.

#### *\$45,000 for Independent Legal Advice*

From time to time, the Board may require legal advice independent from the advice provided by City Legal and independent of the labour relations legal advice provided by Hicks Morley. It is very difficult to establish a budget in this area as the Board cannot necessarily forecast legal proceeding such as civil claims or inquests

#### *\$30,000 for the Sexual Assault Steering Committee*

In 2005 the Board created the Sexual Assault Steering Committee to advise on the implementation of the recommendations in the Auditor General's report entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service". The Board also approved providing remuneration to the community members of the Steering Committee (Min. P34.05 and P199/06 refer).

*\$15,000 for “Funding for Success” initiative*

In 2005, the Board approved entering into a partnership, known as “Funding for Success”, with several other GTA police services boards. The proposal requires a 3 year commitment of funds from each participating police board to contribute to a pool of funds intended to advance the ability of the Boards to deliver police service in as cost-effective a manner as possible. The objective of the proposal is to develop concrete measures to allow Boards to respond strategically and tactically to the increase of costs in the police sector through measures such as: collective bargaining strategies, pooling of resources to more efficiently deliver services, and introducing or mitigating the impact of new legislation at both the provincial and federal level. A first report, designed to better prepare Board for collective bargaining was delivered in late 2006.

*\$10,000 for Communications Advice*

The budget request includes this amount should specialized communication assistance be required by the Board or should Board members wish communications or media relation training.

Summary

The Board’s 2007 operating budget request represents an 8.6% increase over the 2006 budget. This increase is largely due to the increase in the professional and technical services accounts for labour relations legal advice.

**Chair Mukherjee advised the Board of the following additional information with regard to the proposed 2007 operating budget submission for the Toronto Police Services Board:**

**City Legal Chargeback**

**Subsequent to completing my January 11, 2007 Board report, City Legal informed my office that the estimated chargeback for the last 2 quarters of 2006 would be \$436,000 which is more than double the \$193,000 chargeback for the first 2 quarters.**

**Although City Legal is still reviewing the invoices from the last 2 quarters to ensure that only the appropriate files are billed to the Board and we have not received the invoices in order to conduct our own review, it is apparent that a budget of \$375,000 will not be adequate for 2007. I therefore recommend that an additional \$225,000 be budgeted for the City Legal chargeback for a total budget request of \$600,000.**

**Independent Legal Advice**

**In addition, I recommend that the budget for independent legal advice be increased by \$75,000, that is, from \$45,000 to \$120,000. The Board currently has retained Torys to represent it in a civil matter and the cost of this action**

**is ongoing. It is unknown whether the Board will be required to incur any additional costs related to the 2006 TPA submission to OCCPS during 2007. This account will also be used should the Board be required to obtain independent counsel at a coroner's inquest.**

**This will result in a net 2007 operating budget request of \$2,238,300, a 25.4% increase (\$453,700) over the 2006 operating budget.**

**The Board subsequently approved the following Motions:**

- 1. THAT the Board receive recommendation no. 1 and approve recommendation no. 2 from the Chair's report dated January 11, 2007, and**
- 2. THAT the Board approve a 2007 net operating budget request of \$2,238,300 which is a 25.4% increase over 2006.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P26. TORONTO POLICE SERVICE – 2007 OPERATING BUDGET  
SUBMISSION**

The Board was in receipt of the following report January 10, 2007 from William Blair, Chief of Police:

Subject: 2007 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE  
SERVICE

Recommendations:

It is recommended that:

1. the Board approve the 2007 net operating budget submission of \$783.2M (a 4.1% increase over the 2006 approved net operating budget);
2. the Board approve an additional impact of \$3.5M, to provide court security for the opening of new courts by the Province, and that this amount be funded separately by City Council;
3. the Board request the Ministry of Finance to exempt the purchase of police vehicles and associated equipment, for police use, from paying Retail Sales Tax;
4. the Board request the Ministry of Transportation to exempt police vehicles from the annual vehicle license fees; and
5. the Board forward this report to the City's Deputy City Manager and Chief Financial Officer and to the City Budget Committee.

Financial Implications:

The Toronto Police Service's 2007 net operating budget submission is \$783.2M. This is an increase of \$30.8M (4.1%) over the approved 2006 net operating budget.

The budget request includes the necessary funds required to keep the average uniform staff strength during the year at the 5,510 approved by the Board and City Council. The Service is however cognisant of the City's financial constraints, and the budget submission has therefore been developed based on specific instructions from the Chief and the Command to all Service units to keep budget increases to an absolute minimum.

The majority of the increase (\$21.2M or 2.8%) is for the 2007 salary settlement impact. The remainder of the increase is mainly attributable to impacts from: annualisation; staff reclassifications; City recoveries; and contractual obligations.

The Service continues to deal with on-going budget pressures resulting from increased court security requirements. An additional \$1.5M was included in the 2007 budget request to deal with a sustained need for court security in the current bank of courtrooms. This pressure will, however, be further magnified in 2007 when the Province plans to open a number of new court rooms. The Service is required to provide court security for these new courts, which will result in an estimated 2007 impact of \$3.5M (annualising to \$7.1M in future years). This additional funding required for the new court rooms is an extraordinary pressure that is over and above the Service's 2007 net funding request of \$783.2M.

A summary of the Service's 2007 net operating budget submission, including the increases over the approved 2006 budget, is provided below.

<b>2007 Budget Submission Summary</b>	<b>\$(M)</b>	<b>% Inc. over 2006</b>
2006 Approved Net Budget	\$752.4	
2007 Collective Agreement Impact	21.2	2.8%
Mandatory increases (annual., contracts, reclass., etc.)	<u>8.8</u>	<u>1.2%</u>
<b>2007 Net Budget Submission (status quo)</b>	<b>\$782.4</b>	<b>4.0%</b>
New Initiatives (excl. new court openings)	<u>\$0.8</u>	<u>0.1%</u>
<b>2007 Net Budget Submission (including new initiatives)</b>	<b>\$783.2</b>	<b>4.1%</b>
 <b>New Court Openings Impact</b>	 <b>\$3.5</b>	 <b>0.5%</b>

The 2007 net operating budget submission is \$783.2M (a 4.1% increase). The separate request related to the funding required for new courtrooms, when added to the Service's submission, would increase the 2007 net operating budget to \$786.7M (a 4.6% increase).

#### Background/Purpose:

The purpose of this report is to provide the Board with the Service's 2007 net operating budget submission for consideration and approval. This submission is the result of detailed reviews conducted by both the Service and the Board's Budget Sub-Committee, and reflects the level of funding required to deliver effective and efficient policing to the City of Toronto in 2007.

Information on the 2007 operating budget submission is provided within the following categories.

- 2006 Highlights
- Responses to 2006 Budget-Related Recommendations
- 2007 Operating Budget Development Process
- Results of Board Budget Sub-Committee Reviews
- 2007 Operating Budget Submission
- Vehicle License Fees and Retail Sales Tax on Police Vehicles
- Court Security – Increasing Budget Pressures
- Continuous Improvement Initiatives

## *1. 2006 Highlights*

In 2006, the Service redeployed 200 officers to front line operations. This initiative provided much needed assistance to divisional units, and increased visible uniform presence in all communities within the City. The approval from City Council to hire an additional 250 officers, under the Province's Safer Communities grant program, provided additional front line officers for community-based policing as well as specific investigative functions. As a result, 450 officers have been added to divisional front line and investigative functions. The Service also implemented a new deployment model to ensure officers are used in the most efficient and effective manner possible.

The Service also increased its available resources by successfully reducing absenteeism in 2006 for both uniform and civilian personnel. On the uniform side, the year-to-date average (to October 2006) has decreased by 15.5%, from 7.7 days in 2005 to 6.5 days in 2006. Civilian absenteeism has also decreased year-to-date (to October 2006) by 12%, from 8.3 days in 2005 to 7.3 days in 2006.

The Province also provided funding for the Toronto Anti-Violence Intervention Strategy (TAVIS) in 2006. This program allowed the Service to deploy officers from divisional units to address priority crime issues in various communities. TAVIS funding was used to backfill the officers deployed to the TAVIS rapid response teams. The effect of this initiative was equal to adding 54 full-time-equivalent officers.

These initiatives, as well as strategic prevention and enforcement activities, contributed to the Service's achievements in 2006. Summarized below are some key performance and major crime indicators for 2006 (to end of October) compared to the same period in 2005.

### Work performance:

- Number of arrests increased by 7% (from 48082 to 51312);
- Number of contact cards increased by 29% (from 219259 to 282860); and
- Number of Provincial Offences Tickets increased by 15% (from 380371 to 437012).

### Complaints:

- Internal – decreased by 37% from 522 to 329; and
- External – decreased by 18% from 665 to 545.

### Major Crime Indicators:

- Overall crime decreased by 2%;
- Theft over \$5,000 decreased by 6%;
- Auto theft decreased by 2%;
- Break and enter increased by 4%;
- Robbery increased by 2%;
- Assault decreased by 4%;
- Sexual assault decreased by 21%;
- Murder decreased by 12%;

- Number of shooting murders decreased by 41%; and
- Number of shootings decreased by 21%.

As can be seen from the above, the Service has increased enforcement activities and contact with the public without an increase in the number of complaints; in fact, complaints are down significantly. Major crime has decreased in all categories except for robbery and break and enter. Two major investigations in 2006 also resulted in arrests with respect to the 2005 Boxing Day shooting on Yonge St., and the dismantling of a major gang operation (XXX Project).

The Service was able to achieve the above accomplishments within the approved 2006 funding level. Although the year-end financial closing for 2006 is not expected to be completed until February 2007, preliminary indications are that the Service will also generate a 2006 surplus of at least \$2.5M. This surplus was achieved as a result of earlier and more separations than anticipated, as well as increased revenues, and by the Service being fiscally responsible.

## *2. Responses to 2006 Budget-Related Recommendations*

As part of the 2006 budget process, the Board requested that “the Chief of Police be requested to report back to the Budget Advisory Committee before the start of the 2007 budget process on the results of reviews that the Service is undertaking to determine additional efficiencies and savings.” City Council also requested that the “Chief of Police be requested to report back to the Budget Advisory Committee prior to the start of the 2007 Budget process, with medium and long term strategies for policing that identify best practices in service delivery, efficiencies, and budgetary savings that can be applied in 2007 and beyond.”

In response to the above, the Service completed a Service Efficiency Review (SER) process in 2006. This review process focussed on specific areas in the Service (e.g., unit reviews, premium pay, acting pay, vehicle utilization, travel policy), in order to identify process or structural improvements that would result in service delivery improvements, efficiencies or budgetary savings. Due to timing and resource limitations, the review of 10 units across all Command areas were cursory in nature, and assessed at a high level the need for administrative/clerical positions, managerial/supervisory staffing levels and uniform officers in administrative functions. The recommendations resulting from the SER focussed mainly on the establishment of an infrastructure and process for continuous improvement reviews, as well as the need to address some key issues within the specific units reviewed. The SER report was presented to the Board’s Budget Sub-Committee (BSC) in November 2006, during its review of the 2007 budget submission. The recommendations and Executive Summary from the SER are provided in Attachment A of this report. The full report is available in the Board office.

City Council also requested that the “Toronto Police Services Board be requested to report back to the Budget Advisory Committee prior to the start of the 2007 Budget process on the comparison of Toronto Police Service’s Human Resources staffing and spending rate per total number of employees versus comparable police forces in large cities and municipalities across Canada.” Human Resources Command is in the process of preparing this report, which will be provided to the February 2007 meeting of the Board.

The Board, at its meeting of July 10, 2006, requested “that an analysis be undertaken of costs of administering paid duties, including costs related to human resources, finance, the Central Paid Duty Office, Unit Commanders activities, etc. to determine if 15% is an adequate administrative charge and that the results of this analysis be reported to the Board during its consideration of the 2007 operating budget request” (Min. No. P212/06 refers).

In developing the 2007 budget submission, the Service analysed the paid duty administrative fee as requested by the Board, and also analysed other fees (e.g., sale of accident reports, reference checks, false alarm, etc.) charged by the Service. The analysis was conducted to ensure that the fees charged by the Service reflect a full recovery of the costs incurred. The results of the analysis concluded that the current fees charged by the Service reflect the costs incurred and therefore no adjustment is recommended. These results were reported to the BSC during its review of the 2007 budget submission.

### *3. 2007 Operating Budget Development Process*

The development of the Service’s 2007 operating budget commenced with specific instructions from the Chief and Command to all Service units. This included direction to budget to the same level as in 2006, and to only consider increases if they are contractual, or as a result of annualisation or an impact from the implementation of an approved capital project. Requests for new initiatives were to be kept to an absolute minimum, and were only to be considered if they resulted in a net benefit to the Service or mitigated a significant risk. Any new requests that did come forward had to be properly justified from a cost and benefits perspective and approved by the respective Command Officer, before being considered for possible inclusion in the 2007 budget submission.

The Service employs a modified zero-based budgeting process. The zero-based methodology is used to develop the estimates for discretionary accounts such as consulting services, equipment, and training and development, where the need and funding level required could change from year to year. Salary and benefits, which account for over 90% of the total budget, are based on approved staffing levels for both uniform and civilian positions, and take into account attrition, hiring, leaves, etc. The associated salary and benefit budget is developed from a zero base. The remaining portion of the budget is developed based on historical actual experience and current information.

The 2007 operating budget submission includes the funding required to maintain the 5,510 average uniform strength approved by the Board and City Council. Funding levels in the various non-salary accounts have been adjusted to reflect historical spending patterns and justified need, and one-time costs incurred in the previous year have been eliminated. In addition, revenue accounts, including grants and cost recoveries, have been maximised wherever possible and within the limits of the Municipal Act.

The Service undertakes a rigorous budget development and review process to ensure that the budget request is fiscally responsible and addresses service demands. The 2007 funding requirements have been prepared by the respective Command areas, and reviewed in detail by the Service’s Budgeting and Control unit. The overall funding request and key line item

information (increases and decreases) was then presented to and reviewed and approved by the Command.

#### *4. Results of Board Budget Sub-Committee Review*

In addition to the Service's internal budget review process, and consistent with previous years, the Board's Budget Sub-Committee (BSC) has also completed a detailed, line-by-line program review of each program budget, as well as the centralized and revenue accounts. The review was completed over a number of meetings and resulted in the identification of various reductions to the Service's preliminary budget submission as well as the identification of some initiatives to be explored further by the Service, such as the "greening" of the Service's fleet where possible and feasible.

The Service's initial 2007 budget submission to the BSC in November 2006 was for \$786.5M, including new initiatives (\$1.2M). This request represented an increase of 4.6% over the 2006 approved budget. The Service also identified a separate request for part-year funding (\$3.5M) required to provide security for new courtrooms to be opened by the Province.

The BSC reviews resulted in \$2.7M of reductions to the initial submission of \$786.5M for a revised 2007 budget submission of \$783.8M (a 4.2% increase over the 2006 approved budget). This revised budget request includes a reduced request for new initiatives of \$0.8M. The BSC review confirmed the separate request of \$3.5M for court security.

At a meeting on November 27, 2006, the BSC requested that the Service further review the 2007 budget submission to identify any additional potential reductions, and report back to the BSC at its wrap-up meeting in January 2007. The Service has reviewed its 2007 budget request in response to the BSC request and has reduced its submission by a further \$0.6M, for a revised 2007 budget submission of \$783.2M (a 4.1% increase). This further net reduction is mainly a result of increased revenues based on more current data and also includes a \$50,000 reduction to the conferences/seminars accounts.

The separate request for \$3.5M pertaining to court security remains unchanged.

In summary, the Board's Budget Sub-Committee review, combined with more up-to-date revenue and expenditure information, has resulted in the Service's initial budget request being reduced by \$3.3M.

#### *5. 2007 Operating Budget Submission*

The 2007 net operating budget submission, which incorporates the reductions identified during the BSC's review process is summarised by major expenditure category in the table below, followed by additional information for each category. Reductions made to the initial submission are highlighted in the respective categories.

<b>2007 Budget Submission Summary</b>	<b>\$(M)</b>	<b>% Inc. over 2006</b>
2006 Approved Net Budget	\$752.4	
(a) 2007 Collective Agreement Impact	21.2	2.8%
(b) Staffing Strategy Requirements	4.2	0.6%
(c) Fringe Benefits	3.5	0.5%
(d) Significant Non-Salary Expenditures	5.4	0.7%
(e) Revenues	<u>(4.3)</u>	<u>(0.6%)</u>
<b>2007 Net Budget Submission</b>	<b>\$782.4</b>	<b>4.0%</b>
New Initiatives (excl. new court openings)	<u>\$0.8</u>	<u>0.1%</u>
<b>2007 Net Budget Submission (including New Initiatives)</b>	<b>\$783.2</b>	<b>4.1%</b>
 <b>New Court Openings Impact</b>	 <b>\$3.5</b>	 <b>0.5%</b>

The 2007 net operating budget submission is \$783.2M (4.1% increase). The separate request related to the funding required for new courtrooms, when added to the Service's submission, would increase the 2007 net operating budget to \$786.7M (a 4.6% increase).

(a) 2007 Collective Agreement (increase of \$21.2M or 2.8%)

The 2007 budget includes the impact of the third year of the three-year (2005-2007) negotiated collective agreements for Service members. This impact is estimated at \$21.2M, and reflects a salary increase of 3% and associated fringe benefit costs.

(b) Staffing Strategy Requirements (increase of \$4.2M or 0.6%)

The staffing assumptions (Uniform and Civilian) used in the development of the 2007 budget submission are contained in the Service's Staffing Strategy. The proposed strategy covers the period 2007-2009 and is being submitted, in conjunction with this report, to the Board for its January 25, 2007 meeting. The Staffing Strategy provides detailed projections for staff attrition and hiring. These projections are utilised to develop the Uniform and Civilian salary requirements as described below.

- **Uniform Staffing**

The current Uniform staff target as approved by the Board and Council is 5,510. This target includes the addition of 250 officers as approved by Council and funded (on a shared basis) under the Safer Communities – 1,000 Officers Partnership Program. In addition, service to the public was enhanced as a result of the redeployment of 200 officers to front line policing duties from non front line functions. This redeployment did not impact the uniform target; however, it did realign staff to where they were needed most. As a result, various duties were either eliminated or transferred to other staff in order to achieve the redeployment strategy.

It is the Service's goal to maintain the deployed level of uniform officers at the approved target of 5,510, on average, throughout the year. To this end, the Service is projecting to hire

271 replacement officers in 2007 based on estimated retirements and resignations of 250 officers, as per the Staffing Strategy.

Maintaining the uniform deployed strength at an average of 5,510 has a funding impact on the budget as this basically results in no vacancy gapping. Salary savings do, however, result from the differential in salaries between the officers leaving the Service and the new recruits being hired to replace them. These in-year savings are accounted for in the 2007 budget submission. However, as the new recruits move through the ranks, there will be a budget impact in future years, as a result of the reclassification (i.e., moving from fourth to first class constable) of these recruits. Other items that impact the 2007 uniform salary budget include: the annualised impact of the Safer Communities program hires from 2006; the annualised impact of 2006 separations and hires; and the impact of reclassifications (2006 annualized impact and 2007 part-year impact).

During 2006, the Service continued to experience an increased number of staff on unpaid leaves (e.g., maternity, parental, education). This has contributed to the projected year end surplus in 2006 (offset somewhat by increased pressures due to reduced gapping experienced with civilian staff during 2006). The Service has assumed the continuation of this experience in 2007 and has included a savings of \$2.2M in the 2007 budget submission.

Based on the 2007 portion of the Staffing Strategy for uniform staff, the annualisation/reclassification impacts and the increase in unpaid leaves, a net increase of \$1.9M (0.3% increase) is required to maintain the 2006 level of service and achieve an average deployed strength of 5,510 throughout 2007.

- Civilian Staffing

The Service's Staffing Strategy is also the basis for the development of the civilian salary budget. Civilian vacancies are filled as they occur within the Service's establishment. However, salary gapping is applied to these positions. This salary gap is primarily for the elapsed time between a member leaving and when the vacancy is filled. For 2007, the amount of salary gapping applied for civilian staff and included in the budget is approximately 2.8%. The 2007 salary gapping is consistent with the guidelines provided by the City and less than the 4.7% included in the 2006 budget. The reduction in the gapping estimate reflects actual experience and is due to vacancies being filled in a shorter time frame and utilising temporary staff when a vacancy/leave occurs.

The Court Services unit has experienced increased staffing pressures at existing court locations due to the increased length of high profile trials and security concerns from Judges/Crown Attorneys/Defence lawyers. In order to meet these additional pressures, Court Services has relied on the increased use of part-time Court Officers. In 2006, these pressures resulted in additional court security expenditures of \$1.5M. These additional costs, in 2006, were offset by savings in other salary accounts and reported to the Board in the Service's operating budget variance report. As a result of the sustained nature of these pressures, the 2007 operating budget submission includes a \$1.5M increase.

Other civilian staff pressures in 2007 include: \$0.2M for the conversion of five long term temporary positions to permanent status; \$0.3M for annual staff increments; and \$0.1M for premium pay in Records Management Services to reflect actual spending and maintain timely recording and release of criminal information.

Based on the above pressures, a net increase of \$2.2M (0.3%) is required to maintain the 2006 level of service.

(c) Fringe Benefits (increase of \$3.5M or 0.5%)

Fringe benefits for the Service are basically comprised of: expenditures directly related to salary costs (e.g., pensions, employment insurance); expenditures based on premiums (e.g., medical/dental coverage for retirees, life insurance); and expenditures for self-insured coverage (e.g., medical/dental, central sick bank).

The impact on fringe benefits directly related to staffing, taking into account the annualisation of additional hires, other salary costs and various rate changes, is estimated at \$2.2M. The cost of the Service's contribution to OMERS represents the majority of this increase.

Rate increases for retirees' medical and dental insurance has resulted in an increase of \$0.7M.

Medical and dental costs comprise a significant portion of the fringe benefits expenditures. The Service is currently under contract with Manulife Insurance, who administers the medical and dental plan. Service members are reimbursed for their actual expenditures, within the limits of the working agreement, and an administrative fee is paid to Manulife Insurance. The administrative fee is calculated using a formula and is a direct function of claims. Based on the Service's past five years' actual experience, the average annual increase for medical and dental claims is 9.5% and 6% respectively. Industry average increases for 2007, as provided by Manulife Insurance, for medical and dental are 16% and 10% respectively. Medical/dental costs are impacted by doctors' fees, product cost and volume. The Service's 2007 budget for medical and dental is based on its experience and not on industry trends. Applying the Service's actual experience to the projected 2006 year end actual expenditures for medical/dental results in an increase of \$1.6M in 2007.

The Service is self insured for long term sick requirements. The self insurance is administered through a Central Sick Bank (CSB) Reserve maintained by the City. Contributions to the CSB Reserve are made from the Service's operating budget and draws from the CSB Reserve are made based on approved claims through the Service's Compensation & Benefits unit. The initial budget submission included a contribution level to the CSB Reserve that provided funding beyond year end 2007. During the BSC reviews, the Service suggested and the BSC agreed that the contribution to the CSB Reserve be reduced to provide sufficient funding to the end of 2007 based on projected claims. As a result, \$1.0M was reduced from the initial budget submission.

(d) Significant Non-salary Expenditures (increase of \$5.4M or 0.7%)

The Service's non-salary portion of the budget includes the materials, equipment and services for day-to-day operations. The majority of accounts within this category have been flat-lined to the 2006 level. Increases have only been included if they are a result of: a contractual obligation; an impact from a completed capital project; a City recovery; and contributions to reserves. One-time reductions have been taken into account where applicable. The increase of \$5.4M in this category is summarised below.

- Contractual obligations (\$2M increase): The annualisation of technology maintenance agreements established in 2006 and cost increases to ongoing technology contracts result in a \$1M increase. Dry cleaning services are \$0.7M higher due to the new contract pricing in 2007 and the annualised impact of the additional uniform staff. Finally, the City has advised that the price of gasoline is expected to increase over the amount included in the 2006 budget, a \$0.3M impact.
- Vehicle & Equipment Reserve Contribution (\$2.6M increase): Consistent with the approach used for the replacement of vehicles, the Service has now embarked on a strategy to replace specifically furniture, information technology-related equipment, and lockers using the Reserve. This strategy will be funded by an increased annual provision to the Reserve, based on the expected life of the equipment acquired. The 2007 impact is \$2.6M. Given the current strategy, this contribution will grow each year to 2012. This approach reduces the Service's capital requirements, stabilizes expenditures in the long term, and is supported by City Finance.
- City Recoveries (\$1.5M increase): City Facilities & Real Estate (F&RE) provides cleaning, maintenance and the administration of utility costs for most of the facilities occupied by the Service. The cost of these services is fully recoverable by City F&RE, including an administrative fee. The 2007 estimate was developed by City F&RE and agreed to by the Service. The estimate includes 2007 salary increases for City staff, annualised impacts and utility cost increases.
- One-time Budget Reduction (\$0.7M decrease): An amount of \$0.7M was included in the 2006 budget to complete the renovations to the facility for Professional Standards at 791 Islington Avenue. The renovations were completed and staff have moved into the facility. As a result, the funding of \$0.7M is not required in 2007 and therefore this amount has been removed from the base funding.
- Conferences and courses (\$0.05M decrease): An amount of \$50,000 was reduced across the Service in these accounts, recognizing the need to balance on-going staff development requirements and pressures to reduce the budget as much as possible.

(e) Revenue Accounts (an increase in revenue of \$4.3M, or 0.6% decrease to budget)

Revenue budgets have changed significantly, as discussed below.

- The Safer Communities – 1,000 Officers Partnership Program (which provides the Service with 50% funding for the salary of additional officers to a maximum of \$35,000) resulted in the hiring of additional officers during 2006. The Service received grant funding based on the hiring dates, and the annualised impact of the additional hires in 2007 has resulted in increased revenue of \$3.8M.
- In the development of the 2007 budget, the Service analysed all revenue accounts in order to maximise opportunities where appropriate. This analysis resulted in an estimated revenue increase of \$1.5M based on actual experience in prisoner transportation recoveries, sale of video tapes and miscellaneous revenue. On-going reviews during Budget Sub-Committee meetings resulted in an additional \$0.5M in revenues due to revised estimates.
- During the 2006 budget process, miscellaneous revenue was increased by \$1.5M to account for an unspecified budget reduction. The \$1.5M revenue increase was not achieved in 2006, but was covered by higher revenues in other accounts and salary savings. The 2007 budget submission has taken into account increases in the other revenue accounts and, as a result, the 2007 miscellaneous revenue has been decreased by \$1.5M.

Various other accounts have increased or decreased with a net zero impact on the budget.

(f) New Initiatives (increase of \$0.8M or 0.1%)

The Service has identified new initiatives in support of Service and Board priorities. These initiatives require funding of \$0.8M over and above the 2006 base budget. The Board's Budget Sub-Committee was supportive of these new initiatives, which are summarized in priority order in the table below, followed by a description of each.

<b>Summary of New Initiatives</b>	
Employment Systems Review	\$75,000
Strategic Plan	75,000
Department of Justice (DOJ) disclosure project (3 staff)	160,000
Information Technology – staff increase (1)	60,000
Legal Services – staff increase (1)	40,000
Ministry of Att. General (MAG) disclosure pilot project (4 staff)	250,000
Child Care Consultant	50,000
Evaluations/Assessments of Employees on Central Sick Bank	40,000
Multi-media Competitive Recruiting Strategy	<u>34,000</u>
<b>Total New Initiatives</b>	<b>\$784,000</b>

- Employment Systems Review

In July 2005, the Board approved an Employment Systems Review (ESR). The objective of this review was to analyze the Service's Human Resources systems to ensure that the systems are equitable, and that the practices associated with these systems are applied consistently,

transparently and fairly to all employees. The first phase of the ESR focussed on the systems impacting uniform members. This phase, with the assistance of external expertise, was completed in 2006 and a report submitted to the Board at its meeting of November 28, 2006 (Min. No. P370/06 refers).

The next phase of the ESR is to review the Human Resource systems for civilian members. This phase would be conducted and completed in 2007 with the assistance of external expertise. In addition, this phase would also review the Service's staff development process. The staff development portion will focus on: recruiting; training; staff deployment; coaching; mentoring; career planning; promotions; succession planning; retention; accommodation; secondments; and separations. The 2007 budget submission includes one-time funding of \$75,000 for the external services required to assist the Human Resources area with this review.

- Strategic Plan

Included in the Service's request is \$75,000 in funding to hire a consultant to assist the Board and Command in developing a long-term strategic plan for the Service. This is in response to the Board's recommendation that "... the Board, in partnership with the Chief of Police, develop a Strategic Plan identifying best practices in service delivery, efficiencies and budgetary savings that can be applied in 2007 and beyond" (Min. No. P381/05 refers).

- Department of Justice (DOJ) Disclosure Project

The Service, in conjunction with the DOJ, instituted a pilot program to address the deficiencies in the disclosure process relating to narcotics offences. Timely disclosure is critical to the justice process and if not achieved, could result in the withdrawal of hundreds of drug related charges. The pilot program was staffed with three temporary employees (funded through in-year savings). The pilot program has been successful both for the Service and the DOJ in significantly reducing the risk of drug related charges being withdrawn. As a result, a request to permanently establish the program is included in the 2007 budget submission. This request is for three (3) permanent clerical positions for an amount of \$160,000 in 2007 and an annualised impact of \$170,000.

- Information Technology

The Service's initial budget submission included a request for three (3) new positions in Information Technology Services (ITS). These were: a Database Manager; an Information/Data Architect; and an Enterprise Information Security Architect. These positions are all important to addressing Service pressures and key risks with respect to Information Technology governance and systems. However, given the budget pressures facing the Service, the initial request was reduced to one (1) position during the BSC reviews. The most critical need is with respect to database management. Funding for one position has been included in the 2007 budget submission at a cost of \$60,000 in 2007 with an annualised cost of approximately \$100,000. The Service will review its civilian establishment to attempt to accommodate the other required positions.

The requested position will be used to streamline the development and support of ITS initiatives towards an alignment of the business objectives of the Service related to data, databases and data warehousing in order to provide business intelligence at a daily, operational level and at a corporate reporting functional level. It will ensure that data models are strategically designed, developed and implemented, to ensure cost-effective technology solutions are implemented for all aspects of the organization.

- Legal Services

The Service's initial budget submission included a request for four (4) new positions in the Legal Services unit; specifically, an Executive Assistant; a Junior Lawyer; a Court Process Coordinator; and a Clerk. The Legal Services unit manages complex, diverse and voluminous legal work and, to date, has done so with minimal staff. With the recent reorganization and separation of Legal Services from the Professional Standards, Risk Management Unit, impact on workload has further increased as some support positions used by Legal Services remained with Risk Management. The work undertaken by the unit is primarily concerned with those areas to which the Service is extremely vulnerable to liability and must be adequately protected.

The Legal Services unit cannot continue to provide effective legal services with existing resources. However, given the budget pressures facing the Service, the initial request was reduced to one (1) position during the BSC reviews. The most critical position was that of the Executive Assistant to the Director, Legal Services. Approving this position will reduce the administrative burden currently experienced by the Director of Legal Services. This has been included in the 2007 budget submission at a cost of \$40,000 in 2007 with an annualised cost of \$60,000. The Service will review its civilian establishment to attempt to accommodate the other required positions.

- Ministry of Attorney General (MAG) Disclosure Project

As a result of the success of the DOJ disclosure project, a similar pilot program was instituted in late 2006 to address the timely disclosure for MAG court cases. This program is expected to reduce the risk of MAG cases being withdrawn due to untimely disclosure. Currently, four (4) temporary staff are assigned to the pilot program.

The \$250,000 requested in 2007 provides one-year funding for the four (4) temporary staff. The pilot project will be reported on in June 2007 to the Board. If successful, full funding implications will be considered during the 2008 budget process. It should be noted that the anticipated program, in its entirety, would require 16 staff and would be rolled out over four years.

- Child Care Consultant

The Board, at its meeting on May 18, 2006, approved a recommendation, submitted by the Chair of the Board, that the Chief review the feasibility of establishing a workplace child care facility for Toronto Police Service employees (Min. No. P141/06 refers). The Chair indicated in his letter that this initiative will assist members to cope with the pressures of work and family and will enhance employee productivity and satisfaction. In order to address this request, the Service has included one-time funding of \$50,000 in the 2007 budget submission to employ an expert in the field of child care.

To successfully implement a child care facility or program, the services of a specialist with experience and knowledge in a broad spectrum of child care issues, including facilities set-up, licensing, program development, accessing grants, etc., is required. The Compensation and Benefits unit is currently surveying the membership to determine the child care needs of our members and anticipates the need for the specialist to continue to study the options in 2007.

- Evaluations/Assessments of Employees on Central Sick Bank

The Service's 2007 budget submission includes one-time funding of \$40,000 to engage the services of rehabilitation specialists for functional abilities evaluations and vocational assessments for members receiving Central Sick Bank (CSB) benefits. It is anticipated that the assessments will result in the successful return to work of some members.

Functional abilities evaluations are comprised of physical testing designed to measure an individual's ability to perform occupational demands. Vocational assessment is used primarily to determine whether or not an individual can return to work and what work the individual can perform. It is estimated that approximately 14 functional abilities evaluations and 14 vocational assessments will be required in 2007.

- Multi-media Competitive Recruiting Strategy

The market for competent, top-quality, culturally diverse candidates for hire has and is continuing to become extremely competitive. The Service is competing with other like-minded Police Services (Municipal, Provincial and Federal) as well as motivated private sector companies. Given this competition and the limited pool of candidates, it is imperative that our recruiting effort be, at minimum, on par with or superior to our competitors. As a result, the Service's Employment unit will develop and implement a new multi-media competitive recruiting strategy based on an inclusive principle aimed at increasing the recruitment and hiring of candidates from identified groups (women, visible minority, aboriginal, disability, sexual orientation and those who speak more than one language).

The proposed new multi-media competitive recruiting strategy will require external resources including: new advertising campaigns in both mainstream and ethnic media, featuring new and more "attractive" and competitive imagery; new neighbourhood-based recruiting programs targeting women, aboriginals and visible minorities; and upgrading of promotional

printed and recorded audio / visual materials and equipment (for the first time ever, the Service will utilize video monitors in headquarters and CDs / DVDs for recruiting purposes). The 2007 budget submission includes one-time funding of \$33,600 to develop and implement this strategy.

#### *6. Vehicle License Fees and Retail Sales Tax on Police Vehicles*

The Service's fleet of vehicles require annual licensing, the cost of which is included in the annual operating budget. The Ontario Provincial Police (OPP) are exempt from paying the annual license fee for their vehicles and a similar exemption is requested for municipal police vehicles. The Ontario Association of Chiefs of Police (OACP) Executive has endorsed a resolution requesting the Province to provide an exemption for license fees on police vehicles. It is therefore recommended that the Board support the OACP Executive resolution and request the Ministry of Transportation to exempt police vehicles from annual license fees.

The Service's acquisition of police vehicles requires the payment of Retail Sales Tax (RST). However, Fire vehicles acquired for the use of a municipal, university, public hospital, Local Services Board or volunteer group are exempt from RST (*Retail Sales Tax Act, 1990 Chapter R31, Section 7, Paragraph 23*). As the cost of policing in Ontario continues to increase and Municipal budgets are affected by this increase, a similar tax exemption for police vehicles would assist in reducing costs. It should be noted that the OPP is exempt from paying all RST.

The OACP Executive has endorsed a resolution requesting the Province to provide an exemption for the RST on police vehicles and related accessories purchased for police use. It is therefore recommended that the Board support the OACP Executive resolution and request the Ministry of Finance to exempt the purchase of police vehicles and related accessories, for police use, from the RST.

The above exemptions, if approved, would result in estimated annual savings of approximately \$500,000 for the Service.

#### *7. Court Security – Increasing Budget Pressures*

Until January 1, 1990, the Province of Ontario and then-Metropolitan Toronto were involved in a cost sharing agreement for court security. In November 1989, Bill C-187 (*The Police and Sheriffs Statute Law Amendment Act*) was passed, and responsibility and liability for security and prisoner custody at all court facilities in Metropolitan Toronto were downloaded to the Metropolitan Board of Commissioners of Police. Upon the proclamation of Bill C-187 all cost sharing ceased. As a result, the Board was required to hire an additional 75 full-time court officers and 98 part-time court officers to meet its legislated responsibilities. This responsibility was reflected in Part 10 (Court Security), Section 137 of the Police Services Act. This Bill not only increased the responsibilities of the Service, but also increased the actual number of courthouses for which the Service was responsible.

This increase in court facilities and courtrooms continued throughout the 1990s and the 2000s. In 1990, 138 court rooms were in use. In 2007, the Ministry of the Attorney General will increase the number of courtrooms to 262, will open an entirely new courthouse at 330 University Avenue and will expand operations at 393 University Avenue and 2201 Finch Avenue West. In order to staff the new courts the Province plans to open in 2007, an additional 90 court officers are required in 2007 at an estimated cost of \$3.5M and an annualised cost of \$7.1M.

In addition to an increasing number of courtrooms, Court Services has also had to deal with expanded responsibilities, such as the implementation of 24-hour bail courts in the mid-1990s. Further, the Service is responsible for the transportation of approximately 200,000 prisoners each year, a number that grows every year.

As long as the Service remains responsible for court security and prisoner custody at all court facilities, the Court Services unit must be staffed appropriately. Court Services has a relatively large complement of staff – 652 court officers, civilian support staff, and police officers, in the 2007 budget. It must be noted that of the 262 courtrooms anticipated to be within Toronto by 2007, a number of them are special courts (Mental Health court, Domestic Violence court, Child Abuse court, etc.) with specialized security needs. Due to demands on the Court Services unit and the corresponding need for increased staff, the Court Services budget has increased from \$15.5M in 1990 to the estimated request of \$45.6M in 2007.

The Police Services Act requires the Chief of Police to provide an adequate level of court security. However, the Service does not control the timing and number of new courts opened, and judges are consistently demanding increased security in their courtrooms. These demands have placed significant financial pressures on the Service. It is therefore critical that the Province recognize this impact (which is beyond the Service's control) and take measures to assist the Service and City to deal with this increasing budget pressure.

In order to ensure that this unit is being effectively managed, and to identify any opportunities for improvement, the Chief has requested, and the Auditor General has agreed, to conduct an operational review of this unit in 2007.

#### *8. Continuous Improvement Initiatives*

In order to ensure that the Service is managing its operations efficiently and cost effectively, reviews of specific areas or functions are conducted on a regular basis. Some of the reviews that are currently underway are summarized below:

- The Employment Unit's processes are currently being reviewed, with the goal to identify efficiencies in operations in recruiting, hiring and managing applicants in the employment pool. Any results will be applied to the unit's organization, reporting relationships and processes.

- The City's Auditor General has completed his review of the Service's Training and Education unit and related issues, and will be providing his report to the January 25, 2007 Board meeting. As previously mentioned, the Auditor General will also be reviewing Court Services in 2007.
- The Deputy Chief of Divisional Policing Command has initiated a "Divisional Review of Excellence," which is expected to provide the Service with the most efficient and effective methods of delivering police services to the community. It is anticipated that the quality of investigations, enforcement, patrol time and crime prevention will be improved by reducing the number of police officers assigned to administrative duties.
- The Deputy Chief of Specialized Operations Command has initiated a review of the Intelligence area.

During the SER process, it became very clear that a detailed review of specific areas is required on a regular basis to assess existing operations and identify and implement improvements. The re-establishment of a Program Review function as recommended by the SER has been approved by the Command and will be staffed through redeployment of existing positions. The activities of this function will help contribute to the Service's objective of continuous improvement in its operations and functions.

#### Conclusion:

The requested budget of \$783.2M (an increase of \$30.8M, or 4.1% over 2006) preserves the authorized uniform strength of 5,510, provides for existing contractual obligations, and provides funding for necessary new initiatives (totalling \$0.8M) that are supported by the Command and by the Board's Budget Sub-Committee. This level of funding is required to carry out the priorities in the Service's business plan. Consistent with this business plan, the Service will continue its anti-violence initiatives in 2007. In addition, more emphasis will be placed on the increasing trend of domestic violence and the development of further strategies and initiatives to achieve improved safety on City roads.

This budget request has been reviewed in detail by the Service and the Board's Budget Sub-Committee, and all identified opportunities for reductions have been incorporated into this budget submission. Further reductions to the 2007 budget submission would require a decrease in uniform staffing, and would adversely impact the Service's ability to meet key Service and Board priorities. Reductions to uniform staffing would also directly impact provincial grant revenue related to the Safer Communities grant. The need to maintain the uniform strength at an average of 5,510 requires the necessary supporting infrastructure (e.g., civilian staffing, equipment, services) and related funding. As a result, further reductions in these areas are also not possible.

In addition to the Service's net operating budget submission of \$783.2M, \$3.5M in funding is being requested to provide court security for new courtrooms. The Province has indicated that new courtrooms will be opened in 2007, and it is estimated that 90 new court officers will be required to staff these courtrooms. However, the details with respect to the number of courts and

timing of the court openings have not yet been finalized. As a result, it is appropriate that this request be treated separately, until such time as more information is available. When this requirement is added to the Service's submission, the 2007 net operating budget request increases to \$786.7M (4.6% over 2006).

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

## **Executive Summary from Service Efficiency Reviews**

During the 2006 operating budget review process, the Toronto Police Services Board (the Board, or TPSB) and the City's Budget Advisory Committee (BAC) concluded that in order to find service delivery improvements, efficiencies, or budgetary savings, process or structural improvement within the Service is required.

The Service was faced with two competing priorities: to evaluate certain areas with respect to service efficiency and effectiveness, and to do so in a timeframe that would provide concrete results for the 2007 operating budget. In order to do this, the following approach was taken. During previous budget deliberations, the BSC was very interested in how units were organized. SER identified three major categories of discussion that were frequently touched on by the BSC. These are:

- Administrative / clerical support allocation
- Managerial / supervisory staffing levels, and
- Uniform officers in administrative reviews.

It was concluded that, in the short term, it would be useful to review specific units that have these situations occurring in them, to better analyze and evaluate the appropriateness of each unit's organizational structure. The following units are reviewed in this document:

<i>Units Reviewed</i>
Occupational Health & Safety
Employment Unit
Fleet
Corporate Planning
Records Management
Risk Management Unit
Division 22
Division 33
Communications Services
Sex Crimes

There are several other, very specific areas that were recurrently identified by BSC members as requiring further explanation, justification or review. These are:

- Acting pay
- Premium pay
- Conference attendance
- Vehicle utilization (including marked vs. unmarked and types of vehicles)

Each of these areas is discussed in this report, with a view to any specific changes that could be implemented in the short term to ensure each area is managed efficiently and effectively.

The team has arrived at 15 recommendations concerning items such as standardization of organization charts, civilianization opportunities, system improvements, and the need for clearly identified roles and responsibilities with respect to supervision and span of control.

The implementation of these recommendations would result in a more consistent and efficient operation for those areas reviewed. The Service would benefit from further such reviews on an on-going basis. This is included in the report's recommendations.

## **SUMMARY OF RECOMMENDATIONS**

### **Recommendation 1.**

**That Corporate Planning, in conjunction with Human Resources, develop standards for reporting in Service organization charts by May 31, 2007 such that, wherever possible, a consistent approach is taken with respect to the drawing of these charts; that the organization charts accurately reflect relationships and supervisory responsibilities between all staff; and that the ownership of organization charts be confirmed and communicated to all Unit Commanders (page 15).**

### **Recommendation 2.**

**That the Chief of Police establish a Program Review function, within the Service's existing establishment, by June 30, 2007 to assist Service Units in continuously improving their respective operations (page 16).**

### **Recommendation 3.**

**That the Psychologist Services function be moved from the Occupational Health and Safety organization, to report directly to the Director of Human Resources Management (page 31).**

### **Recommendation 4.**

**That the Director, Human Resources Management, evaluate the need for a second psychologist position and consequently the need for two clerks in Medical Advisory Services, and report to the Chief of Police by March 31, 2007 (page 32).**

### **Recommendation 5.**

**That the Director, Human Resources Management, in conjunction with Compensation and Benefits, revise the job title for Manager (Z28), Occupational Health and Safety, and the job title of the lower-ranking Manager's position in any other units where there are currently two managers (page 34).**

**Recommendation 6.**

**That the Staff Superintendent, Staff Planning and Community Mobilization, continue the evaluation and review of the Employment unit, taking into consideration any potential civilianization opportunities (subject to the approval of new civilian positions), and provide recommendations by June 30, 2007 (page 46).**

**Recommendation 7.**

**That the Director, Finance and Administration, develop the business case for an automated fuel system and submit this as a request in the 2008-2012 Capital Program (page 52).**

**Recommendation 8.**

**That the Director, Executive Support, continue the review of the Analysis Support section of the Corporate Planning unit, taking into consideration the possibility of civilianizing the Staff Sergeant position in that section (subject to the approval of a new civilian position), and provide recommendations by June 30, 2007 (page 59).**

**Recommendation 9.**

**That the Staff Inspector, Risk Management Unit, in conjunction with Facilities Management, consider the feasibility of locating the various sub-units in one location and evaluate any efficiencies in staff that could arise from this co-location by June 30, 2007 (page 70).**

**Recommendation 10.**

**That the Unit Commander, Risk Management, prepare a business case evaluating the merits of replacing one or more Inspector positions with a civilian prosecutor, taking into account the operational benefits and identifying any financial impacts, for consideration during the 2008 operating budget (page 72).**

**Recommendation 11.**

**That the Staff Superintendent of Operational Services conduct a detailed analysis of the operating structure for Communications Services and Communications Centre, ensuring that the lines of responsibility and accountability are clearly identified and taking into consideration potential civilianization (subject to the approval of new civilian positions) and redeployment opportunities, by March 31, 2007 (page 90).**

**Recommendation 12.**

**That the Manager, Enterprise Resources Management Unit, review the feasibility of separating the cashable lieu bank into different source-identified banks for court attendance, overtime, callback, lunch hours worked, statutory holidays worked and**

**Compressed Work Week Cycle credits, once the TRMS upgrade has been implemented in 2008 (page 108).**

**Recommendation 13.**

**That the Director, Finance and Administration, in conjunction with ERMS, ensure that the straight time lieu banks such as service awards, time-exchange, vacation to lieu, RDO exchange and senior officer' floater days are separated out of the Uniform and Civilian Lieu Time Payment accounts and are reported separately in accordance with their source identified nature in the Service's financial records, by December 31, 2007 (page 111).**

**Recommendation 14.**

**That the Director, Human Resources Management, in conjunction with the Director, Finance and Administration, ensure that the Service's HRMS and SAP systems be modified (as part of the planned HRMS system upgrade) to capture and record the occurrence of Acting Pay in two categories (short-term and long-term), to better track, analyze and evaluate the occurrence of Acting Pay on an on-going basis (page 134).**

**Recommendation 15.**

**That the revised travel policy, including criteria for attendance at conferences, be approved (page 139).**

**The Board was also in receipt of the following report January 24, 2007 from William Blair, Chief of Police:**

Subject: 2007 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE SERVICE – SUPPLEMENTARY INFORMATION

Recommendations:

It is recommended that:

1. the Board receive this report for information, and
2. the Board forward this report to the City's Deputy City Manager and Chief Financial Officer and to the City Budget Committee.

