



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on December 15, 2005 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on November 17, 2005 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on December 15, 2005.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **DECEMBER 15, 2005** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice- Chair
Ms. Judi Cohen, Member
Mr. John Fillion, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member
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 DECEMBER 15, 2005**

#P378. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Police Constable Valerie Gignac of the Laval Municipal Police in Quebec who died while on duty on Wednesday, December 14, 2005.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P379. RESPONSE TO REQUEST FOR REVIEW OF A COMPLAINT ABOUT
TORONTO POLICE POLICY – “PROJECT ALL IN ORDER” AND
LICENCE PLATE PROTECTORS**

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

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE SERVICE
POLICY (FILE # 2005-EXT-0056)

Recommendation:

It is recommended that:

- (1) the Board review the policy complaint summarized in 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 be notified of the outcome of the Board’s review.

Background:

In an e-mail sent to the Office of the Chief dated January 13, 2005, and letters dated January 30, 2005, and March 16, 2005, the complainant made the following allegations against the Toronto Police Service:

1. that the complainant received a ticket because he had licence plate protectors on his car.
2. that “Project All in Order” was nothing more than a cash grab, and the police target citizens for minor infractions.

The letter received by Professional Standards dated January 30th, 2005, states as follows:

I am lodging a complaint about the Toronto Police and Project All In Order. I was recently pulled over and had my documentation checked. When the officer could find nothing wrong with my documentation he ticketed me \$110.00 because I had license plate protectors on my car and he claimed that this obstructed the view of the plate therefore I was in violation of the Highway Traffic Act.

My issue is not with the officer, he was most polite and told me to select option 3 on the ticket and fight it in court where he would “give me a break”. Thousands of people have and still do use license plate protectors daily; they are sold at Canadian Tire and even at the Ministry of

Transportation. My issue is that the Police are always saying they need the support of the community. To this end they start to target and ticket the citizens for what at best is a minor infraction.

In my opinion this is nothing more than cash grab. (sic) Who so ever came up with this idea of what community-police relations is all about. It's bad enough that "Metro's Finest" hide behind bushes on a down hill grade and hand out speeding tickets like Boss-Hog on the Dukes of Hazard, but this is ridiculous. The police are here to "Serve and Protect" not "Rip-off and Reject". Instead of looking for some real crime they tie up a highly trained officer to perform this type of silliness. I find this absolutely unacceptable in Toronto and feel that who so ever thought up "Project All In Order" should be removed from that position because they have no grasp of what Policing is all about. If no one in Police Services could have come up with the common sense idea of posting notices at gasoline stations asking citizens to remove their license plate protectors, then we have the wrong people in the organization. I feel the Police budget is large enough, and this type of highway robbery has to stop.

To this end I have initiated correspondence with Councillor Augimeri, Harinder Takhar, Minister of Transportation, Monte Kwinter, Ministry of Community Safety and Correctional Services, the Ontario Civilian Commission on Police Services, and the Mayor of Toronto.

Complaint Investigation:

This complaint was classified as a Policy Complaint and assigned to Corporate Planning for investigation and review. After a careful review of the complaint, it was determined that no changes to the Rules, Procedures, or Policies of the Toronto Police Service were required.

Police officers are governed by the Police Services Act (PSA), which outlines their duties. This includes the enforcement of Federal, Provincial, and Municipal Laws. As mentioned in the report, the Toronto Police Service does not create offences under the Highway Traffic Act (HTA). That responsibility lies with the Provincial Government. Furthermore, the Toronto Police Service does not benefit financially from any revenue generated from fines related to the issuing of a Provincial Offence Notice/Ticket (POT) or Summons.

The current Toronto Police Service Business Plan makes Traffic Safety a priority. Identified issues/problems are addressed through initiatives such as Project All in Order.

A copy of the completed Report of Investigation was forwarded to the complainant.

Legislative Requirements:

Section 61 of the PSA deals specifically with complaints about the policies of, or services provided by, a municipal police force. Subsection 61(7) allows for a complainant to request a review of the investigation into the policy complaint by the Board.

Complainant's Request for Review:

In a letter dated July 19, 2005, the complainant requested that the Toronto Police Services Board review the complaint. The basis of the request for review is as follows:

Issue #1:

"The Ministry of Transportation is aware that Plexiglas license plate covers are available for sale at some private issuing offices and the Ministry is currently reviewing this issue so how could I possibly be guilty of an offence for using them?"

The Toronto Police Service has no authority or influence over the Ministry of Transportation or the private issuing offices referred to by the complainant. The Ministry of Transportation is aware of the fact that some of their retail outlets are making this product available for sale and that the use of these protectors is an offence under the HTA. They are currently reviewing the matter. Although the complainant may have a valid point regarding the sale of these items, this is an issue he will have to take up with the Ministry. Secondly, the statement regarding his guilt is an issue for a Court to decide. The offence for which he is charged is a valid one and is now before the courts.

Issue # 2:

"... the HTA section 13(2) is clearly talking about solid objects like spare tires and bumpers not a license plate protector that allows the plate to be seen. According to the assistant deputy Minister Frank D'Onofrio, "if a Police Officer is unable to make out the characters on your plate it is at his or her discretion to charge you with an offence under this section." Since the officer did not have to remove my license plate covers to read my license plate it was obviously not obstructed or obscured."

This issue was addressed in the Report of Investigation. The complainant simply has a different interpretation of the section than we do. The coloured plate cover clearly changes the characteristics of the licence plate by changing the colour of the plate and reducing the visibility of the characters on the plate, to varying degrees based on the angle viewed or the lighting at the time. Speaking in general terms, the tinted plate cover creates the possibility that the plate may be confused with a plate from a different jurisdiction or different type of plate, and may make the characters of the plate less visible, especially from a distance or in darkness. By definition therefore, the placement of an object (in this case a coloured or tinted plate cover) over the licence plate obscures the plate.

Police officers have a responsibility to ensure compliance with Federal and Provincial statutes, which includes enforcement of the Highway Traffic Act. The Service is not in a position to direct police officers not to lay charges where breaches of Municipal, Provincial, or Federal Statutes are identified.

Conclusion:

After a careful review of the complainant's letter of appeal dated July 19, 2005, and the original Report of Investigation, I am satisfied that the original report addresses the policy concerns identified. As such I reaffirm the conclusion in the original report that Project All in Order and the related enforcement are in keeping with the Toronto Police Service Goals and Objectives, and comply with current legislation. As a result, I see no need to make any changes to Service delivery.

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 about this investigation at its closed meeting.

It is recommended that:

- (1) the Board review the policy complaint summarized in 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 be notified of the outcome of the Board's review.

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

Following a review of the foregoing policy complaint and a discussion about the licence plate protectors, the Board concurred with the decision of the Chief of Police that no further action be taken with respect to this complaint.

The Board also approved the following Motions:

- 1. THAT the Chair send a letter to the Ministry of Transportation regarding the sale of licence plate protectors given that they are not authorized for use on Ontario highways; and**
- 2. THAT the complainant be notified of the outcome of the Board's review of this policy complaint.**

The Board noted that a copy of the Report of Investigation in this matter was considered during the in-camera meeting (Min. No. C340/05 refers).

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P380. POSITIVE TICKETING PROGRAM – IMPLEMENTATION STATUS

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

Subject: POSITIVE TICKETING PROGRAM IMPLEMENTATION STATUS

Recommendation:

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

Background:

City Council, on June 14, 15 and 16, requested that:

"That the Toronto Police Services Board be requested to report to Council, through the Policy and Finance Committee, on ways of implementing a Positive Ticketing Program (charitable donations) aimed at promoting youth as a part of the Community Policing program funded by the agreement with the Province; and

The Positive Ticketing Program is designed to reward youth that exhibit positive behaviour - to reinforce such behaviour. Briefly, the program involves obtaining corporate donations of coupons for products or activities valued by youth (i.e. 7-11, McDonalds, theatre passes, passes to municipal recreation venues, etc.) and awarding them to youth who exhibit positive behaviour. The purpose is to reinforce the positive behaviour and to promote constructive interaction between youth, police, and the community.

As was reported to the Board at their September 2005 meeting, members of the Toronto Police Service met with Councillor Michael Thompson to discuss implementing this program in Toronto (Board Minute #P304 refers). At that time, the Service readily agreed to implement the pilot in 41 Division, but expressed reluctance to pursue corporate sponsorships, citing Toronto Police Service Rules and Procedures that, appropriately, restrict police involvement in soliciting donations. Consequently, Councillor Thompson committed to finding a community organisation that would develop the necessary corporate partnerships and administer the receipt of coupons and donations.

Both Councillor Thompson and the Toronto Police Service remain committed to piloting this project in 41 Division. Councillor Thompson recently advised that he has had discussions with the President of the Rotary of Scarborough; this organization is interested in being the key partner in this project and has planned further meetings to discuss implementing the project. It is

expected that a detailed implementation plan for a Positive Ticketing Program pilot project in 41 Division will be completed by December 2005, available for submission to the February 2006 Board meeting, and implemented early in 2006.

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

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer any questions the Board members may have.

The following persons were in attendance and made deputations to the Board about the positive ticketing program:

- **Councillor Michael Thompson, City of Toronto; and**
- **Mr. Brian Philcox, President, Scarborough Rotary.**

Councillor Thompson also provided the Board with a CD outlining how the positive ticketing program operates in the City of Richmond, British Columbia. He also agreed to provide the Board with copies of other studies that have been completed regarding the positive ticketing program.

The Board received the deputations and approved the following Motions:

- 1. THAT the Board receive the foregoing report from Chief Blair; and**
- 2. THAT Chief Blair provide a further report to the Board on:**
 - **the criteria and parameters (including monitoring and evaluation) of the positive ticketing program;**
 - **details of the positive ticketing program operating in Richmond, BC; and**
 - **whether the impact of this program, if implemented in Toronto, could reduce crime in general and specifically, youth-based crime.**

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P381. TORONTO POLICE SERVICE: 2006 OPERATING BUDGET
SUBMISSION**

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

Subject: 2006 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE
SERVICE

Recommendation:

It is recommended that:

- 1) the Board approve a 2006 net Operating Budget submission of \$753.1M;
- 2) the Board approve a revised Uniform staffing target of 5,510 (which represents an increase of 54 over the current approved target of 5,456) and the 54 additional officers along with the 196 approved in 2005 for a total of 250 to be hired under the Safer Communities – 1,000 Officer Partnership Program; and
- 3) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

Background:

The following report provides an overall summary of the 2006 operating budget process and submission followed by details of the significant components of the budget request.

2006 Operating Budget Process and Summary of Request

The Toronto Police Services Board is responsible for overseeing the efficient and effective delivery of police services delivered by the TPS. In light of on-going budget constraints, the 2006 Operating Budget of the TPS was developed to allow the Board to achieve this objective with the minimum amount of resources. The development of the Service's 2006 Operating Budget has taken into consideration the 2005 experience, current pressures facing the Service and the Service's 2002 – 2006 Priorities.

In developing the 2006 budget, the Service reallocated costs and deferred expenditures wherever possible to cover financial pressures. In addition, efficiencies and cost-recovery opportunities (within the constraints of the Municipal Act) have been maximised to assist in alleviating budget pressures.

The Service undertakes a rigorous budget development process to ensure that the budget request is fiscally responsible while addressing the service demands faced by the TPS in the coming year. The 2006 requirements have been scrutinised by the respective Command areas, followed by a comprehensive review undertaken by the full Command to ensure that a corporate perspective was applied to the process. This process resulted in a preliminary operating budget request of \$756.6M.

In addition to the Service's budget review process, and consistent with previous years, the Board's Budget Sub-Committee (BSC) undertook a lengthy, detailed, line-by-line program review of the budget. The BSC is comprised of Board Members, two Councillors from the City's Budget Advisory Committee designated to review the TPS budget, City staff and TPS staff. The BSC review spanned 9 meetings (approximately 30 hours) and generated requests for written responses to 110 questions. The BSC review focussed on cost saving measures, efficiency opportunities through staff utilisation and organisational structure and business process changes that could result in savings. From the discussions and questions raised at the BSC meetings, some immediate actions were possible to reduce the 2006 budget request while other strategies require further review and may result in impacts in the mid to long term range.

My Command team and I reviewed the issues raised by the BSC. As a result of this review and more current information provided by my finance staff, I was able to identify reductions of \$3.5M to the preliminary 2006 budget request of \$756.6M, resulting in the current request of \$753.1M.

The Service's operating budget is 93% salaries and benefits and of the remaining 7% only 2% (\$10M) is considered "non-fixed"; however this \$10M is used for office supplies, training, repairs, etc. Therefore, further budget reductions in the coming year (without concurrent service level reductions) are not feasible. However, I am committed to reviewing the Service's structure and business processes with a view to identifying efficiencies in future years.

The recently negotiated contract agreements have resulted in an impact of \$22.5M for 2006 with a further estimated impact of \$22.8M in 2007. Salary settlements (and their impact on employer contributions) have significant impact on the Service's operating budget and given the composition of the budget it is extremely difficult to absorb these impacts.

The previous working agreements expired on December 31, 2004. As a result of the negotiated settlements for the years 2005 to 2007, there is an impact on the 2005 approved budget as well as the 2006 budget. The 2005 approved budget, as per City of Toronto guidelines, will be adjusted for the total 2005 impact of the negotiated settlements and this will serve as the adjusted approved base budget going into 2006. Therefore, all comparisons from the 2006 request will be made against the 2005 adjusted base. The impact of the 2006 negotiated settlements is considered part of the 2006 base requirements.

The 2006 net operating budget request of \$753.1M is summarised below and details are provided in subsequent sections of the report.

2005 Approved Budget		\$693.4M
Add: 2005 Collective Agreement Impact		<u>22.7M</u>
2005 Adjusted Approved Budget		\$716.1M
Base Increases over 2005 Budget		37.7M
Total Reductions		(3.5M)
2006 Base Budget		\$750.3M
Requests Above Base		<u>\$2.8M</u>
Total 2006 Net Budget Submission		\$753.1M

The 2006 net request of \$753.1M represents an increase of \$37M (5%) over the adjusted 2005 budget. Included in the increase is \$22.5M (3%) for the negotiated contract settlements, \$2.8M (0.4%) of new initiatives and \$11.7M (1.6%) of mandatory increases for annualisation, contractual impacts, etc.

2006 Operating Budget Submission Details

The following sections provide details of the budget development, assumptions utilised and explanations of the increases. Reductions made in various areas of the budget will be highlighted in their respective sections.