Financial Implications:

The information in this report results in a \$160,000 reduction to the Service's 2007 Operating Budget submission, as presented in a separate report to the Board's January 25, 2007 meeting.

Background/Purpose:

The purpose of this report is to provide additional information regarding the Service's 2007 net operating budget submission, as requested by the Board's Budget Sub-Committee at its wrap-up meeting on January 18, 2007. Supplementary information is being provided on the following subjects:

1. Premium Pay - budget and expenditure history
2. Safer Communities Grant - annualized cost of uniform staff hired
3. Court Services - historical information
4. Conferences and Courses - 2007 budget breakdown
5. Toronto Anti-Violence Intervention Strategy (TAVIS) - continuation in 2007
6. Major Case Management (MCM) - continued staff support
7. Department of Justice (DOJ) Disclosure Program
8. Ministry of Attorney General (MAG) Disclosure Pilot

*1. Premium Pay - Budget and Expenditure History*

The following chart depicts the Service's 5-year history of premium pay budgets and expenditures.

Year	Approved Budget	Change over previous year	Explanation of Change in Budget	Actual Expenditures
2002	\$31.2M			\$32.0M
2003	\$30.5M	\$(0.7)M	<ul style="list-style-type: none"><li>➤ \$1.2M salary settlement</li><li>➤ (\$2.1M) CAP removed</li><li>➤ \$0.2M other increases</li></ul>	\$33.4M

Year	Approved Budget	Change over previous year	Explanation of Change in Budget	Actual Expenditures
2004	\$32.0M	\$1.5M	➤ \$1.6M salary settlement ➤ (\$0.1M) Council reduction	\$33.8M
2005	\$33.0M	\$1.0M	➤ \$1.4M salary settlement ➤ (\$1.0M) Council reduction ➤ \$0.5M CAP added ➤ \$0.1M other increases	\$34.1M
2006	\$33.9M	\$0.9M	➤ \$1.1M salary settlement ➤ (\$0.5M) Council reduction ➤ \$0.2M Pathfinder/Impact ➤ \$0.1M other increases	\$37.4M
2007	\$35.3M	\$1.4M	➤ \$1.3M salary settlement ➤ \$0.1M Records Management	--

The premium pay budget is generally established Service-wide as the previous-year's approved budget, plus the impact of salary settlements, plus or minus other known changes. It should also be noted that actual expenditures exceed budgets for a variety of reasons, including:

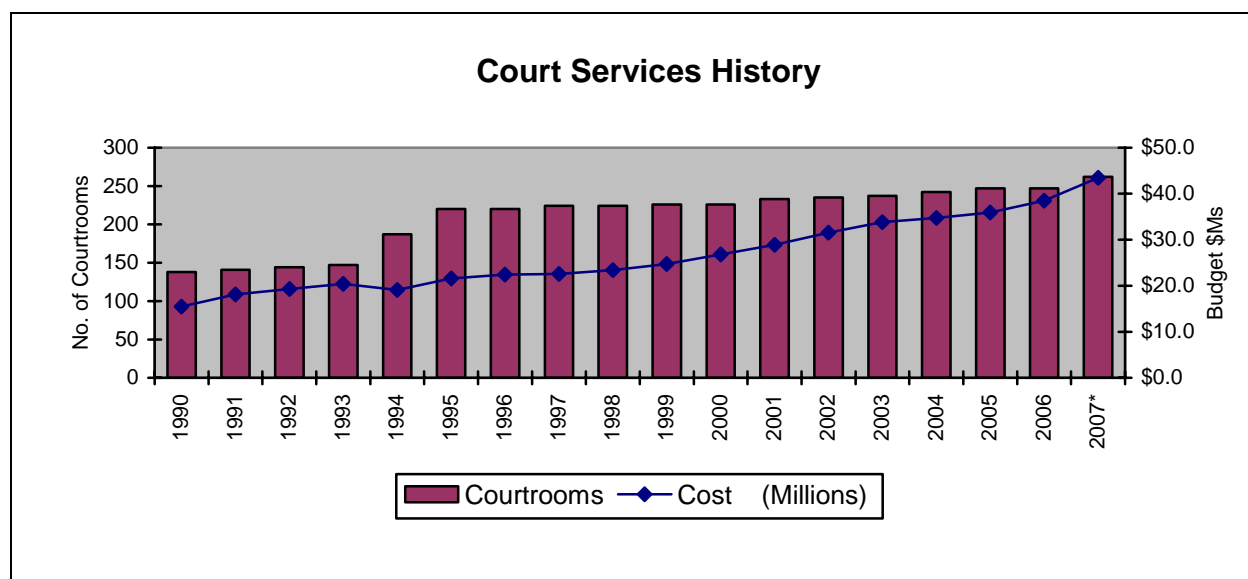
- Command-approved over-expenditures (such as use of premium pay to supplement civilian vacancies in those areas requiring 100% staffing, such as Court Services or Communications Centre, funded through salary savings);
- In-year changes to planned expenditures (such as TAVIS in 2006) funded by the Province;
- One-time, unexpected expenditures (such as \$0.8M for President Bush's 2004 visit, which was offset by revenue).

## *2. Safer Communities Grant - Annualized Cost of Uniform Staff Hired*

The Service was authorized to hire an additional 250 officers under the Province's Safer Communities grant program. This provided additional front-line officers for community-based policing as well as specific investigative functions. In 2007, the annualized impact of these officers is approximately \$7.6M, with half of this cost being recovered through grant funding (\$3.8M). As a result, the net annualized impact on the Service's 2007 submission is \$3.8M.

## *3. Court Services - Historical Information*

Attachment A provides a detailed chronology of the growth in Court Services expenditures. The chart below reflects court services costs of \$15.5M in 1990 (138 court rooms), increasing to a projected \$43.5M in 2007 (262 court rooms). This is an increase of \$28M and 124 court rooms.



#### 4. Conferences and Courses – 2007 budget breakdown

The following table provides detail with respect to the 2007 budget request for conferences and courses.

Item	Budget Request
<b>Conferences</b>	
OACP, CACP, IACP attendance	\$108,000
Professional Upgrade – policing	\$93,000
Professional Upgrade – administrative	\$63,000
End-user System Support (SAP, Peoplesoft, etc.)	\$53,000
T&E (Train-the-trainer)	\$23,000
Diversity	\$19,000
<b>Sub-total</b>	<b>\$359,000</b>
<b>Courses</b>	
Guelph / Humber partnership	\$377,000
IT support / enhancement for current systems	\$204,000
Supervisory (uniform and civilians)	\$192,000
Specialized training – police	\$102,000
Technical upgrades - civilian	\$95,000
Staff development – police	\$80,000
T&E – Instructor training	\$47,000
Recertification / designation requirements	\$39,000
<b>Sub-total</b>	<b>\$1,136,000</b>
<b>Reduction (not yet allocated)</b>	<b>(\$50,000)</b>
<b>Total, Conferences and Courses</b>	<b>\$1,445,000</b>

#### 5. Toronto Anti-Violence Intervention Strategy (TAVIS) - Continuation in 2007

The current TAVIS program, funded by the Province of Ontario, will be continuing for the early part of 2007 (the contract concludes in June, 2007). Discussions are proceeding, with the Province, to explore the possibility of continuing this program beyond June 2007. It must be noted, however, that should provincial funding not be forthcoming, there would be a budget

pressure of approximately \$3M to continue TAVIS for the remainder of 2007. This pressure is not included in the Service's 2007 budget submission.

#### *6. Major Case Management (MCM) - Continued staff support*

As of January 1, 2005, the Service has been mandated (by the Province) to use the Major Case Management (MCM) system in the investigation of all major cases (as defined by the province). This MCM system uses the Powercase computer program. At that time, it was determined that 10 clerks would be required to enable the Service to manage the existing backlog of cases. The backlog, however, required the input of "tombstone" data only (i.e., basic, minimum data to meet the Province's criteria).

Entry of backlog tombstone data is now complete. However, the use of the MCM system has expanded significantly for both current and cold cases, and information on the following is entered into the system, in much more detail than tombstone data:

- All major crime offences (homicides (and attempts), sexual assaults and exploitation (and attempts), non-familial abductions (and attempts), etc.);
- All contact cards (Persons Investigated cards, or 208s);
- All data collected from TAVIS;
- All gun-related occurrences.

The following provides a summary of the numbers of cases entered into Powercase, and additional data entry handled by the 10 clerks:

Source	2006 Incidents / Data Entered
Homicide Unit	73
Sex Crimes Unit	213
Division	1,837
TPS 208s entered into MANIX	13,721
TPS 208s entered into Powercase	9,367
TAVIS-generated firearm and drug-related	631
<b>TOTAL:</b>	<b>25,842</b>
<i>Cross references created and researched</i>	<i>302,520</i>

Based on the expanded use of the MCM system, and the current increased level of data entry required, the 10 data-entry clerks are required on an on-going basis.

#### *7. Department of Justice (DOJ) Disclosure Program*

The Federal Department of Justice (DOJ) has responsibility for the prosecution of all narcotics-based charges. In May, 2004, the DOJ advised the Service that it was preparing to withdraw a large number of narcotics-based charges, on the basis that cases had not been adequately prepared and/or disclosure had not been provided within the required timeframe of 35 days from date of arrest. As a result, a pilot project was created to address the systemic problems that had created this situation. The pilot project was staffed through the temporary redeployment of existing staff, and began in October, 2004. The Board was advised of the pilot project at its October, 2004 meeting (Min. No. P373/04 refers).

The pilot was designed to provide information that would allow the officers in charge of narcotics-based prosecutions to ensure the effective and efficient prosecution of narcotics-based charges. This was accomplished through the establishment of a real-time, universally accessible database that provides critical information on the status of case preparation, cases, and additional requirements for disclosure. By having immediate, up-to-date information, the officers in charge are able to:

- Expedite preparation of disclosure material to ensure deadlines are met;
- Prepare additional disclosure as determined by DOJ counsel;
- Cease case preparation in a timely manner, as soon as cases are concluded due to guilty plea, diversion or withdrawal. This last point also allows timely discontinuation of narcotics and materials testing performed by Health Canada and the Centre of Forensic Sciences.

The program was successful. It created a new level of partnership and cooperation between the Crown Attorneys, the Judiciary, Health Canada and the Service. Prior to the implementation of the pilot, 25% of all cases were prepared within the 35-day time limit, and approximately 8% of all prosecutions were withdrawn due to incomplete disclosure. By the conclusion of the pilot, over 76% of all cases were prepared within the 35-day time limit, and no prosecutions have been withdrawn due to incomplete disclosure.

The final report of the pilot project was presented to the Command in July, 2005. Due to the success of the pilot, the Command decided to continue the program on an interim basis, using redeployed staff, until permanent funding could be obtained for the program. A compliance rate of 70% has been maintained, and the number of withdrawals of prosecutions due to incomplete disclosure has continued to be zero. As a result, this program is included as a new initiative in the 2007 operating budget.

Upon further review, the Service has determined that, while the establishment of the three new positions require Board approval, no additional funding for these positions is required. The \$160,000, included in the new initiatives for this program, can therefore be deleted from the 2007 operating budget submission.

#### *8. Ministry of Attorney General (MAG) Disclosure Pilot*

The Provincial Ministry of the Attorney General (MAG) has responsibility for the prosecution of all Criminal matters (just as the Federal DOJ prosecutes all narcotics-based offences). The delays and deficiencies experienced in the Federal system are mirrored in the Provincial system. However, there are far more offences prosecuted in MAG than in the DOJ system. It is anticipated that the same information and management tools used for DOJ cases will have equally positive results with MAG cases. As a result, the MAG pilot program was implemented in December 2006, in anticipation of 2007 budget approval, using temporary staff. Furthermore, the fully annualized cost of Phase I of the pilot program has been included in the 2007 request, since it is fully anticipated that equal benefits will be realized in MAG.

Final pilot project evaluation is anticipated by June, 2007, and a report to the Board will be provided no later than the August 2007 Board meeting. The 2007 budget submission includes a request of \$250,000 for this initiative. Given that a final decision may not be made until August 2007, the Service will have incurred approximately \$150,000 for the temporary staff until that date. Should the 2007 funding request of \$250,000 not be approved, the Service will be required to absorb the temporary staff costs incurred.

MAG Phase I is being piloted in the Toronto East Court. If the pilot program is successful, it would be prudent to implement Phases II-IV (in Toronto North, Toronto West, and Old City Hall and College Park courts, respectively). The full implementation of this program would require an additional 12 staff, for a total of 16 (4 staff per phase), over the next three-year period. The cost of the full implementation of this program, including salary costs and any additional equipment requirements, will be included for consideration in the Service's 2008 budget request.

#### *Employment System Review*

A further review of the new initiatives included in our 2007 operating budget submission has identified a need to clarify the request for the Employment Systems Review initiative. In our 2007 Operating Budget submission to the January 25, 2007 meeting of the Board, we indicated that the Employment Systems Review required one-time funding of \$75,000 in 2007. It should be noted that a further \$75,000 may be requested in 2008, to complete the final phase of this review (namely, the development of a Service Staff Development program).

#### Conclusion:

This report provides supplementary information on various issues as requested by the Board's Budget Sub-Committee at its meeting of January 18, 2007. In addition to providing the Board with the information requested, this report clarifies the funding requirements for the Employment Systems Review initiative and identifies a budget reduction related to the DOJ disclosure program new initiative in the amount of \$160,000.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

**Mr. Tony Veneziano, Chief Administrator Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, delivered a presentation to the Board on the proposed 2007 operating budget submission for the Toronto Police Service. A printed version of the slide presentation is on file in the Board office.**

cont...d

**The Board approved the following Motions:**

**1. THAT, with regard to the January 10, 2007 report from the Chief of Police:**

**(a) recommendation no. 1 be received and approve the following:**

**THAT the Board approve a 2007 net operating budget submission of \$783.1 M (a 4.1% increase over the 2006 net operating budget).**

**(b) recommendation no. 2 be approved with an amendment indicating that the Board's approval is "in principle" so that it reads as follows:**

**THAT the Board approve, in principle, an additional impact of \$3.5M, to provide court security for the opening of new courts by the Province, and that this amount be funded separately by City Council.**

**(c) recommendation nos. 3, 4 and 5 be approved;**

**2. THAT the Chief of Police report to the Board on the final evaluation of the Ministry of the Attorney General (MAG) Disclosure Pilot no later than the August 2007 Board meeting;**

**3. THAT the Board support the request of the Chief of Police that the Auditor General consider including in his annual work plan a review of the Court Services Unit at the Police Service;**

**4. THAT the Board direct the Budget Subcommittee to convene a meeting to review the Service Efficiencies Review and identify any other areas that warrant review; and**

**5. THAT the Board receive the report dated January 24, 2007 from the Chief of Police.**

**Attachment A to the Chief's January 24, 2007 report containing a detailed chronology of the growth in Court Services expenditures is attached.**

## **Attachment A.**

### **Court Services Unit Chronology, 1990-2007**

#### **Pre-1990**

- Provincial Government funded 50 court security officers and some prisoner transport
- Metropolitan Toronto funded remaining court officers and some prisoner transport
- Approximately 47% of court costs were funded by the province

#### **1990**

- Ministry of the Attorney General passed Bill 187 creating Court Services and dissolving all previous agreements and establishing a "per household" grant to fund court security - 138 courtrooms were in use at this time.

#### **1991**

- Supreme Court renders "Askov" decision requiring a trial within 6 months of charges being laid
- Ministry of the Attorney General increases the number of courtrooms in use to 141

#### **1992**

- Supreme Court renders "Stinchcombe" decision requiring full disclosure to Defence
- Ministry of the Attorney General creates new funding formula and discontinues funding for specific programmes and increases the number of courtrooms in use to 144
- TPS determines that Court Officers will assist in the recruiting, screening and training of candidates

#### **1993**

- Ministry of the Attorney General increases the number of courtrooms in use to 147
- RCMP withdraws its staffing support for the Federal (Drug) Courts
- TPS commences "Civilianization" and Court Officers assume court liaison duties for the first time

#### **1994**

- Ministry of the Attorney General receives the Martin Commission's report on Disclosure and a Memorandum of Understanding (MOU) creates the new disclosure process and expands the number/type of specialized courtrooms. The number of courtrooms increases to 187
- TPS offers the first major retirement incentive to Police with Court Officers staffing the resulting vacancies. Prisoner Transportation becomes fully civilianized and commences 7/24 operation. Court Services creates staffing appropriate formula of "2.5 Court Officers per courtroom"

### **1995**

- Ministry of the Attorney General increases the number of courtrooms to 220
- Superior Court hears the "Bernardo" matter and Court Services creates the *Special Deployment Unit* to provide specialized security
- Judiciary insist that metal-detecting stations be established at each court location as an alternative to providing Court Officers in each courtroom. Superior Court exempt from metal-detection programme and a court officer is required in each sitting courtroom
- TPS determines that Summons Bureau be transferred to Court Services

### **1996**

- Ministry of the Attorney General opens a new court facility at 393 University Avenue

### **1997**

- Ministry of the Attorney General creates specialized courts to handle domestic violence. General Division amalgamated into two locations. "Blitz" courts established to expeditiously handle matters approaching their "Askov" limitations. Number of courtrooms in use: 224

### **1998**

- Superior Court, as a result of the "Just Desserts" trial, renders a decision mandating a more sophisticated and detailed report-keeping (CRT7 process) and supervisory structure (CRT7 supervisory review process) for Court Services
- Ministry of the Attorney General expands the Domestic Violence Court and creates the Mental Health Court and Child Abuse Courts
- TPS audits Court Services and operational and staffing recommendations implemented

### **1999**

- Ministry of the Attorney General increases the number of courtrooms in use to 226
- TPS reduces the number of Part Time Court Officers and increases the number of supervisors and Full Time Court Officers. Liaison and disclosure systems standardized

### **2000**

- Federal Government modifies the Criminal Code to require collection of DNA samples from convicted persons. Court Services delegated to assume this responsibility
- Ministry of the Attorney General demands full compliance with Provincial Adequacy Standards - Court Services facilitates

### **2001**

- Ministry of the Attorney General increases the number of courtrooms to 233 and begins a Video Remand Pilot Project
- Judiciary requires the establishment of metal detection at Superior Court and heightens security at all other locations due to 911

## **2002**

- Ministry of the Attorney General courtrooms in use - 235 and expands the video remand system
- City of Toronto assumes responsibility for operations and security of POA courts
- TPS transfers Bail and Parole to Court Services

## **2003**

- Ministry of the Attorney General increases number of courtrooms to 237. Portions of East Detention Centre closed. Extensive modifications to TPS prisoner transport patterns required
- TPS transferred Data Entry Unit to Court Services. Daily prisoner volume exceeds facility capacity and each court location identifies and formally caps prisoner population.

## **2004**

- Ministry of the Attorney General opens the "Super Jails" and funds the prisoner transport bus. Courtrooms in use - 242
- Department of Justice threatens to withdraw hundreds of drug charges due to lack of disclosure and the DOJ project is established
- TPS transfers 55 Division matron function to Court Services. 5 Crown-Police Liaison Officer positions (Detective Sergeants) created to reduce the number of witnesses required to attend court

## **2005**

- Provincial Courts begin "Gang" preliminary hearings. Security demands rise substantially. Average cost of \$750,000 per hearing (over life of case). Courtrooms in use - 247

## **2006**

- Provincial Courts continues "Gang" preliminary inquiries and new hearings are commenced
- Superior Courts begins "Gang" trials. Security trends established in 2005 continue and expanded demands are created to deal with issues specifically relating to jury trials
- Ministry of the Attorney General begins to use prisoner redirection to control facility overcrowding
- TPS begins the "Ministry of the Attorney General Project" designed to ensure Criminal charges are thoroughly prepared in a timely manner.

## **2007 (anticipated)**

- Ministry of the Attorney General will increase the number of courtrooms to 262 and will open an entirely new courthouse at 330 University Avenue and expand operations at 393 University Avenue and 2201 Finch Avenue West.
- In reaction to the volume of bail hearings, the "Up Front Justice Project" is launched to streamline the bail hearing process.

## **CHRONOLOGY CHART 1990-2007**

	Senior Officers	Uniform Officers	Civilians	Full Time Court Officers	Part Time Court Officers	Courtrooms	Cost (Millions)	Percentage increase courtrooms	Percentage increase costs
1990	3	75	22	203	74	138	\$ 15.5	0%	0%
1991	3	72	23	207	95	141	\$ 18.1	2%	17%
1992	3	75	24	211	128	144	\$ 19.3	4%	25%
1993	3	71	21	205	126	147	\$ 20.4	7%	32%
1994	3	47	22	238	165	187	\$ 19.1	36%	23%
1995	3	38	42	254	209	220	\$ 21.6	59%	39%
1996	3	39	46	254	209	220	\$ 22.4	59%	45%
1997	3	21	43	287	213	224	\$ 22.6	62%	46%
1998	3	23	43	285	213	224	\$ 23.4	62%	51%
1999	3	24	44	322	158	226	\$ 24.7	64%	59%
2000	4	25	49	350	158	226	\$ 26.8	64%	73%
2001	4	26	49	350	158	233	\$ 28.9	69%	86%
2002	3	35	54	356	162	235	\$ 31.5	70%	103%
2003	3	33	58	375	164	237	\$ 33.8	72%	118%
2004	3	33	58	390	165	242	\$ 34.7	75%	124%
2005	3	23	62	403	165	247	\$ 35.9	79%	132%
2006	3	30	62	403	165	247	\$ 38.5	79%	148%
2007	3	28	62	487	165	262	\$ 43.5	90%	181%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P27. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT –  
2007 OPERATING BUDGET SUBMISSION**

The Board was in receipt of the following report January 05, 2007 from William Blair, Chief of Police:

Subject: 2007 OPERATING BUDGET SUBMISSION FOR PARKING  
ENFORCEMENT UNIT

Recommendations:

It is recommended that:

1. the Board approve a 2007 net Operating Budget submission of \$33.6 Million (M), a 2.9% increase over the 2006 net approved budget, 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 Budget Committee.

Financial Implications:

The 2007 net operating budget submission of \$33.6M results in an increase of \$0.9M (2.9%) over the approved 2006 net operating budget. The majority of the increase (\$0.8M) is for the 2007 salary settlement impact. The remainder of the increase is mainly attributable to impacts from staff reclassifications, which are partially offset by reductions in premium pay.

Background/Purpose:

The Parking Enforcement Unit (PEU) of the Toronto Police Service assists with the safe and orderly flow of traffic; responds to the parking concerns of the community; regulates parking; and provides operational support to the Toronto Police Service.

The PEU operating budget is funded from revenues received by the City and included in the City's consolidated Parking Tag Enforcement Operations budget.

The annual operating budget process requires the Board to approve the PEU budget submission and then forward the approved submission to the City. As a result, this report recommends the approval of the PEU 2007 operating budget submission.

The following provides detailed information regarding the budget development process, as well as specific increases and decreases.

### *2007 Operating Budget Development Process*

The PEU budget submission was developed using the following guiding principles:

reallocate within existing budget wherever possible to accommodate pressures;

budget for known plans, including staffing requirements;

defer service enhancements where risk of liability associated with deferral is low;

maximize cost-recovery opportunities within the constraints of the Municipal Act to address pressures wherever possible with additional revenue; and

ensure all proposed service enhancements adhere to Board priorities.

### *2007 Operating Budget Submission*

<b>2007 Budget Submission Summary</b>	<b>\$(M)</b>	<b>% Inc. over 2006</b>
2006 Approved Budget	\$32.7	
2007 Collective Agreement Impact	\$0.8	
Salary Increments	\$0.3	
Reduction in Premium Pay Spending	<u>(\$0.2)</u>	
Total Increases	\$0.9	
<b>Total 2007 Budget Submission</b>	<b>\$33.6</b>	<b>2.9%</b>

#### **(a) Salaries & Benefits (Increase of \$0.9M)**

Regular pay, premium pay, and fringe benefits constitute 86% (\$29M) of the PEU budget. The 2007 budget submission includes \$0.8M for the 2007 impact of the collective agreements. Increases due to salary increments of \$0.3M have been partially offset by premium pay reductions of \$0.2M.

#### **(b) Non Salary (Net zero change)**

Non salary accounts constitute 14% (\$4.6M) of the budget. PEU has experienced inflationary pressures in various non salary accounts such as gasoline and rental of facilities, but has been able to absorb these increases with offsetting reductions in other accounts.

Additional costs relating to the implementation of the handheld ticketing capital project have been fully annualized in 2007. This annualized budget pressure has been offset by a decrease in the base funding for the purchase of manual parking tags.

### *Parking Tag Revenue*

The following table summarizes the revenues expected from parking tags issued by Toronto Police Parking Enforcement Officers (PEOs) and Municipal Law Enforcement Officers (MLEOs), based on an average fine of \$30.00 per ticket. These revenues are reflected in the consolidated Parking Tag Enforcement Operations account at the City, and are provided here for information only.

	<b># of tickets (000s)</b>		<b>Gross Revenue \$ (000s)</b>	
	<b><u>2006</u></b>	<b><u>2007</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
TPS Parking	2,600	2,600	\$75,660	\$78,000
MLEOs	<u>200</u>	<u>200</u>	<u>\$5,820</u>	<u>\$6,000</u>
Total	2,800	2,800	\$81,480	\$84,000

Note: Based on the collection experience for the City (82%), 2007 net revenue would be \$68.9M.

As a result of the implementation of handheld ticketing, the processable rate for parking tag issuance is expected to increase from 97% to 99.9%. This will result in increased revenues of approximately \$2.5M per year, commencing in 2007. As was anticipated in the original capital business case, no increase in tag issuance is projected in 2007 as a result of the implementation of handheld ticketing.

### Conclusion:

The Parking Enforcement Unit's 2007 operating budget request is \$33.6M (an increase of \$0.9M or 2.9% increase over 2006). This budget has been reviewed in detail by Service staff and the Board's Budget Sub-Committee, and all identified opportunities for reductions have been incorporated into this submission.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P28. NEW TRAINING FACILITY – STATUS UPDATE AND AMENDMENT  
TO THE CONSTRUCTION MANAGEMENT SERVICES CONTRACT**

The Board was in receipt of the following report JANUARY 09, 2007 from William Blair, Chief of Police:

Subject: NEW TRAINING FACILITY - STATUS UPDATE AND AMENDMENT TO  
CONSTRUCTION MANAGEMENT SERVICES CONTRACT

Recommendation:

It is recommended that the Board approve an amendment of \$600,000 to the construction management services contract with Eastern Construction Company Limited (Eastern), for a revised estimated total of up to \$4,919,678.

Financial Implications:

An amendment of \$600,000 is required to the construction management contract with Eastern. This increase, however, does not require additional funding for this project at this time, as reductions have been made to the overall project to remain within the approved capital budget.

Background/Purpose:

At its meeting of July 10, 2006 (Min. No. P209/06 refers), the Board requested that it be provided with semi-annual status updates on the new training facility project with respect to necessary approvals, schedule and cost estimates. This report provides the Board with the most current project information and status, and includes a request to amend the construction management contract with Eastern.

Discussion:

*Construction Management Services*

The Board, at its meeting of January 11, 2006, approved the award of a contract to Eastern Construction Company Limited for construction management services required for the new training facility (Min. No. P7/06 refers). The contract is for an amount of up to \$4,319,678, which includes a fixed management fee, estimated disbursements, and all taxes.

The construction management services contract with Eastern covers the general conditions of construction as well as Eastern's fixed fee for the project. General conditions include Eastern staff (on-site and project management), site equipment requirements (e.g. trailer, signs, hoists),

site utility costs, clean-up, etc. The amount for general conditions is an estimated cost as the Service reimburses Eastern for the actual cost of these services (i.e. no mark-up by Eastern). The general condition costs are monitored and approved by the Service and could be impacted by schedule delays, project cost increases and/or additional requests by the Service.

Recently, City Facilities & Real Estate informed the Service that builder's risk insurance and a performance bond, between the Service and Eastern, must be obtained for the new training facility project. As these requirements were not previously identified by the City, they were not included in the RFP for construction management services and were not provided for in the cost estimate for this project. The Service questioned the need for these requirements (estimated to cost an additional \$1.2M), and met with staff from City Facilities & Real Estate and City Risk Management in December 2006 in this regard.

The performance bond, estimated to cost \$600,000, would be between the Service and Eastern, and would protect the Service in the event Eastern defaults on its construction management services contract. Eastern is required to have performance bonds with the sub-trades and the cost of these is included in the overall project estimate. Consequently, the Service questioned the need and value of requiring a performance bond for the construction management services contract. In further discussions with City staff, it was determined that a performance bond between the Service and Eastern is not required and that any risk could be effectively mitigated by co-naming the Service on the performance bonds with the sub-trades. This solution is acceptable to both City Facilities & Real Estate and City Risk Management. As a result, the additional cost of \$600,000 for the performance bond can be avoided.

Builder's risk insurance provides coverage for loss or damage (e.g. fire, vandalism, collapse, etc.) to a building while under construction. The City does not carry this type of insurance and each project is required to have builder's risk insurance. The Service and City Facilities & Real Estate had previously been informed by City Risk Management, that the City did carry builder's risk insurance. This requirement was therefore not included in the cost estimate for the new training facility, or in the RFP for construction management services. Consequently, Eastern did not include the cost in its proposal. The December 2006 meeting confirmed that there may have been a misunderstanding and/or miscommunication with respect to this issue, and City Risk Management indicated that builder's risk insurance is required at this time to ensure the Service and the City are protected during building construction. City Risk Management also advised that it would be appropriate for the construction manager (Eastern) to obtain the insurance coverage, as the City is not in a position to administer this type of insurance at this time.

Eastern's estimate for builder's risk insurance is \$600,000 based on the revised estimated construction cost (at 70% completion of working drawings) of the facility. Since this requirement was not included in the original construction management services contract, it results in an additional disbursement expense payable to Eastern. As a result, the original award to Eastern for construction management services of up to \$4,319,678 must be increased by \$600,000, for a revised estimated total of up to \$4,919,678.

### *Construction Services*

At its meeting of July 10, 2006, the Board approved entering into an agreement with Eastern (Min. No. P209/06 refers) for the provision of construction services for an amount up to \$57.5M (including all taxes), for the provision of construction services for the new training facility.

The budget for the new training facility project, included in the Service's 2007-2011 capital program, is \$75.8M gross, and \$66M net (taking into account the Department of National Defence contribution). The estimated construction services portion of the budget is \$62.5M and the Board, as mentioned above, approved up to \$57.5M of this amount for the construction of the facility. While the amount of \$57.5M represents a major portion of the construction component of the project, not all of the available funding was requested at that time, since the design was still to a large extent preliminary and to allow for a more managed control of costs. As more detailed construction drawings are completed and work tendered, the cost estimate for the project will become more accurate and complete. Any required amendments to the construction services contract with Eastern will be reported to the Board for approval, as necessary and at the appropriate time.

The normal construction management process requires that costs are validated at key checkpoints. Typically, these checks are done when working drawings are 30% and 70% complete. On August 14, 2006, the Service received the 30% cost check construction estimate from Eastern for the new training facility based on the documentation provided by Shore Tilbe Irwin Architects (STIP) to that date. The construction estimate, which was based on the working drawings being 30% complete, was in line with the Service's construction cost estimate for this project.

In October 2006 the Service received the 70% cost check construction estimate from Eastern based on drawings and specifications provided by STIP to that date. The estimated costs for construction at the 70% cost check had increased by \$7.4M from the 30% working drawings checkpoint. Some of the key items contributing to this change include higher than budgeted costs for mechanical, electrical, range acoustics, and foundation work.

The higher construction cost estimate is well above the budget for this project, and if not addressed would further increase the cost of the new training facility project and would also impact other projects in the Service's capital program. The Chief Administrative Officer therefore requested that the project team members (which includes representatives from Eastern and STIP as well as Service and City staff) convene to identify cost reduction options to keep the cost of the new training facility within the approved capital budget. The project team met during December 2006 to identify cost reduction opportunities as well as potential program modifications. As a result of various meetings, several technical adjustments were identified that would reduce the cost by \$2M. These adjustments do not impact on operations or the structure of the building and therefore are acceptable to the Service.

However, this still left the Service about \$5.4M short of the total reduction required, which could therefore only be achieved through program modifications. Various options were identified which would result in varying degrees of operational impacts and redesign work. After careful consideration of the options, the Service has decided to delete the 100m portion (i.e. 15 firing positions) of the firing range, which will result in an estimated savings of \$5.2M. This decision would leave 60 firing positions of 50m in length in the facility. The deletion of the 100m range will require that the Service continue to utilise external ranges for long range firearms training (e.g. rifles). While the Service would prefer to conduct all firearms training at the new facility and have the flexibility of the additional firing positions, the need to find savings to bring the cost of the facility within budget makes this decision necessary.

### *Total Project Cost*

The total impact of the builder's risk insurance (\$0.6M) and revised construction estimate (\$7.4M) is an additional \$8M. The technical adjustments and deletion of the 15 long firing range positions result in a reduction of \$7.2M. This leaves an impact of \$0.8M on the project. This additional cost would be covered to a large extent by an increased contribution from the Department of National Defence (DND) as they would share in the increased project costs. However, since DND's participation is still uncertain, the additional impact of \$0.8M would therefore be covered from the project contingency, thereby reducing the contingency available for this project.

It should be noted that the technical adjustments and the deletion of the long firing range portion of the facility will result in some redesign work and related costs. This redesign could also result in some delay to the project, the nature and extent of which is currently being determined.

Eastern has also cautioned that the current construction market in the City of Toronto is extremely volatile, with several large construction projects either in progress or about to commence soon. Consequently, the estimated construction cost could change further once the tendering process for the various construction work is complete.

Further, because actual construction is just now commencing, there are still project unknowns which could further impact the final project costs. For example, Eastern is currently preparing the site for construction and conducting the soil remediation process. During this work, it has been discovered that the contamination on the site is more than originally estimated even though significant soil testing and due diligence was done.

Consequently, the project team will continue to look for cost reduction opportunities to help balance some of the potential upward cost pressures that might arise.

Once the Service receives further information on the construction cost and reviews the results of the major tenders, a further report will be provided to the Board with a more accurate estimate. In the meantime, the Service will proceed with the project and request Eastern to move forward with construction.

### *Project Work Status*

The following is the status of construction work and necessary permits/approvals:

- Eastern is mobilized on site
- Site remediation is approximately 50% complete
- Removal of a concrete slab is in progress (other underground slabs, which were unknown, have been found and will be removed)
- Site service connections (e.g. sanitary, water, sewer) are expected to be complete by March 2007
- Pre-qualification of all major trades is complete
- All major trade (e.g. foundation, mechanical, electrical) tenders are out on the market and are expected to be awarded by March/April 2007
- Site plan approval has been applied for and is expected to be received in February 2007
- Building permit approval has been applied for
- Ministry of Environment final approval for site risk assessment is expected by the end of February 2007.

### *Department of National Defence*

Currently, there is no change in the partnership situation with DND. DND still intends to go forward to Treasury Board in early 2007 to acquire the necessary approvals to proceed with the project. DND staff have attended recent project meetings and have indicated that they want the partnership to proceed. The Mayor and Chair have both written to the Minister of National Defence to express the importance of expediting the federal approval process for this project. However, at this time the Service does not have any indication that Treasury Board will deal with the partnership agreement before the end of January 2007. The Service, in discussions with Eastern on this matter, has been advised that a decision on DND participation is required by the end of January. Waiting beyond the end of January 2007 will delay the project and expose the Service to delay claims. As a result, it is imperative that a decision from the Treasury Board be received by the end of January 2007. If DND is deleted from the project, some redesign work will be necessary, and the cost of the project will increase significantly as DND's contribution is helping offset the total project cost. The Service, as previously indicated, has committed to absorb this impact within the Board approved 2007-2011 capital program request, which averages \$34.6M per year. It is important to note, however, that if this annual capital funding target is reduced by City Council, it will be much more difficult to deal with the DND impact without significantly jeopardizing other projects currently in the Service's capital program.

### Conclusion:

The construction of the Service's new training facility is proceeding, but has been hampered by higher than estimated construction costs as well as continued uncertainty with respect to DND's participation in the new facility.

The construction cost estimate is developed and updated by Eastern based on working drawings prepared by the project architect. The estimate generally becomes more accurate as more detailed working drawings are completed, and is validated at key checkpoints (i.e. 30% and 70% working drawings). The estimated cost was in line with the approved budget at the 30% working drawings checkpoint. However, at the 70% checkpoint the construction cost estimate is \$7.4M higher than the budget for the construction component of the project. In addition, the City Risk Management Unit has now advised that builder's risk insurance is necessary, as the City does not carry this insurance. The cost of this insurance is \$0.6M, and increases the budget shortfall to \$8M. The builder's risk insurance will be provided by Eastern, and as a result Board approval of an amendment to the construction management services contract with Eastern is being requested.

The Service is committed to doing everything possible to stay within the approved budget for this project, which was revised significantly in April 2006 to reflect the impacts of inflation and other factors. We cannot afford the significantly higher than budgeted construction cost that has resulted from the 70% working drawings checkpoint, as it would adversely impact other projects in our approved capital program. Consequently, the project team was directed to identify options to reduce the cost of the project such that it remains within the approved capital budget. To this end, the project team have identified technical construction adjustments totalling \$2M which would not affect the functionality of the facility. However, in order to come close to achieving the significant gap that still remained, the 15 position long (100m) firing range had to be eliminated from the facility. This resulted in an additional estimated reduction of \$5.2M. Deleting the long firing range reduces the Service's training flexibility and ability to meet potential longer term training requirements. However, the reduction is necessary to stay within budget, to avoid jeopardizing other projects in the Service's approved Capital program, and in view of other potential cost pressures the project faces.

As a result of the foregoing actions, the construction cost estimate is now about \$0.8M higher than budget, which would be covered by the project contingency pending any further cost reductions. The project team will, however, continue to look for cost reduction opportunities to help mitigate this gap, as well as help address further potential upward cost pressures caused by project unknowns (e.g. greater than expected soil contamination) and an increasingly volatile construction market.

While dealing with increasing costs for the project has been difficult, the uncertainty surrounding DND's participation in the project has been much more time-consuming and problematic. The agreement approved by City Council in the summer of 2006 has been revised by City Facilities and Real Estate to address DND's concerns. Service and City staff have met with DND representatives to express the urgency of getting a firm commitment (Treasury Board approval) for this project, as well as the consequences if this approval is not obtained by the end of January 2007. In addition, both the Mayor and the Chair have written to the Minister of National Defence requesting his assistance to expedite the federal approval process. At this time, we do not expect that Treasury Board approval will be obtained by the end of January 2007. If Treasury Board approval is not obtained, the Service will have to delete DND's portion of the facility to avoid exposing the project to significant construction delays. Deleting DND at this time is still somewhat problematic as it will require some redesign work which could therefore cause some delay to the project. More importantly, deleting DND from the project will cause the

net project cost to increase significantly, as the DND contribution would not be available to help offset the total capital cost of the new training facility.

In any event, clean up of the site has commenced and tenders have been prepared and issued for all major construction work. Once the results of the tenders for the key construction components of the project are known and a decision is made on DND's participation in the project, we will be able to provide the Board with a more accurate cost estimate, schedule and cash flow for the project.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be available to answer any questions from the Board.

**The Board expressed concern about the deletion of 100m of the firing range (representing 15 firing positions) in order to achieve an estimated savings of \$5.2M given that, earlier in the meeting, the Board had considered the Auditor General's report on the results of the Review of Police Training which emphasized the importance of training for police officers (Min. No. P53/07 refers).**

**The Board approved the following Motions:**

- 1. THAT the Board approve the foregoing report;**
- 2. THAT the Chair be authorized to execute all the associated amending documents, on behalf of the Board, subject to the form being satisfactory to the City Solicitor;**
- 3. THAT the Chair and Chief explore the feasibility of retaining an independent cost consultant to review this project to date and to advise the Board and the Chief on effective cost containment and project management;**
- 4. THAT a presentation be made to the Board by the projector managers, architects and City staff involved in this project;**
- 5. THAT the project managers ensure that the subcontracts do not include the insurance requirements which will be taken out by Eastern Construction as noted in the foregoing report; and**
- 6. THAT, at its meeting on February 16, 2007, the Board conduct a complete review of the scope of this facility, giving consideration to the DND uncertainty, with information provided by the Chief and his staff.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P29.           LEGAL FEES – TORONTO POLICE SERVICES BOARD: INQUEST  
                  INTO THE DEATH OF OTTO VASS**

The Board was in receipt of the following report January 09, 2007 from Alok Mukherjee, Chair:

Subject:       LEGAL FEES TORONTO - POLICE SERVICES BOARD - INQUEST INTO  
                  THE DEATH OF OTTO VASS

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Borden Ladner Gervais LLP, in the amount of \$95,665.86.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2006 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Borden Ladner Gervais LLP in the amount of \$95,665.86 for professional services rendered in connection with the above noted matter. The account is for the period ending December 19, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget. This report corresponds with additional information provided on the in-camera agenda.

**The Board deferred the foregoing report pending a review of the legal fees which was requested when the Board considered the additional information during the in-camera meeting (Min. No. C18/07 refers).**



BORDEN  
LADNER  
GERVAIS

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

Borden Ladner Gervais LLP  
Lawyers • Patent & Trade-Mark Agents  
Scotia Plaza, 40 King Street West  
Toronto, Ontario, Canada M5H 3Y4  
tel.: (416) 367-6000 fax: (416) 367-6749  
www.blgcana.com

December 19, 2006  
Invoice # 696201978  
KAM/KAM

Re: City/Toronto (Police)-Otto Vass Inquest

File No: 017523/000205

REMITTANCE COPY

Fees	\$ 89,937.95
Disbursements	318.63
GST on Fees and Taxable Disbursements	5,409.28
Total this Invoice	<u>\$ 95,665.86</u>

PLEASE RETURN THIS COPY WITH YOUR PAYMENT  
MAKE CHEQUES PAYABLE TO BORDEN LADNER GERSAIS LLP

Alternatively, payment may be wired to:

The Bank of Nova Scotia  
44 King Street West  
Toronto, Ontario  
M5H 1H1

Bank #: 002  
Bank Transit #: 80002  
Swift Code: NOSCCATTTOR  
General Canadian Fund Account#: 14221-11  
U.S. Fund Account #: 51181-15

Please include our invoice number with your wiring instructions

PAYABLE ON RECEIPT  
INTEREST AT THE RATE OF 4.5% PER ANNUM MAY BE CHARGED ON ACCOUNTS WHICH ARE OVERDUE  
GST REGISTRATION # R869096974RT0001

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P30.           LEGAL FEES – TORONTO POLICE SERVICES BOARD ATS. NORMAN  
GARDNER**

The Board was in receipt of the following report January 10, 2007 from Alok Mukherjee, Chair:

Subject:       LEGAL FEES - TORONTO - POLICE SERVICES BOARD ATS NORM  
GARDNER

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amounts of \$8,148.85 and \$4,722.00.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2006 operating budget.

Background/Purpose:

Attached are statements of account from the legal firm of Torys LLP for professional services rendered in connection with the above-noted matter. The attached accounts are for the months ending October 31, 2006 and November 30, 2006, in the amounts of \$8,148.85 and \$4,722.00, respectively.

I have also appended a letter dated January 4, 2007, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of these invoices as they are reasonable in my opinion and the services provided were necessary in defending this action.*"

I, therefore, recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

**The Board deferred the foregoing report pending a review of the legal fees which was requested when the Board considered the additional information during the in-camera meeting (Min. No. C19/07 refers).**



Anna Kinastowski, B.A., LL.B.  
City Solicitor  
Legal Services  
Metro Hall, 26th Fl., Stn. 1260  
55 John Street  
Toronto, ON M5V 3C6  
Tel. 416-392-8047  
Fax 416-397-5624

Reply To: Albert H. Cohen  
Tel: 416-392-8041  
Fax: 416-397-5624  
E-Mail: acohen@toronto.ca

File No. 8404-A60-4879 06

January 4, 2007

Delivered by Regular Mail

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

Dear Ms. Campbell:

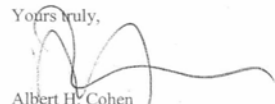
**Re: Toronto Police Services Board ats Norm Gardner**

Enclosed please find two accounts for services from Torsys LLP. with respect to the above referenced matter:

1. REF: 1135300/32032-2002 dated December 15, 2006 in the amount of \$8,148.85 for the period ending October 31, 2006;
2. REF: 1135795/32032-2002 dated December 20, 2006 in the amount of \$4,722.00 for the period ending November 30, 2006.