The Service's operating budget is developed at the individual cost centre level using both a zero-based and historical spending approach. The zero-based method is used for the majority of the salaries and benefits as well as equipment and significant accounts. The historical spending approach is used for the day-to-day accounts such as office supplies, repairs, etc. The preparation of the budget is divided into two components; the base budget (i.e. the cost of delivering the 2005 level of service in 2006) and requests above the base (i.e. new initiatives). In developing the 2006 base budget the following assumptions were utilised.

- annualisation of salary costs and any other decisions that had a part-year impact in 2005 and a complete year impact in 2006;
- 2005 and 2006 impacts of negotiated salary settlements (including employer contributions);
- expected benefit increases (not related to the salary settlements);
- legislated/mandatory costs imposed by external agencies;
- economic factors, such as inflationary costs; and
- previously-identified impacts from Capital.

The Service has also included two requests above the base (i.e. new initiatives) for 2006: the Safer Communities – 1,000 Officers Partnership Program and the security impacts of projects Pathfinder and Impact.

The table below summarises the 2006 budget request by category, followed by explanations of each category.

2005 Approved Budget		\$693.4M
Add: 2005 Collective Agreement Impact (incl. employer contributions)		<u>22.7M</u>
2005 Adjusted Approved Budget		\$716.1M

Increases over 2005 Budget:		
(a) 2006 Collective Agreement Impact (incl. employer contributions)	\$22.5M	
(b) Human Resources Impact	\$5.0M	
(c) Fringe Benefits Impact (not related to salary settlements)	\$6.3M	
(d) Other Significant Changes	\$0.4M	
Total Base Budget Increase		\$34.2M
(e) Requests Above Base Budget		<u>\$2.8M</u>
Total 2006 Net Budget Request		\$753.1M

(a) 2006 Collective Agreement Impact – including Employer Contributions (Increase of \$22.5M)

The 2006 base budget includes the impact of the second year of the three-year (2005-2007) negotiated collective agreements. The total impact for 2006 is estimated at \$22.5M. A further impact of \$22.8M is anticipated in 2007, in the final year of the three-year contract.

(b) Human Resources Impact (Increase of \$5.0M)

Originally, a human resources budget impact of \$6.7M was identified to the BSC; this impact has now been reduced by \$1.7, down to \$5.0M. The \$1.7M reduction was achieved based on current initiatives being developed for premium pay, a reduction in alternate rate that will be achieved through the implementation of guidelines or criteria for acting assignments and a revised estimate of salary amounts based on more current information.

The Human Resource Strategy for the period of 2005-2009 was submitted to the Board at its meeting of February 10, 2005 (BM #P39/05 refers). A report updating the strategy for the next five-year period, based on current experience, will be submitted to the Board in conjunction with this report. The 2006 base budget reflects the revised Human Resource Strategy.

Uniform Staffing

Subsequent to the City amalgamation in 1998, City Council approved a Uniform staffing target of 5,261 and provided specific instructions through the City Budget Advisory Committee that the Service would be funded to this level in future years. This target has since been revised for civilianisation initiatives by the Service, Board-approved changes (e.g. amalgamation of 21 and 22 Divisions, addition of new 43 Division), and Council-approved programs (e.g. Anti-Gang Unit).

The 2005 Uniform staffing target, approved by the Board is 5,456 (Board Minute #P313/05 refers). This target includes the addition of 150 uniform officers under the Safer Communities – 1,000 Officers Partnership Program. As these additional officers represent additional service, the cost associated with these officers is an above base request that is detailed in the section of this report explaining the grant program. The base request, therefore, includes the cost of maintaining a uniform staffing target of 5,306 (5,456 – 150). Additional details are also

contained in the report being submitted separately on the Human Resources Strategy for 2006 to 2010.

It is the goal of the Service to sustain the deployment target level of uniform officers on an on-going basis. To this end, the Service is aggressively pursuing a deployed target strength of 5,306 in 2006 for Uniform staff, excluding the officers under the Safer Communities – 1,000 Officers Partnership Program. As a result, the Service is planning on hiring 201 replacement officers in 2006 based on estimated retirements and resignations of 200 officers.

Uniform staffing impacts on the 2006 budget are comprised of several items, including the impact of uniform officer replacements and separations (2005 annualized impacts and 2006 impacts), and the impact of reclassifications (2005 annualized impact and 2006 part-year impact).

A net increase of \$2.1M in the base budget is required to maintain the current level of service, as it allows the Service to sustain the deployment target level of uniform officers, excluding additional staff under the Safer Communities – 1,000 Officers Partnership Program.

Civilian Staffing

Civilian staffing impacts on the 2006 budget are comprised of several items, including the annualized impact of Civilian hires approved in 2005 (Ferguson, Major Case Management, 43 Division and additional court officers), which totals \$1.4M and the impact of increments, elimination of a Civilian hiring freeze and restructuring costs totalling \$1.5M. The total impact of Civilian staffing on the 2006 budget is \$2.9M.

(c) Fringe Benefits Impact – not related to salary settlements (Increase of \$6.3M)

The impact of fringe benefit increases on the budget was originally identified to the BSC as \$7.0M. This impact has been reduced by \$0.7M to \$6.3M. The reductions have been made based on more current benefit projections for medical and dental costs and a Workers Safety Insurance Board rate reduction.

Based on the past five years' experience, medical claims for TPS have increased by an average of 10% per year and dental claims have increased by an average of 6% per year. Increases are caused by fee, cost and volume increases. Administrative charges levied by the insurance carrier are a direct function of the medical and dental claims. Applying the average percentage increases to the projected actual expenditures for 2005 resulted in a total increase of \$1.2M for medical and dental and administrative costs in 2006.

In addition to the increase in the above benefits, OMERS will be increasing contribution rates on all its members effective January 1, 2006 resulting in a \$4.2M budget increase in 2006. A further increase in various other benefit accounts (e.g. Employment Insurance and Canada Pension Plan) amounts to \$0.9M.

(d) Other Significant Changes (Increase of \$0.4M)

In addition to the expenditures noted above, the Service has a myriad of accounts required to maintain on-going operations. Expenditures in these accounts include front-line equipment, contractual expenditures, impact from Capital, City chargebacks, revenue/recoveries and other administrative costs. These accounts can vary from year to year. The original estimated increase for these accounts was identified to the BSC at \$1.5M; after reductions of \$1.1M, this increase now totals \$0.4M.

The 2006 base budget increase of \$0.4 M in this category includes:

	<u>Original</u>	<u>Revised</u>
(i) Contribution to vehicle & equipment reserve	\$1.7M	\$1.7M
(ii) City chargeback – cleaning/utilities	\$0.8M	\$0.8M
(iii) Gasoline	\$1.2M	\$0.9M
(iv) Lease, computer equipment	(\$2.6M)	(\$2.6M)
(v) Net other	<u>\$0.4M</u>	<u>(\$0.4M)</u>
	\$1.5M	\$0.4M

(i) Contribution to Vehicle & Equipment Reserve

Prior to 2003, the Service contributed \$4.9M annually and drew out \$4.9M annually from the City's Vehicle & Equipment Reserve. To further assist with the 2003 budget pressures, the Service removed the \$4.9M contribution from the 2003 operating budget and used 2003 OMERS Type 3 surplus in the amount of \$4.9M to purchase vehicles. However, in order to ensure that vehicles purchased are replaced as per the lifecycle plan, the contributions to the Reserve would be required to commence in 2004 at 1/3 of the purchase amount (depreciation value), and continue building up each year to the full amount of \$5.1M by 2006. 2006 represents the final year of the increase to the full amount; as a result, the 2006 pressure is an increase of \$1.7M.

(ii) City chargeback – cleaning/utilities

The City Corporate Services Department provides cleaning/maintenance for most of the TPS facilities and administers the utility costs for the buildings. The costs for these services, including administrative costs, are fully recoverable by Corporate Services. The recoverable amount in 2006 is increasing by \$0.8M due to an increase determined by City Corporate Services (and supported by Service staff) necessary to cover staffing impacts and utility increases.

(iii) Gasoline

Based on a trend of increasing gasoline prices, TPS estimated gas costs for 2006 at a gross cost equivalent to 95 cents per litre. At this price, gasoline costs would increase by \$1.2M. As gasoline costs are now coming down, the estimated increase was reduced by \$0.3M to a \$0.9M increase (the equivalent of 90 cents per litre).

(iv) Lease, computer equipment

The City has developed an end of lease strategy for technology equipment. This strategy provides for the purchase of equipment instead of leasing. The Service has also adopted this strategy and therefore as lifecycle leases come to an end they are not renewed. The decrease in lease costs of \$2.6M is a result of some lease agreements coming to an end in 2005 and funding is not required in 2006. The purchases will be funded from the Vehicle and Equipment Reserve and future replacements of these and other computer equipment purchases will now come from the City's Capital from Current funds.

(v) Net Other

A total increase of \$0.4M was originally identified to the BSC for net other account changes. These net other changes have been reduced by \$0.8M to a \$0.4M net decrease. The decrease is comprised of reduced rates in photocopier rental fees (\$0.4M), changes to revenue estimates for clearance letters (\$0.2M), and the transfer of interdepartmental legal charges from the TPS budget to the Police Services Board budget (\$0.2M).

(e) Requests above Base

The Service has identified two initiatives that require funding over and above the 2005 base budget amount, totalling \$2.8M. These requests above base are explained below.

Safer Communities – 1,000 Officers Partnership Program (\$1.9M)

The Toronto Police Service's application for funding from the *Safer Communities – 1,000 Officer Partnership Grant Program* included a request for funding for 250 officers above a benchmark of 5,260 officers. Today, November 25, 2005, the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services announced the finalization of the allocation of the funding for the 1,000 officers, which was communicated to the individual police services across the Province. TPS was notified that we received the requested allocation of 250 officers.

This grant funding will provide cost-sharing, up to half of the salary and benefit costs, capped at \$35,000 for each of the allocated 250 officers. The 46 new uniform positions approved by City Council in March 2005 for staffing the new 43 Division and recommendations arising from the Ferguson Report will qualify for this funding and the net cost is factored in to the 2006 base budget request. The remaining 204 officers that can be cost-shared under this program represents an above-base request.

In September 2005 City Council approved 150 new officers, for a revised uniform target of 5,456. This brings the total number of new officers to 196 (46+150). At their meeting of October 14, 2005, the Board approved a recommendation "that the remaining 54 officers to be covered by this application be considered by the Board and by Council, mid-year 2006, for an operating expense in the 2007 Budget." (Board Minute #P313/05 refers).

Based on the following hiring strategy for the additional 204 officers under the program, the additional cost to the 2006 budget would be \$1.9M.

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

Over and above the additional 250 officers provided under the Safer Communities grant program, we have completed the work on the planned re-assignments of 200 officers to the front line from various Commands. The redeployment of the 200 officers will take place early in 2006 and will result in an additional 200 officers on the street.

Impact of Projects Impact and Pathfinder (\$0.9M)

The 2006 budget request includes \$0.9M to provide for the enhanced security for trials related to projects Impact and Pathfinder. The enhanced security has been requested by the Judges hearing the cases for the security of the Judges, Crown, witnesses, accused and others attending the court rooms.

Additional Information Requested

The Board, at its meeting of March 22, 2001, requested “that, as part of each years’ TPS operating budget request to the Board, and during the year as issues arise, the Chief of Police identify opportunities for the Board to request funding support from the provincial and federal governments.” (Board Minute #P74/01 refers).

The issue of provincial and federal downloading and the provision of services that might otherwise be more appropriately offered by other organizations has been a topic of discussion for quite some time. There is a Board report being prepared which asks the Chief to quantify the amount of police service that the TPS provides which should, in the view of the TPS, be provided more appropriately by other levels of government.

A number of functions currently undertaken by TPS are not necessarily core policing functions and some functions undertaken by TPS would be more appropriately funded by other levels of government. The following is a list of those functions/activities and the related costs included in the TPS budget:

Marine Unit (including Lifeguards and Marine repairs)	\$5.6M
School Crossing Guards	6.1M
Court Security	<u>35.9M</u>
Total	\$47.6M

Marine Unit (including Lifeguards and Marine Repairs)

With regard to Lake Ontario, the primary responsibilities of the Service, especially since amalgamation with the Toronto Harbour Police, have been Search and Rescue operations and law enforcement along the waterfront, at the Island Airport, and on the Toronto Islands. The Police Service maintains the only year-round presence on Lake Ontario.

Since there is no Coast Guard or RCMP presence in Toronto, the Service, through the Marine Unit, also carries out traditional Coast Guard duties, including supervision of boat launches, inspection of boats for legislated safety equipment, public education on boating safety, and Search and Rescue operations in co-ordination with the military base at Trenton. It is difficult to break down the cost of 'coast guard duties' specifically, since these duties are intertwined with our Search and Rescue and law enforcement.

The Toronto Harbour Police were responsible for lifeguard service on Toronto beaches from the early 1900s. Lifeguard service expanded in the 1970s, as the city itself expanded, and was assumed when the Toronto Harbour Police amalgamated with the Metropolitan Toronto Police Force in 1983.

Currently, the Service employs 79 seasonal lifeguards to cover Toronto beaches each summer. On January 1, 2001, the Police Service, after negotiations with the City's Parks and Recreation Department, assumed full control of the Beach Lifeguard Program. Prior to this, the Parks and Property Department transferred the cost of the program to the Police Service budget.

A total of \$5.6M is included in the 2006 budget for the operation of the Marine Unit and the lifeguard program.

School Crossing Guards

In 1947, Toronto's Police Chief implemented a program that employed civilians to assist children in crossing the street. This same program, to a great extent, remains in place today.

Crossing guards are civilian members of the Service (who work specific hours of assignment during school times) employed to assist children crossing the streets of Toronto at designated locations, usually in close proximity to a school. Presently, the Service employs 697 guards (including spares), who are hired for the period September to June. Guards must reapply for employment each year.

Toronto is one of the few municipalities where the Police Service administers the School Crossing Guard program. According to the *Highway Traffic Act*, municipalities are responsible for operating the program through traffic departments or private organizations. With approximately 578 crossing locations, Toronto has the largest complement of school crossing guards in Canada.

Typically, a police officer in each division is assigned, in addition to their other responsibilities, to administer the program at the divisional level. The local co-ordinators are responsible for recruiting, processing applications, hiring, outfitting, training, supervising and disciplining the guards in their respective divisions. As well, these officers must arrange for coverage in an emergent situation where the regular guard is not available due to illness, etc. Often times, the officer himself must perform this duty or arrange for another officer to do so. An officer at Community Programs administers the program and acts as a liaison officer to the divisional co-ordinators. In addition, two other Community Programs officers are responsible for conducting traffic surveys to determine if crossing locations meet the criteria for the placement of adult crossing supervision.

The 2006 budget for the school crossing guard program totals \$6.1 million, including salaries, benefits, and equipment.

Court Security

Until January 1, 1990, the Province of Ontario and 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. 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 – between the end of 1990 and 1993 alone, the number of courtrooms that Court Services was responsible for increased from 138 to 147. Today, Court Services manages 225 courtrooms.

In addition to an increasing number of courtrooms, Court Services has also had to deal with expanded responsibilities, as with the implementation of 24-hour bail courts in the mid-1990s. Further, TPS is responsible for the transportation of approximately 190,000 prisoners each 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 – 568 court officers, civilian support staff, and police officers, in the 2006 budget. It must be noted that of the 225 courtrooms within Toronto, a number of them are special courts (Mental Health court, Domestic Violence court, Child Abuse court, etc.) with specialized security needs. Staffing levels must remain at a level that allows the Service to ensure, as much as possible, the safety of all those for whom we are responsible. 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 \$35.9M in 2006.

Summary

It is recommended that the Board approve a 2006 net Operating Budget submission of \$753.1M and that the Board approve a revised Uniform staffing target of 5,510 (which represents an increase of 54 over the current approved target of 5,456) and the 54 additional officers along with the 196 approved in 2005 for a total of 250 to be hired under the Safer Communities – 1,000 Officer Partnership Program. It is further recommended that the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

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

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

Subject: 2006 TORONTO POLICE SERVICE OPERATING BUDGET

Recommendations:

1. That the Chief of Police be directed to review the following two account groupings and report to the Board's January 11, 2006 meeting on: (1) a further reduction to the 2006 budget requests for travel, conferences, courses, seminars and (2) whether premium pay accounts can be similarly reduced for 2006;
2. That the Chief of Police provide, for the Board's July 10, 2006 meeting, a report which, at a minimum, addresses the issues identified during the Budget Sub-Committee's (BSC) review of the 2006 operating budget request including: managerial and supervisory staffing levels, administrative and clerical support allocations, administrative services, management controls on premium pay and acting assignments; and, that this report identify any savings that may be applied to the 2007 operating budget,
3. That, over the next 18 months, 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;
4. That, the Board establish a Strategic Planning Sub-Committee comprised of the Chair, the Chief of Police and at least one other Board member, to develop the terms of reference for the strategic plan and to act as a "steering committee" throughout the strategic planning process,
5. That the final Strategic Plan be submitted to the Board in June, 2007; and,

6. That this report be forwarded to the City of Toronto's Deputy City Manager and Chief Financial Officer, and to the City's Policy and Finance Committee for information.

Background:

During October and November, 2005 the Toronto Police Services Board's Budget Sub-Committee (BSC) conducted an intensive line-by-line review of the budgets of the Toronto Police Service and the Parking Enforcement Unit, as well as the Board's own budget. The Budget Sub-Committee was comprised of myself, Vice Chair Pam McConnell, Board members Judge Hugh Locke and Mr. Hamlin Grange, Councillor Sylvia Watson and Councillor Peter Milcyn. Budgets were presented to the BSC by Chief Blair, the Deputy Chiefs, the A/Chief Administrative Officer and various Unit Commanders.

The BSC review was wide-ranging and focussed on both salary and non-salary accounts and extended into discussions about the structure and staffing of Units, the deployment of uniformed members, as well as issues related to policies and procedures governing service delivery and management of personnel. During this review process, the Chief identified savings of \$3.5 M in the budget he had originally proposed.

The Toronto Police Service's operating budget request for 2006, as contained in a public report from Chief Blair appearing earlier in this agenda, is thus a product of the BSC's review. The request of \$753 M represents a 5% increase over the 2005 adjusted budget. Of this increase, the recently negotiated salary settlement is responsible for 3%. New initiatives and mandatory increases account for the remaining 2%.

In addition to the very diligent efforts on the part of the Chief and Service staff to arrive at this reduced request, it is incumbent upon the Board to continue to ensure that it presents to Council a budget that is as efficient as possible. For this reason, I recommend that the Chief of Police be directed to review the following two account groupings and report to the Board's January 11, 2006 meeting on: (1) a further reduction to the 2006 budget request for travel, conferences, courses, seminars and (2) whether premium pay accounts can be similarly further reduced for 2006.

Budget Sub-Committee (BSC) Review of 2006 Operating Budget Request

The BSC review can be summarized as focussing on two areas: (1) staffing efficiencies and (2) cost recovery opportunities. It is these areas which I recommend be the subject of a report for the Board's July 10, 2006 meeting. Although these areas have been the subject of study and review under previous commands, I would suggest that the recent re-organization of the Service, its renewed focus on community-oriented service, re-deployment of 200 uniformed staff to the field level combined with an increasingly constrained municipal fiscal environment warrants further, co-ordinated review.

Staffing Efficiencies

Managerial and Supervisory Staffing Levels – the BSC questioned spans of control and canvassed opportunities to flatten the management structure in various Units

Administrative and Clerical Support Allocations – the BSC queried the manner in which determinations were made with respect to the numbers of clerical support staff positions; discussions revolved around innovative approaches to the efficient provision of clerical support such as creating “clerical pools” and/or using a “business centre” approach, ensuring that the allocation of clerical support staff is not based solely on rank or managerial level

Administrative Services – the BSC suggested that reviews be conducted to develop some benchmarking with respect to administrative services to ensure that the most efficient structures are adopted and duplication avoided, as well as to explore additional opportunities for partnerships with the City of Toronto in the delivery of administrative or support services

Premium Pay and Acting Assignments – the BSC reviewed premium pay budgets and examined alternate rate accounts to determine whether management controls were effective in minimizing costs and to assess the policies and practices surrounding the allocation of acting assignments

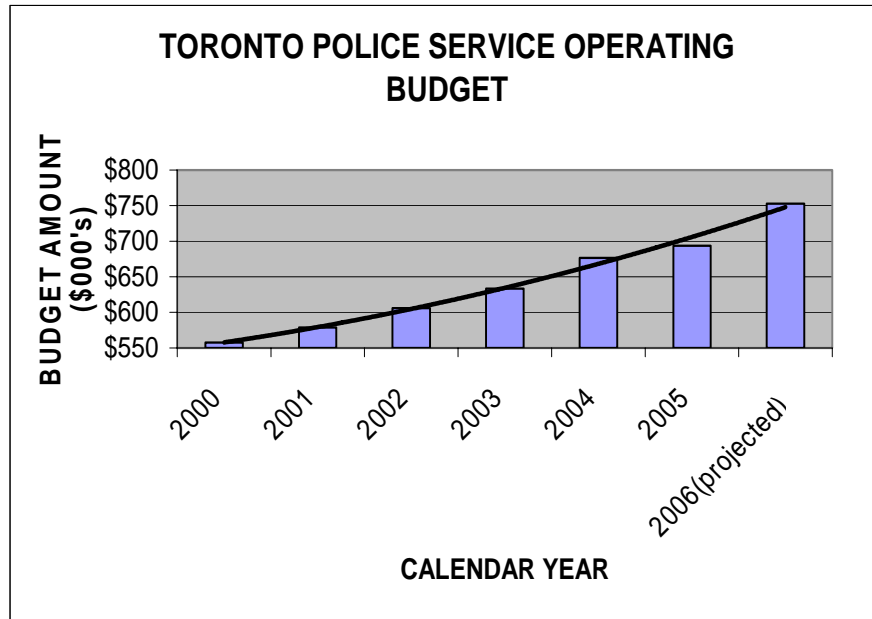
Cost Recovery Opportunities

Other Levels of Government –the Board has repeatedly sought cost recovery from other levels of government in areas, such as, court security and policing of special events. As part of its own operating budget request, the Board has sought funds to partner with other GTA Police Services Boards to work toward legislative and/or procedural changes to mitigate the impact of pending legislation in the police sector

Commercial/Industrial Sectors – the Board has, in the past, explored the costs of police services provided to various industrial and commercial entities; for example the Entertainment District, the film industry and construction industry. In February 2005, the Board provided a briefing note to the City’s Budget Advisory Committee detailing the costs of policing the entertainment district (Minute P52/05 refers).

Cost of Policing

In conducting its review of the Toronto Police Service operating budget request, and throughout contract negotiations with its employee groups, the Board has been acutely aware of the cost of policing to the Toronto taxpayer. As demonstrated by the graph which follows, the upward trend in Toronto Police budgets is significant.



Strategic Planning

In order to counter rising costs, the Board has identified the need to develop medium and long term strategies for policing. This strategic plan, building upon a recommendation made to the Board in June of this year by Councillor David Soknacki, will focus upon controlling the escalation of policing costs and, at the same time, improving the efficiency and the effectiveness of service delivery.

The development of the strategic plan will involve reviewing the current functions of the police service, examining increasing pressures on service delivery and increasing demands for service, determining where efficiencies or alternative delivery mechanisms may be applied and examining cost-sharing arrangements with other levels of government and potential partnerships with other police services. Part of this review will involve identifying areas where the Board will seek the support of City Council, both for reforms to current practices but also to advocate for new funding relationships and for legislation that will improve our ability to provide high quality service to the community at reasonable cost.

Through the establishment of a Strategic Planning Sub-Committee, the Board will be partnering with the Chief of Police in the development of this strategic plan which will form the basis of operating budget requests in the coming years.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and provided a deputation to the Board. Mr. Sewell also provided a written submission; copy on file in the Board office.

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and delivered a presentation to the Board on the Service's 2006 Operating Budget Submission.

The Board approved the following Motions:

- 1. THAT, with regard to the November 28, 2005 report from Chief Blair:**
 - recommendation no. 1 be approved with the following amendment: the Board approve a *preliminary* 2006 net operating budget submission of \$753.1M;
 - recommendation nos. 2 and 3 be approved.
- 2. THAT the Board approve the December 07, 2005 report from Chair Mukherjee;**
- 3. THAT Chief Blair analyze the policing cost per household in Toronto as a proportion of property taxes and compare it to surrounding GTA municipalities using a specific benchmark (e.g. the Ontario Municipal CAO's Benchmarking Initiative) and, if feasible, identify where further cost efficiencies are possible based on the comparison, in order to receive a better return on the dollar;**
- 4. THAT Chief Blair provide the results of the review noted in Motion No. 3 in a report to the Board;**
- 5. THAT the Board receive Mr. Sewell's deputation and refer his written submission to Chief Blair for a response with regard to the quotations Mr. Sewell obtained from the 2005 Environmental Scan indicating that the average length of time spent by a police officer on calls related to property damage collisions and personal injury collisions has increased substantially since 1996; and**
- 6. THAT the reports noted in Motions 4 and 5 be provided to the Board for its January 11, 2006 meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P382. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 OPERATING BUDGET SUBMISSION**

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

Subject: 2006 OPERATING BUDGET SUBMISSION FOR PARKING
ENFORCEMENT UNIT

Recommendation:

It is recommended that:

- 1) The Board approve a 2006 net Operating Budget request of \$33.0M for the Parking Enforcement Unit; and
- 2) The Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee..

Background:

The purpose of the Parking Enforcement Unit of the Toronto Police Service is to assist with the safe and orderly flow of traffic, respond to the parking concerns of the community, regulate parking, and provide operational support to the Toronto Police Service.

The Council approved 2005 net operating budget for the Parking Enforcement Unit was \$31.4M. With the addition of the 2005 to 2007 TPA salary settlement, the adjusted 2005 operating budget is \$32.0M. The Parking Enforcement Unit's net operating budget request for the year 2006 is \$33.0M for an increase of \$1.0M (3.1%).

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

Budget Development

Parking Enforcement's budget is developed using the following guiding principles:

1. Reallocate within existing budget wherever possible to accommodate pressures, thereby striving for a maintenance budget.
2. Budget for known plans including staffing requirements.

3. Defer service enhancements where risk of liability associated with deferral is low.
4. Maximize cost-recovery opportunities within the constraints of the Municipal Act to address pressures wherever possible by additional revenue.
5. Ensure all proposed service enhancements adhere to Board priorities.

Salaries & Benefits (Increase of \$0.9M)

Regular pay, premium pay, and fringe benefits constitute 85% of the budget (or \$28.2M). The budget request includes the result of the 2005 to 2007 TPA salary settlement, \$0.6M in each of 2005 and 2006 with a further impact of \$0.7M in 2007. OMERS will be increasing contribution rates on all its members effective January 1, 2006 resulting in a \$0.1M pressure in Parking Enforcement. Industry wide inflationary pressures on medical and dental expenditures have been factored into the 2006 operating request in the amount of \$0.2M.

Non Salary (Increase of \$0.1M)

Non salary accounts constitute 15% of the budget (or \$4.7M) and have increased by \$0.1M from the 2005 budget. This increase is due mainly to an estimated increase in gasoline prices.

During the 2005 operating budget process, \$0.3M of operating impacts from the implementation of the handheld ticketing capital project were added to the 2005 base. This estimated part year operating impact included costs associated with radio frequencies, software and batteries. This project has been delayed by one year and therefore the 2005 amounts went unspent. These funds will be required in 2006 and an annualized impact in 2007.

Summary of 2006 Budget Request

2005 Approved Budget		\$31.4M	
Add : 2005 Collective Agreement Impact – TPA		<u>\$0.6M</u>	
2005 Adjusted Approved Budget		\$32.0M	
<u>Increases over 2005 Budget</u>			
2006 Collective Agreement Impact – TPA	\$0.6M		
OMERS Rate Increase	\$0.1M		
Medical and Dental Inflationary Increases	\$0.2M		
Gasoline Price Increase	<u>\$0.1M</u>		
Total Increases		<u>\$1.0M</u>	<u>(3.1%)</u>
Total 2006 Budget Request		\$33.0 M	

Parking Tag Revenue

The following table summarizes expected parking tag volume and revenues (based on an average fine of \$30.00 per ticket) of Toronto Police Parking Enforcement Officers.

<u># of tickets (000s)</u>		<u>Gross Revenue \$ (000s)</u>	
<u>2005</u>	<u>2006</u>	<u>2005</u>	<u>2006</u>
2,815	2,600	\$70,994	\$75,660

Note: Based on the collection experience for the City (82%), 2006 net revenue would be \$62.0M.

Subsequent to the approval of the 2005 operating budget, the average fine per parking infraction increased from \$26.00 to \$30.00. As a result, there has been increased compliance with parking by-laws leading to fewer tickets being issued. Therefore, Parking Enforcement has lowered the estimate for ticket volume in 2006 while increasing the revenue estimate due to the increased fines.