I recommend payment of these invoices as they are reasonable in my opinion and the services provided were necessary in defending this action.

Yours truly,

  
Albert H. Cohen  
Director of Litigation

AHC:tt  
Encl.



In Account With

**TORYS** LLP  
NEW YORK TORONTO

Suite 3000  
79 Wellington St. W.  
Box 270, TD Centre  
Toronto, Ontario  
M5K 1N2 Canada

TEL 416.865.0040  
FAX 416.865.7380

www.torys.com

All accounts  
are payable on receipt

GST registration number  
R119420685

December 15, 2006

Albert Cohen  
Metro Hall, 25th Floor, Stn 1260  
55 John Street  
Toronto, Ontario  
M5V 3C6

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending October 31, 2006 as described on the attached Schedule.

Fee		\$7,105.00
-----	--	------------

Disbursements Subject to GST

Binding Charges	\$1.26	
Copies	15.12	
Laser Printing	23.50	
On Line Research Charges - WestlaweC	15.76	
On-Line Research Cost - Quicklaw	<u>92.99</u>	148.63

Disbursements Not Subject to GST

Appeal (perfection of)	\$201.00	
Appeal Notices	<u>259.00</u>	460.00

GST		<u>435.22</u>
-----	--	---------------

TOTAL		<u>\$8,148.85</u>
-------	--	-------------------

TORYS LLP

Per: 

REF: 1135300/32052-2002

Please retain this copy

Interest at the rate of 4.50% per year, calculated on a daily basis,  
will be charged on all accounts overdue one month or more.

In Account With

**TORYS** LLP  
NEW YORK TORONTO

Suite 3000  
79 Wellington St. W.  
Box 270, TD Centre  
Toronto, Ontario  
M5K 1N2 Canada

TEL 416 865 0040  
FAX 416 865 7380

www.torys.com

All accounts  
are payable on receipt.

GST registration number  
R119420685

December 20, 2006

The Toronto Police Services Board  
Metro Hall  
25th Floor, Stn. 1260  
55 John Street  
Toronto, Ontario  
M5V 3C6

Attention: Albert Cohen

Re: Toronto Police Services Board ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending November 30, 2006 as described  
on the attached Schedule.

Fee		\$4,070.00
<u>Disbursements Subject to GST</u>		
Copies	\$362.67	
Laser Printing	<u>22.05</u>	384.72
GST		<u>267.28</u>
TOTAL		<u>\$4,722.00</u>

TORYS LLP

Per: 

REF: 1135795/32032-2002

Please retain this copy

Interest at the rate of 4.50% per year, calculated on a daily basis,  
will be charged on all accounts overdue one month or more.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P31. CONTRACT RENEWAL OPTION – MAYHEW AND ASSOCIATES INC.**

The Board was in receipt of the following report December 18, 2006 from William Blair, Chief of Police:

Subject: CONTRACT RENEWAL OPTION - MAYHEW AND ASSOCIATES INC.

Recommendation:

It is recommended that the Board not exercise the option of extending the current contract with Mayhew and Associates Inc. for office furniture and related services.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

Currently, the Service has a contract with Mayhew and Associates Inc. as the Vendor of Record for office furniture and related services (Min. No. P229/04 refers).

The contract term with Mayhew and Associates Inc. is for three years commencing July 1, 2004 to June 30, 2007, with two one-year options at the discretion of the Board.

Discussion:

The Service has reviewed this contractual arrangement, and determined that it would be appropriate to go through a competitive procurement process for the goods and services provided under this contract, rather than exercise renewal option.

Conclusion:

The three-year portion of the current contract with Mayhew and Associates Inc. for office furniture and related services expires on June 30, 2007. It is recommended that the option years for the current contract not be exercised by the Board. The Service will conduct a competitive procurement process for these goods and services and report to the Board accordingly.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P32.           AMENDMENT TO TORONTO POLICE SERVICES BOARD'S SPECIAL  
FUND POLICY**

The Board was in receipt of the following report January 08, 2007 from Alok Mukherjee, Chair:

Subject:       AMENDMENT TO SPECIAL FUND POLICY

Recommendation:

It is recommended that the Board approve the amended Special Fund policy appended to this report.

Financial Implications:

As a result of changes to the Special Fund administrative process, an annual expenditure to cover the cost of auditing the Special Fund will be borne from the Special Fund. Currently, the expenditure is \$6,000.00 annually.

Background/Purpose:

Section 132(2) of the Police Services Act establishes that the Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulates that "the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest."

The Act also governs the administration of money coming into the possession of the police service. If the money is administered according to the Act and if three months have elapsed after the day the money came into the service's possession and the owner has not claimed it, "...the board may use it for any purpose that it considers in the public interest". These monies are referred to as the Board's Special Fund.

Conclusion

The Board adopted a policy in 1993, which was amended in 2000, to govern expenditures from the Special Fund. Due to recent changes to the administrative process, the current policy has been amended, with changes highlighted in grey and is appended to this report for your review.

It is therefore recommended that the Board approve the attached Special Fund policy.

**The Board approved the foregoing report.**

# TORONTO POLICE SERVICES BOARD

## POLICY AND DIRECTIONS

### TPSB POL -

### Special Fund

<input type="checkbox"/>	New	Board Authority: BM 624/93
<input checked="" type="checkbox"/>	Amended	Board Authority: BM P156/00, P157/05
<input type="checkbox"/>	Reviewed – No Amendments	

### BOARD POLICY

Section 132(2) of the Police Services Act establishes that the Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulates that "the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest."

It is the policy of the Toronto Police Services Board with respect to the administration of the Special Fund that:

1. Expenditures shall be reported to the Board on a quarterly basis.
  - a. All requests for funding shall be considered as part of the Board's public agenda; and,
  - b. The costs of auditing the Special Fund shall be borne by the Special Fund.

It is the policy of the Toronto Police Services Board with respect to the approval of expenditures from the Special Fund that the Fund shall be used for the following purposes:

- (i) Expenditures on initiatives supporting community-oriented policing that involve a co-operative effort on the part of both the Toronto Police Service and the community,
  - (ii) expenditures related to recognition of the work of Board members, Toronto Police Service members, auxiliary members, other volunteers and school crossing guards,
  - (iii) financial assistance provided to members participating in Toronto Police Amateur Athletic Association (TPAAA) sponsored sporting events and competitions,
  - (iv) shared funding of fitness equipment for police facilities.
2. The Board, on a case by case basis, may consider exceptions to this policy.
3. The Board will not commit to recurring donations or to the on-going funding of particular initiatives. The approval of funding for a particular purpose will not be considered as a precedent that binds the Board.

4. Recipients of funding shall be advised that a condition of the receiving of funds is the filing of a report that accounts for the use of the funds and the return of any unexpended monies.

#### **Delegation – Awards and Recognition Programs**

5. The Chair and the Vice Chair have been granted standing authority to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition programs.
6. The Chair and the Vice Chair are required to report on an annual basis as to the approved requests.

#### **Delegation - TPAAA**

7. The Special Fund shall be used for funding for the TPAAA sponsored sporting events and competitions to a maximum of \$200.00 per member, per event, per calendar year. Members must be participating in events/competitions as representatives of the Toronto Police Service.
8. The Chair and the Vice Chair have been granted standing authority to approve these requests.
9. The Chair and the Vice Chair are required to report on an annual basis as to the approved requests.

#### **Delegation - Fitness Facilities**

10. The Board shall offset the cost of equipment for its fitness facilities.
11. To offset the cost of equipment for fitness facilities housed within police facilities and, as referenced in the collective agreement, the Board will endeavour to obtain the maximum amount of government funding possible. The balance of the cost will be shared according to the Board's current policy: 1/3 payable by the Board, 1/3 payable by the TPAAA (assuming that the TPAAA agrees) and 1/3 payable by the members.
12. The Chair and the Vice Chair have been granted standing authority to approve these requests.
13. The Chair and the Vice Chair are required to report on an annual basis as to the approved requests.

#### **REPORTING:**

- Quarterly reports
- Chair to report annually on requests authorized by Chair and Vice Chair

**LEGISLATIVE REFERENCE**

Act	Regulation	Section
Police Services Act		132(2)

**BOARD POLICIES:**

Number	Name

**SERVICE PROCEDURES:** Not applicable

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P33. LESSONS LEARNED FROM THE TOP TEN INSURANCE CLAIMS**

The Board was in receipt of the following report November 24, 2006 from William Blair, Chief of Police:

Subject: LESSONS LEARNED FROM THE TOP TEN INSURANCE CLAIMS

Recommendation:

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

Background:

At its closed meeting on September 6, 2005, the Board was in receipt of the first annual "Top Ten" Insurance Claims Report, dated August 24, 2005, from the City's Deputy City Manager and Chief Financial Officer.

At its closed meeting the Board approved a motion that the Board revise its reporting schedule on financial insurance claims so that, in future, the Chief of Police will provide a report to the Board (Board Minute #C248 refers) outlining "lessons learned" from the "top ten" insurance claims to be considered at the same time as the Board receives the "top ten" report from the City's Corporate Finance Division.

The Toronto Police Service Legal Services Unit works closely with the City's Insurance & Risk Management Department and outside counsel to identify trends in civil litigation and to develop methods in which the Service can manage risk and reduce our exposure to liability. In 2005, as a result of litigation, many issues were identified that were either training issues or procedural issues that required fine-tuning or improvement.

Communication of Information

Through an incident, the Service learned that there could be a lack of communication from one shift to another. This matter involved a domestic assault. As a result, the Board adopted a new Business Plan which will guide the Board and the Service for the next three years. Domestic violence and violence against women, in general, have been identified as a priority of the Toronto Police Service as part of that Plan to ensure there is effective police response to these incidents. The inclusion of domestic violence as a priority in our Business Plan signals the view of the Board and the Chief that violence against women, whether at home or outside, is an abhorrent offence which must receive appropriate, effective and timely police response.

### Charter of Rights Claims

Some citizens sued the Toronto Police Service for damages for breach of their *Charter* rights as a result of their arrest during a demonstration. At trial, the Judge found the detention of the plaintiffs to be arbitrary and contrary to section 9 of the *Charter*. He also found these arbitrary detentions resulted in three unnecessary strip searches for one of the plaintiffs, and one unnecessary strip search for each of the other two plaintiffs. In August 2006, Service Procedure 01-02 Search of Persons, was amended to reflect the latest Court decisions. This issue is also being addressed when counsel from Legal Services lectures at all the Booking Officers' courses held at C.O. Bick College.

### TASERS

Following the deployment of TASERS to frontline supervisors and Emergency Task Force officers, overwhelmingly positive results have been reported to the Board. As the number of lawsuits alleging excessive use of force remains fairly consistent, it is believed that the use of TASERS will likely cut down on serious injury claims. Injuries resulting from TASER use typically are minor and less severe than those involved with shootings or the use of batons.

### Pursuit Driver Training and Service Vehicle Collisions

Police pursuit claims have reduced in recent years. Over the years, officers have received extensive training on pursuit driving. Pursuits and Service vehicle collisions are entered onto the Professional Standards Information System (PSIS). This results in the early identification of officers who are at risk and they are provided with remedial driver training. In each of the last three (3) years, Service motor vehicle collisions have decreased and lawsuits arising from pursuits are significantly less than they were a few years ago. The "Guaranteed Arrival" education programme for officers is being reinstituted and members from Professional Standards will shortly commence visiting all Units to make presentations.

### Negligent Investigation

Negligent investigation is becoming the most common cause of action. Although the Toronto Police Service has many highly skilled and trained investigators, and most investigations result in arrests and convictions, changes in the law have shown courts are more willing to entertain claims alleging negligent investigation. Virtually all officers have now been lectured on claims trends during presentations made by counsel from Legal Services to the Ethics & Professionalism in Policing (EPIP) and Booking Officers' courses at C.O. Bick College, as well as during the Professional Standards Annual Conference and 24/7 presentations at Police Headquarters. Additionally, Legal Services works closely with the staff at the C.O. Bick College in ensuring that recent court decisions trends and identified concerns are incorporated into the training curriculum.

### Training Sessions

Legal Services is continuing to organize training sessions for our officers. To date, with the assistance of outside counsel, we have addressed issues such as the potential for liability in relation to the release of information, media releases, and school crossing guards. Officers have also been provided with information on the need to be careful with the language used in show cause and synopsis reports in connection with an arrest.

### Information Sessions

Legal Services has organized information sessions for our outside counsel in order to assist them with defending the Toronto Police Service. Information sessions in the Communications Bureau, Information & Security Access, Police Dog Services, Use of Force, and Police Vehicle Operations Unit have provided our civil counsel and members of the City's Insurance & Risk Management Unit with an in-depth look at how we operate and how our officers are trained.

Deputy Chief Jane Dick, Executive Command will be in attendance to respond to 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 JANUARY 25, 2007**

**#P34.           FEASIBILITY OF PROVIDING AUDIT SERVICES TO THE TORONTO  
POLICE SERVICES BOARD**

The Board was in receipt of the following report January 03, 2007 from Jeffrey Griffiths, Auditor General, City of Toronto:

Subject:       Feasibility of Providing Audit Services to the Toronto Police Services Board

Purpose:

At its September 2006 meeting, the Toronto Police Services Board requested that the City of Toronto Auditor General “provide a report on the feasibility of dedicating an auditor from the Auditor General’s Office to provide permanent and independent audit services directly to the Board.” This report is in response to that request.

Financial Implications and Impact Statement:

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

Recommendations:

It is recommended that this report be received for information.

Background:

On August 10, 2006, the Toronto Police Services Board received a report for information purposes from the Chief of Police entitled “Review of the Toronto Police Service’s Audit System.” This report contained significant information on the audit framework at the Toronto Police Service including the roles and responsibilities of each component of the audit framework. At the same meeting, the Board was also in receipt of a report on the “Amendment to the Purchase Order for the renovations of the Professional Standards Facility.”

As a result of these reports, the Toronto Police Services Board requested a number of further reports relating to the audit process at the Police Services Board. One of these requests related to the feasibility of dedicating an auditor from the Auditor General’s Office to provide permanent and independent audit services directly to the Board. A second request related to the feasibility of retaining an auditor external to the Police Service to “review issues of capital and financial controls and project management related to capital projects undertaken in the last certain number of years”

The Auditor General and the Chief Administrative Officer subsequently met with the Chair of the Police Services Board to review both report requests.

In regard to the first report requesting the Auditor General to report on the feasibility of dedicating an auditor from the Auditor General's Office to provide permanent and independent audit services directly to the Board, the Board has expressed concerns that it has no independent audit resource available to address any audit concerns it may identify. The dedication of an audit resource from the Auditor General's Office is intended to address this concern.

The second report request is the subject of a separate report by the Chief Administrative Officer with input provided by the Auditor General.

#### Comments:

#### The Independence of the Auditor General

Fundamental to the current role of the Auditor General at the City is the issue of independence. An important component of this independence is the Auditor General's ability to formulate an annual work plan based on an evaluation of City-wide risks and priorities. Such independence is significantly compromised if any body, political or otherwise, is able to direct or influence the work plan of the Auditor General.

The Police Services Board has requested that the Auditor General consider the feasibility of allocating a permanent audit resource directly to the Board on the understanding that this resource would provide ongoing audit services for the Board. Such a resource would presumably take direction from the Board, would be required to report directly to the Board and conduct specific audits as requested by the Board. Such audits would be required to be completed irrespective of other City-wide priorities.

There are significant concerns associated with such a course of action which preclude the possibility of such an arrangement. The Auditor General is a statutory and independent officer of the City of Toronto with a legislative requirement to report directly to City Council. Reporting to and taking direction from the Police Services Board would be contrary to provisions within the new City of Toronto Act and, in any event, would compromise the Auditor General's independence. Consequently, while acknowledging the concerns of the Toronto Police Services Board in regards to its accessibility to an independent audit resource, the availability of staff from the Auditor General's Office to accommodate such a role is not possible.

#### Impact of the City of Toronto Act

The Police Services Board also should be aware of recent changes resulting from the enactment of the City of Toronto Act concerning the role of the Auditor General as it relates to the Toronto Police Service.

The City of Toronto Act states in Section 178 (3) under Powers and Duties that "the Auditor General may exercise the powers and shall perform the duties as may be assigned to him or her by city council in respect of the City, its local boards (restricted definition) and such city

controlled corporations and grant recipients as city council may specify.” Under the City of Toronto Act “local boards (restricted definition)” is defined as a local board other than a number of specific entities including “a police services board established under the Police Services Act”.

In essence, the Auditor General of the City of Toronto under the new legislation has no authority to access records or conduct audit work at the Toronto Police Service.

When this provision of the Act appeared in the first draft of the City of Toronto Act, the City Manager, in consultation with the Auditor General, requested a change to the legislation to amend this section of the Act to expand the Auditor General’s responsibilities to include the Toronto Police Service and those other local boards specifically excluded. The Ministry of Municipal Affairs and Housing advised that the various ministries responsible for legislation pertaining to the “local boards (restricted definition)” which included the Police Services Board were not willing to accommodate the change at that time.

The Auditor General has requested and received legal advice from the City Solicitor and has subsequently met with both the City Manager and the City Solicitor to further address this matter. The City Solicitor has advised that Council may extend the mandate of the Auditor General to include the audit of the Toronto Police Service based upon specific audit requests of the Police Services Board. Under the City of Toronto Act as it now stands, the Auditor General would not have the mandate to independently determine specific audit work at the Toronto Police Service.

Based on discussions with the City Manager, it is proposed that a recommendation be made to City Council to revise the Auditor General’s by-law to provide for the Auditor General at his discretion to audit the operations of the Police Service at the request of the Police Services Board. Further, it will be recommended that at the two year review of the City of Toronto Act, amendments be made to include the Toronto Police Service in those entities subject to audit by the Auditor General.

The role of the City Auditor General under the City of Toronto Act at the Police Service is restricted. However, proposed changes to the Auditor General’s by-law once approved by Council will allow the Auditor General to conduct audit work at the Toronto Police Service but only at the request of the Board. In any event, any request by the Board would be subject to an evaluation by the Auditor General in the context of other audit priorities. Audit work determined independently at the Police Service by the Auditor General will only be permissible upon an amendment to the City of Toronto Act.

#### Suggestions for Consideration

The availability of audit resources from the Auditor General’s Office to the Police Services Board is currently not possible. In order to address the concerns of the Board, the Board may wish to consider the following alternatives:

(1) The Chief of Police has available for his own management resource an Audit and Quality Assurance Unit. The Audit and Quality Assurance Unit provides the Chief with an annual work plan for approval. Major items included in the annual work plan are identified by the Unit based on their evaluation of risk within the Service. In addition to projects identified during the risk evaluation process, the Unit, at the request of the Chief, also conducts periodic specific reviews such as audits related to the “Flashroll” the “329 Fund” and the property handling processes. The annual work plan of the Audit and Quality Assurance Unit can be amended by the Chief at any point in time.

In order to provide assurances to the Board that areas of high risk are being addressed through an independent audit process, the Chief of Police be requested to consider providing the Board with details of the Units annual audit work plan for information purposes. The Board would be in a position to evaluate and provide input to the work plan but with the understanding that the Chief has the sole authority to determine operational priorities.

Further in order to provide assurances to the Board that an appropriate level of audit work is being conducted,  
the submission of internal audit reports to the Toronto Police Services Board should also be considered by the Chief of Police.

(2) In a report to the Toronto Police Services Board dated August 10, 2006 entitled “Review of the Toronto Police Service’s Audit System”, the Chief of Police indicated that “when circumstances warrant and depending on the availability of time and resources, Audit and Quality Assurance can also provide audit services to the Board on an ad hoc basis with my approval”. Consequently, the Audit and Quality Assurance Unit is in a position, albeit limited, to provide audit assistance to the Board.

(3) The Police Services Board may, once the Auditor General’s by-law is amended, request the City’s Auditor General to include in his annual work plan any specific audits identified by the Board. The conduct of such audits will depend on other City-wide audit priorities identified by the Auditor General. The Auditor General, however, has the authority to determine whether or not to proceed with such requests.

(4) The Police Services Board may request a private sector external audit group to conduct audit work at its request. The cost of procuring the services of an external firm would, of course, be dependent on the nature and scope of work required.

#### Conclusions:

The allocation of a staff member from the Auditor General’s Office to the Police Services Board, in order to serve as the Boards independent audit resource, is not possible for a number of reasons. The Auditor General’s Office can not perform an independent audit role if it is required to take direction from the Board. In any event, the use of City audit resources on audit projects identified by the Police Services Board may not necessarily be the optimum use of resources considering other priorities at the City.

In order to provide a certain level of assurance to the Board that areas of risk at the Service are being addressed, the annual work plan of the Audit and Quality Assurance Unit at the Service should be provided to the Board. In addition, the Chief of Police give consideration to providing independent audit resources from the Audit and Quality Assurance Unit to the Board on an as required basis. Further, specific audit requests may also be made to the Auditor General as well as to private sector audit firms.

06-TPS-00

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

**THAT the Chief of Police provide the Board with the current workplan of the Quality Assurance Unit, copies of all audits, reports or inspections completed by the Unit in the past 18 months and report to the Board on the current reporting relationship of the Unit assessing whether there would be advantages to having the Quality Assurance Unit report to the Chief Administrative Officer.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P35. CAPITAL PROJECT CONTROLS REVIEW**

The Board was in receipt of the following report January 04, 2007 from William Blair, Chief of Police:

Subject: CAPITAL PROJECT CONTROLS REVIEW

Recommendation:

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

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting of July 10, 2006, the Board received a report from the Chief of Police on the final cost update for the 51 Division Capital Project. In addition to the updated project cost for this facility, the report also provided information on some of the control gaps in the overall management of that project as well as the corrective action that has or will be taken to address the control weaknesses identified.

In considering that report, the Board requested that a further report be prepared, providing a “financial analysis, including the budgeting and the accounting of expenditures related to the following completed Capital projects: e-mail replacement, implementation of SAP Financials, Time Resource Management System (TRMS), MDT replacement and the centralized Drug Squad facility project” (Min. No. P219/06 refers).

At its meeting of August 10, 2006, the Board was in receipt of a report on the “Amendment to the Purchase Order for the Renovations of the Professional Standards Facility.” In considering that report, the Board recommended that “the Board retain an external auditor to review issues of capital and financial controls and project management related to capital projects undertaken in the last certain number of years to make recommendations for any improvement” (Min. No. P247/06 refers).

Subsequent to that meeting, the Chair of the Board met with the Service’s Chief Administrative Officer (CAO) and the City’s Auditor General to discuss the August 10, 2006 recommendation. At this meeting, it was determined that it would be appropriate for the Service’s CAO to review the financial and project management controls relating to the Service’s capital projects undertaken and completed from 1997 to 2004, and that the City’s Auditor General would review the results of the CAO’s evaluation to verify the controls identified, and make any additional

recommendations. The revised direction was approved by the Board at its September 28, 2006 meeting (Min. No. P278/06 refers).

This report responds to the above revised request from the Board and provides a financial analysis of the Capital projects identified by the Board at its meeting on July 10, 2006.

#### Discussion:

Five capital projects were reviewed as per the Board's request. Four were technology projects and one was a facility renovation project. Appendix A provides a brief summary on the purpose of each project.

Two challenges were encountered in completing this review. First, all of the technology projects either occurred prior to the implementation of the SAP financial system (in October 2001), or commenced before and were then completed after the implementation of SAP. The detailed financial information available to the Service prior to the SAP system is limited.

Second, historical project-specific information was not available from a central source as this information was maintained by various individuals involved in a project, some of whom are no longer with the Service. Consequently, we had to rely on budget files, financial reports and other sources to obtain as much information as possible on each project.

As a result of these challenges, a comprehensive review was not possible. However, from the financial and project information that is available, the Service has provided a financial analysis for each project, documented any issues that came to light during our review, and identified any areas for further improvement.

#### Summary of Findings:

The following table summarises each project with respect to its final capital budget, actual amount spent and duration (from initial budget approval to project completion).

<b>Project</b>	<b>Final Capital Budget</b>	<b>Actual expenditure (Capital)</b>	<b>Surplus / (Deficit)</b>	<b>Project Spending Period</b>
Centralized Drug Squad Renovation	\$1,450,000	\$1,445,652	\$4,348	2002-2003
E-mail Replacement	\$2,300,000	\$2,295,613	\$4,387	2000-2001
Implementation of SAP Financials	\$3,915,000	\$3,290,397	\$624,603	2000-2001
MDT Replacement	\$10,000,000	\$9,999,983	\$17	1997-2002
Time Resource Management System	\$4,500,000	\$4,497,749	\$2,251	2000-2004

In reviewing the information available for each of the five capital projects, we concluded the following.

### *Budget and Actual Expenditures*

Each project was completed within the approved budget, based on the expenditures charged to each respective capital project. It must be noted, however, that the budget reflected in the table above is the final approved capital budget. In those instances where a project required additional funds (i.e. Centralized Drug Squad, E-Mail Replacement and SAP Implementation) budget adjustments were approved through the regular capital budget process to accommodate those additional pressures. These budget adjustments were required for changes in scope or cost estimates. It is also important to note that the actual expenditures reported above are based on what was charged to the respective capital project. It would be difficult to identify any expenditures related to each of the above-noted projects that were charged to other accounts. Consequently, we could not definitively conclude that the actual cost of each project was complete and accurate.

In any event, this was an issue that was identified by both the Auditor General in his eCOPS report and by the Service's Audit and Quality Assurance unit in its review of the 51 Division capital project. As indicated later in this report, steps have now been taken to reduce the risk of costs related to a particular capital project being charged inappropriately or in error to another capital project or operating account.

### *Schedule*

Each project experienced some extent of completion delays. For example, the Centralized Drug Squad project was delayed due to difficulties in identifying a suitable property (this is a common issue with many facility-related projects if property is required). We were not able to determine the reasons for the delay in completing the information technology projects. However, technology-related projects are often delayed due to issues surrounding the identification of suitable technological solutions or in defining functional requirements. In some instances, projects are delayed simply to accommodate the Service's annual capital targets, as approved by the Board and City Council.

### *Project Reporting*

A chronology for each project was available through the review of relevant Board reports. The Board was kept apprised of the on-going status of each project through the capital variance reporting process and any additional reports provided to the Board (most often related to contract awards and amendments). However, the clarity of the reports was at times lacking which limited our ability to complete this review. In addition, the Board would have benefited from additional information and more consistent reporting for each project.

### *Project Management*

From the information available for each project, it was not clear as to whether there was a project manager assigned for each project. Although there were key stakeholders and leads identified, one individual (i.e. a project manager) was not designated as having overall responsibility for the project to ensure that budget, schedule and deliverables were met. This increased the likelihood

that certain key risks may not have been properly managed and made clear accountability for the projects difficult.

#### *Full Cost Allocation*

Our review identified that there was no consistency with respect to ensuring the full costs of the projects were reported. Historically, capital projects tended to reflect the cost of equipment and outside resources required to complete the project. With the advent of more and increasingly complex information technology systems, the use of existing Service staff as team members assigned to the capital project, full time or part-time, has become more prevalent. The SAP Implementation project, for example, budgeted for (and had charged to it) the cost of backfilling full-time Service staff assigned to the project. This was also done for the Time Resource Management Project, and is now being done for all capital projects, where applicable and appropriate. The key in this regard is to decide and document (in the project management framework) upfront how the cost of internal staff will be handled, to avoid arbitrary decisions being made once the project has already started.

#### *Previous Audit Recommendations*

The issues identified during this review and the key risks related to project management are consistent with previous findings of the Auditor General (eCOPS review) and the Service's Audit and Quality Assurance Unit (review of the Board's Financial By-Law No. 147, which included a review of the 51 Division capital project). The Service has or is in the process of implementing controls to improve the overall management of capital projects, as outlined in the section that follows.

#### *Project Management Controls:*

##### *Business Case Development*

The Service has established a template which ensures that each capital project business case provides a detailed description of the project, all deliverables, any dependencies the project may have, a detailed cost-benefit analysis (quantitative and qualitative), and a description of any alternatives considered. This business case is approved by the respective Command Officer, and is reviewed by Budgeting and Control before it is submitted for consideration in the Service's annual capital program request.

##### *Project Management Framework*

A project management framework has been developed, that will be applied to all major Service projects, and in particular capital projects. This framework outlines key project management activities, roles and responsibilities, contract management requirements, how change orders should be managed, etc. It requires that a Project Manager is designated for each project. This person has overall responsibility for ensuring that the project is completed on time and on budget, and that all deliverables have been received.

A Steering Committee made up of senior staff is also established for all major information technology (IT) projects, to oversee the project. For example, a Steering Committee has been established and project management framework developed for the Digital Video Asset Management System (DVAMS II), Asset/Inventory Management System (AIMS) and HRMS/TRMS projects. Guidelines will be established to identify under which conditions a Steering Committee should be established for projects, including facility-related projects.

#### *Up-to-date Project Cost Estimates*

Inflation can be significant in capital projects that are scheduled to begin in future years, or that span several years, and is particularly significant for construction projects. Currently, each budget estimate for construction-related costs reflects the estimated impact of inflation over the estimated life of the project. If the project is delayed, the estimated total cost of the project and annual cash flows are updated, taking into account inflation and other factors. This will ensure each capital project reflects the most up-to-date cost estimate to enable a more informed decision by the Board with respect to the individual project and the capital program as a whole. The Service revisits the status of each capital project annually, even after it has been approved and committed to by the Board and City Council. As part of the annual capital budget process, any additional funding is requested as required, and funding for other projects adjusted accordingly, to stay within the approved capital targets.

#### *Ensuring Accurate and Complete Project Costs*

Project managers are responsible for ensuring all project costs are charged to the appropriate capital project and line item account. In addition, Financial Management has an Accounts Payable clerk dedicated to capital expenditures. This ensures that one individual (on both the project side and the accounting side) is aware of on-going issues related to capital projects and that all expenses related to the project are accurate and complete.

Internal staff costs are now captured through the use of project codes, and the cost of backfilling internal staff is charged to the project, as appropriate. Policies are in the process of being established to provide necessary guidance to staff in this regard.

#### *Budget - Monitoring and Control*

Each capital project is now broken down by very detailed expenditure items, and expenditures are tracked at this detailed level on a monthly basis. A review and approval process has been established to deal with change order requests. Project oversight and communication between Facilities Management and Budgeting & Control (e.g., monthly project meetings) have been improved to ensure any issues are identified in a timely manner, so that timely corrective action can be taken. A similar process exists for information technology related projects through their respective Steering Committee, Information Technology Steering Committee meetings, and regular divisional staff meetings.

### *Reporting on Project Status*

The quarterly capital variance process has been enhanced to provide the Board with more information on the financial aspects of the projects, as well as project schedule and deliverables. Any significant cost variances, key issues and developments are included in these reports. Any funding shortfalls are covered by appropriate budget transfers, properly approved, from accounts that are under spent.

### *Central Repository for Information*

Budgeting and Control now maintains a central file for each project that includes relevant background material, Board reports and other required information. Project Managers are responsible for maintaining all detailed project management documentation. At this time, however, there is no central repository for this information after a project is completed. Staff are in the process of identifying what information should be retained, and where it should be maintained. The expectations in this regard will be communicated to applicable staff accordingly.

### *Post-Implementation Project Debriefing*

In order to learn from each project, the Service will now be performing a debriefing on each project after the project has been completed. This de-brief will summarize what went right and what could have been better, so that we can ensure best practices identified and lessons learned can be applied to future projects.

In addition, a report will be submitted to the Board after the completion of each capital project, outlining the final project costs, deliverables achieved and the completion timeline.

### *Project Management Office (PMO)*

The Service has formalized and continues to refine its approach to project management. The Service's Information Technology Services (ITS) division implemented a project management office in 2005. This office is responsible for ensuring that a standard methodology is established with respect to project planning, management, review and analysis, as well as deal with the associated risks and resource allocation issues that arise. Ensuring staff have the necessary project management skills and expertise is an important success factor. A few ITS staff are now project management certified and the plan is to get others certified in 2007. Applicable Facilities Management staff will also receive project management training in 2007.

The Manager, Project Management Office has also met with Facilities Management staff to introduce common project management methodologies. The longer-term goal is to make this position responsible for managing and coordinating the Service's entire capital program.

## Conclusion:

The review of five previously completed Service capital projects, as requested by the Board, has not identified any additional project management risks that the Service needs to mitigate. Due to the length of time that has elapsed since these capital projects were completed and challenges with respect to the level and completeness of information available, the reviews were somewhat limited. Nonetheless, lessons learned in the past (from audit reports and internal reviews) have been applied to implement required control procedures and improve others, to ensure that projects are managed to meet clearly identified goals. The Service has developed a more formal project management framework to ensure key risks are mitigated. We have also enhanced the clarity, completeness and transparency of Board reports to enable more informed decisions by the Board. Much work has been done to help ensure capital projects are properly managed. However, project management is still somewhat of a work in progress, since we will need to continue to work with staff to ensure the mechanisms we have put in place are working as intended and are applied consistently. It is also important to note that some projects had already been started before the more rigorous project management controls were rolled out. It is therefore difficult to now apply some of these controls retroactively. Nonetheless, the expectations for new projects are very clear and staff will be held accountable for carrying out their respective responsibilities.

It should be noted that the project risks identified in this report are not unique to the Service, but are common in any organization that has large and complex projects. While controls have or are in the process of being implemented to mitigate key risks, some risks or challenges will be difficult to eliminate. For example, developing a firm and accurate cost estimate for new facility and information technology capital projects will continue to be a challenge, due to the nature of these projects. While the Service, through project planning and research, attempts to develop a good cost estimate, the final cost in many cases will not be known until we go out to the market. Estimating either too high or too low is problematic. If the cost estimate is too high, it could affect the Board's decision with respect to approving the project, as well as the Service's ability to accommodate new projects into its capital program, within the City's funding targets. If the cost estimate is too low, it could impact the Service's business case and the Board's decision, and perhaps result in the Board approving a project (and scope) that it would not have, if it had known that the cost would be significantly higher. The Service has identified this problem to City Finance staff and will be working with them to revise or develop processes that will lessen the impact of this risk. In the interim, we will try to reduce the uncertainty and risks as much as possible through better planning and monitoring of each project, and by ensuring the Board is kept apprised of any significant issues or developments that arise.

The Auditor General has reviewed the controls identified in this report and provided the following comments:

“The project management controls included in the report are presumably controls which have or are in the process of being implemented. These controls are consistent with the recommendations made by my office and outlined in a report entitled “Review of the Enterprise Case and Occurrence Processing (eCOPS) Project” dated April 2005. Additional recommendations

contained in various other reports issued by my office are included as Appendices 1, 2 and 3 of the eCOPS report and should also be reviewed and considered.

In addition to recommendations contained in various audit reports we would suggest that discussions be held with the City Manager in order to ensure that the controls implemented at the Police Service are consistent with those at the City.

Finally controls are only effective when they are complied with. During our various audits at the Police Service over the past number of years we have identified comprehensive policies and procedures on a wide range of issues. However, in certain cases such policies and procedures are not being followed. We have subsequently recommended that the Chief consider the establishment of an ongoing quality assurance process to ensure that policies and procedures are being followed. Based on our discussions with the Chief Administrative Officer we have been advised that consideration is being given to the establishment of such a process in regards to project management controls.”

The Service's Audit and Quality Assurance unit has also reviewed and is satisfied with the controls that have been identified.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be available to answer any questions from the Board.

**The Board received the foregoing report and endorsed the changes that will be made as a result of the findings from the review of the five capital projects.**

## **Appendix A**

### **Project Synopses**

#### *Centralized Drug Squad*

This project was embarked upon to consolidate all TPS Drug Squads into one centralized facility. The new facility was a City-owned property at 160 Duncan Mills Road, and the majority of expenditures were for the renovation of this property.

#### *E-Mail Replacement*

This project entailed the acquisition and implementation of modern, robust and reliable electronic mail infrastructure to support current and future needs.

#### *Implementation of SAP Financials*

This project involved the acquisition and implementation of SAP enterprise resource planning (ERP) system (financials only). The system includes general ledger, accounts payable, accounts receivable and purchasing modules. The system replaced the Lawson Financial Management System (referred to as FMS), which was over 10 years old, obsolete and difficult to maintain and modify, and did not meet the Service's management information needs.

#### *MDT Replacement*

This project provided funding for the acquisition and roll-out of mobile data workstations (now referred to as Mobile Workstations) to all marked police vehicles, to replace current, obsolete equipment and to prepare for Occurrence Re-Engineering.

#### *Time Resource Management System*

This project involved the acquisition and implementation of a Time and Attendance System, to replace the Service's DECS system, which was 10 years old and could no longer be modified to meet the Service's growing reporting requirements. A new system was required to provide more consistent and reliable information regarding personnel and strength distribution, to allow the Service to better administer work schedules, and to be able to link with the new SAP financial system.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P36.           DECISION BY THE MINISTRY OF LABOUR REGARDING  
IDENTIFICATION ON POLICE UNIFORMS – NAME BADGES**

The Board was in receipt of the following report January 10, 2007 from Alok Mukherjee, Chair:

Subject:       Decision by the Ministry of Labour Regarding Identification on Police Uniforms  
                  – Name Badges

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the receipt of this report.

Background/Purpose:

At a special meeting of the Central Joint Health and Safety Committee (the “Committee”) that was held on December 04, 2006, the Committee considered concerns expressed by the Toronto Police Association with regard to identification on police uniforms, specifically, whether the wearing of name badges could present safety and security issues to the police officers.

The Committee agreed that it could not resolve its differences with regard to name badges internally and that it would request the Ministry of Labour to intervene and review the matter. A letter, dated December 04, 2006, was subsequently forwarded to the Ministry of Labour by the two Co-Chairs of the Committee.

Discussion:

On January 04, 2007, Mr. Christopher Lynch, Occupational Health and Safety Inspector with the Ministry of Labour attended Toronto Police Headquarters for a meeting with representatives acting on behalf of the “employer” and representatives on behalf of the “workers”. Following a review, Mr. Lynch released a report which indicated:

The information provided to the Ministry as listed in this report provides no evidence that wearing a name badge, has caused an injury beyond minor scratches or cuts to a worker.

No orders were issued against the employer with regard to his matter.

I requested the Chief of Police to post a copy of the Ministry's report in a prominent location in all police facilities in accordance with the *Occupational Health and Safety Act* and I will ensure that a copy is forwarded to the Central Joint Health and Safety Committee for information at its next meeting.

Conclusion:

It is, therefore, recommended that the Board receive this report. A copy of the Ministry's report is attached to this report, in the form of Appendix "A", for the Board's information.

**The Board received the foregoing.**

Ministry  
of  
Labour

Appendix "A"



Operations Division Occupational  
Health and Safety

Premise/Project Form

Page 1 of 6

Premise/Project Name	P/P ID	Visit Date	Case ID	FV No.
TORONTO POLICE SERVICES: HEADQUARTERS	85937	4 Jan 2007	5286266	5253689
Premise/Project Location			STC	
40 COLLEGE ST TORO ON CAN M5G2J3				
Telephone	Inspection Unit	JHSC Status	Work Force	% Complete
(416) 324-2222 2433	DSR	1100	0	
Assigned Staff	Requesting Staff	SIC Codes	Case Type	Field Visit Type
2020 LYNCH	8323		INIT	
Notice ID				

Contacted: SEE LIST OF MEETING ATTENDEES ON FOLLOWING PAGE.

Visit Purpose: INVESTIGATE COMPLAINTS RELATED TO NAME BADGES.

Visit Location: TORONTO POLICE SERVICES HEADQUARTERS, 40 COLLEGE AVENUE

Summary or Comments: SEE ATTACHED NARRATIVE PAGE. ACCOMPANIED ON VISIT BY M.O.L. MANAGER CYNTHIA ELLIOT.

Recipient	Inspector Data	Worker Representative
Name ALOK MUKHERJEE	CHRISTOPHER LYNCH OCCUPATIONAL HEALTH & SAFETY INSPECTOR PROVINCIAL OFFENCES OFFICER 1290 CENTRAL PARKWAY WEST, 4TH FLOOR MISSISSAUGA, ON L5C 4R3 (905) 615-7162 Fax (905) 615-7098	Name Larry Malpicaux
Title CHAIR		Title Director
Signature [Signature]	Signature [Signature]	Signature [Signature]

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/labour/home.htm> for more information.

Premise/Project Name	P/P ID	Visit Date	Case ID	FV No.
TORONTO POLICE SERVICES: HEADQUARTERS	85937	4 Jan 2007	5286266	5253689

PERSONS CONTACTED:

Dr. Alok Mukherjee, Management Co-Chair, Central JHSC  
Deputy Chief Keith Forde, Management Member, Central JHSC  
Mr. Larry Molyneux, Worker Co-Chair, Central JHSC  
Mr. Rick Perry, Worker Member, Central JHSC  
Ms. Christine Borkiewicz, A/Manager, Occupational Health & Safety  
Ms. Beth Symes, Council, Toronto Police Association  
Mr. Albert Cohen, Director, Litigation

PURPOSE OF VISIT:

Follow up on a complaint relating to name badges. The complaint had been turned back to the Toronto Police Service's internal responsibility system to investigate.

In September 2006, the Ministry of Labour (Ministry) was notified of workers' concerns with respect to the wearing of name badges. The employer was requested to investigate and address these concerns through their internal responsibility system and submit a report of their investigation to the Ministry and the Joint Health and Safety Committee (JHSC).

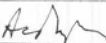
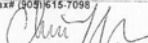
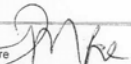
The first complaint was a safety concern called into the Ministry by a police officer. The officer was concerned about the new police recruits wearing a name badge and the badge being struck by a bullet and becoming a projectile and injuring the officer.

The second complaint was a security concern with respect to an officer wearing a name badge and possible harm to the officer because of the public knowing their name. This concern was sent to the Ministry through Legal Counsel for the Toronto Police Association.

DOCUMENTATION REVIEWED:

The following documentation was previously received and reviewed by this inspector:

- 1) December 4, 2006; Minutes of Special Meeting (JHSC) and the following documents: - Internal Correspondence dated 2006/11/24 from Paul Hogg, RE: Follow up regarding name tags/badges
- Copies of emails exchanged between Toronto Police Services Board and Ministry of Labour

Recipient	Inspector Data	Worker Representative
Name	<b>CHRISTOPHER LYNCH</b> OCCUPATIONAL HEALTH & SAFETY INSPECTOR PROVINCIAL OFFENCES OFFICER 1290 CENTRAL PARKWAY WEST, 4TH FLOOR MISSISSAUGA, ON L5C 4R3 (905) 665-7152 Fax# (905) 615-7098	Name
Title		Title
Signature 	Signature 	Signature 

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative of the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/lab/oirb/home.htm> for more information.

Premise/Project Name TORONTO POLICE SERVICES: HEADQUARTERS P/P ID 85937 Visit Date 4 Jan 2007 Case ID 5286266 FV No. 5253689  
- Letter dated November 30, 2006 to Dr. Alok Mukherjee, Chair, Toronto Police Services Board from Larry Molyneaux,  
Toronto Police Association Director Members Benefits  
- E-mail from G. Graffmann.

2) Minutes of the September 13, 2006 JHSC meeting.

3) Letter dated August 1, 2006 from Toronto Police Association lawyer, Re: Toronto Police Association -Police Officer Name Badges and documentation sent with the letter.

4) Name badges on Police Uniforms - Responsibility under the Occupational Health and Safety Act, dated June 5, 2006. Includes the results of a survey of other police services.

5) Toronto Police Association Submission to the Central Joint Health and Safety Committee, Health and Safety Issues Arising from Police Officer Name Tags, dated October 6, 2006. Various documents included.

6) Cover letter dated October 13, 2006; Toronto Police Services' risk assessment of health and safety issues related to the issuance of name badges, and the following documents that were included:

6.1) Toronto Police Services Board Minutes:

6.1a) #P144 Police Identification on Uniforms, May 27, 2004

#P143 Ontario Human Rights Commission-Paying the Price: The Human Cost of Racial Profiling, May 27, 2004.

6.1b) #P319 Police Identification on Uniforms, September 23, 2004

#P702 Identification of Police Epaulet Sleeves with Numerals, November 23, 1978

- Toronto Police Service Rule 3.1.2 Identification Cards

- Written Submission by Mr. Harvey Simmons: Police Identification, September 23, 2004.

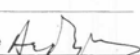
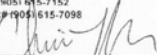
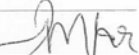
6.1c) #P71 Police Identification on Uniforms, March 08, 2005, appended is the written correspondence by Mr. Harvey Simmons: Police Name Tags, December 29, 2004.

6.1d) #P197 Police Identification on Uniforms, June 13, 2005.

6.1e) #P289 Police Identification on Uniforms, September 06, 2005.

6.1f) #P198 Name Badges on Police Uniforms-Responsibility under the Occupational Health and Safety Act, July 10, 2006

- Toronto Police Service Rule 3.1.1 General Responsibilities

Recipient	Inspector Data	Worker Representative
Name _____	<b>CHRISTOPHER LYNCH</b> OCCUPATIONAL HEALTH & SAFETY INSPECTOR PROVINCIAL OFFENCES OFFICER 1290 CENTRAL PARKWAY WEST, 4TH FLOOR MISSISSAUGA, ON L5C 4R3 (905) 615-7152 Fax (905) 615-7098	Name _____
Title _____		Title _____
Signature 	Signature 	Signature 

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/labour/home.htm> for more information.

Premise/Project Name	P/P ID	Visit Date	Case ID	FV No.
<b>TORONTO POLICE SERVICES: HEADQUARTERS</b>	<b>85937</b>	<b>4 Jan 2007</b>	<b>5286266</b>	<b>5253689</b>

- Toronto Police Service Procedure 08-10 External Threats Against Service Members
- Written Submission by Mr. Harvey Simmons, Name Badges on Police Uniforms, July 10, 2006.
- Copy of document provided by Mr. David Wilson, results of poll conducted by the Innovative Research Group.