As a result of the implementation of handheld ticketing, the processable rate for parking tag issuance is expected to increase from 97% to 97.8% towards the end of 2006. By 2007 this will result in increased revenues of approximately \$0.6M per year. No increase in tag issuance is projected in 2006 as a result of the implementation of handheld ticketing.

It is recommended that the Board approve the 2006 net operating budget request of \$33.0M for the Parking Enforcement Unit. It is also recommended that the Board forward this report to the City's CFO & Treasurer and to the City's Budget Advisory Committee.

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

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and delivered a presentation to the Board with respect to the 2006 operating budget submission for the Parking Enforcement Unit.

The Board approved the foregoing report and the following Motion:

THAT, with regard to the service of parking infraction notices pertaining to "drove-away tags", the Chief of Police provide a report to the Board on the status of the correspondence the Board sent to the Attorney General containing a recommendation to amend the *Provincial Offences Act* to provide for an additional form of service, preferably first-class mail, of parking infraction notices under Part II of the *Act*.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P383. OUTSTANDING & PENDING REPORTS - PUBLIC

The Board was in receipt of the following report November 29, 2005 from Alok Mukherjee, Chair:

Subject: OUTSTANDING & PENDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

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

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

The Board received the foregoing. A copy of the list of pending and outstanding reports is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P384. BOARD/SERVICE JOINT WORKING GROUP ON RACE RELATIONS –
RACE AND ETHNO CULTURAL EQUITY POLICY**

The Board was in receipt of the following report November 14, 2005 from Alok Mukherjee, Chair, and William Blair, Chief of Police:

Subject: BOARD/SERVICE JOINT WORKING GROUP ON RACE RELATIONS

Recommendations:

It is recommended that:

- (1) The Board approve the attached Race and Ethnocultural Equity Policy, and
- (2) This policy supersedes the Board's previous race relations policy approved on October 18, 1990.

Background:

The Board/Service Joint Working Group on Race Relations was originally established by the Board at its meeting on November 21, 2002, following public controversy with respect to allegations of "racial profiling" by the Service. The Joint Working Group, consisting of Board members, Board staff, and members of the Service, was mandated to review police-race relations in Toronto and to consider the many deputations, reports and recommendations that had emerged.

The research, consultation and deliberation of the members of the Joint Working Group culminated in the production and release, for public discussion, of a draft report entitled *Report of the Board/Service Race Relations Joint Working Group*. At this time, significant changes in Board membership and senior management of the Service created delays for the Joint Working Group in completing its work. It should be noted however that during this period, various units of the Service continued many aspects of its work.

At its public meeting on April 7, 2005, the Board received the 2004 Annual Race Relations Report and at that time, unanimously passed a series of motions (Board Minute P115/05 refers), which included the following:

- 1. THAT the Board declare that achievement of positive race relations in the Toronto Police Service is an organizational priority; and that this will be reflected in the business plan and the budget of the organization;**

- 2. THAT it is the policy of the Board that discriminatory treatment of members of the public or of employees on the basis of race, sex, place of origin, sexual orientation, age, disability and soci-economic status will not be tolerated;**
- 3. THAT the following be referred to the Board/Service Race Relations Joint Working Group consideration; that the policy – noted in Motion No. 2 – apply to everyone associated with the Board and the Service, including employees, appointees and volunteers; that anyone found to violate the policy will be subjected to discipline; and that the policy be widely communicated throughout the organization;**
- 4. THAT the Board/Service Race Relations Joint Working Group be re-constituted and co-chaired by the Board Chair and Chief of Police and that they develop a proposed plan of action and appropriate terms of reference.**

Consequently, the Joint Working Group resumed its deliberations on July 12, 2005. As some time had elapsed since its last meeting and much had changed in the context of its work, the first order of business was to develop a framework by which to proceed. This was accomplished during its first meeting and has been further refined during the balance of 2005.

In light of the Board's governance role, it was considered a priority that the Board put forward a race and ethnocultural equity policy that reflected the current requirements and expectations of the Service and the community it serves. To this end, all existing Board Policies on the subject of race relations were reviewed, revised and consolidated into a single policy that would supersede all previous documents and meet contemporary needs, as well as the intent of the Board motions of April 7, 2005. This document was prepared following extensive research and reviews of similar policies in other jurisdictions across North America and around the world. The resulting policy entitled "Race and Ethnocultural Equity Policy" is appended to this report for the Board's approval.

While the Race and Ethnocultural Equity Policy creates a basis on which to develop and implement a cohesive and comprehensive plan of action, it is, of necessity, quite formal and legalistic in tone. Accordingly, the Joint Working Group determined that a simple companion statement should also be developed and publicly announced which clearly conveys the position of the Board and the Service as expressed in the Board motions of April 7, 2005. It was also determined that, as a matter of principle, the Joint Working Group would engage as many internal and external stakeholders as practicable in this process.

To this end, a more concise statement based on the Race and Ethnocultural Equity Policy document is being drafted which will then be shared with members of the Board, the Service, the Senior Officers' Organization, the Toronto Police Association and the community. Once input has been received from interested parties and the document has been finalized, representatives of the aforementioned stakeholders will be invited to endorse it at a special public ceremony. Although ambitious, given the widespread consultation involved in its development, it is expected that this public ceremony will take place at Headquarters on the evening of Tuesday, March 21, 2006. This date is symbolic and has been deliberately chosen, as it is the United

Nations International Day for the Elimination of Racial Discrimination. The original ceremonial document, signed by the stakeholders, will remain posted prominently in the lobby of Headquarters while copies will be posted throughout police facilities and otherwise disseminated. A comprehensive, internal and external communications strategy will be implemented following the ceremony to underscore the importance and commitment to this initiative. The foregoing process will contribute significantly to giving effect to Board Motions 2 and 3 as quoted above.

As well, the Board and the Service are currently developing the 2006-2008 Business Plan that includes Priorities and Goals regarding Delivery of Service and Human Resources to ensure the goals include achievement of positive race relations as an organizational priority. Specifically, emphasis will be placed on professional, unbiased and ethical interactions with the public and other members of the Service; educational efforts to improve understanding of the police role among diverse communities; ensuring Service procedures are non-biased and non-discriminatory and include more women, visible minorities, aboriginal people, people with disabilities and those who speak more than one language at all levels and in all facets of the Service.

When the Business Plan, Service Priorities, Goals and Performance Objectives/Indicators are finalized and formally adopted, the entire organization will be required to contribute to the success of the Race and Ethnocultural Equity Policy. Each Command Officer, Staff Superintendent/Director and Unit Commander will develop specific action plans in accordance with the needs and realities of their individual jurisdictions, consistent with the overall direction of the organization. These individual action plans will be required to be specific, measurable and achievable within prescribed timelines. As well, they will be monitored to ensure they are producing qualitative and quantitative results, to identify new areas of change and/or training and to adjust the plans as necessary. It is anticipated that these organizational plans will be developed and refined during 2006 and full implementation will begin in early 2007. Progress reports will be produced which will be made available to the community through the Board.

Also, in the context of the Business Plan, a review will be undertaken to examine the organization's formal and informal policies, procedures and practices to identify those that are consistent with the intent of the Board motions and those that need to be revised. To this end, in collaboration with the Service's Counsel and Ethics and Equity Advisor, each Deputy Chief will undertake a systematic review of their respective commands to ascertain the degree of compliance and identify steps that need to be taken in order to conform. Where possible, shortcomings are to be corrected as they are identified and more complex improvements designed as the review process proceeds. Where the need has been identified based on the findings, existing policies, procedures and practices will be enhanced and new ones created. A report will be provided through the Chief to the Joint Working Group describing the degree of compliance, corrective measures taken to date and those additional steps that are pending with timelines for their implementation.

The review's findings will also be utilized as the basis of an educational program to develop a general awareness, understanding and acceptance of the changes needed among the principal stakeholders. The findings will be incorporated into focused anti-racism training designed to impact relevant skills appropriate for members' job functions to ensure that everyone associated with the Board and Service is able to act in a manner consistent with the intent of the Board motions.

Members of the Joint Working Group are confident that this plan of action will produce discernible results even as it is developed and implemented during 2006. Moreover, it will be fully developed and activated for 2007. It should also be noted that the substantial changes in Board membership and the appointment of a new Command team have created an unprecedented opportunity for the Toronto Police Service to critically evaluate and enhance its performance with respect to race relations in terms of governance, service and human resources.

The Board and Senior Command, through the Joint Working Group, will retain overall responsibility and accountability for continuing and enhancing this process. Moreover, sufficient resources will be provided to monitor implementation, provide support, and enforce relevant policies and procedures as well as liase with, obtain input from and follow trends in the community.

It is recommended that the Board approve the attached Race and Ethnocultural Equity Policy, which will supersede the Board's previous race relations policy approved on October 18, 1990.

Chief of Police, William Blair and Board Chair, Dr. Alok Mukherjee, as well as, other members of the Board/Service Joint Working Group on Race Relations will be in attendance to respond to any questions the Board may have.

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and provided a deputation to the Board. Mr. Sewell also provided a written submission; copy on file in the Board office.

The Board referred the foregoing report back to Chair Mukherjee and Chief Blair for further review and consideration.

TORONTO POLICE SERVICES BOARD

TPSB POL-???

Race and Ethnocultural Equity Policy

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

Board Authority: BM P115 – 2005.04.07

Board Authority:

BOARD POLICY

The Toronto Police Services Board embraces the racial and cultural diversity of the City of Toronto and is committed to delivering police services, in partnership with our communities, that are equitable and respectful of all members of our communities.

It is the policy of the Toronto Police Services Board that discriminatory treatment of members of the public or of the Service on the basis of race, sex, place of origin, sexual orientation, age, disability and socio-economic status will not be tolerated.

It is the policy of the Toronto Police Services Board that practices that may be racist, as well as behaviours that underlie and reinforce such practices, will not be tolerated.

Service Delivery

The Chief shall ensure that all service delivery conforms to this policy.

Service delivery includes all those ways in which members of Toronto Police Service interact with the public. This includes, but is not limited to stops, searches, execution of warrants, response to 911 calls, participation in public events, membership of police-community committees, partnership and outsourcing arrangements.

Service members are responsible for providing barrier-free and equitable service to the public and shall ensure that, in carrying out their duties, their conduct is free of discriminatory practices, whether intentional or unintentional.

Professional Development

The Chief shall ensure that training programs are established to provide diversity and cultural competency training throughout the Service to promote the necessary knowledge, understanding and skills to Service members.

The Chief shall ensure that training programs promote a proactive approach that emphasizes prevention and stresses the need for equitable service delivery to all members of the community.

The Chief shall ensure that there is continual evaluation of training and development programs to assess the adequacy and effectiveness of the training programs to meet the above objectives. This shall include assessment by external stakeholders.

Recruitment, Selection and Promotion

In order to reflect the City's diverse, racial and cultural makeup, the Chief shall ensure that established recruitment, selection, hiring and promotional processes promote and facilitate greater participation of, and greater access to, employment by members of diverse groups at all levels of the Service.

The Chief shall ensure that selection criteria (job description and employee specification) are consistently reviewed to ensure that they are justifiable on non-discriminatory grounds as being essential for the effective performance of the job.

The Chief shall ensure that systems are in place that allow equitable access to training, development and promotion.

Professional Conduct

Every member is responsible for his or her conduct as it relates to this policy and any relevant procedures.

The Chief shall ensure that reward and discipline systems are established and utilized to reinforce and encourage positive, professional and ethical race-relations efforts.

The Chief shall ensure that procedures are established that encourage reporting of any discriminatory or racist conduct and adequately protect those who report such conduct.

The Chief shall investigate any alleged violation of this policy and where evidence warrants, shall initiate discipline pursuant to his powers under Part V of the *Police Services Act*, or, where appropriate, refer the matter to the Service's Human Rights Coordinator for action pursuant to the provisions of the *Ontario Human Rights Code*.

Supervision and Accountability

The Chief is responsible for the promotion, implementation, monitoring and review of this policy and shall ensure compliance by Service members.

The Chief shall ensure that there is a coordinated system of auditing in place to monitor any adverse impact of this policy and report those outcomes to the Board on an annual basis

Annual Review

This policy will be reviewed annually to assess its effectiveness.

Application

This policy applies to those acting in any capacity under the authority of the Board and the Service, including all Service members, appointees and volunteers.

Any employee or member of the Board found to violate this policy will be subject to discipline by the Board.

Reporting: Annual

Legislative Reference

Act	Regulation	Section
Ontario Human Rights Code	Regulation	
Police Services Act		

SERVICE PROCEDURES: Refer to Service Procedures Index.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P385. TORONTO POLICE SERVICES BOARD – 2006 OPERATING BUDGET
SUBMISSION**

The Board was in receipt of the following report November 30, 2005 from Alok Mukherjee,
Chair:

Subject: 2006 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE
SERVICES BOARD

Recommendations:

- 1) THAT the Board approve a 2006 net operating budget request of \$1,853,500
- 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 Policy and Finance
Committee; and,
- 3) THAT the Chair meet with Board staff, Toronto Police Service Legal Services staff and
staff of the City of Toronto Legal Department to reach agreement on the amount of the
City Legal chargeback and to examine options to achieve efficiencies in the provision of
legal services to the Toronto Police Services Board.

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 2006 operating budget request (in thousands).

Salaries/Benefits	\$697,900
Supplies/Equipment	25,600
Services	<u>1,130,000</u>
TOTAL NET REQUEST	\$1,853,500

2005 Approved Budget	\$1,278,100
2005 Revised Budget	\$1,296,700

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 honouraria for the citizen appointees to the Board.

The 2006 request takes into account the recent salary settlement for the Toronto Police Association, for which one civilian member of the Board's staff is eligible, and makes the assumption that the Board will extend the salary settlement negotiated for the Senior Officers' Organization to the 6 excluded members of the Police Services Board's staff.

Supplies/ Equipment

There is an increase of \$17,400. The additional funds are required to provide office supplies and materials to support enhanced community outreach and to cover the costs of some replacement furniture and additional storage shelving for Board records.

Services

There is an increase over the 2005 budget of \$524,000. The increase is due to changes in the professional services accounts area and is detailed below:

\$400,000 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. In preparation for initiating the chargeback system, City Staff are currently reviewing the billings to ensure that costs incurred by other City departments are excluded from the billings directed to the Police Services Board.

\$110,000 for "Funding for Success" initiative

On September 6, 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.

\$10,000 for media/communications training for Board Members

\$15,500 for professional facilitation services

These funds are requested to provide assistance in the development of a Board approved strategic plan and for the costs of Board governance retreat

Summary

The Board's 2005 operating budget request represents a 42.9% increase over the 2005 revised budget. This increase is due to the inclusion of \$400,000 for the chargeback of City of Toronto Legal Services to the Police Services Board and the Board's commitment of \$110,000 to the "Funding for Success" initiative.

Ms. Joanne Campbell, Executive Director, Toronto Police Services Board, was in attendance and discussed this report with the Board.

The Board approved the foregoing.

**TORONTO POLICE SERVICES BOARD
2006 OPERATING BUDGET
DETAILED REQUEST**

	<u>2005 Budget</u>	<u>2005 Salary Settlement</u>	<u>2005 Revised</u>	<u>2006 With 05 Settlement</u>	<u>2006 Salary Settlement</u>	<u>2006 Revised</u>	<u>2006 Revised over 2005 Revised</u>	<u>% inc/ (decr) over 2005 Req.</u>
2 CIVILIAN SALARIES	599,200	17,000	616,200	608,000	14,200	622,200	6,000	
TOTAL REGULAR SALARIES	599,200	17,000	616,200	608,000	14,200	622,200	6,000	1.0%
4 CIVILIAN OVERTIME	1,600	100	1,700	1,700	100	1,800	100	
5 CIV LIEU TIME CSH PM	500	0	500	500	0	500	0	
TOTAL PREMIUM PAY	2,100	100	2,200	2,200	100	2,300	100	4.5%
8 EMPLOYMENT INSURANCE	8,000	0	8,000	8,500	0	8,500	500	
9 CANADA PENSION PLAN	14,400	0	14,400	15,900	0	15,900	1,500	
10 OMERS	40,200	1,500	41,700	47,600	1,400	49,000	7,300	
TOTAL BENEFITS	62,600	1,500	64,100	72,000	1,400	73,400	9,300	14.5%
11 STATIONERY AND OFF	4,800	0	4,800	7,800	0	7,800	3,000	
12 PRINTED MATERIAL	2,000	0	2,000	2,000	0	2,000	0	
13 BOOKS & MAGAZINES	500	0	500	500	0	500	0	
15 MISC MATERIALS	500	0	500	500	0	500	0	
17 FURNISHINGS	0	0	0	14,800	0	14,800	14,800	
16 TELEPHONE EQUIPMENT	400	0	400	0	0	0	-400	
TOTAL SUPPLIES/EQUIPMENT	8,200	0	8,200	25,600	0	25,600	17,400	212.2%
17 PUB REL/PROMOTIONS	15,000	0	15,000	15,000	0	15,000	0	
18 OTHER PRO & TECH SVC	513,300	0	513,300	1,052,800	0	1,052,800	539,500	
19 TRAVEL - OTHER EXP	700	0	700	2,200	0	2,200	1,500	
20 CONF.-OTHER EXPENSES	34,200	0	34,200	32,800	0	32,800	-1,400	
21 COURSES/SEMINARS	4,100	0	4,100	5,000	0	5,000	900	
22 ADVERTISING & PROMOTION	20,000	0	20,000	0	0	0	-20,000	

23	RENTAL, OFF. EQUIP.	5,300	0	5,300	5,300	0	5,300	0	
25	REIMB.-MEMBERSHIP FEES	6,900	0	6,900	10,500	0	10,500	3,600	
26	CELLULAR TELEPHONES	3,400	0	3,400	3,300	0	3,300	-100	
27	INTERNET	2,500	0	2,500	2,500	0	2,500	0	
28	SERVICE & RENT GENERAL	600	0	600	600	0	600	0	
	TOTAL SERVICES	606,000	0	606,000	1,130,000	0	1,130,000	524,000	86.5%
	TOTAL REVENUE	0	0	0	0	0	0	0	
	TOTAL	1,278,100	18,600	1,296,700	1,837,800	15,700	1,853,500	556,800	42.9%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P386. REVIEW OF BOARD POLICY AA-001: BOARD'S POLICY ON
COMPLAINTS**

The Board was in receipt of the following report November 28, 2005 from Alok Mukherjee, Chair:

Subject: REVIEW OF BOARD POLICY AA-001: BOARD'S POLICY ON
COMPLAINTS

Recommendations:

It is recommended that:

- (1) the Board request the Chief of Police to provide the Board with the Service Procedures that implement the policy and confirm compliance with the Board's policy on complaints.

Background:

The Toronto Police Services Board has a specific legislated role in overseeing the administration of complaints. Section 31(1) of the *Police Services Act* states that a Board shall:

- i) establish guidelines for dealing with complaints under Part V;
- j) review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system.

The *Police Services Act* establishes a number of different complaint classifications: conduct complaints (the actions of a police officers), policy complaints (policies and procedures) and service complaints (service provided). Internal discipline (e.g., conduct complaints) is within the sole discretion of the Chief of Police. The only role for the Board is to ensure that the Chief is following the proper procedures in upholding discipline. Service and policy complaints, on the other hand, are hybrid in nature. The Chief must first deal with the complaint, but the complainant does have the right to ask the Board to hear an appeal of the Chief's decision. The Board usually deals with the appeal as part of its regular agenda.

The Board in developing its complaints policy adopted the following principles:

“The discipline process has evolved over time. It must be recognized that this process does not only involve the officer and the service. There must be a recognition of the public interest and the need to ensure public confidence in the internal discipline process.

The system of discipline must be predictable and impartial. It must be clear to the public and to the members of the Service that breaches of the system cannot be tolerated, but that it will at all times be fair. The Board has the responsibility to oversee the complaints process, which encompasses discipline, and the Board resolves to ensure that the public is apprised of how the complaints process is administered by the Chief of Police and overseen by the Board.”

Pursuant to Board Policy AA-001, Board’s Policy on Complaints, (Appendix A), the Board is required to review its Policy on Complaints every two years (Min. Nos. P464/97 and P534 refer.) As a result, Board staff recently conducted a comprehensive review of the Board’s Policy on Complaints and there are no changes being recommended to the policy at this time.

It should be noted that In June 2004, the Ministry of the Attorney General appointed the Honourable Patrick LeSage, Q.C., former Chief Justice of the Superior Court of Ontario, to review the current provincial system dealing with public complaints regarding police conduct. The mandate of Mr. LeSage was to advise on the development of a model for resolving public complaints about the police, to ensure that the system is fair, effective and transparent.

Members of the Toronto Police Services Board met with Mr. LeSage as part of his consultations. The Board submitted a number of recommendations, which included the establishment of an independent agency that would receive, review, investigate and adjudicate all complaints. The Board also recommended that, under this new system, third-party complaints be accepted, the process of informal resolution be expanded and an audit function be established.

In his report, Mr. LeSage made a number of recommendations, covering a variety of areas within the complaints process. Many of the proposals made by our Board are reflected in Mr. LeSage’s recommendations, for instance, the recommendation to create an independent civilian body to administer the public complaints system and the recommendation to allow third-party complaints.

At this time, the provincial government has not recommended any changes, legislative or otherwise, as a result of Mr. LeSage’s report. However, the Board recognizes that such changes may be implemented in the near future. If and when this occurs, the Board will revisit its Policy on Complaints as well as any other related policies.

I am also recommending that the Chief of Police provide the Board with the Service Procedures that implement the policy and confirm compliance with the Board’s policy on complaints.

The Board approved the foregoing.

ADEQUACY STANDARDS REGULATION

ADMINISTRATION AND INFRASTRUCTURE

TPSB AA-001

Board's Policy on Complaints

<input type="checkbox"/>	New	Board Authority:	Board Minute 293/98
<input type="checkbox"/>	Amended	Board Authority:	473/98; 260/99; 534/99; 156/00; 285/00;
<input checked="" type="checkbox"/>	Reviewed – No Amendments		November 2003

BOARD POLICY

Part 1 - Preamble

The Toronto Police Services Board (the “Board”) is required to establish policies for the effective management of the police service (s.31(1)c). In particular, the Board has the responsibility to establish guidelines for dealing with complaints made under Part V of *the Police Services Act* (the “Act”) (as amended by the *Police Services Amendment Act, 1997*) to review the Chief of Police’s administration of the complaints system under Part V, and to receive regular reports from the Chief of Police on his or her administration of the complaints system (s.31(1)(j)).

On November 14, 1996, the Board directed that a report be prepared in relation to the internal discipline process in effect as the Toronto Police Service, having regard to the application of that process to the events that followed the death of Constable Jennifer Barbetta, and taking into account a directive dealing with discipline matters that was issued by the Board on December 17, 1992. The Report examining these matters was delivered to the Board on August 15, 1997 (Board Minute 288/97).

The report recommended, among other things, that a new directive be written to clarify the roles and responsibilities of the Chief and the Board, and articulate the Board’s expectations with respect to the administration of internal discipline. It is the Board’s firm resolve that discipline be impartial, thorough, and administered without delay.

The report found that the discipline process currently in place at the Toronto Police Service is unpredictable and inefficient. The existing discipline process does not inspire confidence and the participants in the process are dissatisfied. It is the Board’s resolve that mechanisms and policies be developed which are geared to restoring confidence in the process, thereby making it more effective for all parties.

Part 2 - Statement of Principles

The discipline process has evolved over time. It must be recognized that this process does not only involve the officer and the service. There must be recognition of the public interest and the need to ensure public confidence in the internal discipline process. The system of discipline must be predictable and impartial. It must be clear to the public and to the members of the Service that breaches of the system cannot be tolerated, but that this will at all times be fair. The Board has the responsibility to oversee the complaints process, which encompasses discipline, and the Board resolves to ensure that the public is apprised of how the complaints process is administered by the Chief of Police and overseen by the Board.

1) **PART 3 - COMPLAINTS PROCESS - CONDUCT STREAM**

Direction #1

The Board directs that the Chief of Police prepare a new Service Directive to be included in the Policy and Procedure Manual (the "Service Directive") outlining and explaining the operational components of the complaints system, taking into account the directions identified throughout this policy directive.

DELEGATION

Direction #2

The Board directs that the Chief of Police ensure that the Service Directive identify clearly any person (by name or position, eg; Unit Commander) to whom he has delegated any power or duty that the Chief is to exercise or perform under *Part V* of the *Act*. No other person shall be permitted to exercise or carry out these powers or duties.

Direction #3ⁱ

The Board directs that the Chief of Police include in the Service Directive a clear statement that a Hearings Officer has been appointed, the source of the Hearing Officer's responsibilities and the scope of his or her responsibilities.

The Board further directs that the Chief of Police include in the Service Directive the principle that any officer appointed as a Hearings Officer should receive appropriate training to carry out his or her duties under the *Act*.

Direction #4ⁱⁱ

The Board directs that the Chief of Police clearly state in the Service Directive the role and responsibility of all bodies involved in advising on the handling of complaints and that the Chief clearly outline the criteria that will be used to decide which investigations such bodies will review.

Direction #5ⁱⁱⁱ

The Board directs that the Chief of Police consider the membership of any body involved in advising on the handling of complaints. The Board directs that the Chief of Police provide the Board with his view of the proper membership of any body designed to review, and offer advice on, complaints.

Direction #6

With respect to the *Police Services Act*, deal-making or plea bargaining shall not be prohibited by the Board and the use of deal-making or plea bargaining shall be at the discretion of the investigating or prosecuting officer and the Chief of Police only after all reasonable alternatives have been explored.^{iv}

With regard to deal-making or plea bargaining, the Board has directed that^v

1. A police officer who is investigating allegations against another police officer may make any arrangement with the officer under investigation, or a witness officer, that he or she believes will further the investigation and the administration of justice provided, that, before entering into such arrangement, all reasonable alternatives have been explored.
2. Members of the Trials Preparation Unit may engage in plea negotiations with an officer or counsel for an officer who has been charged under the *Police Services Act*. The negotiations may involve the charges to which the accused officer may plead and/or recommendations as to sentence. Nothing in this directive shall be construed to limit the discretion of the tribunal to impose any sentence it sees fit, irrespective of recommendations made as a result of plea negotiations.
3. The Chief of Police must be notified of any arrangement or plea negotiation referred to in number one (1) or two (2) above, prior to the arrangement or negotiation being finalized.
4. For the purposes of the notification referred to in number (3) above, the Chief may designate as his representative the Unit Commander of the officer being investigated, if the arrangement involves a resolution at the unit level, or the Unit Commander of Trails Preparation if the arrangement involves plea bargaining and a plea before the tribunal.
5. Where an officer charged under the *Police Services Act* resigns before being tried by the tribunal, the Chief and the members of the Board shall be notified of the officer's resignation.
6. No officer shall suggest to another officer, who is charged with a criminal offence, that if the accused officer resigns from the Service, representations will be made to the Crown Counsel to withdraw the criminal charges.

Nothing in this directive is to be considered as limiting the discretion of Crown Counsel to deal with the charges against a police officer in any way which he or she deems to be just and appropriate.

COMPLAINTS - MISCONDUCT

Direction #7

The Service Directive will outline and explain the operational components of the complaints system as it relates to allegations of misconduct under the following headings:

1. intake;
2. investigation;
3. processing misconduct complaints;
4. informal resolution;
5. misconduct hearings; and
6. appeals.

1. Intake

Direction #8

The Board directs that the Chief of Police include in the Service Directive a clear explanation that any member of the public or the Chief of Police (or his delegate as identified in the Service Directive) may make a complaint about the conduct of a police officer.

The Board directs that the Chief include in the Service Directive instructions to all members of the Service, including in particular all Unit Commanders outlining their obligation to report to the Chief of Police (or his delegate as identified in the Service Directive) all circumstances which in their opinion may be the basis for a complaint about conduct.

That the members of the public can make a complaint at any station of the Service^{vi} and that the Board direct the Chief of Police to ensure that the Service Directive include a clear statement that complaints may be made at any station of the Service.^{vii}

That Board policy be established with respect to all communications (including written materials, that may constitute a complaint under the *Police Services Act*, or indicate a concern about policing in general) received by Board members shall be forwarded to the Board office. That the Board office shall forward the communications to the Chief of Police for review, and action, if required, in accordance with *the Police Services Act*.^{viii}

Direction #9

The Board directs that the Chief of Police include in the Service Directive a clear statement that complaints may be made at any division.

The Board directs that the Chief of Police include in the Service Directive a direction requiring any and all Unit Commanders to deliver any complaint to the Chief of Police (or his delegate as identified in the Service Directive) within 24 hours of its receipt.