6.2) Central Joint Health and Safety Committee  
- Central Joint Health and Safety Committee, Registry of All Health and Safety Issues. Update of August 11, 2006, includes Meeting Number 15  
- Central Joint Health and Safety Committee Minutes, July 06, 2006  
- Central Joint Health and Safety Committee Minutes, September 13, 2006

6.3) Communication-Toronto Police Service  
- Definition of Routine Order  
- Routine Order 2006.09.07-0878-Name Badges  
- Toronto Police Service Procedure 15-16 Uniform, Equipment and Appearance Standards

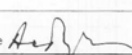

6.4) Toronto Police Service Intranet article, web page: From the Chief, September 14 2006-Name Badges

6.5) Communication-Toronto Police Association, Tour of Duty Magazine Articles: June 2006 Dave Wilson, p. 9, July 2006 Dave Wilson, p. 9, August 2006 Dave Wilson, pp. 9-11, Larry Molyneux, pp. 19, 21, Mike McCormack, pp. 27-28, George Tucker, pp. 29-30

6.6) Communication-Toronto Police Association Update, September 21, 2006

6.7) Photographs, Toronto Police Service  
- TPS Pin type name plate and fitness pins.  
- Four uniform officers, including remote speaker/microphone.  
- Patrol jacket, remote speaker/microphone, and internal components of remote speaker/microphone.  
- Patrol jacket zipper.  
- Service de police de la Ville de Montreal [SVPM] (Montreal Police Service) uniformed police officer, including body armour, name tag, badge and remote speaker/microphone

6.8) Correspondence to the Ministry of Labour  
- Letter from Christine Borkiewicz, Acting Manager, Occupational Health and Safety, September 18, 2006 Re: Police Identification on Uniforms-Name Badges

Recipient	Inspector Data	Worker Representative
Name	<b>CHRISTOPHER LYNCH</b> OCCUPATIONAL HEALTH & SAFETY INSPECTOR PROVINCIAL OFFENCES OFFICER 1290 CENTRAL PARKWAY WEST, 4TH FLOOR MISSISSAUGA, ON L5C 4R3 (905) 615-7152 Fax: (905) 615-7098	Name
Title		Title
Signature 	Signature 	Signature 

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative of the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/labour/home.htm> for more information.

Premise/Project Name	P/P ID	Visit Date	Case ID	FV No.
TORONTO POLICE SERVICES: HEADQUARTERS	85937	4 Jan 2007	5286266	5253689

SUMMARY

The following is a summary of some of the relevant findings:

When on duty, Toronto Police Service uniformed officers must provide their name, employee number and identification card upon request. Identification is made verbally and on some occasions with business cards. Officer's names are included on tickets, accident reports, arrest documentation, police reports and other documentation.

All Toronto Police Service uniformed officers currently wear their badge number visible to the public and if a person wanted to find out an officer's name could do so by calling a police station with the badge number.

Toronto Police Service conducted surveys of other police services to find out if officers in other jurisdictions wear a name badge and if there were any incidents of harm related to the name badge. According to the surveys, none of the other police services revealed that officer identification, whether by name or badge number had ever been an issue.

The employer has programs and initiatives in place to address the inherent dangerous nature of a police officer's work, including:

- Threats Against Service Members, Procedure 08-10 (outlines reporting, assessment and investigation steps to be taken when threat occurs)
- The Address Suppression Program
- Encouraging unlisted telephones
- The right to carry a service revolver when off duty
- The Members Personal Safety Issues Bulletin
- Officers Safety bulletins
- Intelligence Information Bulletins
- Intelligence Reports
- Intelligence Newsletters
- Street Gang Database.

Name badges worn by other police services are made of various materials including metal, brass, plastic or cloth. The name badges the Toronto Police Services are using are metal and the information provided indicates these name badges are similar to the name badges used by the O.P.P.

The JHSC met on December 4, 2006 to discuss the name badge concerns and agreed to:

- 1) Recommend the Employer remind members to submit IOD reports so that incidents including those relating to name badges can be investigated and tracked.

Recipient

Name

Title

Signature

INSPECTOR DATA

CHRISTOPHER LYNCH

OCCUPATIONAL HEALTH & SAFETY INSPECTOR

PROVINCIAL OFFENCES OFFICER

1290 CENTRAL PARKWAY WEST, 4TH FLOOR

MISSISSAUGA, ON L5C 4R3

/905/665-7152

Fax# (905) 615-7098

Signature

Worker Representative

Name

Title

Signature

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative of the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/labour/home.htm> for more information.

Ministry  
of  
Labour



Operations Division Occupational Health and Safety

Premise/Project Form - Order Continuation

Page 6 of 6

Premise/Project Name	P/P ID	Visit Date	Case ID	FV No.
TORONTO POLICE SERVICES: HEADQUARTERS	85937	4 Jan 2007	5286266	5253689

- 2) Have Management contact purchasing to discuss the manufacturing of the name badges.
- 3) Sent a letter and the December 4th minutes to the Ministry of Labour.

The employer has a responsibility under the Occupational Health and Safety Act (OHSA) to continue to monitor, investigate and track incidents and officer's concerns relating to the wearing of a name badge and as required, implement reasonable preventative measures.

As indicated in the material provided to the MOL, the Chief of Police must report to the Board on any issues that arise from the perspectives of both the Service and the Toronto Police Association during implementation of the wearing of name badges.

There have been 7 incidents at Toronto Police Service of minor scratches or cuts reportedly caused by the metal name badges. The Employer must ensure each incident is investigated and precautionary measures considered and implemented as required.

During today's meeting, Management reported they are investigating using other materials for the name badges including cloth with velcro.

The workplace parties are encouraged to continue to work together to build a strong health and safety program. The JHSC is encouraged to work together to resolve concerns by exercising their power under the OHSA to identify hazards and make recommendations to the employer and workers for the improvement of the health and safety of the workers. When a dispute arises between the JHSC members, there must be an internal mechanism for dispute resolution.

The information provided to the Ministry as listed in this report provides no evidence that wearing a name badge, has caused an injury beyond minor scratches or cuts to a worker. The Employer has performed a risk assessment (Name badges on Police Uniforms - Responsibility under the Occupational Health and Safety Act, dated June 5, 2006) and continues to monitor related incidents. Therefore, no orders have been issued.

Recipient	Inspector Data	Worker Representative
Name	CHRISTOPHER LYNCH OCCUPATIONAL HEALTH & SAFETY INSPECTOR PROVINCIAL OFFENCES OFFICER 1290 CENTRAL PARKWAY WEST, 4TH FLOOR MISSISSAUGA, ON L5C 4R3 (905) 615-7152 Fax# (905) 615-7099	Name
Title		Title
Signature	Signature	Signature

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.gov.on.ca/labour/home.htm> for more information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P37. EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE  
PROCESS – FINAL REPORT ON THE IMPLEMENTATION OF  
RECOMMENDATIONS**

The Board was in receipt of the following report December 04, 2006 from William Blair, Chief of Police:

Subject: EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE  
PROCESS - FINAL REPORT ON IMPLEMENTATION  
RECOMMENDATIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

The Toronto Police Service (TPS) is a world leader in the policing community when it comes to consultation with its communities. Community consultation is the vehicle by which the greater community and the police exchange information and problem solving initiatives about issues and concerns facing them. A true commitment to consultation and partnerships between the Service and all community stakeholders, lends itself to more successful outcomes in the identification, prioritizing and solving of community issues, thereby enhancing community safety and security.

The Service's community consultative groups are an integral component of community mobilization as they assist in the motivation and support of the greater community to effectively deal with the root causes of crime and insecurity within their neighbourhoods. The three levels of the consultative process currently used by the Service include Community Police Liaison Committees (CPLCs), Community Consultative Committees (CCCs) and the Chief's Advisory (CAC) and Youth Committees (CYAC). These committees provide valuable input from the grass roots to the senior command level.

Community input from all levels provides renewed focus on community issues that can affect residents at the very core of their existence. The continuous exchange of information and creation of effective partnerships between the police and the community is a fundamental basis of effective community mobilization. The community capacity building process helps to maintain and promote an enhanced level and sense of trust between the community and the police.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service. These partnerships can only be enhanced by the implementation of these recommendations.

At its meeting of April 7, 2005, the Board approved the Service's 2004 year-end "Report on the Activities and Expenditures of Consultative Committees." Also at this meeting, the Board approved the following motion (Min. No. P124/05 refers):

*"That Chief Designate Blair conduct an evaluation to determine the effectiveness of the CPLCs, CCCs and the CAC and, following the evaluation, provide a report to the Board recommending mechanisms that would improve the effectiveness of these Committees."*

The former Community Programs Unit (COP) was assigned the lead in conducting the requested evaluation on the Effectiveness of the Consultative Process. Throughout 2005, the COP led an exhaustive research and evaluation process. The aforementioned process involved numerous Service and community consultative members, analysis of accumulated survey results, ongoing literature review and selective interviews.

At its meeting of December 15, 2005, the Board received a report from the Chief of Police entitled, "Evaluation and Effectiveness of the Consultative Process." The Board approved the report noting that four of the seven recommendations be amended insofar as they were directed specifically to the Chief of Police (Min. No. P387/05 refers).

The Service, through the newly established Community Mobilization Unit (CMU) and under the direction of a senior officer, commenced the implementation process of the recommendations specifically directed at the Service (Min. No. P387/05 refers).

During the mid-point of the implementation process, the CMU provided a Community Consultative Committee status update report which was received by the Board at its meeting of July 10, 2006 (Min. No. P215/06 refers).

Also at its meeting of July 2006, the Board approved a report from the Chair, Dr. Alok Mukherjee entitled, "Board Policy - Community Consultative Groups" (Min. No. P201/06 refers). The CMU submitted a response to the Board policy addressing several items including processes and effectiveness of the consultative process, as well as the components of adequate resources and support. The response was received by the Board at its October 19, 2006 meeting (Min. No. P337/06 refers).

The Service continues to remain engaged in the implementation of the specific Board recommendations approved in December 2005, relative to the community consultative process, as well as to the aforementioned Board policy.

Out of the seven original recommendations, five have been fully implemented and two are partially implemented.

### Methodology:

In April 2006, the Service, through the newly established Community Mobilization Unit (CMU), commenced implementation of the recommendations specifically directed at the Service (Min. No. P387/05 refers).

An Implementation Steering Committee (ISC) was convened and chaired by a senior officer from the CMU. The ISC was comprised of identified Service members from the Training and Education Unit (T&E), the Public Information Unit, the CMU and community consultative members from each level of consultation, including representation from the CPLCs, CCCs, CAC and the CYAC.

The inaugural ISC meeting was held on June 1, 2006. The purpose of that meeting was to address the strategic direction and development of a process for the implementation of the Board's recommendations.

The ISC held its first focus group exercise on July 24, 2006, with Divisional Unit Commanders and/or designates from the seventeen divisions, including Traffic Services and members of their respective CPLCs. Valuable input and feedback over several hours was garnered from this focus group exercise.

A second focus group exercise was held on August 14, 2006, with Staff Superintendents and/or designates, and members of the CCCs, CAC, and CYAC, along with liaison support officers assigned to these various committees. Once again, valuable input and feedback over several hours was garnered from this focus group exercise.

The third and final ISC meeting was held on September 27, 2006, for a final review of the collective efforts and feedback received from all of the focus group exercises, as well as undertaking a review of Community Volunteer and Consultation Manual (2004). ISC members also consulted with the Service's Corporate Planning Unit (CPN) in the development of an Annual Performance Evaluation Report.

### Recommendations:

Recommendation: #1 – Implemented

*That the Board receive this report and approve the recommendations contained herein for implementation.*

At its meeting of December 15, 2005, the Board received a report from the Chief of Police entitled the "Evaluation and Effectiveness of the Consultative Process." The Board approved the report noting that four of the seven recommendations be amended insofar as they were directed specifically to the Chief of Police.

Recommendation: #2 – Implemented (referred to the Board)

*That the Police Services Board develop a policy on community consultation that firmly commits the Board to the community consultative process as a key part of the community policing obligation of the Toronto Police Service.*

At its meeting of July 10, 2006, the Board approved a report from the Chair, Dr. Alok Mukherjee entitled, “Board Policy - Community Consultative Groups” (Min. No. P201/06 refers). The Service, through the CMU, submitted a response to the Board policy addressing several items, including processes and effectiveness of the consultative process, as well as the components of adequate resources and support.

An increased level of effectiveness by consultative groups is anticipated through the successful implementation of the Board’s policy on Community Consultative Groups (Min. No. P201/06 refers). The necessary support and resource allocation to the consultative groups in an atmosphere of mutual trust, respect, and understanding will lend itself to enhanced levels of community safety and security.

Recommendation: #3 – Implemented

*That the Deputy Chief, Human Resources Command, charge the Community Mobilization Unit with the responsibility to guide, assist and co-ordinate the CAC, CCCs and CPLCs in focused exercises to:*

- *review and establish mission statements, mandates and activity standards,*
- *revise the community consultative manual to include a requirement for the annual evaluation of committee performance including achievement of goals, training, and adequacy of funding, and,*
- *benchmark best practices.*

The CMU took the lead in guiding, assisting, and coordinating the CAC, CYAC, CCCs and CPLCs in focus group exercises to review, revise, and/or establish the criteria noted within the Board’s recommendation.

An Implementation Steering Committee (ISC) comprised of Service members relevant to the recommendations, and community members from all levels of the consultative process was convened and chaired by the CMU. The Service, through the CMU, and in conjunction with the ISC directed implementation of the Board’s recommendations, utilizing structured focus group exercises with all stakeholders thereby ensuring an inclusive and responsive consultation process.

The Community Volunteer and Consultation Manual was reviewed and the following are additions, revisions, and/or enhancements that resulted from the focus group exercises:

## 1. The Mission Statement of the Toronto Police Service Consultative Committee Process

“To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities.”

## 2. The Mandate of the Community Police Liaison Committee

To work together in identifying, prioritizing, and problem solving of local policing issues by:

- being proactive in community relations, crime prevention, education, mobilization, and communications initiatives; and
- acting as a resource to the police and the community.

## The Mandate of the Consultative Committees, Chief’s Community Advisory Council and Chief’s Youth Advisory Committee

Working together in partnership with identified community representatives in identifying, prioritizing, and problem solving of policing issues by:

- being proactive in community relations, crime prevention, education, mobilization, and communications initiatives;
- acting as a resource to the police and the community, and
- developing a strategic long term vision through the building of knowledge, education, tolerance and understanding.

## 3. New Community Consultative Committee

- the Service operates a second level of consultation that is composed of seven community consultation committees, which now includes the newly formed Muslim Consultative Committee.

## 4. Activity Standards Enhancements

- set goals and objectives consistent with Service priorities at the beginning of each calendar year (a copy of these goals and objectives to the CMU Unit Commander);
- one value-added community-police project per year consistent with Service priorities;
- participate in the Annual Consultative Committee Conference for Consultative members;
- keep minutes of all meetings (a copy of minutes shall be forwarded to the CMU Unit Commander - within one month after completion of each meeting);
- prepare a financial statement for the Committee Executive when requested; and
- complete a year-end Annual Performance Evaluation Report (a copy sent to the CMU Unit Commander for review).

## 5. Identifications Cards

- the consultative portion of the Community Volunteer and Consultation Manual now includes a sub-section dealing with the issuance and wearing of Service Identification Cards.

## 6. Annual Performance Evaluation Report

- to further enhance and measure of the effectiveness of the consultative process, an “annual performance evaluation report” was developed in conjunction with Corporate Planning. This report captures and assesses goals, objectives, training, and funding.

Recommendation: #4 – Partially Implemented

*That the Director of Public Information provide training and assistance to each of the consultative groups in the development of a community communications strategy, the issuing of media releases and the development of an internet web presence linked to the Toronto Police web site.*

The Public Information Unit assumed the lead role in addressing this recommendation through the development of a comprehensive communications strategy for the consultation process. Input was also garnered from the ISC and T&E representatives, as well as the structured focus groups. This communications strategy assists consultative committees in outreaching to fellow community members and to members of the media when necessary. Each of the three components provides training on how to maximize the exposure of the respective committee as follows:

1. Liaising with the Media – News Release, Media Interviews, and Opinion Editorial;
2. Liaising with your Community – Newsletters, Bulletins, or Brochure; and
3. Service Website Partnership – External and Internal Outreach.

The Service, through the Public Information Unit, is currently developing an interactive internet CCC web presence on the Service’s homepage. The CCC information page being developed, in conjunction with a CCC representative, will include information on all three levels of community consultation, benchmark best practices and, where possible, provide links to individual consultative committee websites. Information relative to the community consultative process will be made available externally and/or internally through this medium to all members of the Service and the greater community. It is anticipated that this recommendation will be fully implemented in early 2007.

The above-mentioned training material will be incorporated into the training DVD that T&E has developed. This complete training package is anticipated to be made available through the TPS Learning Network for dissemination to the community consultative committees.

The Public Information Unit will attend to committees at all levels for ongoing training in the area of community communication strategies and will be available to provide a user-friendly guide to assist in this process. A community communications component was also incorporated into the Annual Community Consultative Conference held on November 25, 2006, which was attended by members from all levels of consultation along with Service members.

Recommendation: #5 – Implemented

*That the Unit Commander, Training and Education, develop a training module for members of the consultative committees that includes community policing, problem solving, crime prevention and diversity awareness.*

In addressing the Board's recommendation T&E, in collaboration with the Public Information Unit and input from the ISC, have developed a comprehensive training package available on DVD format. The training package will be disseminated to all Service members involved in the consultative process and will also be made available to the CPLCs, CCCs, CAC and CYAC members. Additionally, this information is anticipated to be made available through the TPS Learning Network.

The training package includes, but is not limited, to the following:

- Community Volunteer and Consultation Manual;
- Consultative members rights and responsibilities;
- Community Policing;
- TPS organizational charts;
- Service governance;
- Overview of Community Mobilization and Crime Prevention through Environmental Design (CPTED) principles;
- Scan, Analyze, Respond, and Assess (SARA) problem solving model;
- Repository for Integrated Imagery (RICI) crime prevention and problem solving tool;
- Human Rights Code and Workplace legislation;
- Elder abuse and its impact on the Service;
- Recruiting/hiring statistics and the constable selection process;
- Media relations component developed in conjunction with the Public Information Unit;
- Development of web page presence for consultative committees with a link to TPS website;
- Diversity Awareness; and the
- Public Complaints process.

In addition to the above-mentioned training package, the Service will continue to maintain and enhance other existing avenues of training already in place, such as:

#### Annual Consultative Committee Conference

The Toronto Police Service and the Board co-sponsored this year's conference, which was held on November 25, 2006, at Queen's Park. The theme for the conference was "Community

Mobilization: Building Safe & Healthy Communities." Dr. Hugh Russell, one of the leading authorities on community mobilization, facilitated this year's conference which had in excess of 115 attendees.

The goal of the conference was to educate and train members of the seventeen CPLCs including Traffic Services, CCCs, CAC and CYAC about community mobilization concepts and how to proactively address the needs in their respective communities.

#### Civilian Police College for Consultative Committee members

Commencing in 2007, the Civilian Police College will be offering an eight-week comprehensive course specifically designed for consultative committee members to provide an educational opportunity and enhance their understanding of current police-community issues and best practices.

The course will provide valuable insight into the diverse and challenging nature of policing and encourage a supportive and long lasting community-police relationship.

#### Ad-hoc training utilizing the Service's extensive internal and external resources

Ongoing training is delivered to consultative members through their respective committees on various topics in cooperation with Service members. The aforementioned training includes components that address community policing issues, problem solving strategies, robbery reduction initiatives, crime prevention and diversity awareness.

It is anticipated that ad-hoc training will continue, in addition to the T&E and Public Information Unit initiatives stemming from the Board's recommendations.

Recommendation: #6 – Implemented (referred to the Board)

*That the Board bi-annually review its funding commitment of \$1,000.00 to each of the consultative groups to ensure that such funding is adequate for each group to achieve its mandate.*

The annual \$1,000.00 grant provided by the Board from the Special Fund to each of the consultative groups provides value for money, as it allows the various consultative groups to undertake "value added" activities in the local community, reinforcing the idea of an empowered community that can help itself in addressing quality of life issues.

During the course of the implementation process, stakeholders identified that the current level of funding provided by the Board to the committees is inadequate and that future consideration should be given to enhancing the funding level to \$1,500.00. Further, the Service will continue to submit the Annual Activities and Expenditures Report to the Board at its March Board meeting.

Recommendation: #7 – Partially Implemented

*That the Deputy Chief, Human Resources Command, ensure that evaluation of the community consultative process is included in the annual Work Planning and Performance Development (WPPD) for senior officers assigned to work with consultative committees.*

The Staff Planning Unit (SDU) is currently conducting a review of the Service's evaluation and promotional processes. Pending the final outcome of this review, and to address Recommendation #7, an internal direction through Human Resources Command has been disseminated to all senior officers involved in the Service's consultative process. This direction asserts inclusion of community consultation activities and/or planned strategies into their 2007 WPPD.

Upon completion of the SDU review, a permanent mechanism to evaluate senior officers, as it relates to the consultative process, will be implemented within the WPPD with a target start date in 2007.

Conclusion:

The Service has and continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere of mutual trust, respect and understanding. The successful implementation of the above mentioned recommendations, through structured and focus group exercises involving both community and Service members, lends itself to a more effective and inclusive consultative process thereby improving the quality of life in our communities.

A formalized community consultation process has been an integral component of the Service's policing strategy since the late 1980s. As the Service moves toward a process of community mobilization, which involves both social development and community capacity building, the consultative process will continue to play an integral and pivotal role ensuring meaningful partnerships between the police and the greater community.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P38. THE BOARD'S ROLE WITH REGARD TO THE CREATION OF  
CIVILIAN POSITIONS AND THE PROCESS FOLLOWED BY THE  
SERVICE**

The Board was in receipt of the following report December 19, 2006 from William Gibson, Director of Human Resources Management:

Subject: BOARD'S ROLE ON THE CREATION OF CIVILIAN POSITIONS AND  
PROCESS TO BE FOLLOWED

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications associated with this report.

Background/Purpose:

At its meeting of September 26, 2006, the Board approved the appointment of the Manager, Human Rights and Employment Equity (Min. No. C229/06 refers). In approving this report, the Board also made the following Motions:

- (1) That the Director, Human Resources Management, provide a report to the Board clarifying the Board's role in the creation of new civilian positions given that any budgetary impact and change in the strength of the establishment, as the result of creating new positions, fall within the Board's purview; and
- (2) That the report from the Director, Human Resources Management, include the process that the Service follows after the Board has approved the creation of new civilian positions.

This report will address the information requested by the Board.

Discussion:

With respect to Motion #1, the Human Resources Directorate through Labour Relations and Compensation and Benefits negotiate changes to all collective agreements on behalf of the Board. To this end, they are the voice of the Board regarding such matters and they also facilitate the effective negotiation and administration of all collective agreements for the Board.

As the Board is responsible for approving the creation of any new positions, Compensation and Benefits, on behalf of the Board, is tasked with developing corresponding job descriptions. If a unit has no establishment or funding for such position(s), then no job description is developed and hence no job evaluation and subsequent classification level is determined. However, in most cases, the Board has already addressed changes/revisions to the corporate organizational structure through reports from the Chief, and the respective establishment in units has already been addressed through that approval process.

Up to the time of ratification of the latest TPA civilian Collective Agreements, new job descriptions had been routinely forwarded to the Board for approval, basically for validation purposes. This was done in order to meet the Board's obligation with respect to the wording in the civilian Collective Agreements which previously stated, "the Board will notify the Association within 30 days following Board approval regarding the creation of a new civilian position". Although similar language never existed for such a requirement within the Senior Officers Collective Agreement, new Senior Officer job descriptions had also been routinely forwarded to the Board for the sake of consistency. Since the parties negotiated the wording "Board approval" out of the language, job descriptions have been officially signed off by Compensation and Benefits as representatives of the Board, after an extensive vetting process, described below.

With regard to Motion #2, generally, new civilian positions are created as a result of organizational changes or revisions submitted by the Chief and approved by the Board, or as a result of changes/revisions/amendments within the approved establishment. The process that the Service follows for the creation of new civilian positions is as follows:

- Compensation and Benefits is notified of the change and provided with the revised unit organizational chart, outline of duties of the new position, etc., and requested to develop the job description;
- Funding and establishment for the position are verified through Finance and Administration and Human Resources Management;
- The new job description is developed and returned to the appropriate Unit for any necessary changes, approval signatures, etc.;
- Once all approval signatures are obtained, up to and including the Deputy Chief/C.A.O., Compensation and Benefits meets with the Senior Officer's Job Evaluation Committee to review and evaluate Senior Officer positions;
- For Senior Officer positions, an Agreement is signed by the Senior Officers Organization and by Compensation and Benefits on behalf of the Board;
- For TPA jobs, Compensation and Benefits provides the TPA with the initial evaluation and classification of new job;
- Compensation and Benefits notifies the TPA of the new job description. The new job is brought forward to the Job Evaluation Committee within one year of its creation should the TPA disagree with the classification. If the dispute is unresolved, it will proceed to arbitration; and
- A copy of the new job description is forwarded to the respective Unit Commander and to Employment Unit.

Conclusion:

Appropriate safeguards are in place to ensure that new positions are within the approved establishment; that funding is verified through Finance and Administration; that job descriptions are prepared with the expertise of Compensation and Benefits; and that the Senior Officers Organization and the TPA have input in this process. The process is in accord with the Collective Agreements and complies with sound management practises on behalf of the Board.

I will be in attendance to respond to any questions the Board may have in regard to this matter.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P39. RESULTS OF A MEETING WITH MS. WYANN RUso AND UPDATE  
ON DOMESTIC VIOLENCE TRAINING**

The Board was in receipt of the following report January 02, 2007 from William Blair, Chief of Police:

Subject: UPDATE OF INTERNAL INVESTIGATION INVOLVING MS. WYANN  
RUso, INCLUDING UPDATE ON DOMESTIC VIOLENCE TRAINING

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting of March 23, 2006, Ms. Anna Willats was in attendance and made a deputation to the Board on behalf of a number of women's anti violence groups. Ms. Willats reiterated the need to ensure that violence against women, particularly domestic violence, is considered a priority by the Toronto Police Service. Ms. Willats introduced Ms. Wyann Ruso and described to the Board an incident that occurred in November 2004 in which Ms. Ruso was attacked by her husband. The Board was asked to release the results of the internal investigation that was conducted by police into the circumstances that took place after Ms. Ruso went to police to report her concerns about her husband in the morning of the day that she was later attacked. (Min. No. P76/2006 refers).

Discussion/Updated Information:

On December 5, 2006, Deputy Chief Jane Dick, Counsel Jerry Wiley and I met with Ms. Wyann Ruso to honour the commitment made by former Chief of Police Julian Fantino. Ms. Ruso was in company with her lawyers, Peter Rosenthal and Kiki Roach. Ms. Ruso was briefed on the investigation that was conducted by Professional Standards. Ms. Ruso was also briefed on the measures the Toronto Police Service has undertaken to ensure improved customer service for all victims of domestic violence. Deputy Chief Dick and I were able to respond to questions posed, and Deputy Chief Dick made herself available at anytime in the future, should Ms. Ruso have any further concerns.

The incident involving Ms. Ruso has placed greater emphasis on the Toronto Police Service to continue to advance as an organization and become an innovative leader in the investigation of domestic violence and responsible victim management.

As discussed with Ms. Ruso, the Toronto Police Service has undertaken further training initiatives to enhance all members knowledge, skills and abilities to deal with domestic violence, as follows:

### Service -wide Training

**Supervisory Leadership Course** – This is a mandatory three week course for new sergeants and civilian supervisors. The course is now taught in conjunction with the University of Guelph Humber. Students are given a mandatory component of managing incidents involving domestic violence. Ms. Ruso's incident serves as a real life scenario to educate members on the critical dangers that delayed communication can create. This course has been scheduled to accommodate thirty (30) students in each of five (5) sessions in 2007.

**Supervisory Update Course** – This is a non-mandatory one week course offered to sergeants and staff sergeants returning to front-line duties from non-frontline roles. These supervisors are also given a comprehensive outline regarding the importance of expediency in assignment of details relating to domestics, primary aggressor theory, submitting occurrences, dual charges and the effects on child witnesses. This course is being offered for three (3) sessions through 2007.

**Domestic Violence Course** – This course is currently being taught at the C.O. Bick College and now references the Ruso incident to emphasize what can happen when calls are not correctly prioritized and acted upon. This course also emphasizes that it cannot be assumed that victims of violence fully comprehend the seriousness of threats made against them and that we, as professionals, must recognize this and respond accordingly and without delay. There are currently six (6) three day courses being offered in 2007.

**Advanced Patrol Training** – This training now includes a module of domestic violence training and is given to frontline constables, sergeants and staff sergeants. This module has been included since 2005, and will be continued to be included in 2007.

**Decentralized Training** – A video entitled "Domestic Violence Update" will be produced in 2007 and will be delivered to all Toronto Police Service units. Two (2) separate "roll-calls" publications were distributed to members outlining the new "Domestic Violence – 15-04" procedure and the identification of the "Dominant Aggressor".

### Other Domestic Violence Initiatives

**Scarborough Access Project** – This Toronto Police Service initiative to establish a central service location for victims of domestic violence is continuing to progress towards realization. Deputy Chief Jane Dick will travel to the Waterloo region in January 2007, to research a police model currently in operation that provides a similar domestic violence victim service concept.

High Risk Victim Notification – This Toronto Police Service pilot project initiative commenced in December 2006 in Scarborough. This involves the notification of on-duty staff sergeants and detective sergeants regarding the release of those accused of domestic violence, and the necessity to immediately notify victims of an impending release. This has generated a favourable response from victims and investigators and will be rolled out into other court locations in the upcoming year.

TAVIS – Family Violence Strategy for 2007 – The Toronto Anti-Violence Intervention Strategy will include a Family Violence Strategy for 2007. This will include monitoring the release conditions of offenders and the provision of follow-up contact with victims of domestic violence.

The initiatives outlined in the April 24, 2006, Board meeting continue to be part of the Toronto Police Service strategy in 2007 to address issues related to Domestic Violence.

### Statistics

In the year 2005, between the months of January and September, members of the Toronto Police Service investigated approximately 13,483 occurrences relating to domestic violence. In the year 2006, between the months of January and September, members of the Toronto Police Service investigated approximately 14,577 domestic violence occurrences. This represents an 8.1% increase in occurrences reported to the Toronto Police Service.

### Administrative Investigation

With respect to the administrative investigation conducted by Professional Standards investigators, the Board should be reminded of s.80 of the *Police Services Act* which states:

*Every person engaged in the administration of this part (Part V) shall preserve secrecy with respect to all information obtained in the course of his or her duties under this part and shall not communicate such information to any other person except,*

- (a) as may be required in connection with the administration of this Act and the regulations;*
- (b) to his or her counsel;*
- (c) as may be required for law enforcement purposes; or*
- (d) with the consent of the person, if any, to whom the information relates.*

The Board is reminded that this section prohibits a chief from sharing the contents of an investigative report with anyone, including Board members, unless one of the exemptions is applicable. The exemptions do not appear to apply in this matter; therefore release of the investigative report could result in a complaint to the Ontario Civilian Commission on Police Services (OCCPS) about the Chief and the Board.

### Conclusion:

Clearly, Toronto residents are reporting more incidents of domestic violence. The investigative report and careful review of policy, procedure and training provided the framework towards the improvement of the management of domestic violence occurrences and the associated victims. The tragic incident that Ms. Ruso endured served as a catalyst for the development of progressive investigative techniques, comprehensive Service-wide training initiatives and enhanced victim management, follow-up and support.

In 2006, 14,577 victims of domestic violence and their families have benefited by the delivery of enhanced domestic violence protocol. The Toronto Police Service has moved forward and is often recognized a leader in development of family violence protocol. Ms. Ruso's courage serves as reminder to all members of all police services to recognize the inherent dangers associated with incidents of domestic (family) violence.

Deputy Chief Jane Dick of Executive Command will be in attendance to answer any questions the Board may have.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P40. ONTARIO REGULATION 3/99, ADEQUACY AND EFFECTIVENESS OF  
POLICE SERVICES – UPDATED SERVICE GOVERNANCE INDEX**

The Board was in receipt of the following report January 04, 2007 from William Blair, Chief of Police:

Subject: ONTARIO REGULATION 3/99, ADEQUACY AND EFFECTIVENESS OF  
POLICE SERVICES – UPDATED SERVICE GOVERNANCE INDEX

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting of June 1, 2000, the Board approved Board Policy TPSB AD-001 entitled “Adequacy Standards Compliance” (Min. No. P254/00 refers). Item 5 of this policy directs that, “the Board, in partnership with the Chief of Police, shall maintain, review and update Board policies and Service procedures and processes, at least once every three years or as otherwise directed by the Board”.

The first tri-annual review of the Policing Standards Manual (2000) was completed in 2003 and an index of Service procedures demonstrating continued compliance with Ontario Regulation 3/99 was received at the Board meeting of December 11, 2003 (Min. No. P347/03 refers).

Discussion:

A comprehensive review of Service Governance was completed during November 2006 to ensure continued compliance with the regulatory requirements of Ontario Regulation 3/99, as well as the Adequacy Standards guidelines contained in Policing Standards Manual (2000), where appropriate.

Compliance to Ontario Regulation 3/99 and the Adequacy Standards guidelines is found in the following Service Governance:

- Service Procedures;
- Standards of Conduct;
- Service Governance Definitions;

- Routine Orders;
- specialized manuals issued by the Chief of Police;
- unit-specific policies issued by their Unit Commander;
- 2006-2008 Business Plan;
- 2006 Environmental Scan;
- 2005 TPS Annual Report;
- 2005 TPS Annual Statistical Report; and
- other relevant reports and manuals published by the Service.

As a result of this review, an updated index has been compiled, listing the Service Governance which demonstrates continued compliance with Ontario Regulation 3/99 and Adequacy Standards guidelines (Appendix A refers).

While compliance with the Adequacy Standards guidelines is recommended, it is not compulsory. The Service is compliant with the guidelines whenever practicable. This review found no new non-compliance issues. There are three (3) Adequacy Standards guidelines to which compliance is not operationally appropriate for this Service. These guidelines are identified in Appendix B, along with the reason for non-compliance.

#### Conclusion:

The Toronto Police Service continues to comply with the regulatory requirements of Ontario Regulation 3/99. The Toronto Police Service also continues to comply with the Adequacy Standards guidelines contained in the Policing Standards Manual (2000), except where it is not operationally appropriate for this Service.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing report.**

## Appendix A – Compliance Index

Adequacy Standard		Service Governance	
No.	Name	No.	Name
AI-001	Framework for Business Planning		2006–2008 Business Plan
			2006 Environmental Scan
			2005 Annual Statistical Report
			2005 Annual Hate/Bias Crime Statistical Report
		Chapter 17	Information Management
		Chapter 19	Police Facilities
		1.11 *	Offensive Materials
		1.13 *	Release of Service Documents
		1.14 *	Removal of Service File, Record, Exhibit and Property
		1.15 *	Use of Police Facilities & Equipment
		1.18 *	Games of Wager at Police Facilities
		1.19 *	Use of Computers and Telecommunications
		1.20 *	Electronic Recordings
		1.21 *	Intellectual Property
		1.22 *	Copyright Material
		1.24 *	Smoking Prohibition
		2.1.2 *	Identification
		2.7.1(o) *	General Responsibilities – Unit Commanders
			Information Security Manual
AI-002	Skills Development and Learning		Toronto Police Service Skills Development and Learning Plan – August 2004
AI-003	Equal Opportunity and Workplace Harassment	13–14	Workplace Harassment
		13–15	Stereotyping Prevention in the Workplace
		14–01	Staff Development
		14–02	Evaluations, Reclassifications and Appraisals
		14–09	Civilian Transfer, Reclassification and Promotion
		14–10	Uniform Promotion Process – up to & Including the Rank of Inspector
		14–11	Uniform Promotion Process to Staff Inspector, Superintendent and Staff Superintendent

Adequacy Standard		Service Governance	
No.	Name	No.	Name
AI-003	Equal Opportunity and Workplace Harassment – continued –	14-16	Diversity Awareness
		14-18	Assessment of Educational Qualifications
		14-19	Workplace Accommodation
		14-21	WPPD – Senior Officers
		14-26	Leaves of Absence
		14-27	Job – Sharing
		14-31	Reduced Hours
		19-02	Police Facilities
		1.9 *	Fairness, Discrimination and Harassment
		1.11 *	Offensive Materials
		2.4.1(f) *	General Responsibilities – Deputy Chiefs of Police
		2.5.1(f) *	General Responsibilities – Chief Administrative Officer
		2.6.1(f) *	General Responsibilities – Staff Superintendents and Directors
		2.7.2(a) & (b) *	General Responsibilities – Unit Commanders
AI-004	Communicable Diseases	01-02	Appendix B Risk Assessment – Level of Search
		01-03	Appendix A Medical Advisory Notes
		04-21	Gathering/Preserving Evidence
		08-06	Hazardous Materials, Decontamination and Deinfestation
		08-07	Communicable Diseases
		09-04	Narcotics, Drugs and Paraphernalia
			Communicable Diseases Information booklet
AI-005	Use of Auxiliaries	04-05	Search for Missing Persons
		04-18	Crime and Disorder Management
		14-20	Auxiliary Members
		14-32	Crime Prevention
		15-11	Use of Police Vehicles
		15-16	Appendix D Uniform and Equipment Standards – Auxiliary Members and Volunteers
		*	Standards of Conduct
		*	Boundaries, Rank Structure and Civilian Classifications – “Auxiliary Members”
			Auxiliary Manual

Adequacy Standard		Service Governance	
No.	Name	No.	Name
AI-005	Use of Auxiliaries – continued –		Procedure 006–2001 – Service Auxiliary Deployment
AI-006	Use of Volunteers	04–05	Search for Missing Persons
		04–18	Crime and Disorder Management
		14–32	Crime Prevention
		15–16	Appendix D Uniform and Equipment Standards – Auxiliary Members and Volunteers
			Community Volunteer and Consultation Manual – August 2004
			Procedure 007–2001 – Service Volunteers
AI-007	Management of Police Records	04–21	Gathering/Preserving Evidence
		05–19	Violent Crime Linkage Analysis System
		16–04	Correspondence and File Management
		17–06	Review of CPIC Entries
		By-law 689–2000	Record Retention Schedule
			Organizational Chart
			eCOPS Reference Guides
			Information Security Manual
			Communications Centre Regulations
			Records Management Services unit– specific manuals
			<a href="#">CPIC National Directory</a>
			CPIC Reference Manual
			Ontario Major Case Management Manual
AI-008	Marked General Patrol Vehicles	07–01	Transportation Collisions
		07–05	Collisions Involving Service Vehicles
		15–10	Suspect Apprehension Pursuits
		15–11	Use of Police Vehicles
		15–12	Inspection of Police Vehicles and Equipment
		15–14	Fuel and Oil
AI-009	Safe Storage of Police Service Firearms	15–04	Service Firearms
		15–05	Shotguns
		19–02	Police Facilities
AI-010	Police Uniforms	15–08	Soft Body Armour
		15–16	Uniform, Equipment and Appearance Standards

Adequacy Standard		Service Governance	
No.	Name	No.	Name
AI-010	Police Uniforms – continued –	15-16	Appendix A Uniform and Equipment Standards – Uniformed Command Officers and Uniformed Senior Officers
		15-16	Appendix B Uniform and Equipment Standards – Police Constable to Staff Sergeant
		15-16	Appendix E Uniform and Equipment Standards – Officers – Specialized Functions
		15-16	Appendix F Prescribed Standards of Appearance – Officers and Civilian Uniformed Members
AI-011	Framework for Annual Reporting	TPSB AI-001	Board Business Plan
		Chapter 13	Conduct
			2005 Annual Report
			2005 Annual Statistical Report
			2006-2008 Business Plan
			2005 Environmental Scan
			2005 Service Performance Year End Report
			2006 – 2008 Service Priorities
AI-012	Use of Force		Quarterly Report – Statistical Analysis of Conduct Complaints, Professional Standards
		04-16	Death in Police Custody
		08-01	Employee and Family Assistance Program (EFAP)
		08-04	Critical Incident Stress
		13-16	Special Investigations Unit
		15-01	Use of Force
		15-02	Injury Reporting
		15-04	Service Firearms
		15-05	Shotguns
		15-06	Tactical Training with Firearms
		15-07	Use of Authorized Range
		15-09	Taser
		15-16	Uniform, Equipment and Appearance Standards

Adequacy Standard		Service Governance	
No.	Name	No.	Name
AI-012	Use of Force – continued –	By-law 689–2000	Record Retention Schedule
			Toronto Police Service Skills Development and Learning Plan – August 2004
AI-012A	Use of Force Appendix “A” (Ontario Use of Force Model (2004); Comparison Chart; Background Information)		– only applies to Ontario Police College –
AI-013	Speed Detector Devices	07–10	Speed Enforcement
		08–09	Workplace Safety
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Traffic Management, Traffic Law Enforcement and Road Safety Plan – December 2000
AI-014	Secure Holster	08–09	Workplace Safety
		15–01	Use of Force
		15–02	Injury Reporting
		15–04	Service Firearms
		15–05	Shotguns
		15–06	Tactical Training with Firearms
		15–07	Use of Authorized Range
		15–16	Uniform, Equipment and Appearance Standards
			Toronto Police Service Skills Development and Learning Plan – August 2004
CP-001	Problem–Oriented Policing	04–18	Crime and Disorder Management
CP-002	Crime Prevention	04–18	Crime and Disorder Management
		14–32	Crime Prevention
CP-003	Police Response to Workplace Violence	04–18	Crime and Disorder Management
		04–31	Victim Services Program
		05–16	Hate/ Bias Crime
		08–01	Employee and Family Assistance Program (EFAP)
		08–10	External Threats Against Service Members
		13–14	Workplace Harassment
		13–15	Stereotyping Prevention in the Workplace
		14–01	Staff Development

Adequacy Standard		Service Governance	
No.	Name	No.	Name
CP-003	Police Response to Workplace Violence – continued –	14-02	Evaluations, Reclassifications and Appraisals
		14-09	Civilian Transfer, Reclassification and Promotion
		14-10	Uniform Promotion Process – up to & Including the Rank of Inspector
		14-11	Uniform Promotion Process to Staff Inspector, Superintendent and Staff Superintendent
		14-16	Diversity Awareness
		14-18	Assessment of Educational Qualifications
		14-19	Workplace Accommodation
		14-21	WPPD – Senior Officers
		14-26	Leaves of Absence
		14-27	Job – Sharing
		14-31	Reduced Hours
		14-32	Crime Prevention
		19-02	Police Facilities
		1.9 *	Fairness, Discrimination and Harassment
		1.11 *	Offensive Materials
		2.4.1(f) *	General Responsibilities – Deputy Chiefs of Police
		2.5.1(f) *	General Responsibilities – Chief Administrative Officer
		2.6.1(f) *	General Responsibilities – Staff Superintendents and Directors
		2.7.1(a) & (b) *	General Responsibilities – Unit Commanders
CT-001	Terrorism Mitigation	04-20	Surveillance/Interception of Private Communication
		04-26	Security Offences Act
		04-38	Intelligence Services
		04-39	Joint Forces Operations
		10-12 **	Counter-Terrorism
			Ontario Major Case Management Manual
			Criminal Intelligence Service Ontario Manual
CT-002	Terrorism Preparedness/Planning	04-21	Gathering/Preserving Evidence
		04-26	Security Offences Act
		04-30	Scenes of Crime Officer (SOCO)
		04-31	Victim Services Program
		04-38	Intelligence Services

Adequacy Standard		Service Governance	
No.	Name	No.	Name
CT-002	Terrorism Preparedness/Planning – continued –	04-39	Joint Forces Operations
		08-06	Hazardous Materials, Decontamination and Deinfestation
		10-01	Emergency Incident Management
		10-02	Incidents Involving Hazardous Materials
		10-04	Nuclear Emergencies
		10-05	High-Risk Incidents
		10-08	Chemical / Biological / Radiological / Nuclear Agents Events
		10-12 **	Counter-Terrorism
		15-03	Service Communication Systems
		15-11	Use of Service Vehicles
		17-01	News Media
		17-02	Major News Reports
		17-03	The Municipal Freedom of Information and Protection of Privacy Act
		19-10	Unit Operational Continuity Plan
		2.5.1(h) *	General Responsibilities – Chief Administrative Officer
			Public Safety & Emergency Planning unit-specific manuals
			Communications Centre – Unit Operations Manual
			City of Toronto Emergency Plan
CT-003	Terrorism Response and Notifications	04-26	Security Offences Act
		04-31	Victim Services Program
		04-38	Intelligence Services
		10-01	Emergency Incident Management
		10-02	Incidents Involving Hazardous Materials
		10-12 **	Counter-Terrorism
			Public Safety & Emergency Planning unit-specific manuals
CT-004	Terrorism Recovery	04-18	Crime and Disorder Management
		04-31	Victim Services Program
		04-38	Intelligence Services
		05-16	Hate/Bias Crime
		08-01	Employee and Family Assistance Program (EFAP)
		08-04	Critical Incident Stress
		10-01	Emergency Incident Management
		10-05	High-Risk Incidents
		10-06	Medical Emergencies

Adequacy Standard		Service Governance	
No.	Name	No.	Name
CT-004	Terrorism Recovery – continued –	10-09	Evacuations
		10-12 **	Counter-Terrorism
		17-01	News Media
		17-02	Major News Reports
		17-03	The Municipal Freedom of Information and Protection of Privacy Act
			Criminal Investigation Management Plan – October 2006
			2005 Environmental Scan
			Public Safety & Emergency Planning unit-specific manuals
			City of Toronto Emergency Plan
ER-001	Preliminary Perimeter Control and Containment	08-04	Critical Incident Stress
		10-01	Emergency Incident Management
		10-05	High-Risk Incidents
		13-17	Memorandum Books
		15-03	Service Communication Systems
		2.1.1(q) *	General Responsibilities – Members
		2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.8.3 *	Inspecting Memorandum Books and Reports
		2.11.1 *	General Responsibilities – Sergeants and Detectives
		2.12.1 *	General Responsibilities – Sergeants
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Emergency Task Force Operational Manual
ER-002	Tactical Units	10-03	Bomb Threats and Explosions
		10-05	High-Risk Incidents
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Emergency Task Force Operational Manual
ER-003	Hostage Rescue Teams	10-05	High-Risk Incidents
			Toronto Police Service Skills Development and Learning Plan – August 2004

Adequacy Standard		Service Governance	
No.	Name	No.	Name
ER-003	Hostage Rescue Teams – continued –		Emergency Task Force Operational Manual
ER-004	Major Incident Command	10-01	Emergency Incident Management
		10-05	High-Risk Incidents
		11-01	Public Safety Unit Response
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Public Safety Unit Operational Manual
ER-005	Crisis Negotiation	10-05	High-Risk Incidents
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Emergency Task Force unit-specific procedure
			Emergency Task Force unit-specific training manual
ER-006	Explosives	10-03	Bomb Threats and Explosions
		10-05	High-Risk Incidents
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Emergency Task Force unit-specific procedure
			Emergency Task Force unit-specific training manual
ER-007	Ground Search for Lost or Missing Persons	04-05	Search for Missing Persons
		04-27	Use of Police Dog Services
		04-31	Victim Services Program
		05-26	Child Abductions
		10-01	Emergency Incident Management
		14-20	Auxiliary Members
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Public Safety Unit Operational Manual
			Community Mobilization – Volunteer Resources Operational and Training Manuals
ER-008	Emergency Planning	Chapter 04	Ontario Major Case Management Manual
			General Investigations

Adequacy Standard		Service Governance	
No.	Name	No.	Name
ER-008	Emergency Planning – continued –	Chapter 05	Criminal Investigations
		10-01	Emergency Incident Management
		10-02	Incidents Involving Hazardous Materials
		10-03	Bomb Threats and Explosions
		10-04	Nuclear Emergencies
		10-05	High Risk Incidents
		10-06	Medical Emergencies
		10-07	Industrial Accidents
		10-08	Chemical / Biological / Radiological / Nuclear Agents Events
		10-09	Evacuations
		10-10	Emergencies and Pursuits on TTC Property
		10-11	Clandestine, Extraction and Hydroponic Drug Laboratories
		11-01	Public Safety Unit Response
		11-08	Use of Mounted Unit
		15-03	Service Communication Systems
		17-01	News Media
		17-02	Major News Reports
		19-10	Unit Operational Continuity Plan
		2.5.1(h) *	General Responsibilities – Chief Administrative Officer
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Public Safety Unit Operational Manual
			City of Toronto Emergency Plan
ER-009	Underwater Search and Recovery Units	04-23	Marine Unit Response
		08-09	Workplace Safety
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Marine Unit – Operational & Training Manuals
LE-001	Community Patrol	04-18	Crime and Disorder Management
LE-002	Communications and Dispatch	15-03	Service Communication Systems
		15-10	Suspect Apprehension Pursuits
		1.19 *	Use of Computers and Telecommunications
		1.20 *	Electronic Recordings

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-002	Communications and Dispatch – continued –	2.1.1(i) *	General Responsibilities – Members
		2.7.1(h) *	General Responsibilities – Unit Commanders
		By-law 689-2000	Record Retention Schedule
			Toronto Police Service Skills Development and Learning Plan – August 2004
			TPS Organizational Chart
			Communications Services Organizational Chart
			Communications Centre – Unit Operations Manual
LE-003	Crime, Call and Public Disorder Analysis	04-18	Crime and Disorder Management
		04-38	Intelligence Services
		Chapter 11	Crowd Control
		17-08	Use of Special Address System
		By-law 689-2000	Record Retention Schedule
LE-004	Criminal Intelligence	04-18	Crime and Disorder Management
		04-20	Surveillance/Interception of Private Communication
		04-38	Intelligence Services
		05-28	Gang Related Investigations
		14-32	Crime Prevention
		18-06	Flashroll
		18-07	329 Fund
		By-law 689-2000	Record Retention Schedule
			Intelligence Services – CISO Manual
			Intelligence Services Unit Mandate
LE-005	Arrest	01-01	Arrest
		01-02	Search of Persons
		01-03	Persons in Custody
		01-03	Appendix A Medical Advisory Notes
		01-07	Identification of Criminals
		01-08	Criminal Code Release
		01-15	Bail Hearings and Detention Orders
		06-04	Emotionally Disturbed Persons
		09-06	Property of Persons in Custody

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-005	Arrest – continued –	10-06	Medical Emergencies
		15-01	Use of Force
		15-02	Injury Reporting
LE-006	Criminal Investigation Management & Procedures	04-05	Search for Missing Persons
		04-20	Surveillance/Interception of Private Communication
		04-21	Gathering/Preserving Evidence
		04-22	Polygraph Examinations
		04-27	Use of Police Dog Services
		04-30	Scenes of Crime Officer (SOCO)
		04-32	Taped Investigative Interviews
		04-40	Major Incident Rapid Response Team
		04-41	Youth Crime Investigations
		05-01	Preliminary Homicide Investigation
		05-02	Robberies/Hold-ups
		05-03	Break and Enter
		05-04	Domestic Violence
		05-05	Sexual Assault
		05-06	Child Abuse
		05-08	Criminal Writings
		05-15	Proceeds of Crime Investigations
		05-16	Hate/Bias Crime
		05-17	Gambling Investigations
		05-18	Fraudulent Payment Cards
		05-19	Violent Crime Linkage Analysis System
		05-21	Offences Involving Firearms
		05-22	Abuse of Elderly or Vulnerable Persons
		05-23	Fraud Investigations
		05-24	Child Exploitation
		05-25	Pawnbrokers and Second Hand Dealers
		05-26	Child Abductions
		05-27	Criminal Harassment
		05-28	Gang Related Investigations
		05-30	Major Drug Investigations
		07-01	Transportation Collisions
		07-02	Fail to Remain Collisions
		07-03	Life Threatening Injury/Fatal Collisions
		07-06	Ability Impaired/Over 80 – Investigation
		07-07	Ability Impaired/Over 80 – Hospital Investigation
		07-08	Approved Screening Device
		07-09	Breath Interview

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-006	Criminal Investigation Management & Procedures – continued –	07-12	Theft of Vehicles
		Chapter 09	Property
		Chapter 12	Courts
		17-04	Community Safety Notifications
		2.10.1 *	General Responsibilities – Detective Sergeants
		2.13.1 *	General Responsibilities – Detectives
		2.14.1 (d), (e), (f) *	General Responsibilities – Constables
		By-law 689-2000	Record Retention Schedule
			Criminal Investigation Management Plan – October 2006
LE-007	Hate/Bias Motivated Crime		Toronto Police Service Skills Development and Learning Plan – August 2004
		04-21	Gathering/Preserving Evidence
		04-30	Scenes of Crime Officer (SOCO)
		04-31	Victim Services Program
		05-08	Criminal Writings
		05-16	Hate/Bias Crime
		05-21	Offences Involving Firearms
		09-01	Property – General
		09-03	Property – Firearms
			Criminal Investigation Management Plan – October 2006
			2005 Environmental Scan
			2005 Annual Hate/Bias Crime Statistical Report, Intelligence Services – Hate Crime Unit
			Intelligence Services – Unit Mandate
LE-008	Hate Propaganda		Intelligence Services unit-specific procedures
		04-21	Gathering/Preserving Evidence
		04-30	Scenes of Crime Officer (SOCO)
		04-31	Victim Services Program
		05-08	Criminal Writings
		05-16	Hate/Bias Crime
		05-21	Offences Involving Firearms

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-008	Hate Propaganda – continued –	09-01	Property – General
		09-03	Property – Firearms
			Criminal Investigation Management Plan – October 2006
			2005 Environmental Scan
			2005 Annual Hate/Bias Crime Statistical Report, Intelligence Services – Hate Crime Unit
			Intelligence Services – Unit Mandate
			Intelligence Services unit-specific procedures
LE-009	Joint Forces Operations	04-39	Joint Forces Operations
			Criminal Intelligence Service Ontario Manual
			Ontario Major Case Management Manual
LE-010	Internal Task Forces	04-40	Major Incident Rapid Response Team
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-011	Search of Premises	01-02	Search of Persons
		02-17	Obtaining a Search Warrant
		02-18	Executing a Search Warrant
		02-19	Search Warrant Returns/Orders for Continued Detention
		04-06	Building Checks and Searches
		04-21	Gathering/Preserving Evidence
		08-06	Hazardous Materials, Decontamination and Deinfestation
		08-07	Communicable Diseases
		09-01	Property – General
		09-03	Property – Firearms
		09-04	Narcotics, Drugs and Paraphernalia
		09-05	Property – Liquor
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-012	Search of Persons	01-02	Search of Persons
			Toronto Police Service Skills Development and Learning Plan – August 2004

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-013	Police Response to Persons who are Emotionally Disturbed or have a Mental Illness or a Developmental Disability	01-01	Arrest
		01-03	Persons in Custody
		04-01	Investigations at Hospitals
		04-31	Victim Services Program
		06-04	Emotionally Disturbed Persons
		06-05	Elopees/Community Treatment Orders
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-014	Court Security	01-02	Search of Persons
		01-03	Persons in Custody
		06-04	Emotionally Disturbed Persons
		08-07	Communicable Diseases
		Chapter 10	Emergencies & Hazardous Incidents
		13-17	Memorandum Books
		15-01	Use of Force
		15-03	Service Communication Systems
		15-16	Uniform, Equipment and Appearance Standards
		15-16	Appendix C Uniform and Equipment Standards – Uniformed Civilian Members
		2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.8.3 *	Inspecting Memorandum Books and Reports
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Court Services Operational Manuals
			Court Services – Site Security Plans
LE-14A	Court Security Assessment Tool		Court Services – Site Security Plans
LE-015	Paid Informants and Agents	04-35	Source Management – ‘Informants’
		04-36	Agents
		04-37	Witness Assistance & Relocation Program (WARP)
		05-30	Major Drug Investigations
		TPS 207	Informant/Agent Report
		TPS 538	Informant/Agent Identification Record
			CDIU Unit Mandate

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-015	Paid Informants and Agents – continued –		Unit Specific Manual – Intelligence Services
LE-016	Prisoner Care and Control	01-03	Persons in Custody
		01-03	Appendix A Medical Advisory Notes
		01-03	Appendix B Cell and Prisoner Condition Checks in UCMR
		01-03	Appendix C Designated Lock-ups
		01-03	Appendix D Booking Hall/Detention Area Monitoring
		01-03	Appendix E Lodging of Transgender/Transsexual Persons
		03-05	Detoxification Centres
		03-06	Guarding Persons in Hospital
		03-07	Meal Provision for Persons in Custody
		04-16	Death in Police Custody
		08-07	Communicable Diseases
		09-06	Property of Persons in Custody
		10-06	Medical Emergencies
		12-06	Coroner's Inquest
		13-17	Memorandum Books
		15-03	Service Communication Systems
		2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.8.3 *	Inspecting Memorandum Books and Reports
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Court Services Operational Manuals
LE-017	Traffic Management, Enforcement and Road Safety	07-01	Transportation Collisions
		07-02	Fail to Remain Collisions
		07-03	Life Threatening Injury / Fatal Collisions
		07-04	Railway Collisions
		07-05	Collisions Involving Service Vehicles
		07-06	Ability Impaired/Over 80 – Investigation
		07-07	Ability Impaired/Over 80 – Hospital Investigation
		07-08	Approved Screening Device

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-017	Traffic Management, Enforcement and Road Safety – continued –	07-09	Breath Interview
		07-10	Speed Enforcement
		07-11	Impounding/Relocating Vehicles
		07-12	Theft of Vehicles
		07-13	Unsafe Vehicles
		07-18	RIDE Program
		07-19	Suspended / Disqualified Driving
		09-01	Property – General
		10-02	Incidents Involving Hazardous Materials
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Traffic Management, Traffic Law Enforcement and Road Safety Plan – December 2000
LE-018	Witness Protection	04-37	Witness Assistance & Relocation Program (WARP)
LE-019	Stolen or Smuggled Firearms	05-21	Offences Involving Firearms
		09-03	Property – Firearms
			Criminal Investigation Management Plan – October 2006
LE-020	Collection, Preservation and Control of Evidence and Property	04-05	Search for Missing Persons
		04-21	Gathering/ Preserving Evidence
		05-12	Counterfeit Money
		05-21	Offences Involving Firearms
		08-06	Hazardous Materials, Decontamination and Deinfestation
		09-01	Property – General
		09-03	Property – Firearms
		09-04	Narcotics, Drugs and Paraphernalia
		09-05	Property – Liquor
		09-06	Property of Persons in Custody
		13-17	Memorandum Books
		16-06	Quality Assurance Process
		1.14 *	Removal of Service File, Record, Exhibit and Property
		2.1.1(p) *	General Responsibilities – Members – (collection of evidence)
		2.1.1(q) *	General Responsibilities – Members – (collection of evidence – prior to reporting off duty)

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-020	Collection, Preservation and Control of Evidence and Property – continued –	2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.8.3 *	Inspecting Memorandum Books and Reports
		2.11.1 *	General Responsibilities – Sergeants and Detectives
		2.14.1(e) *	General Responsibilities – Constables – (collection of evidence)
		2.14.2 *	Occurrence Reports
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Forensic Identification Services – Major Crime Scene Management
			Forensic Identification Services – Forensic Laboratories Procedures Manual
			Property & Evidence Management Unit-Specific Manuals
LE-021	Elder and Vulnerable Adult Abuse	05-22	Abuse of Elderly or Vulnerable Persons
LE-022	Officer Note Taking	13-16	Special Investigations Unit
		13-17	Memorandum Books
		2.1.1(q) *	General Responsibilities – Members
		2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.8.3 *	Inspecting Memorandum Books and Reports
		2.11.1 *	General Responsibilities – Sergeants and Detectives
		2.12.1 *	General Responsibilities – Sergeants
		2.13.1 *	General Responsibilities – Detectives
		By-law 689-2000	Record Retention Schedule
LE-023	Bail and Violent Crime	01-15	Bail Hearings and Detention Orders
		03-09	Bail Reporting
		05-04	Domestic Violence
		05-05	Sexual Assault
		05-06	Child Abuse
		05-10	Threatening/Harassing Telephone Calls
		05-11	Fail to Comply/Fail to Appear
		05-21	Offences Involving Firearms
		05-22	Abuse of Elderly or Vulnerable Persons

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-023	Bail and Violent Crime – continued –	05-27	Criminal Harassment
			Court Services unit-specific procedures
			Bail and Parole unit-specific procedures
LE-024	Domestic Violence Occurrences	01-01	Arrest
		01-15	Bail Hearings and Detention Orders
		02-01	Arrest with Warrant
		Chapter 02	Warrants
		04-02	Attempt Suicide/Suicide
		04-09	Interpreters
		04-20	Surveillance/Interception of Private Communication
		04-21	Gathering/ Preserving Evidence
		04-30	Scenes of Crime Officer (SOCO)
		04-31	Victim Services Program
		04-32	Taped Investigative Interviews
		04-37	Witness Assistance & Relocation Program (WARP)
		05-04	Domestic Violence
		05-05	Sexual Assault
		05-06	Child Abuse
		05-10	Threatening/Harassing Telephone Calls
		05-11	Fail to Comply/Fail to Appear
		05-16	Hate/Bias Crime
		05-19	Violent Crime Linkage Analysis System
		05-21	Offences Involving Firearms
		05-22	Abuse of Elderly or Vulnerable Persons
		05-24	Child Exploitation
		05-26	Child Abductions
		05-27	Criminal Harassment
		06-04	Emotionally Disturbed Persons
		06-06	Apprehension Orders
		08-10	External Threats Against Service Members
		10-06	Medical Emergencies
		13-17	Memorandum Books
		17-08	Use of Special Address System
		2.1.1(q) *	General Responsibilities – Members
		2.1.3 *	Memorandum Books, Records, Reports and Forms
		2.2.1(d) *	General Responsibilities – Supervisors and Managers

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-024	Domestic Violence Occurrences – continued –	2.8.3 *	Inspecting Memorandum Books and Reports
		2.11.1 *	General Responsibilities – Sergeants and Detectives
		2.12.1(b) *	General Responsibilities – Sergeants
		2.13.1 *	General Responsibilities – Detectives
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Communications Centre – Unit Operations Manual
			Forensic Identification Services – Major Crime Scene Management
			Forensic Identification Services – Forensic Laboratories Procedures Manual
			Ontario Major Case Management Manual
LE-025	Supervision	all relevant	Each relevant procedure contains a <b>Supervision</b> section, as well as specific directions on supervisory responsibilities
		Chapter 13	Conduct
		14-10	Uniform Promotion Process – up to & Including the Rank of Inspector
		14-11	Uniform Promotion Process to Staff Inspector, Superintendent and Staff Superintendent
		2.1.1(k) *	General Responsibilities – Members
		2.2.1 *	General Responsibilities – Supervisors and Managers
		2.7.1(h) *	General Responsibilities – Unit Commanders
		2.7.1(i) *	General Responsibilities – Unit Commanders
		2.7.2(c) *	Unit Commanders – Personnel
		2.12.1 *	General Responsibilities – Sergeants
		2.13.1 *	General Responsibilities – Detectives
		2.14.2 *	Occurrence Reports
			Criminal Investigation Management Plan – October 2006

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-025	Supervision – continued –		Toronto Police Service Skills Development and Learning Plan – August 2004
			Collective Agreements
LE-026	Missing Persons	04-05	Search for Missing Persons
		04-21	Gathering/ Preserving Evidence
		05-01	Preliminary Homicide Investigation
		05-26	Child Abductions
		09-01	Property – General
		14-20	Auxiliary Members
		By-law 689-2000	Record Retention Schedule
			Criminal Investigation Management Plan – October 2006
			Public Safety & Emergency Planning unit-specific procedures on search for missing persons
LE-027	Child Abuse and Neglect		Ontario Major Case Management Manual
		02-13	Child Apprehension Warrants
		04-03	Sudden Death
		04-21	Gathering / Preserving Evidence
		04-31	Victim Services Program
		04-32	Taped Investigative Interviews
		04-41	Youth Crime Investigations
		05-01	Preliminary Homicide Investigation
		05-04	Domestic Violence
		05-06	Child Abuse
		05-19	Violent Crime Linkage Analysis System
		05-24	Child Exploitation
		05-26	Child Abductions
		05-29	Sex Offender Registry
		06-06	Apprehension Orders
		09-01	Property – General
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Ontario Major Case Management Manual
LE-028	Criminal Harassment	01-15	Bail Hearings and Detention Orders
		04-21	Gathering / Preserving Evidence
		04-31	Victim Services Program

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-028	Criminal Harassment – continued –	05-04	Domestic Violence
		05-10	Threatening/Harassing Telephone Calls
		05-21	Offences Involving Firearms
		05-27	Criminal Harassment
		12-01	Confidential Crown Envelope
			Criminal Investigation Management Plan – October 2006
			Ontario Major Case Management Manual
LE-029	Preventing or Responding to Occurrences Involving Firearms	01-15	Bail Hearings and Detention Orders
		02-17	Obtaining a Search Warrant
		02-18	Executing a Search Warrant
		02-19	Search Warrant Returns/Orders for Continued Detention
		04-02	Attempt Suicide/Suicide
		04-21	Gathering / Preserving Evidence
		05-02	Robberies/Hold-Ups
		05-04	Domestic Violence
		05-05	Sexual Assault
		05-16	Hate/Bias Crime
		05-21	Offences Involving Firearms
		05-22	Abuse of Elderly or Vulnerable Persons
		05-27	Criminal Harassment
		05-28	Gang Related Investigations
		06-04	Emotionally Disturbed Persons
		09-03	Property – Firearms
			Criminal Investigation Management Plan – October 2006
LE-030	Property Offences (Including Break and Enter)	04-18	Crime and Disorder Management
		04-20	Surveillance/Interception of Private Communication
		04-21	Gathering/ Preserving Evidence
		04-30	Scenes of Crime Officer (SOCO)
		04-38	Intelligence Services
		05-03	Break and Enter
		05-07	Fire Investigations
		05-25	Pawnbrokers and Second Hand Dealers
		09-01	Property – General
		09-03	Property – Firearms
		14-32	Crime Prevention
		17-02	Major News Reports
		17-07	CPIC Alert System
		17-08	Use of Special Address System

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-030	Property Offences (Including Break and Enter) – continued –		Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-031	Drug Investigation	02-18	Executing a Search Warrant
		04-15	Drug Enforcement Case Overlap Programme
		04-20	Surveillance/Interception of Private Communication
		04-21	Gathering/Preserving Evidence
		04-35	Source Management – ‘Informants’
		04-36	Agents
		04-39	Joint Forces Operations
		05-15	Proceeds of Crime Investigations
		05-28	Gang Related Investigations
		05-30	Major Drug Investigations
		08-06	Hazardous Materials, Decontamination and Deinfestation
		09-04	Narcotics, Drugs and Paraphernalia
		10-11	Clandestine, Extraction and Hydroponic Drug Laboratories
		18-06	Flashroll
		18-07	329 Fund
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Toronto Drug Squad Operations Manual
LE-032	Illegal Gaming	05-17	Gambling Investigations
			Ontario Illegal Gaming Enforcement Unit Operations Manual
LE-033	Prisoner Transportation	01-03	Persons in Custody
		01-03	Appendix A Medical Advisory Notes
		01-03	Appendix B Cell and Prisoner Condition Checks in UCMR
		01-03	Appendix C Designated Lock-ups
		01-03	Appendix D Booking Hall/Detention Area Monitoring

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-033	Prisoner Transportation – continued –	01-03	Appendix E Lodging of Transgender/Transsexual Persons
		03-05	Detoxification Centres
		03-06	Guarding Persons in Hospital
		03-07	Meal Provision for Persons in Custody
		08-07	Communicable Diseases
		10-06	Medical Emergencies
		15-03	Service Communication Systems
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-034	Sexual Assault Investigations		Court Services Operational Manuals
		04-21	Gathering/Preserving Evidence
		04-31	Victim Services Program
		05-05	Sexual Assault
		05-19	Violent Crime Linkage Analysis System
		05-24	Child Exploitation
		05-29	Sex Offender Registry
		09-01	Property – General
		17-02	Major News Report
		17-04	Community Safety Notifications
		17-07	CPIC Alert System
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
LE-035	Waterways Policing		Communications Centre – Unit Operations Manual
			Unit Mandate – Sexual Crimes Unit – Community Outreach and Liaison
LE-036	Child Pornography		Ontario Major Case Management Manual
		04-23	Marine Unit Response
			Marine Unit Operations Manual
		05-06	Child Abuse
		05-19	Violent Crime Linkage Analysis System
		05-24	Child Exploitation
			Criminal Investigation Management Plan – October 2006
			Ontario Major Case Management Manual

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-037	Sudden Death and Found Human Remains	04-02	Attempt Suicide/ Suicide
		04-03	Sudden Death
		04-08	Compassionate Messages
		04-31	Victim Services Program
		05-01	Preliminary Homicide Investigation
		05-21	Offences Involving Firearms
		07-03	Life Threatening Injury/Fatal Collisions
		07-04	Railway Collisions
		10-01	Emergency Incident Management
		10-07	Industrial Accidents
		10-10	Emergencies and Pursuits on TTC Property
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Ontario Major Case Management Manual
LE-038	Fraud and False Pretence Investigations	04-18	Crime and Disorder Management
		04-21	Gathering/Preserving Evidence
		04-31	Victim Services Program
		05-08	Criminal Writings
		05-12	Counterfeit Money
		05-18	Fraudulent Payment Cards
		05-22	Abuse of Elderly or Vulnerable Persons
		05-23	Fraud Investigations
		09-01	Property – General
		17-02	Major News Reports
		17-07	CPIC Alert System
			Criminal Investigation Management Plan – October 2006
			Fraud Squad Operations Manual
LE-039	Homicide	01-01	Arrest
		04-21	Gathering/Preserving Evidence
		05-01	Preliminary Homicide Investigation
		09-01	Property – General
		17-01	News Media
		17-02	Major News Reports
		17-07	CPIC Alert System
			Ontario Major Case Management Manual
LE-040	Parental and Non-Parental Abductions	04-05	Search for Missing Persons
		05-06	Child Abuse

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-040	Parental and Non-Parental Abductions – continued –	05-19	Violent Crime Linkage Analysis System
		05-26	Child Abductions
		06-06	Apprehension Orders
		06-07	Restraining Orders
		17-04	Community Safety Notifications
		17-07	CPIC Alert System
			Criminal Investigation Management Plan – October 2006
			Ontario Major Case Management Manual
LE-041	Proceeds of Crime	05-15	Proceeds of Crime Investigations
			Criminal Investigation Management Plan – October 2006
LE-042	Robbery	04-18	Crime and Disorder Management
		04-21	Gathering / Preserving Evidence
		05-02	Robberies/ Hold-ups
		05-19	Violent Crime Linkage Analysis System
			Criminal Investigation Management Plan – October 2006
LE-043	Vehicle Theft	04-18	Crime and Disorder Management
		07-12	Theft of Vehicles
		17-07	CPIC Alert System
			Criminal Investigation Management Plan – October 2006
LE-044	Youth Crime	04-41	Youth Crime Investigations
		05-28	Gang Related Investigations
			Toronto Schools Protocol
			Records Management Services unit-specific manual
LE-045	Suspect Apprehension Pursuits	15-03	Service Communication Systems
		15-10	Suspect Apprehension Pursuits
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Memorandum of Understanding – Hand Over of Decision-Making Responsibility in Inter-Jurisdictional Suspect Apprehension Pursuits – August 10, 2006
			Communications Centre – Unit Operations Manual
LE-046	Sex Offender Registry	05-29	Sex Offender Registry

Adequacy Standard		Service Governance	
No.	Name	No.	Name
LE-047	Police Response to High Risk Individuals	02-10	National Parole Warrants
		02-11	Provincial Parole Warrants
		02-12	Ontario Review Board Warrants and Dispositions
		02-15	Returning Prisoners on Warrants Held by Toronto Police Service
		04-18	Crime and Disorder Management
		04-20	Surveillance/Interception of Private Communication
		04-31	Victim Services Program
		04-37	Witness Assistance & Relocation Program (WARP)
		05-04	Domestic Violence
		05-05	Sexual Assault
		05-06	Child Abuse
		05-11	Fail to Comply/Fail to Appear
		05-19	Violent Crime Linkage Analysis System
		05-21	Offences Involving Firearms
		05-22	Abuse of Elderly or Vulnerable Persons
		05-24	Child Exploitation
		05-27	Criminal Harassment
		05-29	Sex Offender Registry
		06-04	Emotionally Disturbed Persons
		06-07	Restraining Orders
		17-01	News Media
		17-02	Major News Reports
		17-03	The Municipal Freedom of Information and Protection of Privacy Act
		17-04	Community Safety Notifications
		17-08	Use of Special Address System
			Criminal Investigation Management Plan – October 2006
			Toronto Police Service Skills Development and Learning Plan – August 2004
PO-001	Public Order Units	04-05	Search for Missing Persons
		10-01	Emergency Incident Management
		10-02	Incidents Involving Hazardous Materials
		10-04	Nuclear Emergencies
		10-05	High-Risk Incidents
		11-01	Public Safety Unit Response
		11-04	Protests and Demonstrations

Adequacy Standard		Service Governance	
No.	Name	No.	Name
PO-001	Public Order Units – continued –	11-05	Major Disturbances at Correctional Facilities
		11-06	Labour Disputes at Correctional Facilities
			Toronto Police Service Skills Development and Learning Plan – August 2004
			Public Safety Unit Operations Manual
PO-002	Police Action at Labour Disputes	11-01	Public Safety Unit Response
		11-03	Police Response at Labour Disputes
		20-01	Paid Duties
		SP229E	<i>Labour Disputes – Information for Employers and Employees</i> (Service pamphlet)
			Public Safety Unit Operations Manual
VA-001	Victims’ Assistance	04-03	Sudden Death
		04-08	Compassionate Messages
		04-09	Interpreters
		04-31	Victim Services Program
		05-01	Preliminary Homicide Investigation
		05-04	Domestic Violence
		05-05	Sexual Assault
		09-01	Property – General
			Ontario Major Case Management Manual

\* Standards of Conduct

\*\* Procedure 10-12, currently in draft form, was approved by the Police Services Board at the September 2006 meeting (Min. No. C231/06 refers).

## Appendix B – Non-Compliance

A comprehensive review of Service Governance was completed during November 2006 to ensure continued compliance with the regulatory requirements of Ontario Regulation 3/99, as well as the Adequacy Standards guidelines contained in Policing Standards Manual (2000), where appropriate.

While compliance with the Adequacy Standards guidelines is recommended, it is not compulsory. The Service is compliant with the guidelines whenever practicable. There are three (3) Adequacy Standards guidelines to which compliance is not operationally appropriate for this Service. They are identified below, along with the reason for non-compliance.

### ER-001 Preliminary Perimeter Control and Containment

The Toronto Police Service does not maintain a dedicated "containment team" as defined by this Guideline. The only purpose of a containment team is to contain the scene of a high-risk incident, set up perimeters and await the arrival of the tactical unit.

Most police services employ a 3-stage response, with the first responders arriving to assess the situation. First responders are not trained in perimeter control. If tactical response is required, the containment team is called out to set up perimeters, control the scene and await the arrival of the tactical unit. The containment team usually arrives in 30 minutes or more. It may take up to 8 hours for the tactical unit to arrive on scene.

The Toronto Police Service employs a 2-stage response. All TPS officers receive training in preliminary perimeter control and containment. In a situation where tactical response is required, TPS first responders arrive quickly, assess the situation, set up perimeters and await the arrival of the Emergency Task Force, which is generally less than 30 minutes. Therefore, there is no need for an interim "containment team".

<i>Most Police Services</i>	<i>Toronto Police Service</i>
<u>3 Stage Response:</u> <ul style="list-style-type: none"><li>– 1<sup>st</sup> responders</li><li>– containment team</li><li>– tactical team</li></ul> <ul style="list-style-type: none"><li>• tactical unit response time up to 8 hours</li><li>• the first responders are not train in perimeter control</li><li>• containment function performed by dedicated containment team</li></ul>	<u>2 Stage Response</u> <ul style="list-style-type: none"><li>– emergency response</li><li>– ETF</li></ul> <ul style="list-style-type: none"><li>• ETF response time generally less than ½ hour</li><li>• all officers receive training in perimeter control and containment</li><li>• all field officers capable of performing containment function</li></ul>

The Toronto Police Service currently complies with the Regulatory requirements, as set out in Ontario Regulation 3/99, by using first responders for preliminary perimeter control and containment.

Although all ETF officers are issued with the equipment listed in this Guideline, it is not appropriate for this equipment to be issued to patrol officers.

## **LE-020 Collection, Preservation and Control of Evidence and Property**

### Provincial Guideline

- 6 Where a member who has responsibility for a property/evidence storage area is transferred or replaced, every Chief of Police should ensure that an inventory is taken of the property/evidence in that area. The inventory should be jointly conducted by the newly appointed member responsible and a designee of the Chief of Police, in order to ensure that all records relating to the stored property/evidence are accurate.

Reason: Due to the large quantity of property and evidence stored at Property & Evidence Management, it is impossible to take a physical inventory of every piece of property and evidence each time that a member transfers from the unit or terminates from the Service. However, the unit has a computerised inventory of stored property and evidence and appropriate checks and balances in place to ensure the security of the stored property and evidence at all times, not only when members leave the unit.

## **PO-001 Public Order Units**

### Equipment and Facilities List

POU Uniform rain, moisture and cold weather protection, which is situationally and environmentally appropriate

Reason: Uniform items which are “rain, moisture and cold weather protection, which is situationally and environmentally appropriate” were not available when the equipment list was written in 2000. Public Safety and Emergency Planning has entered into an agreement to purchase a new patrol jacket shell which is made of a NOMEX brand flame-resistant material. These jackets are currently on order.

### Equipment and Facilities List

Portable Radiocapable of use with foreign agent protection, as set out in this equipment list (Oleoresin Capsicum and CS Agent)

Reason: A portable radio which is “capable of use with foreign agent protection, as set out in this equipment list” **does not exist**. However, the portable radios used by Public Safety officers are safe for use in situations where the possibility of foreign agent exists.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P41. SELLING ADULT CLOTHING BEARING THE TORONTO POLICE  
SERVICE LOGO**

The Board was in receipt of the following report December 07, 2006 from William Blair, Chief of Police:

Subject: SELLING ADULT CLOTHING BEARING THE TORONTO POLICE  
SERVICE LOGO

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

Funds from the sale of clothing and merchandise in the Museum Gift Shop are used to operate and enhance the Toronto Police Museum. Should the Service discontinue selling adult clothing bearing the Service logo, the Museum will lose approximately \$130,000 in sales annually.

Background/Purpose:

In April, 2006, City Council adopted a report by the Auditor General that requested the City Manager to review the current practice of City divisions, Agencies, Boards, and Commissions selling clothing items with City and/or Divisional logos to the public, the associated risk and liability to the City and report to appropriate committees on results and recommended action.

As a result, the Toronto Police Service has been asked by the City Manager to provide the Police Services Board with an assessment of risk associated with the public sale of adult clothing bearing the Police logo. Further, the Police Services Board has been requested to report to the appropriate City Committee.

Discussion:

In order to objectively determine the level of risk from selling adult clothing bearing the Toronto Police Service logo, consultation took place with members of Toronto Police Legal Services, Insurance and Risk Management-City of Toronto and an external legal firm, Borden Lander Gervais. They all agreed that while there is some risk, the risk is negligible and selling items bearing the Toronto Police Service logo is an action that is reasonable and defensible.

The Toronto Police Service, Public Information Unit, determined that the following police agencies sell adult clothing bearing their logos: the New York Police Department, Chicago Police Department, the Royal Canadian Mounted Police and the Ontario Provincial Police.

The only sources of funding for the Toronto Police Museum are the Gift Shop and public donations. The sale of adult clothing in the Toronto Police Service Gift Shop represents approximately sixty-three per cent of total sales. Public donations amount to \$3,000 to \$4,000 annually. The funds from Gift Shop sales are transferred to the Museum Reserve Fund. The Museum Reserve Fund is used to operate and enhance the Museum, including paying the wages of the Gift Shop clerk and Museum Researcher.

The Toronto Police Museum averages 35,000 visitors per year. On an annual basis approximately 200 groups visit the Police Museum for tours and lectures.

The Museum provides the Service with the opportunity to educate its members and the community on our past, present and future.

If the Board chooses to discontinue the sale of adult clothing, the Museum will close causing the Service to lose the ability to display our heritage.

Conclusion:

While the Service accepts that there is a risk from the sale of adult clothing bearing the Service logo, three legal opinions were that the risk is minimal and that the selling of adult clothing was reasonable and defensible.

I recommend that the Service continue the sale of adult clothing bearing the Toronto Police Service logo.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing report and agreed to forward a copy to the City Manager for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P42. FACT SHEETS SUMMARIZING TAVIS RESULTS, PEDESTRIAN  
SAFETY STATISTICAL INFORMATION AND STAFFING STRATEGY  
INITIATIVES**

The Board was in receipt of the following report December 05, 2006 from William Blair, Chief of Police:

Subject: SUMMARY REPORT FOR TAVIS, PEDESTRIAN SAFETY AND STAFFING  
STRATEGY INITIATIVES

Recommendation:

It is recommended that:

- (1) The Board receive the following report and fact sheets summarizing TAVIS results, Pedestrian Safety statistical information, and Staffing Strategy, for public communication; and
- (2) The Board forward a copy of this report and accompanying fact sheet to Toronto City Council for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting on October 19, 2006, the Board received an update on the TAVIS initiative (Min. No. P319/06 refers), an update on the status of traffic safety initiatives being undertaken (Min. No. P320/06 refers) and update on the Staffing Strategy (Min. No. P333/06 refers).

The Board approved motions that, in part, included preparing a one page fact sheet summarizing the achievement from each of the initiatives noted above, forwarding the foregoing fact sheets to City Council for information and to develop a communication strategy to disseminate the information widely to the public.

Discussion:

In response to the above motions, Attachment A provides a summary of TAVIS results, Attachment B provides Pedestrian Safety statistical information and Attachment C provides a Staffing Strategy summary.

Conclusion:

For public communication, the fact sheets in Attachment A, B and C that have been prepared will be posted on the Service's Internet Site for public information.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing and agreed to provide a copy to the Executive Committee of Toronto City Council for information.**

## **Attachment A:**

### **FACTS AT A GLANCE - Toronto Police Service – Service-Wide Statistics Year To Date (YTD) 2006.11.17 Unless Noted**

- Overall the seven major crime indicators are down 2%. Murders have decreased 13%, auto theft has decreased 2%, theft over \$5000 has decreased 6%, sexual assault and assaults have decreased 21% and 4% respectively
- Service arrests have increased from 2005 YTD to 2006 YTD. The service has made 53,773 arrests equating to a 7.3% increase in 2006 YTD over 2005 YTD
- Calls for Service – guns calls have declined by 4.1% in 2006 YTD (2006.11.10) compared to 2005 YTD (2005.11.10)
- Firearms processed decreased 4.3% in 2006 YTD (2006.11.20) compared to 2005 YTD (2005.11.20). There were 2,231 firearms processed in 2006 YTD compared to 2,331 in 2005 YTD
- Service contact cards (persons investigated) have increased 32.8 % in 2006 YTD compared to 2005 YTD
- Internal and external police complaints decreased 25.3% 2006 YTD (2006.10.14) compared to 2005 YTD (2005.10.14)
- Shooting Deaths have decreased by 20 (-41.7%) in 2006 YTD (2006.11.23) when compared to 2005 YTD (2005.11.23)
- Shooting occurrences decreased 19.6% from 230 in 2005 YTD to 185 in 2006 YTD (2006.11.23) and overall, shooting victim injuries have decreased 16.9% from 314 in 2005 YTD to 261 in 2006 YTD (2006.11.23)
- Provincial offence notices have increased 17.5% in 2006 YTD (2006.11.21) when compared to 2005 YTD (2005.11.21), including an average increase of moving violations of 11.9%

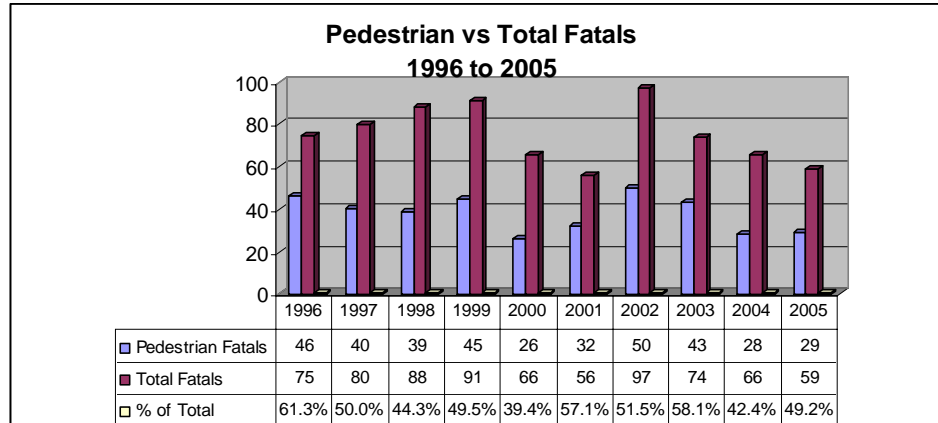
### **FACTS AT A GLANCE - Toronto Police Service - TAVIS (Toronto Anti-Violence Intervention Strategy) Statistical Information Year To Date 2006.11.13**

- Firearms Seized – 378 YTD (includes Replicas & Air/Starter Pistols)
- Rounds Seized – 2,373 YTD
- Community Contacts – (Business, Residence, Social and Law Enforcement) - 35,992
- Compliance Checks – Parole, Probation, Recognizance – 2,014
- Number of Search Warrants executed – 101
- Number of Arrests – 5,166

## Attachment B:

### **FACTS AT A GLANCE - Toronto Police Service - Pedestrian Safety Concerns in Toronto**

The Toronto Police Service has identified “Traffic Safety” as a Service Priority for 2006 through 2008. One of the goals associated with this priority is to “Increase the focus on pedestrian safety, especially seniors.” Toronto’s annual number of traffic fatalities has declined every year for the past four years. Approximately 50% of all fatal collisions involve pedestrian victims.



During the months of November, December and January, Toronto experiences higher numbers of pedestrian collisions. Weather conditions, reduced daylight hours and clothing variations are cited as contributing factors.

The most common causal factors in fatal collisions involving pedestrian victims tend to be:

- Pedestrians crossing roadways at mid-block locations
- Pedestrians running into moving traffic
- The turning actions of motor vehicles

In recent years, the Toronto Police Service has developed and implemented numerous innovative programs designed to address pedestrian safety issues. The “Operation PedSafe” initiative was recognized as the Ontario Association of Chiefs of Police “2005 Traffic Safety Initiative of the Year”. Virtually all enforcement and awareness efforts directed at enhancing traffic safety in Toronto, positively impact pedestrian safety concerns.

The Toronto Police Service is proud of its involvement in many strategic partnerships that are working towards the common goal of making Toronto’s roadways safer for pedestrians. Some of our partners include the Ontario Ministry of Transportation, the Ontario Safety League, Toronto Transportation - Pedestrian Committee and Cycling Committee, Mothers Against Drunk Driving, the Ontario Community Council on Impaired Driving, the Toronto Transit Commission, as well as numerous hospitals and schools.

## **Attachment C:**

### **FACTS AT A GLANCE - Toronto Police Service - Staffing Strategy**

The Human Resources Command staffing strategy has been on target on average over the year 2006. The Service experienced fluctuations over the year that were caused by separations, hires, and deployments.

The deployed strength position target was 5260 in 2005. The target for deployed strength positions for 2006 is 5510. Although this was the target, the deployed strength will be at 5413 for the year end of 2006. The Service is aiming to be at 5523, which is above target for January 2007. This will cause the Service to be at or above target for six of the months in 2007.

In 2006, the Service projected 448 hires, yet 240 separations. For 2007, the Service is projecting 237 hires, yet 225 separations.

The specific goals set for the Staffing Strategy were to hire 428 police recruits over the course of 1 year in 3 classes and to achieve an average of 40% diversity in each class. This translates to the objective for each class seeing an increase in recruits who are women, visible minorities, Aboriginals, persons with disabilities, gay, lesbian, bisexual, and transgendered (GLBT) persons, and/or people who speak more than one language.

In all 3 hire classes, we have met and exceeded these objectives. The total number of hires from the 2005-03 class through to the 2006-03 class was 556.

The projections developed by the Toronto Police Services Board, in consultation with our members are derived from the Demand Factor Model. The factors which influence the demand for uniform officers are:

- calls for service
- street disorder index
- major crime indicators
- service priorities
- performance indicators
- population demographics

These officers are then deployed in the Divisions to deliver core policing baselines, minimum Primary Response Unit staffing, and Unit Commander accountable autonomy.

The Staffing Strategy is on track to meet its set goals, and continues to help the Service and the Human Resources Command meet its mandate.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P43.        *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF  
PRIVACY ACT COMPLIANCE – PROGRESS REPORT***

The Board was in receipt of the following report December 15, 2006 from William Blair, Chief of Police:

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

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At the Board's December 16, 2004 meeting, the Quality Assurance Unit was tasked with conducting an audit of the Freedom of Information Unit to identify factors that impact compliance rates and to develop recommendations to address compliance barriers. Compliance rate refers to the delivery of disclosure through the Freedom of Information (FOI) process within 30 days of receipt of a request for information (Min. No. P406/04 refers).

At its meeting on February 10, 2005, the Board was apprised of the impact of business process changes within the FOI unit that have significantly improved compliance rates, bringing the 2004 annual compliance rate of 32% to 74% in 2005 (Min. No. P50/05 refers). Preliminary estimates indicate an annual compliance rate of 79% for 2006.

On December 15, 2005, the Board received a progress report outlining the status of recommendations under Phase II of the audit, which addressed issues pertaining to the unit's mandate, overall structure, management and decision making processes (Min. No. P396/05 refers). It should be noted that the audit did not encompass an evaluation of the unit's staffing requirements.

In July 2006, the Board was informed of on-going initiatives designed to support the improved compliance rate and to address the remaining recommendations from the Quality Assurance audit (Min. No. P216/06 refers).

## Discussion:

Since the July 10, 2006 Board meeting, further progress has been made with respect to the following audit recommendations:

### 1) Freedom of Information Unit Mandate

The revised Freedom of Information Unit Mandate has been approved and posted on the Service Intranet.

### 2) Job Description - Freedom of Information Coordinator

A revised job description for the Freedom of Information Coordinator has been submitted for approval with a recommendation that this position be realigned within the Service to reflect the significance of the level of responsibility associated with handling requests on behalf of the Board and the Service.

### 3) Relocation of the Freedom of Information Unit

Plans to relocate the FOI unit to be in close proximity to Records Management Services within Toronto Police Service Headquarters are on-going. Facilities Management has begun construction of the new location with a target completion date in January 2007. It is, therefore, anticipated that FOI staff will move to the new location in the first quarter of 2007.

### 4) Staff Development

Staff within the FOI unit continue to participate in training opportunities to develop their expertise and network with members of neighbouring organizations who encounter similar challenges in administering the FOI legislation.

As the *Municipal Freedom of Information and Protection of Privacy Act* and the Freedom of Information field is constantly changing, FOI staff must remain up-to-date to be able to provide a valuable resource for members of the Service and the public with respect to interpreting and clarifying FOI legislation for the purpose of information release.