Direction #10

The Board directs that the Chief of Police include in the Service Directive that following the receipt (Intake) of a complaint the Chief of Police (or his delegate as identified in the Service Directive) will decide whether the complaint is about the policies of or services provided by the Service or the conduct of an officer; or, alternatively, that the complaint may not be proceeded with because:

- (i) it is frivolous, vexatious, or made in bad faith; or
- (ii) it was made more than 6 months after the facts on which it was based occurred;

In circumstances where the complainant was not directly affected by the policy, service, or conduct that is the subject of the complaint, the Service Directive should clearly articulate that the complaint shall not be proceeded with.

Direction #11

The Board directs that the Chief of Police include in the Service Directive the statement that he (or his delegate as identified by the Service Directive) is required to advise the complainant in writing of his decision with respect to whether or not he intends to proceed with the complaint, within 30 days after the complaint was made, unless the Chief of Police (or his delegate as identified in the Service Directive) notifies the complainant in writing before the expiry of the 30 day period that he is extending the 30 day period. The Service Directive should also clearly state that the Commission at the request of the complainant may review a decision in relation to how a complaint is classified.

Direction #12^{ix}

The Board directs that the Chief of Police include in the Service Directive the statement that the 30-day period within which the Chief of Police (or his delegate as identified by the Service Directive) is required to decide whether or not a complaint should be proceeded with, should only be extended on rare occasions, and only for the reasons associated with the complexity of the issue raised, or as a result of difficulties in obtaining information required to assess the complaint. The Board directs that the

Chief of Police (or his delegate as identified in the Service Directive) make it clear in the Service Directive that it should not be necessary to extend this time limit for reasons associated with the internal operations of the Service (eg: lack of staff, annual leave, difficulties receiving instructions from senior officers, etc.). Reasons for the extension should be supplied to both the police officer who is the subject of the complaint and the complainant.

1. Investigation

Direction #13^x

The Board directs that the Chief of Police include in the Service Directive that every complaint concerning the conduct of a police officer will be reviewed in accordance with the Act.

The Board directs that the Chief of Police include in the Service Directive that a single officer will be designated as the officer in charge for the purpose of conducting any investigation.

The Service Directive must make clear that the officer in charge is responsible for the conduct of the investigation. The Chief shall ensure that only the officer in charge and those under his or her direction and assigned to the investigation are to be conducting the investigation.

Direction #14^{xi}

The Board directs that the Chief of Police include in the Service Directive instructions that every investigation of a misconduct matter is to be reported to the Chief in writing (or his designate, as identified in the Service Directive).

The Board directs that the Chief ensure that the report will be prepared no later than 90 days after the investigation has been commenced.

This time limit should generally only be extended for reasons associated with the complexity of the issue raised or as a result of difficulties in obtaining information required to complete the investigation.

It should never be necessary to extend this time limit for reasons associated with the internal operations of the Service (eg: lack of staff, delay in obtaining instructions, etc.).

3. Processing Misconduct Complaints

Direction #15

The Board directs that the Chief of Police ensure that the Service Directive makes clear that at the conclusion of the investigation, the Chief of Police (or his delegate as identified in the Service Directive) must determine whether the complaint is unsubstantiated or whether there may have been misconduct or unsatisfactory work performance on the part of the member of the Service. The Service Directive should also identify that a request for review by the Commission may be made by a complainant within 30 days of the Chief's decision that the complaint is unsubstantiated or the misconduct or unsatisfactory work performance is not of a serious nature.

Direction # 16^{xii}

The Board directs that the Chief of Police include in the Service Directive the legislative provisions defining misconduct, and any definition of unsatisfactory work performance contained in the policy developed by the Chief, as discussed below in direction #18.

Direction #17^{xiii}

The Board directs that the Chief of Police include in the Service Directive a clear statement of the relationship between off-duty conduct and misconduct as contained in subsection 74(2) of the *Act*.

Direction #18^{xiv}

The Board directs that the Chief of Police, in accordance with Ontario Regulation 123/98, establish policies for the assessment of police officers' work performance which shall include guidance as to the scope of the term "unsatisfactory work performance" and provide the Board with copies of such policies for its information.

Direction #19^{xv}

The Board directs that the Chief of Police ensure that the Service Directive makes clear that, at this stage of the complaints process, the Chief of Police (or his delegate as identified in the Service Directive) has the ability to decide whether or not the misconduct or unsatisfactory work performance is of a serious nature.

The Board directs that the Chief of Police include in the Service Directive a definition to provide guidance as to the nature of the misconduct or unsatisfactory work performance that may be found to be "serious". In so doing, he should rely on and draw from the list of offences outlined in the Suspension Policy of the Service.

4. Informal Resolution

Direction #20

The Board directs that the Chief of Police include in the Service Directive an outline of the process or steps by which a complaint may be informally resolved.

The Service Directive should indicate the following steps:

- (i) The Chief of Police (or his delegate as identified in the Service Directive) shall notify the complainant and the police officer, in writing, of his or her opinion that there was misconduct or unsatisfactory work performance that was not of a serious nature, and that the complainant may ask the Commission to review this decision within 30 days of receiving such notification. (s.58(1) and s.64(12)).
- (ii) The Chief of Police (or his delegate as identified in the Service Directive) must then wait for the 30 day period within which a review may be requested by the complainant to expire (unless the complainant indicates in writing that no such request will be made) or, where a review is requested, until after the Commission has determined that there may be an informal resolution of the complaint. (s.64(13), (14)).
- (iii) In circumstances where there is a public complainant, both the complainant and the police officer must consent to the proposed informal resolution.
- (iv) In circumstances where there is no public complainant involved, the misconduct matter may be resolved informally at any time, with the consent of the police officer.
- (v) The Chief of Police (or his delegate as identified in the Service Directive) may then, following whatever discussions he feels are appropriate, indicate to the police officer involved the resolution that he proposes in order to resolve the complaint informally (s.64(11)).
- (vi) If the informal resolution fails, the Chief of Police (or his delegate as identified in the Service Directive) may impose a penalty on the officer (s.64(15)).
- (vii) The police officer shall be given 7 days within which to determine whether or not to accept the penalty^{xvii}.
- (viii) If the police officer determines not to accept the penalty (s.64(15)), the Chief of Police (or his delegate as identified in the Service Directive) shall not impose a penalty or take any further action or cause an entry to be made in the police officer's employment record, and a hearing shall be held.

5. Misconduct Hearings

Direction #21

The Board directs that the Chief of Police include in the Service Directive an outline of the process and general procedures for a hearing. The Service Directive should include, in simple language, an explanation of the conduct of such a hearing and the rights and protections which are afforded by the *Statutory Powers Procedure Act* (“SPPA”) and the *Act* (s.69 and s.68(6)). The Service Directive will include, among other things:

- (i) An explanation, in simple language, of the fact that the police officer has a right to reasonable notice of the hearing, and provide a general indication as to what that notice should include (*SPPA*, s.6 and s.7). Currently, a notice of hearing must be served at least 72 hours before the officer’s first appearance.
- (ii) A statement that the hearing shall generally be open to the public (*SPPA*, s.9). However, the victims and/or complainants shall be provided with the opportunity to ask the hearing officer to protect their anonymity by holding the hearing *in camera*.
- (iii) An explanation that the parties to the hearing are the prosecutor, the police officer who is the subject of the hearing and, if the complainant is a member of the public, the complainant (s.69(3)).
- (iv) A statement that the police officer and all other parties are entitled to reasonable notice of the hearing, and may be represented by counsel or an agent (s.69(4)).
- (v) A statement that the police officer and the complainant shall be given an opportunity to examine any physical or documentary evidence that will be produced or any report whose contents will be given in evidence (s.69(5) and (6)).
- (vi) An explanation that a police officer or the counsel or agent acting on his or her behalf, has the right to call and examine witnesses and present evidence and submissions and to conduct cross-examinations of witnesses called on behalf of the prosecution (*SPPA*, s.10.1).
- (vii) An explanation that the police officer who is the subject of the hearing is not required to give evidence at the hearing (s.69(7)).
- (viii) An explanation outlining the nature of the decision that the tribunal may provide, the penalties that may be imposed, and the fact that the decision will be delivered to the police officer (s.64(10) and s.68).

- (ix) A statement that the test to be applied at a hearing is that the misconduct or unsatisfactory work performance must be proved on clear and convincing evidence (s.64(10)).
- (x) An explanation that no statement made during an attempt at informal resolution of a complaint is admissible in a civil proceeding, including a complaints hearing except with the consent of the person who made the statement (s.69(10) and s.58(3)).
- (xi) An explanation that no notice of hearing shall be served six months after the complaint first came to the attention of the Chief of Police (of his delegate as identified in the Service Directive), unless the Board is of the opinion that it was reasonable, under the circumstances, to delay service of the notice of hearing (s.69(18)).
- (xii) A statement that any public complainant, or the victim in any type of conduct complaint, be given the opportunity to prepare a victim impact statement for introduction at a hearing. All prosecutors should be directed to introduce victim impact statements, whenever possible, at complaints hearings.

Direction #22^{xviii}

The Board directs that the Chief of Police include in the Service Directive that all efforts be made to commence a hearing no later than 60 days after a determination has been made that the misconduct or unsatisfactory work performance is of a serious nature, and no later than 120 days after the police officer (or the complainant, as the case may be) has indicated his or her unwillingness to accept the informal resolution of the matter as proposed by the Chief of Police (or his delegate, as may be identified in the Service Directive). This time limit should be extended only for reasons associated with the complexity of the case and considerations regarding the scheduling of the hearing, including, but not limited to,

- the availability of witnesses;
- the availability of defence counsel; and
- the time required for defence preparation and disclosure.

In the event that the time limit must be extended, the hearing should nonetheless commence as soon as possible subsequent to the decision regarding the nature of the misconduct or the failure of the informal resolution, identified above.

Direction #23^{xix}

The Board directs that the Chief of Police include in the Service Directive the direction that only the Chief of Police (or his delegate as identified in the Service Directive), can order the stay of a hearing pending disposition of criminal charges and only if he receives the advice of the Crown Attorney to do so. In the absence of such advice from the Crown Attorney, the complaint proceedings shall continue.

Direction #24^{xx}

The Board directs that the Chief of Police include in the Service Directive the statement that he (or his delegate as identified in the Service Directive), will designate the prosecutor for any hearing. In designating prosecutors, the Chief of Police shall comply with the Board's direction that legally trained prosecutors be appointed to prosecute complicated matters involving serious complaints.

Direction #25^{xxi}

Where a public complainant is involved, prosecutors must be given clear instructions in respect of keeping a complainant advised of the proceedings and the penalty being sought.

6. Appeals

Direction #26^{xxii}

The Board directs that the Chief of Police include in the Service Directive, in simple language, an explanation of the rights of appeal of the police officer and complainant as follows:

- (i) A police officer or complainant may within 30 days of receiving notice of the decision, appeal the decision to the Ontario Civilian Commission of Police Services by serving the Commission a written notice stating the grounds on which the appeal is based (s.70(1)).
- (ii) Where the notice requesting an appeal comes from the police officer, the Commission is required to hold a hearing (s.70(2)).
- (iii) Where the notice requesting the appeal comes from a complainant, and is an appeal from the finding that misconduct or unsatisfactory work performance was not proved on a clear and convincing basis, the Commission is required to hold a hearing (s.70(3)).

- (iv) If the notice requesting an appeal comes from the complainant for reasons other than the proposition that the finding that misconduct or unsatisfactory work performance was not proved on a clear and convincing basis, the Commission may hold a hearing if it considers it appropriate (s.70(4)).
- (v) At a hearing held by the Commission shall be an appeal on record, but it may receive new or additional evidence as it considers just (s.70(5)).
- (vi) The Commission may confirm, vary or revoke the decision, or may substitute its own decision (s.70(6)).

Direction #27

The Chief of Police should provide, in the Service Directive, an explanation of the right of appeal to the Divisional Court as follows:

- (i) A party to a hearing held by the Commission may appeal the Commission's decision to the Divisional Court within 30 days of receiving notice of the Commission's decision (s.70(1)).
- (ii) Such an appeal may be made on a question that is not a question of fact alone, from the penalty imposed or, from any other action taken by the Commission (s.71(2)).
- (iii) The Solicitor General is entitled to be heard by the Divisional Court on such an appeal (s.71(3)).

PART 4 - POLICY STREAM

1. Intake

Direction #28

The Board directs that the Chief of Police include as part of the Service Directive a section which explains the operational components involved in responding to policy and service complaints, taking into account the following directions:

- (i) Similar to the process to be followed in respect of complaints concerning misconduct, the Chief of Police (or his delegate as identified in the Service Directive) may conclude upon receipt of a complaint that it need not be proceeded with because it is frivolous, vexatious, or made in bad faith or because it was made more than six months after the facts on which it is based occurred (s.59(3), (4)). If the complainant was not directly affected by the policy or the service that is the subject of the complaint, the complaint shall not be proceeded with (s.59(5)).

- (ii) The Chief of Police (or his delegate as identified in the Service Directive) is required to advise the complainant of his decision to classify a complaint as relating to a policy or a service matter within 30 days after the complaint was made, unless the Chief notifies the complainant in writing before the expiry of the 30-day period that he is extending the 30-day period. As stated previously in this policy under Conduct Complaints - Intake, an extension should only be made on rare occasions. A statement of a complainant's right to request a review by the Commission of the classification decision shall form part of the Service Directive. When a complaint is classified as one relating to a policy or service, that complaint will be addressed in accordance with the section of the Service Directive pertaining to policy or service complaints.

2. Review of Policy or Service Complaint

Direction #29

The Chief of Police shall ensure that the complainant is notified in writing of the disposition of the policy or service complaint within 60 days of its classification as a policy or service complaint. The complainant must also be advised of his or her ability to request the Board to review the disposition of the policy or service complaint. The Board must be provided with a report (s.61(2)) every May and November summarizing the nature of the policy or service complaints disposed of and the action taken to respond to those complaints. If the Chief decides to take no action with respect to the policy or service complaint, the complainant shall be provided with reasons for that decision (s.61(4)) and the opportunities available to appeal to the Commission.

3. Board Review

Direction #30

A complainant has the right to request the Board review the disposition of any policy or service complaint. Upon receipt of a request for such a review, the Board will:

- (i) advise the Chief of Police of the request (s.61(8)(a));
- (ii) review the complaint (s.61(8)(b)); and
- (iii) thereafter notify the complainant and the Chief of Police of its decision (s.61(8)(c)). In conducting its review, the Board may appoint a committee at least three Board members who will review the complaint and provide recommendations to the Board (s.61(9)). Thereafter, the Board will make its decision, as appropriate (s.61(9)). In conducting its review, the Board may hold a public meeting into the complaint (s.61(10)), depending on the nature of the review sought by the complainant and the specific policy or service matter that is the subject of the complaint.

REPORTING:

PART 5 - REPORTING

Direction #31

The Board directs that the Chief of Police report (as a minimum level of reporting) on the matters set out below, on a semi-annual basis in the months of May and November, providing a sufficient level of detail to allow the Board to understand and monitor the administration of the complaints process. Additional reporting may be required by the Board, or provided to the Board by the Service, as experience is gained with the new complaints system.

1. Intake

- (i) total number of complaints received by the Service.
- (ii) total number of complaints classified as being about the conduct of an officer.
- (iii) total number of complaints classified as being about the conduct of the Chief or a Deputy Chief.
- (iv) total number of complaints classified as being about the policies of, or services provided by, the Service.
- (v) number of complaints determined to be frivolous, vexatious or made six months after the facts upon which the complaint was based and whether or not they were proceeded with. The number of complaints not proceeded with because a decision was made that the complainant was not directly affected by the policy, service or conduct should also be reported. Depending on the magnitude of complaints determined to fall under these categories (s.59 (3), (4) or (5)), an explanation and analysis with respect to the origin of these complaints, and any trends associated with these complaints, should be provided.
- (vi) number of complaint classifications challenged by complainants and considered by the Commission.
- (vii) number of complaints reclassified or confirmed by the Commission following the complainant's appeal

of the decision of the Chief.

- (viii) length of time taken to investigate and resolve complaints.

The information in respect of Intake should be provided by year, month, unit and include statistical data with respect to the number of police officers involved and the length of time it takes to resolve the complaint.

2. Misconduct Complaints

- (i) complaints concerning misconduct or unsatisfactory work performance should be reported in total and described further as being either serious or not serious.
- (ii) the total number of misconduct complaints that are resolved informally, either before or after investigation, and the nature of the resolution generally agreed to.
- (iii) the total number of misconduct complaints that were recommended for informal resolution, but resolution was not successful due to a lack of agreement on the part of either the public complainant or the police officer.
- (iv) misconduct complaints which are not pursued following investigation as the complaint was determined to be unsubstantiated in accordance with s.64(6).
- (v) length of time taken to investigate and resolve complaints.

The information in respect of misconduct complaints should be provided by year, month, unit and include statistical data with respect to the number of police officers involved.

3. Policy and Service Complaints

- (i) number of policy and service complaints by year, month and unit.

- (ii) types of policy and service complaints by major categories.
- (iii) policy or service complaints not proceeded with as they were deemed to be frivolous or vexatious; or made six months after facts. Where a decision was made that the complainant was not affected by the policy or service that was the subject of the complaint and accordingly the complaint was not pursued, that information should be provided to the Board.
- (iv) The Chief provide the Executive Director of the Board with all copies of completed policy complaints (where the complainant is not appealing) so the Board office can identify policy issues that should be reviewed by the Board and/or sub-committee^{xxiii}.

4. Investigation

- (i) a report should be provided to the Board every month describing the investigation surrounding serious or major matters of misconduct where either a representative of Internal Affairs or a senior designate of the Chief is available to answer questions the Board may have.
- (ii) any information provided should include an explanation of any views or opinions provided by any advisory body^{xxiv}.
- (iii) this report include trends or analysis, to assist the Board in understanding and monitoring the administration of the discipline process.^{xxv}
- (iv) that all allegations against Command and Senior Officers be reported to the Board^{xxvi}
- (v) that when a matter of serious or major misconduct arises that is likely to receive public or media attention, the Chief (or a senior designate) be directed to inform the Chair and it will be the responsibility of the chair (or a senior designate) to inform all members of the Board; however the Chief shall provide the Board, at the next meeting of the Board, with a written report.^{xxvii}

5. Complaints Advisory Body

- (i) the report should document the complaints considered by any body advising on the handling of complaints, including any recommendations and advice made by any such body regarding complaints.
- (ii) the report should include an explanation of the number of allegations that have given rise to criminal charges.
- (iii) number of cases considered, including types of offences, outcome, length of time between incident and consideration by PSRC.

6. Trials Preparation Unit

- (i) number of cases
- (ii) number of trials
- (iii) number of guilty pleas
- (iv) number of cases withdrawn
- (v) length of time to trial following charges laid

7. Hearing Officer

- (i) number of cases heard by month.
- (ii) types of allegations - major or serious vs not serious - where informal resolution did not occur due to the lack of agreement by either the complainant (where applicable) or the police officer.
- (iii) penalty.

8. Commission

- (i) the number of appeals before the Commission and their status.
- (ii) outcome of matters reviewed by the Commission.

9. Board Review

The Board intends to review the Service Directive every two years.

Additional Reporting^{xxviii}

- (i) a report on the issues raised by OCCPS and
- (ii) comparative statistics on internal discipline in other police organizations.

LEGISLATIVE REFERENCE

Act	Regulation	Section
<i>Police Services Act</i> R.S.O. 1990 as amended		31(1) and Part V

SERVICE PROCEDURES: Refer to Service Procedure Index.

Endnotes:

- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 329/98; Board Minute 473/98 amends and Board Minute 260/99 reaffirms
- ¹ Board Minute 260/99 which expanded (e.g., provided detailed directives) BM 329/98
- ¹ Board Minute 464/97
- ¹ Board Minute 473/98
- ¹ Minute 260/99
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98
- ¹ Board Minute 473/98 and amended by Board Minute 285/00.
- ¹ Board Minute 285/00
- ¹ Board Minute 293/98
- ¹ Board Minute 293/98 and then amended by BM 156/00
- ¹ Board Minute 293/98 and 473/98 refers
- ¹ Board Minute 293/98 and 473/9 refers
- ¹ Board Minute 260/99 refers

¹ The original recommendation: “The Board directs that the Chief of Police (or his delegate as identified in the Service Directive) ensure that prosecutors are advised in the Service Directive that an allegation of misconduct cannot be withdrawn. The hearing must commence and only the Hearing Officer is permitted to determine, upon submissions from all parties, whether the complaint should be permitted to be withdrawn or dismissed.” (464/97 refers) is struck due to the acceptance of direction #6. Acceptance of direction #6 can be found in Board Minutes 473/98 and Board Minute 260/99. Since recommendation #25 was struck the rest of the directive had to be renumbered.

¹ Minute 534/99

¹ Minute 298/98

¹ Minute 234/00

¹ Minute 234/00

¹ Minute 234/00

¹ BM 156/00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P387. EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE
PROCESS**

The Board was in receipt of the following report October 14, 2005 from William Blair, Chief of Police:

Subject: EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE
PROCESS

Recommendation:

It is recommended that:

1. The Board receive this report and approve the recommendations contained herein for implementation,
2. 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.
3. That the Deputy Chief, Human Resources Command, charge the Community Mobilization Unit with the responsibility to guide, assist and co-ordinate the CAC, CCC's and CPLC's 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.
4. 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.
5. 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.
6. That the Board bi-annually review its funding commitment of \$1000.00 to each of the consultative groups to ensure that such funding is adequate for each group to achieve its mandate.
7. 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.

Background:

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

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

Community Programs was assigned the lead in conducting the requested evaluation.

Methodology

A group of stakeholders from within the Service were gathered together to develop a plan for the evaluation of the effectiveness of the consultative process. Units represented included Community Programs, Corporate Planning, Area and Central Field Command planning offices as well as Community Liaison and the Chief’s office.

Separate surveys were designed for the Community Police Liaison Committees (CPLC), Community Consultative Committees (CCC) and Chief’s Advisory Council (CAC). An additional survey was designed and distributed to unit commanders to provide an assessment of committee effectiveness from the police perspective. Surveys for the consultative committee members were then distributed with a postage-paid return envelope to ensure confidentiality.

The survey results became the primary information source concerning committee activities as well as the opinions of the committee members on the level of effectiveness of their particular committee’s activities. No personal data was collected from respondents in the survey process, ensuring anonymity.

Completed surveys were received at Community Programs where, with the assistance of members of Corporate Planning, the responses to each question were entered into a database. Analysis of the cumulative results was then undertaken to determine trends and common elements in the responses. The results were used to compare the level of effectiveness of the various consultative committees against the performance benchmarks established by the various committee mandates and operating criteria as set out in the Community Consultative Manual.

At about the mid-point of the research process, a meeting was held with Dr. Alok Mukherjee, then vice chair of the Board, to seek his insight and to provide him with an update of the work being done.

A literature review was conducted and relevant results compiled. A summary of the literature review is attached to this report as Appendix A.

Based on an analysis of survey results, the literature review, plus selected interviews with Dr. Mukherjee, consultative committee members, unit commanders and Community Response Unit

managers, recommendations were developed to enhance the effectiveness of the consultative processes employed by the Toronto Police Service.

Police Community Consultation

A key element of community policing is an effective and efficient level of consultation undertaken with the broadest cross section possible of community stakeholders.

Consultation is the vehicle by which the greater community and the police exchange information about issues and concerns facing them. A true commitment to consultation and the development of partnerships between the Police Service and community stakeholders lends itself to more successful outcomes in the identification, prioritizing and problem-solving of community issues and concerns.

There are many different consultative models in use around the world. One of the clearest illustrations of three divergent operational models for police-consultative groups is found in a journal article entitled *Consent, Consensus or the Management of Dissent?: Challenges to Consultation in a New Policing Environment*, authored by C. Harfield and published in Policing and Society, Vol. 7, pp. 271-289 (1997). Harfield's article expands on the work of N. Fielding (1996) illustrating consultative models entitled "Enforcement Model", "Service Model" and "Community Model" and identifying the contrasting roles of police and community in each.

The "Enforcement Model" is a reactive model that focuses on the control of crime. The role of the community partners in this model is to advise the police on crime concerns so that the police can provide an enforcement response. This model does little to empower the community or to make community members responsible for improving the conditions that give rise to disorder and crime and does little to address the prevention of crime. In this model, the consultation process is passive and serves to legitimise pre-determined goals established by the local police authority. Issues deemed to be outside the enforcement purview of the police are routinely dismissed as the responsibility of other service agencies.

The "Service Model" is one where the public dictates the Local Policing Plan (LPP). Police liaison officers are assigned and are mandated to operate and maintain the consultative process, which is a demanding, self-evolving and dynamic one. As local priorities change and police begin to deal with long term nuisances and non-criminal complaints, traditional quantitative measures such as arrest data become less significant and the effectiveness of police-community activity becomes difficult to measure due to frequent fluctuations in quantitative measures.

The "Community Model" is one in which the community is expected to take an active role in partnering with the police in crime control, beyond mere consultation. Active participation includes direct community participation in such measures as public education, delivering crime prevention information and techniques, proactive safety audits and ongoing contact with other service providers such as public health, roads and parks and recreation.

Regular and open dialogue between police, other community agencies and residents takes place and in concert, strategies are developed to deal with local issues using a wide range of resources. The

identification of resources in a fluid and constantly changing community is one of the critical components of this model and requires a dedicated partnership between police and the community to ensure the open sharing of information.

Police must also be alert to the fact that the groups most frequently relying on the local community for support such as the poor, the elderly and the disabled are the same groups that are often underrepresented in community consultation groups and thus at a disadvantage in communicating their crime and disorder concerns.

The “Community Model” identified in Harfield’s article is the one that most closely reflects the current nature of community policing in Toronto and one which allows both community and police to adapt to changing circumstances and priorities without throwing existing relationships into disarray.

As part of the continuing evolution of community policing in Toronto, the Service has recently begun to intensify its commitment to true community partnerships with the adoption of the “Community Mobilization” service delivery model. This approach is based on research from Dr. Hugh Russell, a social psychologist who specializes in issues of community safety and security, including policing. The approach has been successfully implemented by a number of North American police services including, in this area, the Waterloo Regional Police. Community Mobilization enhances the ability of police and community to successfully address the causes of crime and disorder in partnership.

Community Mobilization is an advanced form of community policing in which the police initially assume a leadership role in bringing community resources together while undertaking enhanced enforcement strategies in identified high risk neighbourhoods. Community resources including, police, governmental agencies from all three levels of government, non-governmental agencies, businesses, residents, educators, faith organizations and individuals willing to take on responsibility and a leadership role are brought together to focus on developing solutions to the root causes of crime and disorder. As the community becomes empowered, increases its capacity for the resolution of long standing issues, and strengthens relationships with a wide variety of other social services, the police leadership role diminishes and the community takes up the reins of leadership.

The Service is in the process of adapting the Community Mobilization for use in Toronto, including the development of definitions, training and measurement tools as well as identifying key community resources. The evolution to a successful Community Mobilization framework across the Service still requires a considerable effort before it can be piloted and eventually rolled out citywide.

Since the early 1990's, Community Based Policing has been the policing philosophy embraced by the Toronto Police Service. In December 1992, the Beyond 2000 Implementation Plan set out the new direction for providing community based police services.

"...a major shift in police service from reactive to preventative and cooperative, is at the heart of Beyond 2000. Crime Prevention and police-related problem solving shifts from being solely a police responsibility to one that will involve both police and citizens. The public will need information about police services in general, their future role in cooperation with police, how changes will impact on them and why these changes are being implemented".

This position as reflected in the Beyond 2000 document established the vision for the community – police consultative process.

In 1996, guidelines were formulated by the Citizen Advisory Committee to the Metropolitan Toronto Police Service to act as an aid to the various Community Police Liaison Committees (CPLC). These guidelines were documented in the "Mandate and Guidelines for Metropolitan Toronto Community – Police Liaison Committees" and the publication of the document marked the institutionalisation of the consultative process.

In May of 2002, the Mandate and Guidelines document was replaced by the "Community Volunteer and Consultation Manual", which has since been updated in August 2004. This manual marked a departure from the tone of the 1996 document. One consultative process and three components of consultation were established and given equal significance.

The three components were:

- Chief's Advisory Council (CAC)
- Community Consultative Committees (CCC)
- Community Police Liaison Committee (CPLC)

As currently structured, the consultation process is not meant to be another level of police oversight but rather a process that affords opportunities for enhanced effectiveness respecting community based activities and the creation of shared leadership in addressing community crime and disorder concerns. Law enforcement activity remains the sole jurisdiction of the paid police but the community is expected to assist in the delivery of crime prevention initiatives and to assume responsibility for community safety by acting as the eyes and ears of the police.

The current consultative process is directed at joint community and policing problem solving initiatives with an emphasis on crime prevention and crime reduction. It ensures that strategic and effective outcomes are achieved through a formal police/community committee structure, permitting the measurement and optimization of results.