### 5) Succession Planning

Records Management Services has consistently utilized staff from other areas within the unit to assist with caseload demands and backfill positions when members are on long-term leave (medical/maternity). Although this ensures a future pool of experienced candidates for vacancies that may become available in the unit, the borrowing of staff from other sub-units to meet workload demands ultimately impacts production within those sub-units affected.

## 2006 Disclosure Requests

As reported to the Board at its July 2006 meeting, there has been a notable increase in the number of disclosure requests received in 2006 (Min. No. P216/06 refers). As of November 30, 2006, the FOI unit had received a total of 2,895 requests for disclosure, representing an increase over last year at the same time of approximately 23%. Detailed annual statistics for 2006 will be reported to the Board in the 2006 Statistical Report, which will be prepared for the Ontario Information and Privacy Commission in January 2007.

Disclosure requests are becoming increasingly complex, requiring extensive research and time allocation from a senior analyst, in conjunction with support from the FOI Coordinator and consultation with management personnel, Records Management Services, and representatives from Legal Services. Complex files comprise approximately 5 to 7% of the total number of requests processed by the unit.

Currently, FOI unit authorized strength consists of one (1) coordinator, seven (7) disclosure analysts, and one (1) clerical support staff (Min. No. P39/06 refers). In order to maintain the minimum compliance rate of 80% mandated by the Board at its December 16, 2004 meeting, the unit has been supplemented with six additional positions drawn from staff that have been redeployed from other areas within Records Management Services; therefore, there are no financial implications. Given that the opportunities for increased efficiencies through business process streamlining have been exhausted, it is essential that an appropriate permanent staffing complement be added to the FOI unit. A comprehensive staffing plan is being prepared for submission to the Director, Corporate Services.

#### Conclusion:

A further progress report will be submitted to the Board in July 2007 summarizing the final phase of the implementation of audit recommendations.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board members may have regarding this report.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P44. QUARTERLY REPORT: *MUNICIPAL FREEDOM OF INFORMATION  
AND PROTECTION OF PRIVACY ACT* COMPLIANCE: JULY –  
SEPTEMBER 2006**

The Board was in receipt of the following report December 15, 2006 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND  
PROTECTION OF PRIVACY ACT COMPLIANCE: JULY - SEPTEMBER  
2006

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting on September 23, 2004, the Board approved a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (Min. No. P284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period July 1, 2006 to September 30, 2006, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service  
Compliance Rates  
July 1 – September 30, 2006

30-Day	60-Day	90-Day or longer
87.35%	97.39%	97.96%
Requests to be completed during this time period: 883	111	23
Requests completed: 772	Requests completed: 88	Requests completed: 5
Requests remaining: 111	Requests remaining: 23	Requests remaining: 18

A total of 883 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received July 1, 2006 to September 30, 2006 is as follows:

Category	Total	Description
Individual/Public	519	- Personal
Business	259	- Witness contact information/Memobook notes/911 calls/reports - General reports
Academic/Research	1	- Distribution of armed violence within Toronto
Association/Group	44	- Mental Health - Children's Aid - Property Management Groups
Media	2	- Collision reports - TPS commitment to public disorder
Government	9	- Licensing & Standards - Child & Family Development - Labour issue - Ministry of the Attorney General
Other	7	- Hospital information - College of Teachers - Community Centre - Clinical Psychologists
Statistics	0	

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected.

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

July 2006	88.53%
August 2006	85.55%
September 2006	87.98%

Conclusion:

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board members may have in relation to this report.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P45. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (ECOPS): AUGUST – OCTOBER 2006**

The Board was in receipt of the following report December 19, 2006 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (ECOPS) - AUGUST - OCTOBER 2006

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting on September 23, 2004, the Board requested that the Chief of Police provide the Board with quarterly reports outlining the status of the Enterprise Case and Occurrence Processing (eCOPS) records management system (Min. No. P329/04 refers). These progress reports are to include future development plans, as well as a current financial summary of the costs associated with the maintenance of the application and provisions for additional functionality (Min. No. P310/05 refers).

The original business case savings associated with the introduction of the new records management application were to be accomplished through the downsizing of the unit by 139 positions. The final business case number was reduced to 70 staff members as the eCOPS project did not deliver the full 'cruiser to courts' functionality that was initially envisioned (Min. No. P329/04 refers). By year-end 2004, Records Management Services (RMS) had achieved the reduction of its total complement from 220 authorized positions to 150 in accordance with the revised business case. (Min. No. P004/04 refers).

This staff reduction has impacted overtime requirements in RMS, as the existing Operations' personnel struggle to maintain production while operating at the reduced strength. This is the first year that the section has not been provided additional temporary staff to meet unit demands, as in past years.

Discussion:

At its October 19, 2006 meeting, the Board was advised that RMS management will continue to monitor production in RMS – Operations and report overtime expenditures to the Board in eCOPS Quarterly Reports (Min. No. P343/06 refers). Premium pay 2006 annual budget allocations for RMS – Operations total \$81,100. Expenditures for premium pay RMS – Operations from January 1, 2006 to October 31, 2006 total \$71,813.

Information Technology Services has prepared the financial summary below detailing the on-going costs associated with the support and maintenance of the eCOPS application.

eCOPS Support Operating Costs

Unit	2006 Budget Amount	September 30, 2006 Year-to-Date	Annual %
<u>eCOPS On-going Support Costs – Base</u>			
Information Systems	272, 378.69	267,186.09	98%
Systems Operations	69,241.95	60,336.59	87%
Customer Service	68,790.54	51,592.91	75%
TOTAL	\$410,411.18	\$379,115.59	92%
<u>eCOPS Releases – Enhancements</u>			
Information Systems	815,774.60	447,360.34	55%
Systems Operations	41,930.50	31,447.88	75%
Customer Service	22,930.18	17,197.64	75%
TOTAL	\$880,635.28	\$496,005.85	56%
<u>eCOPS Total Resource Costs</u>			
Information Systems	1,076,042.26	727,011.44	68%
Systems Operations	111,172.46	91,784.47	83%
Customer Service	91,720.72	68,790.54	75%
TOTAL	\$1,278,935.44	\$887,586.45	69%

i. Infrastructure Upgrades

As reported to the Board at its September 28, 2006 meeting, the infrastructure upgrade to Websphere Version 5.1 had been delayed due to unexpected technical challenges (Min. No. P300/06 refers). These issues have since been resolved and the implementation is now targeted for the first quarter of 2007. Extensive functional testing will be performed by RMS commencing January 2007 to confirm that the upgrade will not impact the production environment.

ii. Divisional Quality Control

Effective June 2006, the responsibility for quality control was transferred from RMS to dedicated divisional liaisons (Min. No. P226/06 refers). RMS – Quality Control has continued to monitor data integrity via sampling and verification of the validations that have already been performed by the field. A meeting has been scheduled for December 2006 with Divisional Quality Control Liaisons to review the progress of this transfer of the quality control function and to address common, persistent data entry concerns.

iii. CPIC Renewal, Phase I

The Canadian Police Information Centre (CPIC) Renewal, Phase I, was successfully implemented on November 25, 2006, as per the compliance date set by the Royal Canadian Mounted Police. In terms of functionality, the implementation has little impact on users as the changes affect the presentation of information outputs from CPIC.

Planning for CPIC Renewal, Phase II is on-going, and will impact the format in which information is sent to the Royal Canadian Mounted Police. Information Technology Services will prepare a detailed estimate outlining the associated requirements and timelines in preparation for anticipated implementation in the third or fourth quarter of 2008.

iv. Domain Code Revision

The domain code redesign will enable the addition, modification, and deletion of the values (UCR/CPIC codes) contained within the drop down boxes on eCOPS, which will enable immediate updates to the records management system. Domain codes will be external to eCOPS so that the application will continue to be available during eCOPS downtimes.

The development of domain codes has been impacted due to the significant resource requirements for CPIC Renewal, Phase I. Domain codes are now targeted for implementation in the first quarter of 2007, as reported to the Board in September 2006 (Min. No. P300/06 refers).

v. E-Mail Notification

E-mail notification will facilitate the prompt notification, correction, and resubmission of an occurrence. Therefore, the eCOPS Steering Committee has given approval for Information Technology Services to proceed with the development and implementation of e-mail availability on mobile workstations.

vi. Planning Beyond 2006

The Canadian Centre for Justice Statistics has indicated it may be prepared to allocate some funds to assist towards mandatory changes associated with the implementation of UCR Version 2.2. Negotiations for funds and planning for this upgrade will begin in 2007 for target implementation in 2008.

Due to competing demands of UCR 2.2 and CPIC Renewal, Phase II, only critical production issues and Change requests will be addressed by Information Technology Services developers in 2007. Other eCOPS enhancements will be dependent upon the Service's long-term strategy for eCOPS.

Conclusion:

In summary, this report provides the Board with an update on Enterprise Case and Occurrence Processing System (eCOPS) throughout the months of August to October 2006.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that the Board members may have regarding this report.

**The Board noted that \$71,813.00 had been expended for premium pay during the period between January and October 2006. Deputy Chief Jane Dick, Executive Command, advised the Board that the unit is not currently able to operate on the reduced staff level and that additional overtime had been incurred to deal with the increase workload. Deputy Dick also advised that the savings which had originally been anticipated as a result of the eCOPS records management system had not been achieved and that the Records Management Unit will continue to monitor the costs closely and will report premium pay expenditures in future quarterly reports.**

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P46. VICTIM SERVICES APPRECIATION OF THE SUPPORT PROVIDED BY  
CHIEF OF POLICE WILLIAM BLAIR**

The Board was in receipt of correspondence (dated November 09, 2006) from Bonnie Levine, Executive Director, Victim Services Toronto, in which she indicates her appreciation for the support that Chief of Police William Blair has provided to Victim Services. A copy of Ms. Levine's correspondence is appended to this Minute for information.

The Board noted that, at its May 18, 2006 meeting, it had received a presentation on the Victim Crisis Response Program and learned that core funding provided by the Ministry of the Attorney General and the City of Toronto had not increased since the development of the Program in 1990 (Min. No. P137/06 refers).

**The Board received the foregoing correspondence from Ms. Levine and requested that the Chief of Police provide the Board with a report for its next meeting on the current financial status of Victim Services.**



victim services toronto

DATE RECEIVED

NOV 14 2006

TORONTO  
POLICE SERVICES BOARD

Toronto Police Services Board  
40 College Street  
Toronto, Ontario M5G 2J3

November 9, 2006

**Re: Commendation for Chief William Blair**

Dear Members of the Toronto Police Services Board,

Until now, in the 25 year history of Victim Services never before has a Chief of Police demonstrated such a genuine commitment to individuals and communities victimized by crime in Toronto. Chief Blair's public acknowledgement and support of Victim Services sends a very powerful message of the agency's legitimacy and importance within the community. It is clear to us that both organizations are working for victims and potential victims in different but very meaningful ways.

Needless to say, we are overwhelmed with incredible gratitude for Chief Blair's outstanding dedication to the people of Toronto, to the victims, and of course, to our long-standing community partnership. We are also very grateful to the Toronto Police Services Board, for making the right choice in William Blair as Chief. Time and time again, Chief Blair has proven the Toronto Police Services Board right. Chief Blair is an extraordinary leader, who is unmatched by any predecessor. His authentic community-focused lens distinguishes him in many ways.

You may like to know that it's not just Victim Services who are singing the praises of Chief Blair. As you may be aware, Victim Services staff have the unique opportunity to work with the thousands of Toronto Police Services' Officers and employees on a daily basis. There is a great trust and rapport between the two staff groups, and we hear feedback every day. As an arms-length agency, we can report, the feedback we receive about Chief Blair and his administration is consistently most positive and encouraging, which is not at all surprising to us.

There is no way to express the magnitude of our gratitude and appreciation of Chief Blair. It is only because Chief Blair has lent his great voice to our cause, that Victim Services is able to sustain and look forward to future development.

Sincerely,

Bonnie Levine  
Executive Director

c.c. Chief William Blair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P47.           RESPONSE TO BOARD'S RECOMMENDATION TO STANDARDIZE  
POLICE RECORDS CHECKS**

The Board was in receipt of correspondence dated November 14, 2006 from Monte Kwinter, Minister of Community Safety and Correctional Services, containing a response to the Board's earlier recommendation to standardize police reference checks. A copy of the Minister's correspondence is appended to this Minute for information.

**The Board received the foregoing.**

Ministry of Community Safety  
and Correctional Services

Office of the Minister

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

Ministère de la Sécurité communautaire  
et des Services correctionnels

Bureau du ministre

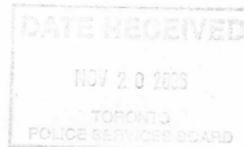
25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416-325-0408  
Télééc.: 416-325-6067



CU06-04335

NOV 14 2006

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



Dear Dr. Mukherjee:

Thank you for your letter of October 27, 2006, also addressed to the Honourable Vic Toews, Minister of Justice and Attorney General of Canada, endorsing the position of the Durham Regional Police Services Board regarding the standardization of police records checks. I am pleased to respond.

At the Ontario Association of Police Services Boards' annual meeting in May 2006, a resolution was passed recommending that the provincial government standardize police checks. At that time, the ministry advised that this was an operational police matter and therefore, not within its jurisdiction. This ministry does not set provincewide policies in relation to background checks. These policies are set by individual agencies in conjunction with the policies and procedures of the police service within their jurisdiction.

As you know, my responsibilities, as Minister of Community Safety and Correctional Services, include general authority over the delivery of police services in Ontario. Ministry staff members monitor the activities of all police services in Ontario, and where appropriate, recommend improvements to relevant legislation, policies and procedures. As Minister, I must not become directly involved in operational policing matters.

As you are also aware, criminal record or police record checks for screening of employees and/or volunteers are not mandatory in Ontario. However, an increasing number of agencies, particularly those dealing with children or vulnerable adults, seek the assistance of police services to provide a level of security clearance. As you know, the responses provided by the police may vary. Some will provide a basic criminal search identifying only criminal convictions, while others provide a detailed search, including any police contacts as well as criminal conviction history. Often, the variance is dependent on the needs or mandate of the agency for which the applicant is working or volunteering. Therefore, it is difficult to implement a standard process.

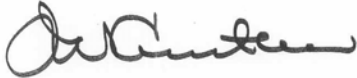
.../2

Dr. Alok Mukherjee  
Page two

The Ontario Association of Chiefs of Police has developed a best practices document relating to volunteer/applicant screening and may be in a position to revisit the issue with a view to standardization.

I trust this is of assistance. Again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Monte Kwinter', written in a cursive style.

Monte Kwinter  
Minister

c: The Honourable Vic Toews  
Minister of Justice and Attorney General of Canada

Chief Terry McLaren, President  
Ontario Association of Chiefs of Police

Chief Bill Blair  
Toronto Police Service

Mr. Ian Wilms, President  
Canadian Association of Police Boards

Mr. Bernie Morelli, President  
Ontario Association of Police Services Boards

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P48.           RESPONSE TO BOARD'S RECOMMENDATION FOR AMENDMENTS  
TO THE *POLICE SERVICES ACT***

The Board was in receipt of the following:

- correspondence dated November 28, 2006 from Monte Kwinter, Minister of Community Safety and Correctional Services, containing a response to the Board's earlier recommendations for amendments to the *Police Services Act*;
- correspondence dated January 09, 2007 from Stephanie Hobbs, Parkdale Community Legal Services, containing proposed changes to Bill 103 - Police Complaints Process;
- correspondence dated January 16, 2007 from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendations for amendments to the *Police Services Act*; and
- correspondence dated December 19, 2006 from Bernie Morelli, President, Ontario Association of Police Services Boards, containing a response to the Board's earlier recommendations for amendments to the *Police Services Act*.

Copies of the foregoing correspondence are appended to this Minute for information.

**Mr. Gary Magee, Justice for Children and Youth, and Ms. Stephanie Hobbs, Parkdale Community Legal Services, were in attendance and delivered a presentation to the Board on behalf of Scadding Court Community Centre regarding proposed changes to the police complaints process. Mr. Magee and Ms. Hobbs also provided a written submission; copy on file in the Board office.**

**The Board received the presentation and written submission by Mr. Magee and Ms. Hobbs and the foregoing correspondence.**

Ministry of Community Safety  
and Correctional Services

Office of the Minister

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

Ministère de la Sécurité communautaire  
et des Services correctionnels

Bureau du ministre

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



CU06-04552

NOV 28 2006

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

Dear Dr. Mukherjee:

Thank you for your letter of November 7, 2006, advising of the Toronto Police Services Board's recommendations to amend the *Police Services Act* before Bill 103, the Independent Police Review Act, 2006, receives Royal Assent. I also acknowledge your request for a meeting to discuss the recommendations.

As you may know, Bill 103 received Second Reading on October 23, 2006, and was subsequently referred to the Standing Committee on Justice Policy. As the Ministry of the Attorney General has the lead on Bill 103, it would be more appropriate for you to meet with the Honourable Michael Bryant, Attorney General. As such, I have forwarded a copy of your correspondence to him for his consideration.

I appreciate your bringing the board's recommendations to my attention.

Sincerely,

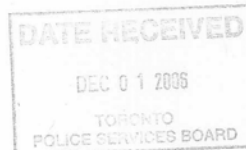
Monte Kwinter  
Minister

c: The Honourable Michael Bryant  
Attorney General

Ms. Deborah Newman  
Deputy Minister of Community Safety and Correctional Services

Ms. Noreen Alleyne, A/Assistant Deputy Minister  
Policing Services Division

Mr. Bernie Morelli, President  
Ontario Association of Police Services Boards



January 9, 2007

Board Administrator  
Toronto Police Services Board  
40 College Street  
Toronto, ON  
M5G 2J3

By Facsimile: 416-808-8082

To Whom It May Concern:

We are writing to request an opportunity to make a deputation to the Police Services Board at the next meeting (January 25, 2007) regarding Bill 103 and the government's proposed changes to the provincial police complaints procedure. Gary Magee (Justice for Children and Youth) and Stephanie Hobbs (Parkdale Community Legal Services) will present on behalf of the Community Education and Access to Police Complaints (CEAPC) demonstration project (<http://www.seddingcourt.org/specialprojects/police.htm>). Our deputation will involve a brief outline of the major concerns and key themes that have been raised by CEAPC member partners in our consultations on Bill 103.

In particular, we will touch on issues concerning:


- Accessibility;
- Civilian oversight;
- Community-based education and outreach;
- Transparency and procedural fairness;
- Responsiveness and accountability;
- Focus on complaint outcomes; and,
- Adequate funding for a new complaints regime

We will provide a more substantial written outline of our deputation prior to the meeting on January 25.

Please do not hesitate to contact Stephanie Hobbs at [stephaniehobbs@osgoode.yorku.ca](mailto:stephaniehobbs@osgoode.yorku.ca) if you have any questions or require any further information.

We look forward to your response to this request.

Sincerely,

  
Stephanie Hobbs

On behalf of:

The Community Education and Access to Police Complaints Demonstration Project.



Attorney General  
McMurtry-Scott Building  
720 Bay Street  
11th Floor  
Toronto ON M5G 2K1  
Tel: 416-326-4000  
Fax: 416-326-4016

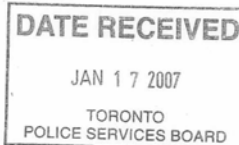
Procureur général  
Edifice McMurtry-Scott  
720, rue Bay  
11<sup>e</sup> étage  
Toronto ON M5G 2K1  
Tél.: 416-326-4000  
Téléco: 416-326-4016



JAN 16 2007

Our Reference #: M06-08994  
M06-08982

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



Dear Dr. Mukherjee:

Thank you for your letter dated November 7, 2006, sharing the Toronto Police Services Board's recent recommended amendments to the *Police Services Act*. Your letter was addressed to the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, who forwarded the letter to me for consideration.

As you know, Bill 103, the Independent Police Review Act, 2006, would implement recommendations in the LeSage Report including the creation of a new independent civilian body to administer the police review system in Ontario. Bill 103 recently received Second Reading and was referred to the Standing Committee on Justice Policy for further consideration.

I certainly appreciate your taking the time to write about the changes to the *Police Services Act* recommended by the Toronto Police Services Board. Although I am unable to meet with you at this time, I will certainly give those recommendations all due consideration. I would also note that the Board will have the opportunity to raise any concerns about Bill 103 through the Committee process. The Committee has not yet determined its process for considering Bill 103.

Once again, thank you for writing.

Yours truly,

Michael Bryant  
Attorney General

c: The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services



ONTARIO ASSOCIATION OF  
POLICE SERVICES BOARDS

"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9  
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

DATE RECEIVED

DEC 27 2006

TORONTO  
POLICE SERVICES BOARD

December 19, 2006

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

Dear Chair Mukherjee,

I am writing on behalf of the Ontario Association of Police Services Boards (OAPSB) to advise you of the action the OAPSB's Board of Directors has taken with regard to your letter of November 15, 2006 regarding recommendations to amend the *Police Services Act*.

The Board of Directors considered your letter at its meeting in December 2006. The Board determined that it supports this position, and has since 2002 when a resolution on this matter was approved by members at the 2002 Annual General Meeting, and that the Board reaffirms the OAPSB's support for Toronto's recommendations for changes to the *PSA*. I will be sending a letter of support to the Minister in this regard, on behalf of the OAPSB.

Thank you again for forwarding this information to the attention of the OAPSB.

Yours truly,

A handwritten signature in cursive script, appearing to read 'Bernie Morelli'.

Bernie Morelli  
President



**ONTARIO ASSOCIATION OF  
POLICE SERVICES BOARDS**  
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9  
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

December 20, 2006

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



Dear Minister Kwinter,

I am writing to you in support of recommendations from the Toronto Police Services Board in its letter of November 15, 2006. A resolution on this matter was approved by the OAPSB's members at the 2002 Annual General Meeting, and at its December 7, 2006 meeting the Board reaffirmed its support for Toronto's recommendations for changes to the *Police Services Act* which included:

- That, before Bill 103 receives Royal Assent, sub-section 67(1) of the *Police Services Act* be amended to provide chiefs of police with the authority, in certain limited circumstances, to suspend police officers without pay;
- That, given the complexity of the investigations that police services are required to conduct, section 69(18) of the *Police Services Act* be amended by extending the limitation period from six months to nine months; and
- That the *Police Services Act* be amended to permit a police services board to extend the probationary period for police officers by an additional six months, if necessary.

On behalf of the OAPSB I appreciate your thoughtful consideration of these concerns as we move forward in partnership.

Yours truly,

A handwritten signature in dark ink, appearing to read 'Bernie Morelli'.

Bernie Morelli  
President

✓ Cc: Alok Mukherjee, Chair, Toronto Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P49. SECOND INTERIM PROJECT EVALUATION REPORT – COMMUNITY  
EDUCATION AND ACCESS TO POLICE COMPLAINTS  
DEMONSTRATION PROJECT**

The Board was in receipt of correspondence dated January 16, 2007 from Susanne Burkhardt, Director of Development & Community Engagement, Acting CEAPC Project Coordinator, Scadding Court Community Centre, with regard to the second interim project evaluation report on the Community Education and Access to Police Complaints Demonstration Project. A copy of Ms. Burkhardt's correspondence is appended to this Minute for information.

**Ms. Burkhardt was in attendance and delivered a presentation to the Board on the second interim project evaluation report. Ms. Burkhardt also provided a written submission; copy on file in the Board office.**

**The Board received the foregoing correspondence and Ms. Burkhardt's presentation and written submission. The Board referred the foregoing documents to the Chair to include any of the relevant points in his submission to the Standing Committee on Justice Policy which is scheduled for January 30, 2007.**



Toronto Police Services Board - Board Administrator  
40 College Street  
Toronto, Ontario M5G 2J3



To the Board Administrator:

On behalf of the Community Education and Access to Police Complaints (CEAPC) Demonstration Project, which is comprised of 39 partner organizations across the City of Toronto, I would like to do a presentation to the Police Services Board at its meeting on January 25, 2007.

The goal of this presentation will be to update the Board on the progress of our initiative as reported in our Second Interim Project Evaluation Report, which is available online at <http://www.scaddingcourt.org/publication/pdflibrary/2006-09-InterimEvaluationReport.pdf>. This presentation will follow up on a previous presentation in 2005 which introduced the project to the Board.

Specific topic areas to be covered will include:

- A brief summary of the project, its focus and its goals;
- The project's accomplishments to date with respect to community education, complaint intake, promoting harmonious race relations, educating police on community and vice versa and facilitating trust between police and community groups;
- Additional project activities and learnings; and
- Relationship of the project to the proposed *Bill 103: An Act to establish an Independent Police Review Director and create a new public complaints process by amending the Police Services Act.*

Should you have any questions about this request or my presentation, please feel free to contact me at 416-392-0335 ext. 248 or [sburkhardt@scaddingcourt.org](mailto:sburkhardt@scaddingcourt.org). I would also like to know whether equipment is available for a Powerpoint presentation and whether I should bring printed copies of the presentation and/or project resource materials with me, and if so how many copies.

Thank you,

Susanne Burkhardt  
Director of Development & Community Engagement, Acting CEAPC Project Coordinator



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P50. DND PARTNERSHIP WITH THE TORONTO POLICE SERVICE - NEW  
TRAINING FACILITY**

The Board was in receipt of correspondence dated November 24, 2006 from Michael Jackson, Senior Editor, Minister's Correspondence Unit, Department of National Defence, pertaining to the proposed partnership between the Toronto Police Service and the Department of National Defence with regard to the new training facility. A copy of Mr. Jackson's correspondence is appended to this Minute for information.

**The Board received the foregoing correspondence.**



National Defence

Défense nationale

National Defence Headquarters  
Ottawa, Ontario  
K1A 0K2

Quartier général de la Défense nationale  
Ottawa (Ontario)  
K1A 0K2

24 November 2006

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

Dear Mr. Mukherjee:

On behalf of the Honourable Gordon J. O'Connor, Minister of National Defence, I would like to acknowledge receipt of your letter of 14 November 2006 concerning a Department of National Defence partnership in the new Toronto Police Service training facility.

Please be assured that your correspondence will be reviewed and a response will be forthcoming.

Sincerely,

*for Michael H. Jackson*  
Michael H. Jackson  
Senior Editor  
Minister's Correspondence Unit



Canada

AAMCU2006-11113

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P51.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between October 6, 2006 and December 18, 2006. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P52. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:  
RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF JEFFREY  
REODICA**

The Board was in receipt of the following report January 04, 2007 from William Blair, Chief of Police:

Subject: RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF JEFFREY REODICA -  
REQUEST FOR EXTENSION

Recommendation:

It is recommended that the Board approve the request for a four-month extension of time to submit a report on the Service response to the jury recommendations from the coroner's inquest into the death of Jeffrey Reodica.

Financial Implications:

This extension request does not have any financial implications.

Background/Purpose:

At its meeting of October 19, 2006, the Board requested that the Service provide a response to the jury recommendations from the coroner's inquest into the death of Jeffrey Reodica for the January, 2007 Board meeting. (Min. No. P347/06 refers).

Discussion:

Corporate Planning has been tasked with preparing a response to four of the seven jury recommendations from the Jeffrey Reodica inquest. Considerable research has been, and continues to be conducted, particularly with respect to the recommendations dealing with plainclothes officers, use of force options and clothing and equipment.

This matter was presented to the Use of Force Review Committee on Friday October 27, 2006. As a result, a sub-committee was struck, chaired by the head of the Officer Safety Section at Training and Education. Their meetings have included members from the Drug Squad, Intelligence Services, the Gun and Gang section of Organized Crime Enforcement, 52 Division plainclothes office and the Hold-Up Squad. Additionally, consultations have been on-going with Fleet and Materials Management as well as other

police agencies from across North America. Participation from the Service's Clothing and Equipment Committee will also be solicited.

Conclusion:

The issues that have arisen as a result of this coroner's inquest are broad and complex. As this research and continued consultation will take some time, it is anticipated that the report on this matter will be ready for the Board meeting in April, 2007.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P53. REVIEW OF POLICE TRAINING, OPPORTUNITIES FOR  
IMPROVEMENT – TORONTO POLICE SERVICE**

The Board was in receipt of the following report October 26, 2006 from Jeffrey Griffiths, Auditor General, City of Toronto:

Subject: Review of Police Training, Opportunities for Improvement –  
Toronto Police Service

Purpose:

Attached is the Auditor General's report entitled "Review of Police Training, Opportunities for Improvement - Toronto Police Service" dated October 26, 2006. This review was conducted as part of the Auditor General's 2006 Annual Work Plan.

Financial Implications and Impact Statement:

The implementation of certain recommendations contained in this report will require additional ongoing resources. Some of these additional costs may be accommodated through the re-allocation of existing resources. It is also possible that the implementation of other recommendations may result in cost savings. Future costs and potential cost savings are not determinable at this time.

Recommendations

It is recommended that:

- (1) the recommendations in the attached Auditor General's report entitled "Review of Police Training, Opportunities for Improvement – Toronto Police Service" be adopted; and
- (2) the report be forwarded to the City's Audit Committee for information.

Background:

During the Auditor General's Review of the Investigation of Sexual Assaults – Toronto Police Service in late 1999, a recurring theme throughout the audit was the issue of police training. The 1999 review made 18 recommendations in relation to training. In a follow-up report dated October 2004 entitled "The Auditor General's Follow-up Review on the October 1999 Report Entitled: Review of the Investigation of Sexual Assaults, Toronto Police Service", a number of the recommendations relating to training had not been implemented or were only partially implemented. In this context and in view of the

significant funds expended on training, it was determined that a review of training at the Toronto Police Service should be included in the Auditor General's 2006 Work Plan.

The Terms of Reference for this particular review was submitted to the Toronto Police Services Board in early 2006.

Comments:

The attached report contains 39 recommendations. The Chief of Police, in a separate report, has prepared a detailed response to each of the recommendations.

Conclusions:

This review of police training is intended to bring a fresh independent perspective on the current training activities in place at the Toronto Police Service and to make practical, constructive and cost-effective recommendations. In conducting this review, significant research has been conducted on a wide range of publications and information relating to police training. While this research has provided us with significant background information, this review is not a comprehensive analysis of all facets of police training at the Toronto Police Service. This review is limited to the scope outlined in the section of the report entitled "Audit Objectives, Scope and Methodology". We have not, for instance, reviewed the content of various training courses taught at either C. O. Bick College or by the specialized Units, nor have we reviewed in detail the functionality of the management information system supporting the training program.

We have attempted to develop recommendations which are practical and can be implemented with minimal or no cost. Where there may be additional costs in certain areas, such as the need to comply with training relating to the use of force legislation, we are of the view that there may be cost savings elsewhere which compensate for this.

The recommendations contained in this report are a first step towards improving the training process at the Police. The next step, as indicated in many of our recommendations, is for the Chief of Police to evaluate the relevance and appropriateness of each one of the recommendations. Further, it is important that the implementation of the recommendations is given an appropriate level of attention, a process which has not always been the case with previous audit recommendations. We are of the view that the implementation of the recommendations will further improve the training process at the Toronto Police Service.

## **AUDIT REPORT IN BRIEF**

### **INTRODUCTION**

The training of police officers in the Toronto Police Service must meet standards to ensure that training is relevant, effective, current and properly delivered in a consistent and cost-effective manner. For the needs of the Police Service and the public of the City of Toronto to be met, it is essential that police officers are appropriately, effectively and efficiently trained. In today's society, more than ever before, police officers require a wide range of skills. All police officers require training to develop the skills, knowledge, attitudes, creativity and understanding to deliver a quality and effective service to members of the public. Police officers need to acquire and develop a wide range of skills in such diverse areas as the law, self defence, information technology and first aid; they require the ability to effectively deal with members of the public sometimes in difficult, violent and stressful circumstances, while acting with integrity, impartiality, compassion and sensitivity; they need to be thorough and innovative in the way they conduct investigations and, at the same time, document their actions throughout the investigations in a clear, accurate and concise manner so that, if required, it can be presented as evidence in a court of law. In addition, all of these skills are required in a dynamic environment where there are ongoing advancements in technology and an increasing number of new case law decisions, as well as judicial reviews and inquiries. In order to be effective in each one of these skills, the training of police officers is of paramount importance.

Training is the heart of effective and responsive policing and is fundamental to the running of any organization and the development of its staff, but the time spent on training must be balanced against the financial and opportunity costs. The opportunity costs for any police service is the impact of police training on the availability of police officers for day-to-day policing duties.

This review of police training, to the best of our knowledge, is the first such review of the training program of a major Canadian police service. The Auditor General of Canada has reviewed certain aspects of the operations of the Royal Canadian Mounted Police and the Auditor General of Ontario has conducted similar work on the Ontario Provincial Police. None of this work has been focused exclusively on the training of police officers.

A number of major studies on police training programs have been conducted in the US over the past number of years. These studies generally have been conducted in response to significant events such as the Rodney King affair in Los Angeles in the early 1990s, resulting in the Christopher Commission Report as well as the Report of the Rampart Independent Review Panel commissioned in 2000 in the wake of the Rampart scandal again in the Los Angeles Police Department. These studies contain a significant number of recommendations relating to training.

In the UK, a structured "best value review" on police services' operations is conducted by Her Majesty's Inspectorate of Constabulary under the Local Government Act of 1999. Each police service in the UK is required to undergo ongoing best value reviews. In

conducting best value reviews relating to police training, the major focus has centred on ensuring that value for money is being attained by each police service. In order to evaluate the effectiveness and efficiency of various training programs, certain best value reviews in the UK have placed emphasis on ensuring that:

*“The right person is learning the right content, to the right standard, at the right time, in the right way, in the right place, at the right cost.”*

During this review, we have been mindful of the approach taken during best value reviews of police training in the UK.

Our audit included a review of various reports on police training including the Christopher and Rampart Reports, as well as certain of the best value reviews conducted in the UK. Publications reviewed during the preparation of this report are included in Appendix 1 attached to this report.

We appreciate that resources are limited at the Toronto Police Service and in this report we have attempted to avoid recommendations that require significant additional funding. To provide the Toronto Police Service with a series of recommendations that require increased funding would do little other than serve as a basis for frustration. However, in our view, there are areas of non-negotiation in terms of increasing or reallocating training resources, especially in one area where the Service is not in compliance with provincial legislation. While there may be situations where increased resources need to be directed to certain training, it is likely that this can be done by reducing or eliminating certain non-mandatory lower priority training. This, of course, is an area which requires further review and evaluation by the Chief of Police.

In our view, the implementation of the recommendations contained in this report will further improve the training process at the Toronto Police Service. The Chief of Police is ultimately accountable for the training of his officers, as well as the safety of all officers in the Toronto Police Service. Consequently, the implementation of the recommendations is at the discretion of the Chief of Police.

## **IN SUMMARY – WHAT DID WE FIND?**

The Toronto Police Service commits considerable effort and resources into the design and delivery of training. The Police Service must now make similar effort into improving the way it manages its training of police officers at the Training and Education Unit, as well as at the divisional level and in the specialized units.

The following is a summary of the key issues identified during the course of our review. Additional information in relation to each one of the following issues is contained in more detail in the balance of the report.

## **The Organizational Structure of the Training Program at the Toronto Police Service**

While the Chief of Police is accountable for the training of all police officers in the Toronto Police Service, he has delegated the responsibility of different components of the training program to specific organizational units. The delegation of responsibilities to the Training and Education Unit, the specialised units within the Service as well as the various divisional units has resulted in a situation where no one has overall responsibility for all police officer training at the Service.

Many of the issues identified throughout this review are directly attributable to the fact that no one person is familiar with, has responsibility for and has the authority to make decisions for all training throughout the Service.

### **Building Relationships – Changing With the Times**

The Training and Education Unit operates within an environment which does not appear to encourage innovation and creativity in the areas of identifying better practices, not just on a national basis but also on an international basis. While we appreciate that budgetary restraints are a concern in the identification and development of better practices, the long-term benefits of being proactive in this area likely far outweigh the short-term costs, particularly in an area as important as training. In our view, management responsible for training at the Toronto Police Service should be encouraged to review police training practices throughout the world, build relationships with international training organizations and police services, identify and implement better practices, not “reinvent the wheel” and, where appropriate, take advantage of training resources available elsewhere. The Training and Education Unit should be further encouraged to facilitate the coordinated exchange of ideas, technology, procedures and specific training information.

While there is much to be learned from international police services, relationships with police training organizations closer to home, such as the Canadian Police Knowledge Network, also need to be further encouraged and developed.

Finally, there is also a need to develop and expand relationships with the academic community, as well as private sector training organizations, particularly in relation to the development and implementation of an effective training evaluation process.

### **The Cost of Training**

Good decisions require good information. The cost of training at the Toronto Police Service is significant but has never been fully determined. Consequently, it is not possible to assess whether the Police Service is receiving value for money for its investment in training, nor is it possible to benchmark training costs against other police services.

### **Non-compliance With the Police Services Act**

Our review identified instances where the Toronto Police Service is not in compliance with the Police Services Act in relation to use of force training. Officers, contrary to this legislation, are not receiving use of force training every 12 months. We identified instances where a number of police officers had not been trained anywhere from three to fourteen months beyond the time period required by legislation.

In the Police Service's Annual Report on the 2005 Training Programs dated May 23, 2006, it was reported to the Toronto Police Services Board that "the Toronto Police Service training is fully compliant with all government regulations." This is not the case.

### **Non-compliance With Internal Procedures**

We have identified a number of areas where the Toronto Police Service is not in compliance with its own internal procedures in relation to training. While the focus of our review has centred on police officer training, we have also identified a number of cases where the Police Service is not in compliance with procedures which are not directly training related. Further, where procedures are no longer appropriate or out of date they should be revised.

### **The Training of New Police Officers**

The future of the Toronto Police Service, to a great extent, depends on the effectiveness of its training of new officers. The training of new police officers is critical in shaping the future of the Police Service as well as the officer. Assigning coaches or mentors to assist in the training of new officers requires that coach officers be the "best and the brightest". Coach officers should also be appropriately trained to fulfil such an important role. The Police Service has developed comprehensive procedures to ensure that appropriate, experienced and trained officers are appointed as coach officers.

During the course of our review, we noted that certain procedures in connection with the training and appointment of coach officers are not being followed. Specifically, officers who are not qualified, both in terms of rank and required training, are being inappropriately assigned as coach officers. We have been advised that this situation occurs generally due to an absence of qualified coach officers even though the ongoing and future demand for coach officers is readily determinable.

Further, in a number of instances new police officers are not being evaluated in accordance with Toronto Police Service procedures and, as such, it is not possible to determine if these officers have gained the appropriate level of experience prior to carrying out their duties independently.

Finally, our review identified that the mix of classroom and field training of new officers at the Toronto Police Service is somewhat at odds with most other Police Services within Ontario. Generally, classroom training at the Toronto Police Service is higher than other police services while field training is somewhat lower. This area requires review, particularly as there are effective alternatives available to supplement classroom training.

### **The Management of the Training Program at C. O. Bick College**

Our review identified the following issues in relation to the management of the police training program. Additional information on each one of these issues is included in the body of this report.

- The demand for training courses is identified annually based on information provided by unit commanders. However, there are no longer-term projections for training requirements of the Service. For example, there is no information available to determine how many officers require training for any of the specialized positions within the Police Service. Consequently, it is not possible to determine if too few or too many officers have been trained for certain responsibilities.
- The frequency and availability of a number of training courses are not meeting the demands of unit commanders. In certain cases, the number of high demand courses held throughout the year is inadequate to meet the needs of unit commanders. Further, a number of low demand courses are being held at the expense of meeting higher demand requirements.
- Police officer attendance at certain training courses is regularly less than capacity even though legislative training requirements are not being met.
- Police officers are being allowed to attend certain training courses when they do not have the pre-requisite qualifications.

### **The Evaluation of the Effectiveness of Training**

Substantial amounts of money, resources and time are dedicated to training police officers each year. Such significant effort is only worthwhile if training can be shown to have a positive effect on individual workplace performance and on the delivery of police services to the public. In view of the substantial resources devoted to police training, the Service should not restrict itself to evaluating training at the most basic level.

The current evaluation of the effectiveness of police training by the Toronto Police Service generally centers on obtaining immediate feedback from students on each training course (known as a reactive evaluation) and also an assessment as to whether there is an increase in the student's knowledge and skills at the end of the course or at the end of each training component (known as a learning evaluation).

While both of these evaluation methods are effective in terms of their objectives, little evaluation work is being conducted to determine whether or not training has had an impact on how each officer conducts himself in the “real world” nor has any evaluation been conducted to measure the impact of training on the Police Service as a whole. The overall value of the training program at the Police Service can not be measured unless there is an effective and complete evaluation process in place.

### **Annual International Conferences and Seminars**

The Toronto Police Service organizes a number of annual international conferences. While a significant amount of staff time is devoted to the organization of these conferences, the extent of this time has not been determined. Even though it has been reported that the majority of these conferences operate in a surplus position, this is not the case if organizational costs are included in the operating results of each conference. In order to determine the actual costs incurred of organizing these conferences, all costs should be appropriately accounted for.

Further, each of these international conferences attracts attendees external to the Toronto Police Service. The total attendees at these conferences in 2005 were in the range of 1,300, of whom over 70 per cent were non Toronto Police Service staff. While we appreciate the networking benefits of such events, the Toronto Police Service has no mandate to train officers from outside Toronto. The networking benefits of hosting these conferences should be weighed against the actual costs of training a relatively small number of Toronto police officers.

### **Alternate Ways of Delivering Training**

The potential exists to provide effective training outside the classroom or at least blend classroom training with alternate forms of learning. One of the training challenges facing the Toronto Police Service relates to providing an adequate level of training to police officers while at the same time ensuring that day-to-day front-line officer duties are not compromised. Alternate ways of delivering training, such as e-learning or distance learning, have the potential to reduce classroom time for certain types of training and, at the same time, provide an effective training alternative. There are also opportunities to “blend” classroom and e-learning training. While the concept of e-learning and distance learning are avenues being pursued by the Training and Education Unit, their introduction to ongoing training programs at the Police Service has been limited. An evolution in police training towards greater use of alternative learning methods and technology based training solutions must be accompanied by clear policies on support mechanisms, monitoring of achievement and “on and off duty” requirements.

Simulation or immersive training is an area requiring further evaluation by the Toronto Police Service. One of the benefits of simulation or immersive training is to bring police training to life and provide officers with experiences within real life settings that are readily transferable to the day-to-day world of live policing. Current simulation training in the Toronto Police Service involves largely role playing with minimal use of new

technology. Simulation training in the UK, for example, is much further advanced than Toronto and as such requires further review.

### **Instructors at the Police College**

Certain police officers providing training at the C. O. Bick College have not attended various “train the trainer” courses. Attendance at these courses would likely improve their effectiveness as trainers. In addition, the delivery of certain non police related training courses by police officers should be evaluated to determine if they could be more effectively delivered by civilians.

The rotation of teaching staff at the C. O. Bick College should be considered. A number of police officers currently assigned to C. O. Bick College have been in their positions for a significant period of time. Rotating the best police officers from day-to-day operational duties through to training instructor’s positions brings fresh perspectives into the classroom and ensures that officers with relatively recent operational experience are teaching at the College. The utilization of officers with fairly recent field experience also has the potential to increase the credibility of the training process with participants

### **Other Issues Identified During the Review – Some Training Related, Others Not**

During the course of our review, we identified a number of further issues which we have reported separately. Certain of these pertain directly to training while others are only tangentially related to the training of police officers. Some of the issues we have identified such as non-compliance with both Police Service procedures and Police Services Board policy are important and need to be addressed immediately. Other issues, while less important require attention over the longer period.

### **Conclusion**

Even though this review is, in our view, comprehensive, it has not been possible to address all components of the training program at the Police Service. For example, we have not reviewed the content of individual training courses. Further, even though we have conducted a certain level of benchmarking with other police services, this exercise has been limited in its scope only because of the general absence of detailed benchmarking material and information. In particular, the benchmarking of training costs with other police services has been difficult due to the fact that it is not possible to determine how training costs at other police services have been accounted for. Even in the UK where independent best value reviews on police training have been conducted for a number of years, the consistency in regards to the accounting for training costs has been problematic.

The recommendations contained in this report are a first step towards improving the training process at the Police. The next step, as indicated in many of our recommendations, is for the Chief of Police to evaluate the relevance and appropriateness of each one of the recommendations. A genuine commitment from senior staff will be

required to evaluate and address the implementation of the recommendations. It is important that the implementation of the recommendations be given an appropriate level of attention. This, in certain circumstances, has not been the case with previous audit recommendations.

The Auditor General's Office has initiated a comprehensive follow-up process of all audit recommendations at the City. This follow-up process has been designed to ascertain the status of the implementation of audit recommendations and is being extended to the City's Agencies, Boards and Commissions, including the Toronto Police Service. Over the next 12 to 18 months, the Auditor General's office will review the status of the implementation of all recommendations contained in this report, as well as other audits conducted at the Toronto Police Service, and will report the status to the Toronto Police Services Board.

Finally, the objectives in any audit process are to identify areas for improvement. In many cases, an audit process does not specifically address or comment on areas of excellence. The training process at the Toronto Police Service has areas where it excels, particularly in terms of the high level of satisfaction of its students with many of the training courses provided. It now needs to better manage the training process to ensure that the Police Service is receiving maximum value for every dollar invested in training. The implementation of the recommendations contained in this report will assist the Toronto Police Service in achieving this objective.

**Review of Training, Opportunities for Improvement –  
Toronto Police Service  
October 26, 2006**

**Recommendations**

1. The Chief of Police review the management structure of the training program at the Police Service in order to ensure that accountability and responsibility for the training program throughout the Police Service are clearly defined and, if considered appropriate, assigned to one individual. This individual should be at the appropriate command level, be capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of the training program.
2. The Chief of Police assess the Toronto Police Service's relationships with police training organizations both within and outside Canada. The Training and Education Unit be directed to investigate best practices in all areas of police training including e-learning and simulation training and develop working relationships with other major international police service training organizations. Such a relationship to concentrate on the exchange of training practices, information and training technology. Further, the Chief of Police evaluate the costs and benefits of joining the Canadian Police Knowledge Network (CPKN). The Training and Education Unit be required to report to the Chief of Police on a regular basis with details of the relationships formed along with information collected on best practices.
3. The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.
4. The Chief of Police ensure that the Toronto Police Service is in compliance with the Equipment and Use of Force Regulation of the Police Services Act. The training program at the Training and Education Unit be amended to accommodate legislative requirements.
5. The Chief of Police direct all members of the Toronto Police Service that they are required to comply with all policies and procedures issued by the Chief, as well as directives approved and issued by the Toronto Police Services Board.

6. The Chief of Police consider the implementation of an internal control process where compliance with legislation, as well as compliance within policies and procedures, is verified on a sample basis by the Internal Quality Assurance Group. Such a sample be determined on a priority/risk basis. Instances of non-compliance be reported to the Chief of Police and dealt with through the disciplinary process.
7. The Chief of Police direct all Unit Commanders that under no circumstances should there be any contravention of the Policy (Policy 14-03) relating to coach officers. Only first class constables who are qualified and trained pursuant to Policy 14-03 should be assigned as coach officers.
8. The Chief of Police direct the Training and Education Unit to set up an internal control management information process to ensure that only qualified officers attend the coach officers course. Non-qualified officers not be permitted to attend the coaching course.
9. The Chief of Police determine, on an ongoing basis, the projected longer term requirements for trained police coach officers. The analysis takes into account those police officers who have received coach officer training but who are no longer eligible to perform coaching responsibilities. The Training and Education Unit be required to amend the number of training courses provided for coach officers in order to meet projected demands.
10. The Chief of Police review the length of the coaching time provided by coach officers to probationary police officers in order to ensure that it is at an appropriate level. Further, the amount of classroom time provided to probationary police officers be reviewed with a view to substituting classroom learning with alternate training methods such as e-learning.
11. The Chief of Police ensure that field training activity evaluation reports for probationary officers are completed by all coach officers on a timely basis, reviewed, and authorized by appropriate supervisory staff. For those probationary officers who have not been exposed to the operational or administrative activities required in the field training report, unit commanders be required to adjust coaching periods to ensure that all appropriate training is completed. Probationary officer training should continue until all such operational or administrative activities contained in the field training activity report are completed.
12. The Chief of Police review the current procedure concerning the appointment of coach officers to specifically address circumstances where such officers are the subject of a substantiated public complaint. The procedure should also address the steps to be taken when existing coach officers are the subject of a public complaint.

13. The Chief of Police be required to develop a long term strategic training plan to address the number of police officers required to be trained for various specialized units within the Toronto Police Service.
14. The Chief of Police evaluate the Human Resource Information System in order to ensure that the capabilities of the system are being used appropriately and to their full potential. Once determined, such information be communicated to all appropriate staff and, in addition, training specific to the reporting capabilities of the system be provided to all appropriate staff.
15. The Chief of Police ensure that training is being provided for all high priority courses. Lower priority courses not be provided when there are shortfalls in meeting demands for high priority courses.
16. The Chief of Police ensure that, wherever possible, Toronto police officer attendance at each Advanced Patrol Training Course is maximized taking into account operational requirements.
17. The Chief of Police review the content of the Advanced Patrol Training Course in order to ensure that the training provided is relevant and required on an annual basis. For non-mandatory training, consideration be given to providing such training either through an e-learning facility or by training sergeants at the divisions.
18. The Chief of Police ensure that Toronto police officers be permitted to attend training courses only if the required prerequisite qualifications have been met. Prerequisite qualifications include attendance at a prior course or a requirement that officers be at a certain rank within the Toronto Police Service. The Training and Education Unit be assigned responsibility to ensure that this takes place.
19. The Chief of Police direct that attendance by Toronto police officers for specific training be verified based on a predetermined approved demand. Toronto Police officers not be provided training in areas which are not relevant to their current and short-term future responsibilities. Criteria be established to determine the most appropriate time period for required training prior to an officer assuming the relevant responsibilities.
20. The Chief of Police evaluate all training courses at the Toronto Police Service, including those courses delivered by the specialized units in order to ensure that the length and content of all such courses is appropriate. In particular, the Chief of Police review the scenes of crime officer training to determine the need and the value of the extensive field training provided by the Toronto Police Service.

21. The Chief of Police review the training evaluation process to ensure that evaluations submitted by course participants are appropriately summarized and analyzed for management analysis and review. All summaries be reviewed by the Manager of the Training and Education Unit to ensure that all suggestions for change or amendment to course content are considered and where appropriate incorporated into future training courses.
22. The Chief of Police review the evaluation process relating to the effectiveness of training particularly in regards to the impact of training for on-the-job performance as well as its impact on the Toronto Police Service as a whole. Consultation be initiated with the Ontario Police College, major international police services and private sector training organizations in order to ensure that the Toronto Police Service can take advantage of the evaluation methodology being developed and used elsewhere.
23. The Chief of Police ensure that all costs incurred in organizing annual international conferences are accurately and properly accounted for. Such costs to include all Toronto police officers salaries and any other administrative costs. The results of this analysis determine the viability of continuing to host international conferences. In any event, conference registration fees be determined after taking into account all organizational costs. Further, the Chief of Police review the procedure in connection with the carry forward of individual conference surpluses to future years.
24. The Chief of Police review the benefits of the Toronto Police Service organizing annual international conferences for the benefits of a majority of participants who are external to the Toronto Police Service. Such an evaluation be documented and take into account the costs and the relative merits of training both internal and external participants. Further, the Chief of Police give consideration to determining whether or not it is the role of the Toronto Police Service to organize international conferences on an annual basis, particularly when the Toronto Police Service procedure states that “units may from time to time find it necessary to host or plan Toronto Police Service authorized seminars.”
25. The Chief of Police ensure that evaluations are completed for all future annual conferences and seminars organized by the Toronto Police Service. Evaluations be independently collated and summarized by the Training and Education Unit and results communicated to conference and seminar organizers. Such evaluations be one of the determinants for continuing future conferences and seminars.
26. The Chief of Police direct that those Toronto police officers responsible for organizing conferences and seminars be required to comply with all Toronto Police Service policies and procedures including those relating to the procurement of conference related goods and services.

27. The Chief of Police give consideration to the coordination and consolidation of all conference related budgets. Attendance at conferences be approved subject to the attendance meeting the overall priorities of the Toronto Police Service.
28. The Chief of Police direct that the procedure in connection with the reporting requirements for Toronto police officers, in connection with conference, seminar or course attendance, be complied with.
29. The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for “refresher” training. Procedures be developed in regards to the evaluation of e-learning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere.
30. The Chief of Police ensure that Toronto police officers who have been assigned instructional responsibilities have attended the required “train the trainer” courses or their equivalent.
31. The Chief of Police review all non police related training courses to determine if their delivery could be conducted more effectively by civilian instructors.
32. The Chief of Police consider restricting the length of time Toronto Police Officers are assigned as training instructors to the Training and Education Unit at the C. O. Bick College. Police instructors from the C. O. Bick College be reassigned to police divisions.
33. The Chief of Police ensure that the Toronto Police Service is in compliance with its Use of Force and Equipment Service Firearms Procedure which requires that when a police officer is absent from duty for an extended leave of absence (over 20 working days) or a serious illness or injury, the firearm along with the related equipment shall be retrieved under the direction of the Unit Commander and delivered to the Armament Office for safekeeping.
34. The Chief of Police ensure that the procedure requiring an annual inspection of firing ranges is complied with.
35. The Chief of Police direct that any sponsorships or donations received for conferences or for any other specific purpose are properly approved, in accordance with Policy 18-08, by the Unit Commander or by the Toronto Police Services Board as required. The Chief of Police further ensure that all other provisions of the Policy are complied with.

36. The Chief of Police ensure that, in accordance with policy, a central registry of all donations is maintained by the Chief's Executive Office and details of all donations received or declined is reported to the Toronto Police Services Board semi-annually. Unit Commanders of all Divisions be advised of this requirement and a protocol be set up for the regular reporting of all such information to the Executive Office.
37. The Chief of Police ensure that performance standards are developed for all training activities throughout the Toronto Police Service. Such standards to apply to the Training and Education Unit, other training conducted by specialty units and training conducted at the divisional level.
38. The Chief of Police review the policy relating to the reimbursement of tuition fees for Toronto police officers attending university or college courses and direct that any reimbursement of tuition fees to Toronto police officers be restricted to those university or college courses directly related to the policing responsibilities of the officer.
39. The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.

**The Board was also in receipt of the following report January 08, 2007 from William Blair, Chief of Police:**

Subject: MANAGEMENT'S RESPONSE TO TRAINING AUDIT

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications resulting from the reception of this report. However, several of the responses relating to the recommendations contained within this report will have an associated cost, if these are adopted.

Background / Purpose:

The Police Services Act (PSA), Section 31(1), for the Province of Ontario stipulates that every municipality shall provide adequate and effective police services. The PSA specifies that in providing adequate and effective police services, a municipality shall provide the necessary infrastructure and administration for such services. Part of the police infrastructure includes and effective training program that ensures police officers can adequately perform required duties.

The risks associated with inadequate training are compromised public and officer safety, which may result in litigation. Additionally, escalating costs present a financial risk, when training is not economically planned and provided. Consequently, the City of Toronto Auditor General's 2005 Work Plan included a review of the Training Program of the Toronto Police Service.

The Auditor General commenced his review of the Training Program in 2006. This review resulted in a final report to be presented to the Board on January 25, 2007. Thirty-nine recommendations are contained within the report. As part of the audit process, the Auditor General requested that the Toronto Police Service respond to each of these recommendations.

The preliminary responses to each of the Auditor General's recommendations are appended to this report.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

**Mr. Jeff Griffiths, Auditor General, was in attendance and delivered a presentation to the Board on his report entitled *Review of Police Training, Opportunities for Improvement – Toronto Police Service*. Copies of the Executive Summary to the report and a list of the 39 recommendations are appended to this Minute for information. A copy of the complete report is on file in the Board office.**

**Supt. Darren Smith, Community Mobilization, was in attendance and delivered a presentation to the Board on the Service's response to the Auditor General's report.**

**Printed copies of Mr. Griffith's and Supt. Smith's slide presentations are on file in the Board office.**

**Mr. Dave Wilson, President, Toronto Police Association, was in attendance and delivered a deputation to the Board with regard to the Auditor General's report.**

**Ms. Jane Doe and Ms. Beverly Bain were in attendance and delivered a presentation to the Board with regard to the Auditor General's report. Prior to Ms. Doe's presentation, Chair Mukherjee directed that Ms. Doe not be filmed, taped, photographed or identified by name pursuant to court order.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing reports from the Auditor General and the Chief of Police and receive the presentations and the deputation;**
- 2. THAT the Board endorse the recommendations of the Auditor General;**
- 3. THAT the use of force training be brought into compliance with the provincial legislation immediately and that the Chief of Police provide a report to the Board for its April 26, 2007 meeting identifying how the compliance will be ensured;**
- 4. THAT, with respect to the issue of compliance with legislation, Service procedures and Board policies, the Chief of Police report to the Board for its April 26, 2007 meeting on what processes are in place to assess and ensure compliance as well as deal with non-compliance and how those processes can be strengthened;**
- 5. THAT only qualified coach officers be permitted and that performance evaluations be reviewed immediately to ensure compliance with Board policy and Service procedures;**
- 6. THAT, on a "go forward" basis:**
  - (a) the Chief of Police provide the Board with a report for its April 26, 2007 meeting containing a list of the conferences and/or seminars which the Toronto Police Service has committed to host, sponsor or organize in 2007 and beyond, and that the report include the rationale for each of the events, estimated cost of staff and resource involvement, and expected benefits to the Service;**
  - (b) with the exception of the conferences and/or seminars that may be noted as a result of Motion 6(a), the Toronto Police Service not commit to hosting, sponsoring or organizing any other conferences and/or seminars until the Board establishes, in consultation with the Chief of Police, a policy governing conferences and/or seminars;**
  - (c) the Chair bring forward a policy to the June 14, 2007 meeting of the Board for approval; and**

- (d) following the approval of a policy, the Chief of Police provide to the Board for information, the Service Procedure that will implement the policy.
7. THAT the Chief of Police provide a report to the Board for its April 26, 2007 meeting on a new staffing model that addresses the recommendation of the Auditor General on coordinating training;
  8. THAT with respect to the issues raised in the Auditor General's report about the contents of reports to the Police Services Board, this matter be referred to the Chair for discussion with the Chief of Police and that the Chair report to the Board with respect to the outcome of the discussions with the Chief of Police;
  9. THAT the Chief of Police report to the Board on the information technology issues raised by the Auditor General, including the feasibility of HRMS housing the data and performing the functions identified by the Auditor General;
  10. THAT the Chief of Police report to the Board on the financial controls that the Service has established to ensure the efficient and accountable management of training and conference expenditures;
  11. THAT, with respect to the policy on donations, the Chair be directed to review the Board's policy in this area and that, in the interim, the Board confirm that the Board's Donations Policy which is reflected in Service Procedure 18-08 applies to all donations sought by members of the Toronto Police Service, monetary and non-monetary, for any purpose, including donations that may be solicited as a result of conferences or seminars that the Service is hosting on behalf of external organizations;
  12. THAT the Chief of Police provide the Board with a comprehensive financial report on the extent and nature of the Service's involvement in the FBI National Conference hosted by the Service and that this report detail all donations received; and
  13. THAT the Board request the Auditor General to conduct a review of the implementation of the recommendations in 18 months and that he provide a follow-up report to the Board on the results of the review.

## **Management Response to the Auditor General's Report on the Toronto Police Service - Review of Police Training, Opportunities for Improvement**

### **Recommendation No. 1**

**The Chief of Police review the management structure of the training program at the Police Service in order to ensure that accountability and responsibility for the training program throughout the Police Service are clearly defined and, if considered appropriate, assigned to one individual. This individual should be at the appropriate command level, be capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of the training program.**

### **Management Comments: Agree**

We are in agreement with a review with respect to the management structure. While there has been and remains good compliance within the Toronto Police Service (TPS) with the Skills Development and Learning Plan; this has been achieved through the use of moral suasion rather than positional leadership and enforcement.

Structurally, accountability exists through formalized channels. The Service, through the Chief of Police, and the Police Services Board (PSB) are both accountable for the funds utilized. There is a very extensive budgetary process where every expenditure is examined 'line by line' and is supported by detailed documentation for the expense. These expenditures are approved by several layers of management. In particular, the training program falls under the control of the Deputy Chief, Human Resource Command who entrusts the management and accountability of the Training and Education (T&E) Unit to a Superintendent.

The review will entail the feasibility and appropriateness of placing all corporately-sponsored training and education under the direction of the Superintendent – Training and Education. Course training standards (CTS) will be warehoused at the College. Nevertheless, certain mandated training interventions, for example hostage rescue training at the Emergency Task Force, are properly housed and controlled there. Hence, the level of control and leadership by an individual member will need to be clearly defined.

With respect to the recommendation for 'integration of information technology support', training records management is completed through the use of Human Resource Management System (HRMS) and Time Management Resource System (TRMS). There exists no single assessable database that provides all of the information as noted in the audit. The creation of a 'training records management system' would provide a platform for single source information sharing and retrieval. However, to create such a system, has an attendant cost that is currently not within the TPS budget.

### **Action Plan / Time Frame**

Commencing January 2007.

## **Recommendation No. 2**

**The Chief of Police assess the Toronto Police Service's relationships with police training organizations both within and outside Canada. The Training and Education Unit be directed to investigate best practices in all areas of police training including e-learning and simulation training and develop working relationships with other major international police service training organizations. Such a relationship to concentrate on the exchange of training practices, information and training technology. Further, the Chief of Police evaluate the costs and benefits of joining the Canadian Police Knowledge Network (CPKN). The Training and Education Unit be required to report to the Chief of Police on a regular basis with details of the relationships formed along with information collected on best practices.**

### **Management Comments: Agree in Part**

The T&E Unit has maintained relationships with the Canadian Police College and the Ontario Police College, thus facilitating the free-flow of information concerning police training best practices nationally and provincially. Additionally, senior management are representative members of the Canadian Association of Chiefs of Police (CACP) - Human Resources Committee and the Ontario Association of Chief of Police (OACP) - Training Steering Committee. The audit noted that there was no involvement or "focused attention on police training organizations such as the International Managers of Police Academies and College Trainers." In fact, this organization meets once per year at the International Association of Chiefs of Police (IACP) conference. For some time, the TPS had senior management representation in the organization noted by the Auditor General; however the benefits to the TPS of continued membership were very minimal, therefore, the membership was allowed to lapse.

The audit questions the role of the TPS in hosting international training conferences. In the context of learning best practices as they exist throughout the world, members attending such conferences can create these valuable links and allow the TPS to learn of different service delivery practices. Networking by conference attendees can be valuable in exploring new developments, whether those are be in police training or other police related activities.

Extensive research has been conducted into membership with the CPKN. The TPS worked, at the national level, for over two years on the establishment of CPKN. Currently, the Superintendent of the T&E Unit is a member of the Board of Governors of CPKN. An assessment of the costs to the TPS for accessing CPKN training interventions was found to be prohibitive. The current pricing model is based on a percentage of the workforce and has an adverse impact against large police services. The TPS has undertaken to create a new fee schedule with the CPKN that will allow for meaningful participation.

### **Action Plan / Time Frame**

This is an ongoing initiative.

### **Recommendation No. 3**

**The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.**

#### **Management Comments: Agree in Part**

The audit notes that “training costs should be benchmarked against other major police services.” This benchmarking process has a large caveat. It is imperative that any other comparator service use an extremely similar Cost Benefit Analysis (CBA) template for there to be a proper comparison. When benchmarking, it is vital to recognize that concepts, definitions, components (and the methods used for calculating the components), and ratios may not be similar across all agencies involved in the benchmarking process. For example, agencies may offer different types of training, use different methods to deliver the training, may have different class sizes, may have different training facilities/resources, may have different 'student' populations, and so on. As much as possible, concepts, definitions, components, and ratios must be standardized.

With respect to benchmarking costs for similar training delivered elsewhere, this occurs at the T&E unit on a case-by-case basis. Costs are compared for courses offered by Ontario Police College (OPC) and Canadian Police College (CPC) to determine if the TPS should access those programs or offer in-house training. Specific examples include the Leadership Training models and the OPC drug course. In the first case, a TPS partnership is much more cost effective than similar CPC or OPC courses. In the second case, the TPS drug course was discontinued and all drug officers attend OPC. When performing these analyses, delivery and attendance costs are both considered.

#### **Action Plan / Time Frame**

Commencing in January 2007 and as an ongoing initiative.

### **Recommendation No. 4**

**The Chief of Police ensure that the Toronto Police Service is in compliance with the Equipment and Use of Force Regulation of the Police Services Act. The training program at the Training and Education Unit be amended to accommodate legislative requirements.**

#### **Management Comments: Agree**

It cannot go un-stated that technical non-compliance with the Use-of-Force Regulation at no time placed any member of the public at risk. At no time was any police officer allowed to carry a

firearm who was incompetent to do so. Training, such as that provided on the Advanced Patrol Training (APT) course has ensured that all TPS officers are competent and confident with all use-of-force options, tactics, and crisis resolution skills.

The T&E Unit anticipated this audit finding and detailed plans have been put in place that will ensure strict compliance during training year 2007 and thereafter. This will fully address this recommendation but may entail some additional costs. Should any be incurred, these costs will be tracked in the manner recommended elsewhere in the report by the Auditor General.

Due to the serious limitations of the existing training facilities (i.e., there are only 18 positions for officers on the firing range), the T&E Unit will discontinue the current Advanced Patrol Training (APT) and Undercover Officer Tactical Safety Courses for the years 2007 to 2009 inclusive. These will be replaced with a newly designed annual 3-day program. This program will include use-of-force re-qualification, officer safety and tactics, crisis resolution, domestic and relationship violence, human relations and procedural updates. Once the new facility opens, T&E will be able to reinstate the Advanced Patrol Training (APT) and Undercover Officer Tactical Safety Courses for all officers.

### **Action Plan / Time Frame**

Commencing late January 2007.

### **Recommendation No. 5**

**The Chief of Police direct all members of the Toronto Police Service that they are required to comply with all policies and procedures issued by the Chief, as well as directives approved and issued by the Toronto Police Services Board.**

### **Management Comments: Agree**

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet. A routine order will be published as a 'reminder' for all members.

Service Governance includes:

- Police Services Board Policies and By-laws;
- Toronto Police Service Collective Agreements;
- Standards of Conduct;
- Service Governance Definitions;
- Policy and Procedures Manual;
- Routine Orders;
- Specialized manuals issued by the Chief of Police;
- Unit operating procedures issued by their Unit Commander;

- CPIC messages; and
- Direction from a superior.

### **Action Plan / Time Frame**

Commencing February 2007.

### **Recommendation No. 6**

**The Chief of Police consider the implementation of an internal control process where compliance with legislation, as well as compliance within policies and procedures, is verified on a sample basis by the Internal Quality Assurance Group. Such a sample be determined on a priority/risk basis. Instances of non-compliance be reported to the Chief of Police and dealt with through the disciplinary process.**

### **Management Comments: Agree In Part**

The Chief of Police has created an Inspections Team which examines high-risk areas and compliance with procedures. As well, the Audit & Quality Assurance Unit considers compliance with policies and procedures in the areas that are being audited. Instances of non-compliance will be reported through the appropriate chain of command to the Chief of Police, which may result in disciplinary action.

Divisional Policing Command (DPC) has agreed to review their 'StatCom' tool as a portal for capturing issues of compliance and regularly and consistently reporting upon those findings.

### **Action Plan / Time Frame**

Ongoing.

### **Recommendation No. 7**

**The Chief of Police direct all Unit Commanders that under no circumstances should there be any contravention of the Policy (Policy 14-03) relating to coach officers. Only first class constables who are qualified and trained pursuant to Policy 14-03 should be assigned as coach officers.**

### **Management Comments: Agree**

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet. A routine order will be published as a 'reminder' for all members.

Additionally, the TPS will undertake a review of Procedure 14-03 to ensure that it meets the current needs of the Service and reflects best practices. For example, the review must determine whether the restriction to only first-class constables is bona-fide in nature

The 'StatCom' tool can be adapted to capture coach officer training records as well as indicating the member's current role. The tool will recognize members who are currently active coach officers and will indicate when each officer was trained. This will assist in measuring true capacity. For example, qualified officers who are listed as coach officers may have been promoted, transferred or otherwise unavailable for coach officer duties. This process will allow for a purging and updating of all the coach officers' records and ensure that previously identified coach officers still remain in the role. The StatCom tool has the potential ability tool to identify this type of anomaly and reconcile the record immediately.

#### **Action Plan / Time Frame**

Commencing in January 2007 and as an ongoing initiative.

#### **Recommendation No. 8**

**The Chief of Police direct the Training and Education Unit to set up an internal control management information process to ensure that only qualified officers attend the coach officers course. Non-qualified officers not be permitted to attend the coaching course.**

#### **Management Comments: Agree**

As previously noted, the TPS will undertake a review of Procedure 14-03 to ensure that it meets the current needs of the Service and reflects best practices. For example, the review must determine whether the restriction to only first-class constables is bona-fide in nature.

Once that determination has been made, both DPC and the T&E Unit will employ their monitoring processes to ensure that only qualified officers attend the coach officers' course. The T&E Unit has implemented this recommendation and DPC will provide an additional layer of quality control through the 'StatCom' tool.

#### **Action Plan / Time Frame**

Commencing in January 2007 and as an ongoing initiative.

### **Recommendation No. 9**

**The Chief of Police determine, on an ongoing basis, the projected longer term requirements for trained police coach officers. The analysis takes into account those police officers who have received coach officer training but who are no longer eligible to perform coaching responsibilities. The Training and Education Unit be required to amend the number of training courses provided for coach officers in order to meet projected demands.**

#### **Management Comments: Agree**

This recommendation has been partially implemented in that the T&E Unit have already increased class sizes to meet organizational needs. T&E frequently amends the number of training courses provided for coach officers in order to meet projected demands.

As previously noted, the TPS will undertake a review of Procedure 14-03 to ensure that it meets the current needs of the Service and reflects best practices. For example, an examination of the procedure is required to determine the bona-fide nature for eligibility, including whether there exists a need for a sunset clause on eligibility.

Although shortage of coach officers is not a common concern, the reconciliation of coach officer training records with the officer's current function may allow for processes such as 'parked coach officers', who can be reactivated if and when they return to the field-based divisional policing duties..

#### **Action Plan / Time Frame**

Commencing in January 2007 and as an ongoing initiative.

### **Recommendation No. 10**

**The Chief of Police review the length of the coaching time provided by coach officers to probationary police officers in order to ensure that it is at an appropriate level. Further, the amount of classroom time provided to probationary police officers be reviewed with a view to substituting classroom learning with alternate training methods such as e-learning.**

#### **Management Comments: Agree**

The TPS field training is shorter than most other major police services noted within the Auditor General's report. Historically, the amount of field training has varied but has actually reduced in length from 12 weeks in the 1970's to its current level of 10 weeks. Policing in Toronto, now, is admittedly more complex. That said, recipients of 10 weeks of field training in the Toronto context may not be qualitatively compared to 10 weeks in another jurisdiction.

The TPS supports the maximum use of on-the-job training possible. However, the current situation of maximizing this type of training is limited by coach officer remuneration issues. The Collective Agreement between the PSB and the Toronto Police Association (TPA) notes at article 16:04 that a “constable who is assigned to coach a recruit during the first ten (10) weeks of the recruit’s initial assignment, shall; receive” compensation in addition to their regular salary (emphases added). The language is clear that coach officers are not entitled to additional remuneration after the first ten weeks. Given the need for additional field-based training and the fact that some subject matter currently taught in a classroom format could be covered in field-based training, any additional costs would be justifiably mitigated. It is the contention of management that the PSB waive a strict interpretation of this article and allow for qualified coach officers to be compensated while training a new recruit. A maximum time frame could be determined.

With respect to substituting classroom learning with alternate training methods, such as e-learning, field-based training will address this in part. The use of e-training interventions also can be used for portions of recruit training once technical, process and human resource management issues have been addressed.

#### **Action Plan / Time Frame**

Commencing in January 2007 and dependent upon Police Service Board approval.

#### **Recommendation No. 11**

**The Chief of Police ensure that field training activity evaluation reports for probationary officers are completed by all coach officers on a timely basis, reviewed, and authorized by appropriate supervisory staff. For those probationary officers who have not been exposed to the operational or administrative activities required in the field training report, unit commanders be required to adjust coaching periods to ensure that all appropriate training is completed. Probationary officer training should continue until all such operational or administrative activities contained in the field training activity report are completed.**

#### **Management Comments: Agree**

The ‘Field Training Activity Evaluation Report’ was not available through ‘JetForms’ on the Services computer infrastructure until the earlier part of 2006. This issue has been rectified. The routing instructions call for the form to be completed and then placed in the recruit officer’s file. The routing and copy instructions will be changed so that a copy of the report will be forwarded to the T&E unit, which will maintain a centralized register for all Field Training Activity Evaluation Reports

A routine order will be published in the near future advising all units of the change.

### **Action Plan / Time Frame**

February 2007.

### **Recommendation No. 12**

**The Chief of Police review the current procedure concerning the appointment of coach officers to specifically address circumstances where such officers are the subject of a substantiated public complaint. The procedure should also address the steps to be taken when existing coach officers are the subject of a public complaint.**

### **Management Comments: Agree**

As previously noted, the TPS will undertake a review of Procedure 14-03 to ensure that it meets the current needs of the Service and reflects best practices. Currently, the TPS has clearly delineated standards that address an officer's eligibility for promotion. Similar standards can be used for coach officer eligibility. Proposed standards include:

- Successfully passed the use-of-force qualification as articulated in Ontario Regulation 926;
- Not have been convicted for a criminal offence for which a pardon has not been obtained - proof of pardon must be produced, in cases of absolute or conditional discharges, proof, from the Royal Canadian Mounted Police (RCMP), that the records have been sealed must be produced;
- At least two years with a clear discipline record since the date of the finding of guilt by a Hearing Tribunal for a misconduct offence;
- Are not subject to an appeal as a result of any finding of guilt for misconduct of a Hearing Tribunal;
- Not under suspension;
- Have conformed, presently conforming and continuing to conform to the Service's Core Values

The TPS has an internal computer database that tracks complaints and discipline, the Professional Standards Information System (PSIS). An audit mechanism may be possible in the PSIS system to flag ineligible officers for coaching duties. This will require further exploration to determine its technical feasibility, associated costs and any legal issues surrounding disclosure of complaint information.

### **Action Plan / Time Frame**

January 2007.

### **Recommendation No. 13**

**The Chief of Police be required to develop a long term strategic training plan to address the number of police officers required to be trained for various specialized units within the Toronto Police Service.**

#### **Management Comments: Agree**

The Service has adopted a 'Demand Factor Model' that allots staffing levels to Divisional Policing Command (DPC). The model has an additional guideline of allowing a maximum of 20% of police officers out of uniform duties at any one time. This model therefore provides for the number of potential candidates for specialized training.

The precise units that are 'specialized' must be defined. Typically, specialized units, like the Emergency Task Force or Marine Unit have self-sustainable training programs that are based on provincial or federal standards. Individual specialized units should and continue to be responsible for ensuring timely and meaningful training. The standards for this training can be 'warehoused' at the T&E unit under the direction of the Superintendent.

On a Service-wide basis, training for specialized functions across the TPS is not a discreet system. Other human resource systems have an impact on a long-term strategic training plan including succession planning and staff development. The TPS is fully supportive of any corporate level human resource forecasting processes, which could be implemented to reduce uncertainty and enable improved long-range planning. For example, one complementary method to facilitate such a process would be the completion a corporate specialized function needs assessment. However, there would be noticeable costs associated with this initiative.

#### **Action Plan / Time Frame**

One to two years for implementation due to the strategic nature of the recommendation and the number of human resource systems involved.

### **Recommendation No. 14**

**The Chief of Police evaluate the Human Resource Information System in order to ensure that the capabilities of the system are being used appropriately and to their full potential. Once determined, such information be communicated to all appropriate staff and, in addition, training specific to the reporting capabilities of the system be provided to all appropriate staff.**

#### **Management Comments: Agree**

The current Human Resource Management System (HRMS) has some functional limitations, which may not meet the overall need for a training records database. More examination is required in this area. The current HRMS is a non-relational database. Data mining and retrieval

is extremely difficult, if possible at all. One of the major barriers to monitoring compliance at the corporate level is the lack of position specifications for police officers within the TPS. Because there is no way to identify (except within the unit) which function an officer is performing, it is difficult to verify that the officer meets all of the training requirements for the function. Hence, there is a reliance on Unit level systems. As a result, it is not inconceivable that officers may carry out functions for which they are not trained, qualified or accredited. This is a risk-management issue, which requires redress.

Other system limitations include its lack of user-friendliness. System upgrades, reconfigurations and training for personnel will not be cost-neutral.

As part of the review, the 'StatCom' reporting and management tool is currently being revised to include a training records management component as well as projective and forecasting module. Depending on the results of this evaluation, this database tool may have the required utility to meet the Service's training requirements.

### **Action Plan / Time Frame**

One to two years for implementation due to the strategic nature of the recommendation and the probability of upgrades being required for HRMS, which is a 'capital budget' issue.

### **Recommendation No. 15**

**The Chief of Police ensure that training is being provided for all high priority courses. Lower priority courses not be provided when there are shortfalls in meeting demands for high priority courses.**

### **Management Comments: Agree**

All training will be the subject of a TPS Service-wide policy that will address the issue of high priority courses being offered first and foremost.

With respect to the example cited in the audit, vacant staff positions within the Investigative training team of the T&E Unit was a contributing factor to the differential. Other staff members, within the T&E Unit, were unqualified to deliver the cited training. This anomaly is not standard or accepted practice.

### **Action Plan / Time Frame**

January 2007.

### **Recommendation No. 16**

**The Chief of Police ensure that, wherever possible, Toronto police officer attendance at each Advanced Patrol Training Course is maximized taking into account operational requirements.**

#### **Management Comments: Agree**

The Advanced Patrol Training (APT) course is changing format in 2007. The average attendance has hovered at approximately 75 officers for the past several years. Without further exhaustive reviews, this may be the reasonable capacity level from DPC. The new format has a maximum course load of 72 officers, with courses operating twice per week versus the current once weekly format.

The T&E Unit will continue to report APT attendance to the DPC Staff Superintendents for compliance and attendance modifications. The 'StatCom' tool and process includes an APT compliance component that provides attendance summary records and a predictive model piece. 'StatCom' tool is currently addressing the need for more comprehensive records management and retrieval. This process should augment the current system by February 2007. A developmental APT training module has been built and is currently being tested.

#### **Action Plan / Time Frame**

Commencing in January 2007 and as an ongoing initiative.

### **Recommendation No. 17**

**The Chief of Police review the content of the Advanced Patrol Training Course in order to ensure that the training provided is relevant and required on an annual basis. For non-mandatory training, consideration be given to providing such training either through an e-learning facility or by training sergeants at the divisions.**

#### **Management Comments: Agree**

With the newly proposed APT course, all training sessions will be mandatory under the 'Skills Development and Learning Plan' at priority levels 1, 2 or 3. Legislative requirements, idest firearms re-qualification, will take precedence over all secondary training issues.

E-learning is seen as part of a viable solution, however it requires the development of a complete infrastructure and administrative process. Ideally, with the full implementation of e-learning interventions, they will eventually be viewed as common as crafting an occurrence on a workstation.

#### **Action Plan / Time Frame**

Commencing in February 2007 and as an ongoing initiative.

### **Recommendation No. 18**

**The Chief of Police ensure that Toronto police officers be permitted to attend training courses only if the required prerequisite qualifications have been met. Prerequisite qualifications include attendance at a prior course or a requirement that officers be at a certain rank within the Toronto Police Service. The Training and Education Unit be assigned responsibility to ensure that this takes place.**

#### **Management Comments: Agree**

The TPS agrees to undertake a review of all pre-requisite qualifications for training. This review will include a re-examination of prerequisite courses, equivalency standards, experience, or other acceptable courses. Furthermore the review will ensure training currency and examine the validity of any pre-requisites. Courses offered by the T&E Unit are more easily controlled for pre-requisite qualifications. At this time, the T&E Unit has no codified or actual control over Unit-level course assignments. This will be amended as stated in the response to Recommendation No.1.

An internal mechanism must be in place to screen for compliance. All pre-requisite standards must be fully and thoroughly communicated to assist with compliance .

#### **Action Plan / Time Frame**

Commencing February 2007.

### **Recommendation No. 19**

**The Chief of Police direct that attendance by Toronto police officers for specific training be verified based on a predetermined approved demand. Toronto Police officers not be provided training in areas which are not relevant to their current and short-term future responsibilities. Criteria be established to determine the most appropriate time period for required training prior to an officer assuming the relevant responsibilities.**

#### **Management Comments: Agree**

Training for specialized functions across the service is not a discreet system. Other human resource systems have an impact on a training plans including succession planning and staff development. The TPS is fully supportive of any corporate level human resource forecasting processes, which could be implemented to ensure officers selected for training will use that training in their current role or in a short-term future position. This will require a course-by-course, subject-by-subject needs assessment to provide a reasonable estimate for the appropriate time period for which an officer may receive training prior to assuming new responsibilities. Otherwise, the use of a carte-blanc standard may place the TPS in risk-management jeopardy (idest – periods too long to retain skills); conversely, time bands that are too short may be

impractical for training administration. In any event, there will be noticeable costs associated with this required needs assessment.

### **Action Plan / Time Frame**

Commencing mid-2007 dependent upon approval of cost associated with the required needs assessment.

### **Recommendation No. 20**

**The Chief of Police evaluate all training courses at the Toronto Police Service, including those courses delivered by the specialized units in order to ensure that the length and content of all such courses is appropriate. In particular, the Chief of Police review the scenes of crime officer training to determine the need and the value of the extensive field training provided by the Toronto Police Service.**

### **Management Comments: Agree in Part**

Specialized units will be directed to provide clarification and training information in each training course offered by their unit. This information will be forwarded to the T&E Unit for review in a manner noted in Recommendation No.1. This report shall include the rationale for the length of training and any legislative requirements that deem it necessary. Ideally, an electronic record will be located at the T&E Unit for referral.

It is the position of the T&E Unit that TPS training is generally the same length as, or shorter, than similar training offered by OPC, CPC, and other similar Police Services. Nonetheless, a review will be undertaken to confirm or refute this position.

The audit focused on the Scenes of Crime Officer (SOCO) course as an example of a course that may be too lengthy. The comparator was the SOCO course offered by the OPC, which is the only other SOCO course in Ontario. The comparator may not be appropriate and it is important to understand the difference between the training offered at the OPC and the TPS.

The TPS course is 8 days of class lecture and 17 days of field training while the OPC training is 10 days in total divided between class lectures and simulation exercises. The Auditor General notes that OPC indicates the training it offers equips officers to perform scenes of crime duties “except for the need to become familiar with any unique operational requirements relative to their own police service”. The current length of the TPS course is warranted for a number of reasons including the complexity of policing in Toronto, the large number of calls for service and different types of investigations attended by SOCOS in Toronto.

Unlike the OPC, TPS provides training by scientists at the Centre of Forensic Sciences in DNA evidence collection and Gunshot Residue Kits. With the Toronto Anti-Violence Initiative Strategy (TAVIS) focus on reducing gun violence in the city, the need for this additional training is obvious and requires no debate. The busy, complex urban environment of Toronto creates

challenges and workload demands not experienced by other Police Services in Ontario and the proven structured mentoring system used by the TPS produces a higher level of quality required by the service and the community it serves.

While not cited in the audit, it is noteworthy that, on page 58 of the Ontario Police College 2007 Calendar, the SOCO Course is described as being "designed for persons to be assigned as Scenes of Crime Officers mentored by a Forensic Identification Officer" (emphasis added). The OPC course provides a SOCO with the basic training required prior to mentoring.

Since 1990, Forensic Identification Officers (FIO's) at Forensic Identification Services (FIS) have mentored SOCO trainees after completion of the classroom portion of the training. It was recognized that FIS had no control over the quality of the mentoring available at the divisional level and by keeping the SOCO trainee at FIS for a complete work cycle, the quality of their work is evaluated in a live environment where remedial action is taken, if necessary. At the end of training, the SOCO trainees complete a written and practical examination. The mentoring was introduced to ensure the SOCO trainees were able to carry out the technical skills they were taught and apply them to crime scene investigation. During this time they are also exposed to some situations where they learn how to assist FIO's.

In addition to the mentoring, there are other differences between the OPC and TPS programs, despite using the same provincial Course Training Standard. OPC provides 10 days of classroom and simulation instruction. TPS provides 8 days. The shorter classroom-based instruction and use of field-based instruction is consistent with other recommendations made by the Auditor General. The OPC (in their calendar) suggests students become familiar with Scenes of Crime Procedures, equipment and terminology in their own service prior to enrolment. TPS incorporates this training into the course. The OPC has a 'Dynamic Simulation Area' for students to practice their skills in a more realistic environment. The TPS has no dedicated practical area and uses improvised scenarios at FIS. TPS relies on real crime scenes for SOCO trainees to practice their skills under direction of a FIO.

For the reasons noted, the Service believes that the SOCO training provided is appropriate in length in order to address the necessary content and field experience necessary to performing SOCO duties in Toronto.

### **Action Plan / Time Frame**

With respect to evaluating courses, other than the aforementioned SOCO course, this shall commence February 2007 and be an ongoing initiative.

### **Recommendation No. 21**

**The Chief of Police review the training evaluation process to ensure that evaluations submitted by course participants are appropriately summarized and analyzed for management analysis and review. All summaries be reviewed by the Manager of the Training and Education Unit to ensure that all suggestions for change or amendment to course content are considered and where appropriate incorporated into future training courses.**

#### **Management Comments: Agree**

This recommendation is partly implemented. However the information is not easily retrieved since it is generally not electronically stored. An electronic records management system is warranted. This will assist with retrieval and accurate analysis of surveyed evaluations. Industry standard hardware and software, for example, a 'Scantron' or similar device, should be purchased to permit machine marking of evaluation forms like other training organizations. A TPS policy requiring approval and post-course reporting for all TPS training will be developed, thus allowing proper evaluation and results reporting.

#### **Action Plan / Time Frame**

Commencing in March 2007 and as an ongoing initiative.

### **Recommendation No. 22**

**The Chief of Police review the evaluation process relating to the effectiveness of training particularly in regards to the impact of training for on-the-job performance as well as its impact on the Toronto Police Service as a whole. Consultation be initiated with the Ontario Police College, major international police services and private sector training organizations in order to ensure that the Toronto Police Service can take advantage of the evaluation methodology being developed and used elsewhere.**

#### **Management Comments: Agree in Part**

Evaluation of training interventions is essential. In theory, the TPS agrees that training should be evaluated within several contexts including those noted in the four levels of Dr. Donald Kirkpatrick's model. This widely-accepted model of evaluation is "difficult, time consuming and therefore costly" to quote the Essex Police authority as cited in the Auditor General's report. Even the Research and Evaluation Unit of the OPC, comprising four research persons, some with Ph.D.'s, readily admit that evaluating training at the 'transfer of learning' and 'impact of learning' is in its early formative stages. To have a similar expert capacity in the TPS would be a resource-rich solution. Any reliance on these institutions to evaluate our training has limited utility as they service many other policing agencies in addition to the TPS. However, OPC research staff has assisted the TPS with training reviews in the past, although their capacity to help is limited.

The 'Survey of Training and Learning Practices in the Metropolitan Toronto Police Service' (Alex Lowy, March 2, 1992), noted that a unit like T&E should have a research capability in the form of a section of staff devoted to this area. It currently has none. Again, the creation of a research unit is not cost-neutral. A business case will be developed for the 2008 budget submissions.

The audit notes that "consultation be initiated with the Ontario Police College" and other training entities. This has occurred and many of are facing the same evaluative dilemmas that the TPS faces. These consultations will continue with a view to locating industry-standard, best-practice evaluation methodologies for use in the TPS.

### **Action Plan / Time Frame**

Due to budgetary considerations and long-term nature of 'results' or 'impact' level evaluation, the time frame for this recommendation commences late 2007 and is ongoing.

### **Recommendation No. 23**

**The Chief of Police ensure that all costs incurred in organizing annual international conferences are accurately and properly accounted for. Such costs to include all Toronto police officers salaries and any other administrative costs. The results of this analysis determine the viability of continuing to host international conferences. In any event, conference registration fees be determined after taking into account all organizational costs. Further, the Chief of Police review the procedure in connection with the carry forward of individual conference surpluses to future years.**

### **Management Comments: Agree**

This recommendation points to a cost versus benefit scenario with respect to the conferences and seminars the TPS hosts. The issue of creating a CBA template was addressed in the response to Recommendation No. 3. Costs will be predicted and adjusted accordingly. The issue of costs will include officers' on-duty time as part of the total cost. Given that 'cost' is one part of a CBA, the 'benefit' aspect must be also be properly scrutinized. For example, a comparison of the total costs of a hosted conference against the cost of sending TPS members externally for the same type of course training (including items such as travel costs, time to travel, per diems, cost of the course and any other related fees) will provide a proper and more full view of the viability of hosting conferences. From a qualitative aspect, the hosting of international training events also raises the profile of the City of Toronto with the additional benefit of attendees spending money on hotels, restaurants, et cetera.

With respect to any surplus funds remaining after a conference or event has completed, it is agreed that the TPS review any related policies concerning carry-forward amounts.

### **Action Plan / Time Frame**

Commencing March 2007 and as an ongoing initiative.

### **Recommendation No. 24**

**The Chief of Police review the benefits of the Toronto Police Service organizing annual international conferences for the benefits of a majority of participants who are external to the Toronto Police Service. Such an evaluation be documented and take into account the costs and the relative merits of training both internal and external participants. Further, the Chief of Police give consideration to determining whether or not it is the role of the Toronto Police Service to organize international conferences on an annual basis, particularly when the Toronto Police Service procedure states that “units may from time to time find it necessary to host or plan Toronto Police Service authorized seminars.”**

### **Management Comments: Agree**

A review would benefit the overall effectiveness of Service-sponsored conferences. A CBA may suggest that the funding including ‘opportunity costs’ are not defensible. ‘Opportunity costs’ refer to the salary and benefit costs of those members arranging conferences, attending courses et cetera. Although there are no additional budget monies required for officers to give, receive or arrange training, while doing so, officers are not engaged in their primary functions - other than full-time trainers. Hence, the term ‘opportunity costs’, notes the cost of the opportunity to engage in training. The actual arranging and facilitation of a course or conference is not without certain other benefits to the Service. These experiences assist members with their organization, budget and administrative skill sets. These are qualitative benefits that can not be located on a balance sheet or exit survey.

As articulated in the response to Recommendation #2, it is beneficial to the Service to be aware of practices in all areas of police training and to develop working relationships with other major international police service organizations. The Auditor General’s report had a clarion message that TPS training must measure itself against best practices elsewhere. The hosting of conferences and seminars provide an avenue to accomplish both these goals. Again, the measurable benefit of these particular events must be off-set against the true expenditure including opportunity costs.

### **Action Plan / Time Frame**

Commencing March 2007 and as an ongoing initiative.

### **Recommendation No. 25**

**The Chief of Police ensure that evaluations are completed for all future annual conferences and seminars organized by the Toronto Police Service. Evaluations be independently collated and summarized by the Training and Education Unit and results communicated to conference and seminar organizers. Such evaluations be one of the determinants for continuing future conferences and seminars.**

#### **Management Comments: Agree**

The independent collation and summary of conference evaluations serves as metering stick for approval and acceptance. In the response to Recommendation No. 21, it was noted that a sound electronic records management system is warranted to assist with retrieval and accurate analysis of surveyed evaluations. Industry standard hardware and software would assist greatly, for example, a 'Scantron' or similar device, should be purchased to permit machine marking of evaluation forms. To repeat the earlier response, a TPS procedure requiring approval and post-course reporting for all TPS training will be developed.

Base on the analysis of these evaluations, the T&E could provide an independent appraisal based on conference critiques and evaluations. As noted by the Auditor General, this would only be one determinant when considering the continuation of any conference or seminar.

#### **Action Plan / Time Frame**

Commencing in March 2007 and as an ongoing initiative.

### **Recommendation No. 26**

**The Chief of Police direct that those Toronto police officers responsible for organizing conferences and seminars be required to comply with all Toronto Police Service policies and procedures including those relating to the procurement of conference related goods and services.**

#### **Management Comments: Agree**

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet.

Additionally, the relevant Service Procedures will be reviewed to ensure they meet the current needs of the Service and reflect best practices. As part of this review, a mechanism will be developed to ensure that the process is being followed and compliance is documented. Once reviewed, any revised procedure will be published on Routine Orders for the information of all members.

### **Action Plan / Time Frame**

Commencing in March 2007.

### **Recommendation No. 27**

**The Chief of Police give consideration to the coordination and consolidation of all conference related budgets. Attendance at conferences be approved subject to the attendance meeting the overall priorities of the Toronto Police Service.**

### **Management Comments: Agree**

The consolidation of budgets for attendance at conferences has been implemented with approvals at the Deputy Chief / Chief Administrative Officer level. These budgets are predetermined through conference requests projected by the individual units in the previous year's budget process. Accountability for conference budget planning exists as the budgetary process is examined 'line by line', through the PSB, and is supported by detailed documentation for the expense. Unexpected conference training courses can be facilitated through the chain of command and appropriate Staff Superintendent / Director. Attendance is subject to approval by command officers.

### **Action Plan / Time Frame**

Implemented and ongoing.

### **Recommendation No. 28**

**The Chief of Police direct that the procedure in connection with the reporting requirements for Toronto police officers, in connection with conference, seminar or course attendance, be complied with.**

### **Management Comments: Agree**

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet.

Additionally, the relevant Service Procedures will be reviewed to ensure they meet the current needs of the Service and reflect best practices. As part of this review, a mechanism for reporting and managing centralized records must be developed. As well, this mechanism must ensure that the procedure is being followed, in the longer term, and that documentation of this compliance

exists. Once developed, any revised procedures will be published on Routine Orders for the information of all members.

### **Action Plan / Time Frame**

Commencing March 2007.

### **Recommendation No. 29**

**The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for “refresher” training. Procedures be developed in regards to the evaluation of e-learning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere.**

### **Management Comments: Agree in Part**

The TPS is fully supportive of any practical initiative involving any type of technology which will reduce costs of training and time away from front-line duties. E-learning is vital and an important component to training when associated to some of the training opportunities that policing provides. E-learning is comprehensive and has the potential for greater accessibility than in-class training sessions.

The drawback to some e-learning interventions is the limitations of its ability to test for knowledge. Testing is typically limited to the lower taxons. Although a test can be administrated, it is not governed by the strict standards of an in classroom test. For example, a ‘closed book examination’ is easily proctored in a classroom but it is nearly impossible to do in the non-contiguous learning environment of computer-based training interventions. More robust e-learning interventions also have an associated higher cost but can test at the higher levels of the taxonomy, such as the use of interactive branching video embedded in an e-training module. One other difficulty exists, although not insurmountable, which is the ongoing maintenance and support of the information technology (IT) infrastructure required for e-learning.

Currently, the TPS recognizes the value of e-learning and has amended the course reimbursement procedure to include e-learning. Much of the leadership training offered in the TPS is currently offered solely on-line.

The Auditor General rightfully notes that learning, which simulates real-life, is one of the most effective tools for the transfer of skills. In terms of simulation training for course matter taught by the TPS, the APT and Police Vehicle Operations make extensive use of this. Further

simulation or immersive training is possible, but can have attendant costs associated with it, for example, costs associated with the purchase of simulation software and /or hardware.

### **Action Plan / Time Frame**

Mid 2007 and as an ongoing initiative.

### **Recommendation No. 30**

**The Chief of Police ensure that Toronto police officers who have been assigned instructional responsibilities have attended the required “train the trainer” courses or their equivalent.**

### **Management Comments: Agree**

This recommendation is similar in nature to Recommendation No.18, in that there is a need to assess if the officer has the necessary skills to perform the function or has received similar/equivalent training elsewhere. This process requires formalization and a process of documentation.

The majority of instructors at the Charles O. Bick College have successfully completed the Instructional Techniques course (ITC). Additionally, they have completed content-specific train-the-trainer courses. Trainers, not assigned to the T&E Unit also require a similar process of trainer accreditation. However, the ongoing turnover in personnel has created a demand for the course that is nearly overwhelming. Therefore, the train-the-trainer courses, like the ITC, will be designated to those that are / will be required to teach in their daily duty of tour. This proposal will include Divisional Training supervisors, who have daily training duties.

### **Action Plan / Time Frame**

Implemented and as an ongoing initiative.

### **Recommendation No. 31**

**The Chief of Police review all non police related training courses to determine if their delivery could be conducted more effectively by civilian instructors.**

### **Management Comments: Agree**

The review of positions held by police officers with a view to civilianization is an ongoing process in the TPS. Several reviews of the training positions and courses within Training and Education have been completed in recent years. Thus, the recommendation is fully implemented. Reviews consider the required skills sets, appropriateness of the use of civilian instructors and a cost benefit assessments. The T&E Unit has civilianized, or outsourced, a

significant number of training courses including First Aid, Cardio-Pulmonary Resuscitation (CPR), all Information Technology (IT) Training, all Physical Training (PT), significant amounts of leadership training, and portions of ethics and train-the-trainer training.

#### **Action Plan / Time Frame**

Implemented and as an ongoing initiative.

#### **Recommendation No. 32**

**The Chief of Police consider restricting the length of time Toronto Police Officers are assigned as training instructors to the Training and Education Unit at the C. O. Bick College. Police instructors from the C. O. Bick College be reassigned to police divisions.**

#### **Management Comments: Agree**

Management agrees to consider this recommendation. Part of this consideration will be a determination of the feasibility of undertaking such a task. The TPS invests a great deal of money and resources into creating qualified training instructors. Cycling of instructors too quickly may create inconsistent training. Therefore, careful consideration must be given to tenure that balances the need for full benefit of the investment made in the training officers versus the need to rotate in officers from the current environment of the field on a subject matter basis. For the greater part, there is sufficient attrition, through promotion, transfer and retirement at the College, that there is turnover in Police College faculty.

Conversely, the cycling of officers will provide benefits to the membership through greater opportunity for staff development for officers transferring to the T&E Unit as well as providing units immediate access to a subject matter expert for those returning to field-based policing duties. Additionally, the college would benefit by maintaining current field perspective. This will provide another layer to instructional credibility. Specific tenure for instructors, generally, is supported by the TPS.

#### **Action Plan / Time Frame**

Commencing February 2007 and as an ongoing initiative.

#### **Recommendation No. 33**

**The Chief of Police ensure that the Toronto Police Service is in compliance with its Use of Force and Equipment Service Firearms Procedure which requires that when a police officer is absent from duty for an extended leave of absence (over 20 working days) or a serious illness or injury, the firearm along with the related equipment shall be retrieved under the direction of the Unit Commander and delivered to the Armament Office for safekeeping.**

**Management Comments: Agree**

This procedure requires review as it predates the installation of gun vaults within police facilities and legislative requirements for gun vaults in an officer's residence, who elects to carry her or his firearm home. Previously, firearms were stored in 'cubby holes' devoid of locks or doors in police stations. Admittedly, firearms were not nearly as securely stored. The current risk or threat is negligible, since firearms are securely stored.

Pending review of the policy, compliance will be monitored via the 'StatCom' Tool, which will be provided with an on-going records, captured from Medical Services. This information will be made available to the Unit Commanders and provide an alert for exceeding the designed threshold. As a redundancy in compliance, the Inspections Team will include this procedure as part of their unit inspections criteria and, when the T&E Unit becomes aware of such a situation, they will notify the respective Unit Commander to ensure compliance.

**Action Plan / Time Frame**

Commencing February 2007 and as an ongoing initiative.

**Recommendation No. 34**

**The Chief of Police ensure that the procedure requiring an annual inspection of firing ranges is complied with.**

**Management Comments: Agree**

Inspections are being done by the Service's Armament Officer on an annual basis but the records capture of this information was absent. Documentation of this process will begin and carriage of the process will be the responsibility of the TPS Armament Officer.

**Action Plan / Time Frame**

Immediate and as an ongoing initiative.

**Recommendation No. 35**

**The Chief of Police direct that any sponsorships or donations received for conferences or for any other specific purpose are properly approved, in accordance with Policy 18-08, by the Unit Commander or by the Toronto Police Services Board as required. The Chief of Police further ensure that all other provisions of the Policy are complied with.**

**Management Comments: Agree**

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet.

Procedure 18-08, entitled 'Donations', will be reviewed to ensure that it meets the current needs of the Service and reflects best practices. A recent review did occur in 2005. The current threshold of \$1500, without PSB approval, has been in existence for several years and should be revisited to at least include the annual rate of inflation.

All information concerning donations is centrally captured by the Chief's Office and made accessible through the Executive Officer of the Chief's staff.

#### **Action Plan / Time Frame**

Immediate and ongoing.

#### **Recommendation No. 36**

**The Chief of Police ensure that, in accordance with policy, a central registry of all donations is maintained by the Chief's Executive Office and details of all donations received or declined is reported to the Toronto Police Services Board semi-annually. Unit Commanders of all Divisions be advised of this requirement and a protocol be set up for the regular reporting of all such information to the Executive Office.**

#### **Management Comments: Agree**

In compliance with Procedure 18-08, a central registry of all donations is maintained by the Chief's Office and the details of all donations received or declined are reported to the Police Services Board. As per the Board's direction these reports are submitted annually. Procedure 18-08 will be amended to reflect this annual reporting process. Once amended, the revised procedure will be published on Routine Orders for the information of all members.

#### **Action Plan / Time Frame**

Commencing February 2007.

#### **Recommendation No. 37**

**The Chief of Police ensure that performance standards are developed for all training activities throughout the Toronto Police Service. Such standards to apply to the Training and Education Unit, other training conducted by specialty units and training conducted at the divisional level.**

### **Management Comments: Agree**

The audit defines 'performance standards' as the recording and tracking of time within the TRMS. TRMS has some functionality with respect to this area, but also has limitations. Project codes are limited to three per person per day. It is highly conceivable that these codes could become exhausted especially if 'training time' is segmented into various categories like delivery, design, research et cetera. Assuredly, having a computer capability to measure training time, which easily translates to a costing, would be a beneficial measure for evaluating training. Data entry would require strict protocols to ensure consistency across the Service. The TRMS software may require upgrading, which will have a cost attached.

The TPS is working with a consultant, retained by Human Resources, in a current review of HRMS and TRMS. From a training perspective, the concerns on improving this area by standardizing codes to better track on-duty attendance at training have been expressed. The addition of position codes to police officer positions will also be very advantageous.

### **Action Plan / Time Frame**

Ongoing.

### **Recommendation No. 38**

**The Chief of Police review the policy relating to the reimbursement of tuition fees for Toronto police officers attending university or college courses and direct that any reimbursement of tuition fees to Toronto police officers be restricted to those university or college courses directly related to the policing responsibilities of the officer.**

### **Management Comments: Agree in Part**

Prior to 2005.02.10, Service Rule 6.12.1 did not make reimbursement dependent on its benefit to the Service. The prevailing assumption at that time was that education in general resulted in benefit to the member and the Service. At the Chief's request, the Service Rules governing this issue were deleted by the PSB in 2005.02.10 (Min.No.P44/05 refers). It has since been the practice of the Service to only reimburse tuition fees for courses that are of direct benefit to the Service.

This direction was incorporated into the Skills Development and Learning Plan authored by the T&E Unit. As well, a new Service Procedure addressing the attendance and reimbursement of learning opportunities has been developed and will be published shortly on Routine Orders for the information of all members. The Auditor General's report was silent on civilian members, although the newly updates procedure extends to them as well.

Some level of autonomy must be afforded to unit commanders, when deciding upon the relatedness of a course to a police officer's duties and responsibilities. On their face, some courses may not appear to be police related but may form part of a member's work. – exempli

gratia, a group facilitation course for a police officer responsible for community mobilization since facilitating group processes is a key competency for neighbourhood officers.

### **Action Plan / Time Frame**

Implemented and ongoing.

### **Recommendation No. 39**

**The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.**

### **Management Comments: Agree in Part**

Management agrees to review the levels of tuition fees charged to other Police Services. The immediate impact of any substantial increase in fees would be an increase in revenue. However, to remain consistent with the Auditor General's Recommendation No.2 (fostering partnerships), the TPS develops a great deal of goodwill delivering training to other services. This results in creating positive relationships. Charging higher rates may be result in negative consequences to the TPS such as loss of reciprocity and goodwill. The TPS relies on 'in-kind' resources possessed by neighbouring police services (Public Safety Unit, Marine Unit, air services) and any increase may affect the spirit of cooperation and productivity and ultimately result with increased reciprocal costing charged to the TPS. The Police Services Board has directed the Service to enter into Memoranda of Understandings (MOU's) to assist in these situations.

Within the T&E Unit, there is a unit-specific policy, developed in conjunction with Finance, to set fees for training. This policy will be reviewed and updated, as necessary. Within T&E any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing. External police officers attending TPS sponsored training, offered outside of the T&E Unit, will be the subject of the same TPS policy requiring written authorization

### **Action Plan / Time Frame**

January 2007 and as an ongoing initiative.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P54. PUBLIC ACCESS TO TORONTO POLICE SERVICE DISCIPLINARY  
CHARGES AND TRIBUNAL HEARINGS**

The Board was in receipt of correspondence dated October 18, 2006 from Dave Seglins, CBC Radio – Toronto, containing a request to deliver a deputation to the Board regarding public access to disciplinary charges and tribunal hearings. A copy of Mr. Seglins' correspondence is appended to this Minute for information.

The following persons were in attendance and delivered a joint deputation to the Board:

- Ms. Susan Marjetti, Regional Director of Radio, Southern Ontario CBC Radio;
- Mr. Dave Seglins, Reporter/Editor, CBC Radio;
- Mr. Daniel Henry, Senior Legal Counsel, CBC; and
- Mr. Gord Walsh, Managing Editor, Toronto Sun.

The deputants also provided a written submission which was prepared on behalf of the CBC, the Globe and Mail, the Toronto Star and the Toronto Sun; copy on file in the Board office.

**The Board received the deputation and the written submission and approved the following Motion:**

**THAT the Board establish a sub-committee, including the Chief of Police or his designate, to review the deputants' submission as well as any legal obligations and policy implications, if any, and that the sub-committee report to the Board on any improvements that can be made to the public's access to Toronto Police Service disciplinary charges and tribunal hearings.**

**The Board noted that the following persons offered to participate on the sub-committee: Ms. Judi Cohen, The Honourable Hugh Locke and Mr. Hamlin Grange. Vice-Chair Pam McConnell will Chair the sub-committee and Mr. Albert Cohen will provide legal advice.**

Canadian Broadcasting  
Corporation  
Société Radio-Canada

CBC  Radio-Canada

Dave Seglins  
Reporter  
CBC Radio, Toronto  
(416) 205-5823  
[dave\\_seglins@cbc.ca](mailto:dave_seglins@cbc.ca)

October 18<sup>th</sup>, 2006

Dr. Alok Mukherjee, Chair  
All Members  
Toronto Police Services Board

RE: Public access to Toronto Police Service disciplinary charges and tribunal hearings.

Dear Board Members,

It is out of pronounced frustration I ask for a chance to address you, and respectfully request you conduct a policy review of how the service discloses internal corruption charges laid under the Police Services Act.

In addition, I ask the TPSB to review and make recommendations on how the public and media are informed about upcoming PSA disciplinary hearings.

Background:

For many years, I have covered internal police hearings for CBC Radio. They are important quasi-judicial hearings where public officials (police officers) are tried and sanctioned for corruption, abuses and misconduct. They are important proceedings to ensure true transparency and accountability within the force.

This spring I made the following requests in writing (also see attached). To date, the Service has refused, even refusing a written reply or ANY explanation:

- 1) Notification of all future PSA charges (notices of hearing) laid against TPS officers.
- 2) Prompt access to copies of Notice of Hearing charge sheets (detailing the allegations) once they are properly served against the accused officer.
- 3) Advance notification of the monthly schedule of the Police Disciplinary Tribunal (which is already prepared and distributed internally).

Until this past spring, the service has been relatively cooperative in promptly answering requests for copies of PSA charge sheets (Notices of Hearing). I have long been able to pick up a phone and speak with then Staff Inspector George Cowley, head of Professional Standards Prosecution Services ... make a request, and promptly, within an hour or two, receive a copy of the charge sheets by fax or e-mail.

Recently, Mark Pugash of Corporate Communications informed me that Staff Superintendent Tony Corrie, head of Professional Standards, has implemented a new procedure ... making it much more difficult for the public or media to get access to PSA charges – let alone information about who stands charged, or when the cases are set for a hearing.

Mr. Pugash refused to supply me with a written description of the new procedure – other than to advise me that any time I want a copy of a charge sheet, I must physically attend police headquarters Corporate Communications to fill out a request form. His office will, then forward the request to Prosecution Services, and then later advise me (the requestor) to again attend police headquarters to personally pick up the sheet – once it is ready.

Mr. Pugash refused to guarantee any time table. He refused to send me a copy of the blank form via fax or e-mail. He refused to accept any requests by phone/fax or e-mail. He further refused to provide a written explanation of the new procedure or the rationale for it. Further, he refused to agree to send ANY notices of hearing ... unless I already knew and could supply the name of an accused officer.

How can this be? How can any member of the public hope to know which officers are facing what internal allegations – or when their hearings are – unless the force first supplies the information?

Even Toronto Police senior counsel, Legal Services, Mr. George Cowley agrees this is public information which should be disclosed. But some in the senior command have decided otherwise – thus failing, in my view, to fulfill the force's public duty to make this information available.

I ask you to review this as matter of POLICY and to make recommendations in your role as police overseers to ensure the most transparent and accountable process possible.

I welcome an opportunity to address you and any questions you might have.

A handwritten signature in black ink, appearing to read "Paul Singh". The signature is fluid and cursive, with the first name "Paul" and last name "Singh" clearly distinguishable.



"Dave Seglins"  
<Dave\_Seglins@cbc.ca>  
>  
To:  
cc:  
Subject: Complaint Re: TPS Tribunal Openness  
2007.01.11 14:43

Dear Police Service Board Members,

Please find attached recent correspondence related to my ongoing request for you to conduct a thorough policy review. I am hoping you will soon require the TPS to publicly release information when a police officer is charged under the PSA, and provide the public with adequate advance information so that interested parties can follow the public tribunal proceedings.

First attachment, is a letter recently received from the Toronto Police Chief's office, from Staff Inspector Dave Marks of Professional Standards. I find the response from the Chief's office misleading and wholly unsatisfactory. Members of the public and the media CAN NOT get any information in a timely manner about officers charged under the police act - without a name - and the service refuses to release those names. The suggestion we should attend police headquarters every week to compile a list of who is charged from the posted weekly tribunal schedules is impractical and purposely disingenuous.

The second letter attached is a reply from OCCOPS - which rejects my request for them to hear my complaint - referring me back, leaving it entirely to the Toronto Police Services Board to follow up on this matter.

Dr. Mukherjee recently declined to offer me a response to my complaint, indicating he awaited further reply from the Chief. I provide you the Chief's response to me, and the response from OCCOPS indicating that this matter now should most properly be considered by you and the board.

Again, I request an opportunity to appear before you to answer questions and to further elaborate on why the TPS's current failure to release basic information around the laying of PSA charges and tribunal hearings amounts to subverting the openness and accountability expected by the people of Toronto.

I look forward to your response.

ds

Dave Seglins

Reporter, CBC Radio Toronto  
w 416-205-5823  
c 416-949-4083

\*\*\* eSafe scanned this email for malicious content \*\*\*

\*\*\* IMPORTANT: Do not open attachments from unrecognized senders \*\*\*



Seglins.CBC.Jan07\_1.doc Doc2.doc

#### Attachment 1

I have been directed by D/Chief Jane Dick to respond to your message to Dr. Mukherjee and the Toronto Police Services Board, specifically, "How is the public to know if an officer has been charged under the Police Services Act?"

Currently members of the public are informed of disciplinary charges through many means:

- As you know, the Toronto Police Service Tribunal posts, every Monday, the list of matters before the tribunal that week. Members of the public can check that list to determine who's charged with what offences.
- Any member of the public can request a copy of a Notice of Hearing and the Statement of Particulars for a particular officer through Public Information.
- The Statutory Powers Procedure Act requires public access to the hearings, with which we comply.
- A Divisional court ruling, *Toronto Star Newspapers Ltd. v. Kelly*, directs the Toronto Police Service to allow the public, in particular the media, access to the charging documents. We comply with that judgement.

To conclude, there are several ways by which the public can be informed of our discipline process.

Attachment 2

Ontario Civilian Commission  
on Police Services  
1<sup>st</sup> Floor  
25 Grosvenor Street  
Toronto ON M7A 1Y6

Commission civile des services  
policiers de l'Ontario  
1<sup>er</sup> étage  
25, rue Grosvenor  
Toronto ON M7A 1Y6



Telephone/Téléphone: (416) 314-3004  
Fax/Télécopieur: (416) 314-0198

January 11, 2007

Mr. Dave Seglins  
CBC Radio, Toronto  
[dave\\_seglins@cbc.ca](mailto:dave_seglins@cbc.ca)

Dear Mr. Seglins:

The Ontario Civilian Commission on Police Services is in receipt of your faxed correspondence, dated January 2, 2007. I am pleased to respond.

Public complaints are governed by Part V of the *Police Services Act*. Section 60(1) states "All complaints about the policies of or services provided by a municipal police force shall be referred to the chief of police and dealt with under section 61."

Section 61 requires that the chief of police review every complaint that is made about the policies of a police force and shall take any action, or no action, in response to the complaint. The chief shall then notify the complainant, in writing, of his or her disposition of the complaint and of the complainant's right to request that the board review the complaint if the complainant is not satisfied.

The Commission does not have any role to play in the review of policy complaints.

In order to more fully understand the process, I would encourage you to access our web site at [www.occps.ca](http://www.occps.ca) to read those sections of the *Police Services Act* that deal with policy complaints.

I trust this will be of assistance to you.

Yours truly,

Cathy E. Boxer-Byrd  
Senior Advisor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P55. STRATEGIC TRAFFIC ENFORCEMENT MEASURES (STEM) TEAM**

The Board was in receipt of the following report January 19, 2007 from Alok Mukherjee, Chair:

Subject: STRATEGIC TRAFFIC ENFORCEMENT MEASURES (STEM)

Recommendation:

It is recommended that the Board receive the following report

Financial Implications:

There are no financial implications as a result of this report.

Background:

At its meeting on November 28, 2006 the Board considered a report from the Chief of Police with respect to the potential expansion of the "Strategic Traffic Enforcement Measures" team (STEM). The Chief's report is appended (Minute P358/07).

The Board referred the report to the Budget Sub-committee "...along with a request that the Service implement improved traffic enforcement on local and arterial roads and that the Budget Subcommittee consider the best way to do that in consultation with the Chief of Police during the 2007 operating budget process".

Discussion:

At its meeting on January 18, 2007 the Budget Sub-Committee re-considered the Chief's report and concluded that there is no requirement to request that the Chief consider expanding STEM, at this time. The Sub-Committee took into consideration the cost estimates of the expansion program contained in Appendix A to the Chief's report as well as the requirement to increase the uniformed establishment. In addition, the Sub-Committee was assured that the Chief continuously reviews and assesses the Service's abilities to address priorities, including the Service's commitment to reducing collisions and making roadways safer. Consideration could be given to the expansion of STEM in the future, should the need arise.

**The Board received the foregoing.**

-- COPY --

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P358. RESPONSE TO CONCERNS REGARDING THE ADEQUACY OF  
TRAFFIC ENFORCEMENT ON LOCAL AND ARTERIAL ROADS AND  
THE POTENTIAL EXPANSION OF THE "STRATEGIC TRAFFIC  
ENFORCEMENT MEASURES (STEM)" TEAM**

The Board was in receipt of the following report October 06, 2006 from William Blair, Chief of Police:

Subject: ADEQUACY OF TRAFFIC ENFORCEMENT ON LOCAL AND ARTERIAL  
ROADS AND THE POTENTIAL EXPANSION OF THE "STRATEGIC  
TRAFFIC ENFORCEMENT MEASURES" (S.T.E.M.) TEAM

Recommendation:

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

Background:

At its meeting of July 10, 2006, the Board was in receipt of correspondence from Mike Del Grande, Councillor, City of Toronto, containing a recommendation that the size of the Strategic Enforcement Measures Team (STEM) be expanded. Councillor Del Grande was in attendance and delivered a deputation to the Board. As a result, the Board approved the following Motions:

- (1) THAT the Chief of Police provide a report on the adequacy of traffic enforcement on both local and arterial roads, with specific attention to the possibility of increasing the number of officers assigned to the S.T.E.M. team; and
- (2) THAT the Chief of Police approach the City of Toronto to obtain a flow through of funds from increased revenue generation from traffic tickets to cover the Service's increased costs resulting from those tickets. (Board Minute P197/06 refers).

Adequacy of Resources Deployed to Traffic Enforcement

The Toronto Police Service is committed to ensuring the safe and orderly flow of traffic on city roadways, as well as protecting the safety and well being of all road users; including drivers, passengers, cyclists, and pedestrians. As part of our commitment towards road safety, the Service formally identified Traffic Safety as a Service Priority in 2002. Traffic Safety is a shared responsibility involving all members of the Service and it forms an integral component of the 2006 - 2008 Service Priorities.

Establishing and maintaining partnerships with key stakeholders and mobilizing local communities to respond to localized traffic issues are important components of the community policing model employed by our Service. Community partnerships are essential elements in sustaining successful enforcement and education initiatives designed to improve the safety of our local and arterial roadways. By focusing our efforts on increased enforcement of traffic offences and safety education programs for those deemed to be the most at risk, our Service seeks to improve safety conditions on our roadways for all users.

Traffic enforcement is a term that describes the laying of charges for a wide variety of traffic-related offences. Although this term is synonymous with offences such as speeding and disobeying red lights, it also includes many other offences and types of enforcement activities. For example, the enforcement of parking by-laws, commercial motor vehicle safety legislation and criminal driving offences all fall within the realm of traffic enforcement. This term may also be applied to enforcement efforts that do not directly impact traffic safety concerns, such as; enforcement relating to expired validation stickers, improperly displayed licence plates and the requirement to provide documentation to police officers. While many of these offences are directly related to the operation of a motor vehicle, these obligatory statute requirements do not directly impact identified community traffic safety concerns. However, enforcement of these offences are a significant component of traffic enforcement and often lead to the laying of additional *Highway Traffic Act* charges or criminal investigations and/or charges.

It is the duty and responsibility of all police officers to lay charges and to participate in the prosecution of offenders. Frontline officers and those assigned to community response duties conduct traffic enforcement initiatives as part of their day to day duties. In the case of officers assigned to traffic-specific functions, such as divisional traffic response units and Traffic Services personnel, traffic enforcement duties constitute an even greater component of their daily activities. Approximately sixty percent of the police officers employed by our Service are assigned to uniform functions where traffic enforcement is an element of their regularly evaluated work performance. The remaining forty percent are assigned to duties and responsibilities that by their nature do not regularly involve the enforcement of traffic laws.

Prior to 1996, four distinct traffic units operated across the city and were assigned the majority of traffic policing responsibilities. In May 1996, the Metropolitan Toronto Police Service revised the delivery model with respect to traffic policing responsibilities, including traffic enforcement. The revised model led to the establishment of Traffic Services, as well as the creation of divisional traffic response units within each police division. This revised model centralized the specialized traffic policing functions within Traffic Services, and allowed divisional unit commanders autonomy over the traffic enforcement requirements at the local division level.

Traffic Services maintains a corporate position with respect to traffic enforcement initiatives and strategies designed to address city-wide traffic concerns. Under this model, the ability to deploy traffic officers to local divisions has greatly assisted in helping to address traffic safety concerns in local neighbourhoods by providing officers with a more detailed knowledge of local issues, obtained through positive interaction with members of the public. This occurs in a variety of forums, including community police liaison committees and continuous complaint patrols

initiated within the Intelligence Led Policing database. Together, this contributes to an enhanced feeling of responsibility on the part of local officers to effectively address neighbourhood traffic and safety issues.

In order to provide this level of traffic enforcement to the community, there are currently 437 police officers exclusively assigned to traffic-oriented policing functions. Of this number, 183 are assigned to divisional traffic response units, while the remaining 254 officers are members of Traffic Services.

In addition to human resources, the Service also maintains an extensive array of vehicles and equipment dedicated exclusively to traffic policing. These resources complement those assigned to primary and community response functions, and are utilized on a daily basis to support the traffic enforcement efforts of officers throughout the Service. The following are some examples of the specialized equipment available for traffic enforcement:

- 7 specialized traffic vehicles (mobile commercial vehicle inspection van, mobile breath testing centre, unconventional enforcement vehicles, etc.);
- 161 laser speed measuring devices;
- 73 mobile speed measuring radar devices;
- 73 stationary speed measuring radar devices;
- 108 “Alcotest” roadside screening devices; and
- 14 “Intoxilyzer 5000C” blood alcohol concentration measuring instruments.

Approximately 90% of the Service’s uniform police officers have received speed measuring radar training. Presently, 1,719 officers are trained and qualified to operate laser speed measuring devices. Training in the proper operation of these devices is ongoing. Training of this nature is a very time-consuming process, but one that yields significant benefits for our Service to help achieve the goals associated with the Traffic Safety priority. Speed measuring radar operation has proven to be an effective tool in altering the behaviour of speeding motorists on local and arterial roads. As a result, strategies have been developed to ensure that all new officers receive this training.

The Toronto Police Service dedicates significant human and financial resources to traffic enforcement initiatives. The resources, as currently allocated to traffic enforcement, have been deemed to be adequate by Command, considering the competing demands for policing resources in various communities throughout a city the geographic size and population of Toronto. Despite these efforts and the scope of the allocated resources, traffic safety remains an area of serious concern to our Service and the public.

#### Traffic Enforcement Results Realized Since 2003

The following table details the number of traffic tickets generated by Toronto Police Service officers for offences contrary to the . Due to the nature of this report, the number of speeding tickets issued is provided in detail, and represents a significant percentage of the total number of tickets issued. This table shows the enforcement results realized since January 1, 2003, and

includes the totals generated by local divisions as well as the officers assigned to Traffic Services (See Table A).

Table A:

Toronto Police Service Traffic Enforcement Results - 2003 through YTD 2006

	2006 (To Aug.27)		2005		2004		2003	
Units	Speeding	Total HTA*	Speeding	Total HTA*	Speeding	Total HTA*	Speeding	Total HTA*
11	3083	9455	4597	15994	2331	11059	3179	14417
12	1725	7366	3885	12975	4073	12583	3514	14068
13	8797	16834	13284	25162	15680	27611	17734	31581
14	2827	9550	5664	20865	7286	22202	9117	24564
22	5393	11275	9876	20975	9586	19814	12358	23560
23	5939	13780	9703	20145	14858	24782	17567	29386
31	9746	21224	14658	34114	11786	30208	13139	35879
32	4201	13099	6804	22011	6752	21329	7951	21052
33	7895	16331	11485	25286	11501	23538	9651	21719
41	4683	12117	7790	20672	9715	24521	6326	20298
42	2811	11456	9973	28056	11519	30096	13812	33873
43	3736	10468	346	1519	N/A	N/A	N/A	N/A
51	1324	6645	2511	10433	1887	8516	1973	8243
52	283	7634	532	10344	800	11076	1369	13711
53	2460	7112	2961	9982	3529	9721	4792	10726
54	3657	10608	4637	15203	6164	15074	6630	15425
55	3622	8614	3440	11368	3329	10717	4144	14062
TSV	34676	57220	56158	96980	48198	81046	45694	73794
Totals	106858	250788	168304	402084	168994	383893	178950	406358

Total Tickets	250788	402084	383893	406358
---------------	--------	--------	--------	--------

\*Includes speeding offences

In addition to the traffic enforcement duties performed by members of our Service, enforcement is also achieved through the “Red Light Camera” program coordinated by the City of Toronto - Transportation Services.

The Red Light Camera program has been instrumental in demonstrating the extent of red light violations occurring across the city. The program involves the use of 10 stationary cameras that are regularly rotated through 38 intersections that have been identified as high collision locations. These targeted intersections are widely dispersed across the city and represent some of the most travelled roadways in Toronto.

When a vehicle is identified as having disobeyed a red traffic signal, a fine is levied against the registered owner of the involved vehicle. Demerit points are not assessed with these convictions, as the offending driver is not formally identified. The fine levied against the registered owner is \$155.00 plus an additional victim surcharge of \$35.00, for a grand total of \$190.00. This fine is the same amount assessed to a driver who was stopped, charged and convicted under the for the offence of failing to stop for a red light. The only difference being that this individual would be assessed demerit points upon conviction.

Representatives from the City of Toronto - Transportation Services advise that the revenue generated through this enforcement initiative falls short of the expenses generated by the program and ongoing maintenance costs. It must be emphasized that the intent of this program is not to generate revenue, but to save lives and create safer roadways through the modification of driver behaviour.

The following table details the enforcement results achieved by the Transportation Services Red Light Camera program since January 1, 2003. This program has served to support the on-going enforcement efforts undertaken by members of our Service. (See Table B).

Table B:

Red Light Camera Enforcement

Year	Number of Charges
2003	12,143
2004	14,978
2005	12,828
2006 (YTD-060630)	5,360

#### Speed Enforcement and Deployment of Speed Measuring Resources

The manner in which the Service deploys speed measuring resources was the subject of a report submitted to the Board by Chief Julian Fantino on November 8, 2004 (Board Minute P408/04 refers).

In summary, the manner in which these resources are deployed is based on a wide variety of factors. These include:

- the need to respond to local neighbourhood concerns;
- strategic enforcement based on trends observed through collision analysis;
- directed and targeted enforcement patrols; and
- self-initiated enforcement efforts (based on observation, knowledge of the area and input from the community).

The ultimate goal of all Toronto Police Service speed enforcement activities is to contribute positively to the creation of safer roadways by reducing the prevalence of excessive speed in life threatening and fatal motor vehicle collisions. Although the Service has occasionally been criticized for deploying speed measuring resources on major arterial routes rather than on minor arterial routes and local roads, the need for this strategic enforcement can be justified through the analysis of fatal collisions.

When the locations of fatal collisions occurring in Toronto during recent years are examined, a consistent trend becomes evident (See Table C). Since January 1, 2003, analysis has indicated that 74% of fatal collisions occurring in Toronto take place on major arterial roadways. Major arterial roadways are classified as “four lane roads with speed limits of 50 to 60 km/h, with a vehicular traffic volume greater than 20,000 vehicles per day”.

Table C:

#### Fatal Collision Roadway Analysis

<b>Fatal Collision Roadway Analysis</b>  <b>Major Vs. Minor Roads 2005 to 2003</b>	<b>2005 Fatalities</b>		<b>2004 Fatalities</b>		<b>2003 Fatalities</b>	
	Total Deaths	% (of Total)	Total Deaths	% (of Total)	Total Deaths	% (of Total)
	59	100	66	100	74	100
<b>Major Arterial Roads</b> <small>(four lanes, 50-60 km/hr speed limit, vehicular traffic volume greater than 20,000 per day)</small>	44	75	46	70	58	78
<b>Minor Arterial Roads</b> <small>(two lanes, 40-60 km/hr speed limit, vehicular traffic volume between 8,000 and 20,000 per day)</small>	10	17	5	8	10	14
<b>Other Roadways</b> <small>(expressways, local roads)</small>	5	8	15	22	6	8

Since January 1, 2004, speed has been cited as a significant contributing factor in 37 of the traffic deaths in Toronto. To date in 2006, excessive speed has contributed to approximately 23% of the fatal collisions. In order to assist in reducing the number of fatal collisions occurring annually, speed enforcement activities often focus the enforcement efforts of officers on major arterial routes. The intent of this approach is to reduce the speed at which motorists routinely travel on these roadways in order to; effectively reduce the incidence of collision involvement, reduce the severity of collisions that do occur, and to address aggressive driving behaviour through ongoing enforcement activities.

#### The Potential Expansion of the S.T.E.M. Initiative

The Strategic Traffic Enforcement Measures initiative has been extremely well received by a wide variety of key stakeholders from the traffic safety community. This initiative has proven to be a very effective and efficient component of the Service’s overall traffic safety strategy. The return on investment has proven to be significant. The S.T.E.M. initiative has enhanced the

Service's ability to address traffic enforcement concerns across the city, and has proven to be a cost effective means of delivering this necessary service.

The dedicated efforts of S.T.E.M. personnel are addressing the ongoing traffic safety concerns of Toronto residents on a daily basis. The proposed expansion of the S.T.E.M. team by 10 constables and 1 sergeant would clearly have a substantial and immediate impact on traffic enforcement levels. Based upon current S.T.E.M. productivity levels, it is anticipated that this increase in allocated resources would result in approximately 40,000 additional traffic enforcement charges being laid annually. This heightened enforcement activity would greatly contribute to the achievement of the goals associated with the Service's Traffic Safety priority.

The following table details enforcement levels produced by the officers currently assigned to the S.T.E.M. Team (See Table D). To date in 2006, members of the S.T.E.M. Team have delivered an average of 25 provincial offences tickets, each, per day. On average, 19 of these tickets are issued for speeding and 6 for a variety of other traffic offences. Enforcement productivity such as this is possible only because the officers assigned to S.T.E.M. are assigned exclusively to this function. These officers are dedicated to enforcement activities, without the likelihood of being assigned to other calls for service. This dedicated assignment allows officers the opportunity to focus on uninterrupted enforcement, resulting in elevated productivity.

Table D:

**S.T.E.M. Productivity**

Type of Ticket	2006 YTD	% of Total	2005	% of Total
Speeding Offences	22,090	76	31,794	69
Other HTA/POA/CAIA	5,384	24	9,903	31
<b>Total Tickets</b>	<b>27,474</b>	<b>100</b>	<b>41,697</b>	<b>100</b>

Speeding Tickets per Week	788	-	757	-
Total Tickets per Week	981	-	993	-
Speeding Tickets per Day	197	-	189	-
Total Tickets per Day	245	-	248	-
Speeding Tickets- Officer/Day	20*	-	19**	-
Total Tickets- Officer/Day	25*	-	25**	-

*SOURCE: ITS/OPR Production*

*Date Extracted: 2006.08.21*

*NOTES:       \*\*2005 figures take into account approximately 42 weeks of work (10 weeks of combined annual leave, requested time off, Advanced Patrol Training, statutory holidays, sick days and training have been subtracted)*  
*\*2006 figures take into account the same tabulation ( 33 weeks YTD less 5 weeks of the above for a total of 28 weeks)*

Although it is clear that this proposed expansion would elevate Service enforcement levels, challenges exist that would have to be overcome for the expansion to be successfully implemented.

Within the current established strength of the Service, it would be difficult to assign 11 additional officers to this assignment without experiencing shortages in other equally important areas. As discussed previously in this report, the present allotment of resources to traffic enforcement is deemed to be adequate; however expansion of the S.T.E.M program would enhance existing efforts and would enable the Service to more effectively address the Traffic Safety priority.

### Financial Impacts

Our experience to date with the S.T.E.M. project allows for an accurate assessment of the financial impacts associated with a proposed expansion. The budget forecasts relating to this proposed expansion are detailed in the following table (See Appendix A).

The financial estimates contained in Appendix A indicate that the revenue generated through enforcement is virtually negated by the expenses incurred by it. Initial capital expenses of approximately \$345,000 would be incurred to properly equip the additional officers assigned. The annual costs associated with the implementation of this project would be offset by the revenue generated through increased enforcement levels. The focus of this initiative is to improve roadway safety through increased enforcement capacity; however critics may view this as a method of merely generating revenue. This is clearly not our intention or purpose for implementing such a plan.

### Court Implications

One significant challenge relating to this expansion would be faced by the City of Toronto Court Services (Provincial Offences Act Courts). Although court space does exist to deal with increased enforcement levels, numerous support staff would have to be hired and trained to fill the necessary roles. In addition, many jurisdictions in Ontario are experiencing a shortage of Justices of the Peace to preside over traffic related matters. This shortage is causing extensive wait times for trial dates, resulting in a significant number of traffic tickets being disposed of by the courts due to unreasonable delays.

The Conviction/Payment Factor deducted from Annual Potential Revenue in Appendix A, is in part the result of the staffing shortages outlined above. It is presently estimated that only 70% of the traffic tickets generated by Toronto police officers are resulting in a conviction being registered and a fine being levied against the offender. The court processing expense detailed in Appendix A is a Court Services' estimate of what it would annually cost to pay the additional employees necessary to properly staff the courts and address elevated enforcement levels. The necessary staff positions would include Justices of the Peace, court reporters, clerks and interpreters. Despite these challenges, the heightened revenue generated through this increased enforcement would offset the costs associated with the increased court staffing levels.

## Financial Estimates

The proposed expansion of the S.T.E.M. program by 10 constables and 1 sergeant would require an additional capital outlay of approximately \$350,000 for the acquisition of 5 fully-equipped vehicles, and an on-going operating cost of approximately \$1.3M annually for salaries, benefits and equipment maintenance. City of Toronto Court Services staff have confirmed their understanding that this increased enforcement would increase the number of tickets issued and associated processing of these tickets, with a resultant increase in costs of approximately \$1M for City Court Services. It is further estimated that this increase in the number of tickets issued would result in increased revenue that would fully offset these costs. Appendix A provides details for these assumptions.

## Financial Implications

The proposed expansion of the S.T.E.M. project would cost a total of \$2.3M annually to the City as a whole (\$1.3M on-going for the Service and \$1.0M for the City). However, the increased traffic enforcement would result in increased issuance of tickets (as discussed above), which would in turn increase the City's revenue stream by approximately the same amount. If S.T.E.M. expansion were to be considered by the Board, City Finance has indicated its agreement with the concept of increasing the Service's budget (with a concurrent increase to the City's revenue), with no net financial impact to the City.

The estimated costs for this program (with concurrent revisions to the City's cost and revenue estimates in the affected Programs) could be pursued at any time during the year through a Council-approved adjustment to the affected budgets, or could be requested during the annual budget process.

## Conclusion

The Toronto Police Service remains committed to reducing the incidence of life threatening and fatal collisions on our roadways, while at the same time making the roadways safer for all users. In order to be successful, all reasonable measures need to be explored and implemented, when appropriate. That being said, traffic safety remains an important component of our community policing strategy and every effort will be made to achieve the goals and objectives contained in the Traffic Safety priority.

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

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be attendance to respond to any questions from Board members.

**Superintendent Steve Grant, Traffic Services, was in attendance and responded to questions by the Board about this report.**

**The Board approved the following Motion:**

**THAT the Board refer the foregoing report to the Board's Budget Subcommittee along with a request that the Service implement improved traffic enforcement on local and arterial roads and that the Budget Subcommittee consider the best way to do that in consultation with the Chief of Police during the 2007 operating budget process.**

## Financial Estimates

### **Proposed Expansion of S.T.E.M. (Addition of 10 constables and 1 sergeant)**

#### Annual Revenue from Enforcement

Speed Enforcement <sup>1</sup>	\$10,500 /day
Other Enforcement <sup>2</sup>	\$5,400 /day
Annual Potential Revenue <sup>3</sup>	\$3,339,000
Less Conviction/Payment Factor <sup>4</sup>	(\$1,001,700)

**Estimated Annual Revenue** **\$2,337,300**

#### Annual Expenses Incurred By Enforcement Activity

Salaries <sup>5</sup>	\$822,000
Benefits <sup>6</sup>	\$179,000
Special Pay <sup>7</sup>	\$169,000
Court Processing <sup>8</sup>	\$1,000,000

**Estimated Annual Expense** **\$2,170,000**

#### Initial One-Time Capital Expenses

(Based on purchase of 5 vehicles, each equipped for speed enforcement)

Vehicles	\$163,000
Decals/Lighting	\$13,500
Radio/MWS	\$101,500
Mobile Radars, dual head	\$15,800
Laser/Tripod pkgs.	\$25,400
Total	\$319,200
PST @ 8%	\$25,500

**Estimated Initial Capital Expense for Expansion:** **\$344,700**

<sup>1</sup> 2006 YTD average enforcement result of 19 tickets/officer/day (Estimated: 10 @ 15 km/h over the limit, 9 @ 20 km/h over the limit. Set fines of \$37.50 and \$75.00 respectively.)

<sup>2</sup> 2006 YTD average enforcement result of 6 tickets/officer/day @ \$90.00 per ticket

<sup>3</sup> Estimated 42 weeks of enforcement per officer annually, taking into account statutory holidays, annual leave, time off, sickness and training. (Set fine of ticket being paid)

<sup>4</sup> Toronto Court Services estimates the current payment/conviction rate at approximately 70% for provincial offence charges

<sup>5</sup> 10 constables and 1 sergeant

<sup>6</sup> FMT estimate @ 22% of salary

<sup>7</sup> Court attendance by officers, overtime, accumulated lieu time payment expenses

<sup>8</sup> Toronto Court Services' estimate of incremental court costs associated with processing additional tickets generated by this initiative

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P60. IN-CAMERA MEETING – JANUARY 25, 2007**

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  
Vice-Chair Pam McConnell  
Mr. Hamlin Grange  
Councillor Frank Di Giorgio  
The Honourable Hugh Locke, Q.C.  
Ms. Judi Cohen

Absent: Mayor David Miller

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P61.        ADJOURNMENT**

---

Alok Mukherjee  
Chair