The partnership and problem solving function of the consultative process is a key element of community policing. The consultative groups must fill more than a race relations function, acting

in concert with police to reduce crime and enhance community safety through a clearly defined partnership role.

The three formal levels of community consultation are also supplemented by many informal meetings and discussions, occurring mainly at the divisional (unit) level and involving local organizations, ad hoc groups and individual community activists as the need arises.

Each consultative group (17 CPLC's, 6 CCC's and 1 CAC) has traditionally received annual funding from the Board's Special Fund in the amount of \$1000.00 following the receipt by the Board of an annual report detailing Consultative Committee activities and expenditures from the previous year.

A. Chief's Advisory Council (CAC)

At the executive level is the Chief's Advisory Council. The CAC exists to provide a voice on issues of public safety and police-community relations for recognized community spokespersons selected from established organizations. The CAC has direct access to the Chief and in return, the Chief has a point of reference to maintain an open link to the community as well as to initiate discussions on specific issues as necessary. The role of this group is mainly advisory, providing insight on broad policy and procedural issues to the Chief and Executive of the Service.

A mandate for the CAC has not been established. Currently, the 21 member CAC is chaired by and meets at the discretion of the Chief.

A second advisory group at the executive level, comprised solely of young people, has recently been established and is informally known as the Chief's Youth Advisory. The title, mandate and structure of this group are still under development but the group has been formed to allow young people direct access to the Chief and for the Chief to have a direct connection to and focus on youth based issues. It is anticipated that this group will also participate in the CAC.

B. Community Consultative Committees (CCC)

The second tier of community consultation involves the Community Consultative Committees. Currently, six committees are in place to represent ethno-cultural communities on a city-wide basis, including the Chinese, Black, Aboriginal, South and West Asian, French and Gay-Lesbian-Bisexual-Transgender-Transsexual communities. CCC's representing other groups may also be formed as needs are identified.

The membership of each CCC is drawn from specific organizations serving each of the identified communities so that the individuals sitting on the CCC are recognized as credible community spokespersons. The CCC's provide a voice for the communities on policing issues such as training, hiring, recruiting and use of force from the perspective of the specific ethno-cultural group. These groups also provide assistance in the development and delivery of culturally specific crime prevention and education initiatives as well as assisting in the enhancement of police-community relations.

Each CCC has a general membership from which an executive is elected annually. A Command Officer (usually a Staff Superintendent) is assigned by the Chief to each CCC to provide liaison and act as co-chair with the elected community representative. A police constable from the Community Liaison Unit also acts a recording secretary. The membership of the six CCC's is broken down as follows:

- Chinese 10
- Black 15
- Aboriginal 07
- South and West Asian 22 (includes a Muslim subcommittee)
- French 08
- Gay-Lesbian-Bisexual-Transgender-Transsexual 07

No specific mandate has been established for the Community Consultation Committees. Currently, police constables from the Community Liaison Unit are assigned to each of the six CCC's and as part of their portfolio, are tasked with developing police-community relations, delivering public education initiatives and providing day to day liaison with the CCC.

C. Community Police Liaison Committees (CPLC)

The most extensive consultative process used by the Service is the Community Police Liaison Committee (CPLC), with a committee mandated in each police division plus Traffic Services. There are a total of seventeen CPLC's in operation within the Service.

CPLC's are made up of community volunteers and police service representatives from the geographic area served by each police division. Each committee should reflect a vertical and horizontal cross section of the local community. The composition of each committee varies to reflect the makeup of the population being served and membership is at the discretion of the unit commander.

The CPLC **Mission** is: To encourage mutual trust through understanding, shared knowledge, and involvement, which lead to a meaningful partnership to maintain safety and security.

The CPLC **Mandate** is:

- to establish and maintain a meaningful community - police partnership;
- to work together in identifying, prioritising, and problem solving of local policing issues;
- to be proactive in community relations, crime prevention, and communications initiatives;
- to act as a resource to the police and the community.

Service Procedure 04-18 (Crime and Disorder Management) requires unit commanders to include the CPLC in the crime management process. Unit commanders must provide information on crime and crime patterns to the community through the CPLC and, working in partnership with the CPLC, develop strategies to address crime and disorder issues.

Each CPLC has a general membership, which varies across the city from ten to forty-five members. From the general membership an executive is elected each year with the unit commander automatically sitting as co-chair with a community representative elected from the general membership.

The function of the individual CPLC's is assisted in four major ways.

1. A police constable from the Volunteer Resources section of Community Programs is assigned as the CPLC liaison.
2. CPLC Chairs and Community Response Unit Managers from across the city meet semi-annually as the Community Policing Network to discuss initiatives and to share best practices.
3. An annual CPLC conference, open to members of any of the consultative groups, the Police Services Board and members of the Service, is held as a networking opportunity as well as to present information and speakers on topical issues.
4. Annual funding of \$1000 is provided by the Police Services Board from the Board's Special Fund.

Activity Standards

The activity standards established in the Community Consultation Manual for each of the three consultative processes is the same:

1. meet at least four times per year
2. set goals and objectives at the beginning of each calendar year. A copy of these goals and objectives are to be sent to the Unit Commander -- Community Programs
3. one town hall forum to be held jointly with police per year
4. undertake one value added community-police project per year
5. keep minutes of all meetings (in the case of a CPLC, a copy of minutes shall be forwarded to the Unit Commander -- Community Programs within one week of the completion of each meeting)
6. maintain and prepare a financial statement monthly or upon request by the committee executive (in the case of a CPLC, a copy of the financial report is forwarded to the Unit Commander -- Community Programs)
7. complete a year-end activity report and Committee evaluation survey (in the case of a CPLC a copy is forwarded to the Unit Commander -- Community Programs)

Survey Results – Summary of Findings

Table One summarizes the significant findings from an analysis of the results of surveys completed by:

- Chief's Advisory Council (CAC)
- Community Consultative Committees (CCC)
- Community Police Liaison Committees (CPLC) and
- Divisional Unit Commanders.

The table is provided so that the responses from all four survey groups to similar questions can be compared at a glance.

The left hand column sets out the substance of the questions asked in the four surveys. The subsequent columns identify the responses from each of the four groups surveyed.

Percentages given in the table refer to the percentage of respondents who answered a particular question affirmatively.

Table One

	CAC	CCC	CPLC		Divisional Unit Commander
			Div	Traffic	
Response rate	7/21 (33%)	19/55 (35%)	180/500 (36%)		13/17 (76%)
Mandate exists	No	No	Yes	Yes	Yes
Respondents who believe a mandate exists	86%	68%	77%	100%	
View of Role	-advise Chief and Senior Command	-info conduit – for police & community	-help police resolve community issues		-info conduit – for police & community
	-info conduit for police & community	-advise/be resource to police	-info conduit – police & community		-help determine police priorities
		-improve police-community relations	-delivery of crime prevention info		-improve police-community relations
			-help determine police priorities		-crime prevention
			-advise on road & traffic safety issues		-problem solving
Issues Raised					
- only by police					
- only by committee					
- by both	100%	100%	100%	100%	100%

	CAC	CCC	CPLC		Divisional Unit Commander
			Div	Traffic	
Decision to Act					
- police alone	57%	26%	22%	14%	80%
- police & committee	43%	63%	72%	86%	20%
Activity Developed by					
- police alone	29%	21%	30%	29%	20%
- police & committee	71%	79%	70%	71%	80%
Activity Done by					
- police alone	57%	26%	23%	43%	40%
- police & committee	43%	74%	64%	57%	60%
Formal evaluation of activities					
All					23%
Part		39%	56%	60%	--
None	100%	56%	31%	40%	69%
Training Rec'd:					
-Comm. Policing	0%	11%	29%	14% ¹	--
- Prob. Solving	0%	16%	27%	14% ²	--
-Other	--	--	--	--	85%
Would training be valuable?	86%	71%	85%	¹ 33% ² 75%	31%
Improvements:					
-more or regular meetings	Y	Y	Y		Y
-more focus / specific issues	Y	Y	Y		Y
- media exposure	Y	Y	Y		
-broader membership base	Y		Y		Y
-more external communication	Y	Y	Y		Y
-police accept more input		Y	Y		
-more involvement with implementation		Y	Y	Y	Y
-longer time lines				Y	
-more crime prevention			Y		
Satisfaction with Effectiveness					
-part of problem solving team	71%	68%	83%	90%	--
-resolution of issues	71%	58%	91%	100%	--
-problem identification	86%	90%	94%	71%	--
-problem solving	43%	63%	85%	75%	--
-info to community	43%	39%	73%	83%	--
-receiving info	71%	68%	77%	83%	--

-facilitate communication	71%	53%	--	--	--
	CAC	CCC	CPLC		Divisional Unit Commander
			Div	Traffic	
Goals & Objectives					
-set	0%	68%	83%	71%	92%
-useful if not already set	86%	100%	91%	100%	100%
-met in part	--	92%	59%		50%
-met in whole	--	--	--	60%	50%
Membership reflects diverse community	86%	79%	70%	100%	85%
Crime Management					
-regular involvement	--	--	70%	43%	69%
-discussion	--	--	43%	--	67%
-info only			39%	--	--
No involvement	X	X	--	--	--
Added comments	-membership criteria needed	-more direct involvement in community events	-need higher profile for committee	- CPLC's should be consulted when large-scale operational changes are being considered	
	-need to feel part of process	-more police interaction with committee (listening)	-clear activity standards (template)	- CPLC's should support the priorities of the Service and Division	
	- identify, prioritize and solve issues	-more liaison with other consultative groups	-more community leadership of committee	-need adequate resources to support committee	
	- better access to Chief and Command	-handbook for members and public setting out roles and responsibilities	Website/media relations	- more police-driven than community-driven – makes it labour intensive	

Identified Issues

The following are the broad issues related to the consultative process identified in the review of the survey results. These issues, in turn, have been used to develop the five recommendations for enhancements to the consultative process contained in the section that follows.

A. Mission/Mandate/Activities/Membership

The majority of respondents from each of the survey groups identified the need for a clearly stated Mission and Mandate for their consultative committee. Respondents also identified a need for membership criteria including the need to reflect the age, gender, racial and ethno-cultural makeup

of the community in the committee as well as establishing term of office and recruiting policies to ensure that committees do not become stagnant.

Respondents also felt that activity standards should be established including frequency of meetings, the setting and measurement of annual goals and objectives, measurement and follow-up on activities/ initiatives as well as accounting practices for the annual Board grant.

It was strongly felt that 'best practices' should be shared among the various committees.

B. Training

Little or no training in community policing or problem solving has been provided to members of the consultative committees. Some unit commanders indicate that training in CPTED (Crime Prevention Through Environmental Design) principles, community safety audits and general principles of crime prevention have been provided to committee members by divisional staff.

Virtually all community respondents felt that community policing and problem solving training would be of immense benefit, providing committee members with necessary skills and tools. Unit commanders, on the other hand, felt strongly that such training would be of minimal benefit.

C. Enhancing partnerships

Respondents from the community clearly indicated that they wanted more and closer interaction with police. They want the police to actively listen to community concerns and through discussion, arrive at a consensus on actions to be taken. Respondents want to be treated with respect and to have their concerns are taken seriously.

Respondents also want to be more involved in the implementation of strategies and activities in their community. They clearly do not want to usurp the role of the police in law enforcement but want to assume a meaningful role in crime prevention and community outreach activities as part of the overall delivery of strategies.

A minority of respondents want to have a greater influence on policies and police procedures either through the work of the committee or through direct access to the Chief and Senior Command.

D. Goal setting and Evaluation of activities

The majority of respondents would like to see goals and objectives set by the committee and communicated to the membership. Respondents also want to see an evaluation of both activities and the goals and objectives so that the committee can measure its success and become more progressive in its approach to crime and disorder issues.

E. Communication – media/internet/community at large/other CCC's

Virtually all respondents would like to see increased communication between the committee and the community at large. Suggestions include media releases, committee web sites linked to the Police Service web page, public information meetings, committee involvement in community social events, information kiosks at local malls and businesses and creating a community speaker's bureau for schools and service organizations.

Many respondents see great value in maintaining an internet presence to both provide information to the community and to receive questions and information from the community at large.

Nothing in Service procedures relating to News Media or the Internet would prohibit the Service providing an outlet for and training to consultative groups on using media releases and internet web pages as community outreach tools.

Recommendations

The following recommendations have been developed from the broad issues identified in the review of the survey results. They have been made general rather than specific to allow for community greater community acceptance in a review and revision of consultative committee operations.

Recommendation #1

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.

Recommendation #2

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.

Recommendation #3

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.

Recommendation #4

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.

Recommendation #5

That the Board bi-annually review its funding commitment of \$1000.00 to each of the consultative groups to ensure that such funding is adequate for each group to achieve its mandate.

Recommendation #6

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.

Conclusion

Community consultation has been a key component of the community policing philosophy of the Toronto Police Service since the early 1990's. As the Service enhances its community policing efforts by moving towards a model of community mobilization involving social development and community capacity building, the consultative process becomes even more important in the exchange of information and the creation of long term, meaningful partnerships between police and the greater community.

Generally, community members serving on consultative committees within the Service are somewhat to very satisfied with their role wherein their efforts are primarily focused on the reduction and prevention of crime and disorder.

However, most survey respondents also felt that the role of the consultative committees could be enhanced through training, the creation of clear mandates and activity standards for each level of the process and by concerted efforts of both community and police to create true partnerships.

Based on an analysis of survey results, a literature review, plus interviews with selected consultative committee members, unit commanders, Community Response Unit managers as well as Dr. Alok Mukherjee of the Police Services Board, seven recommendations have been presented.

These seven recommendations have been developed to begin enhancing the performance of consultative groups by providing direction, adequate resources and the opportunity for both police and community members to participate in the change process.

It is therefore recommended that the Board receive this report and approve the seven recommendations contained herein for implementation.

Deputy Chief Keith Forde, Human Resources Command will be in attendance to respond to any questions from the Board.

Staff Superintendent Peter Sloly, Staff Planning and Development, and Staff Sergeant Steven Clarke, Community Mobilization, were in attendance and responded to questions by the Board about this report.

Chief Blair noted that recommendations 3, 4, 5 and 7 in his report were inadvertently directed to individual unit commanders and should have been directed specifically to him. The Board approved the foregoing report noting that recommendations 3, 4, 5 and 7 were amended insofar as they were directed specifically to the Chief of Police.

POLICE COMMUNITY CONSULTATION: ANNOTATED BIBLIOGRAPHY

Casey, Dr. John and Trofymowych, Delaine Police Community Consultation: A Review of Consultative Strategies and new Paradigms in Policing Paper presented at the conference “Reducing Criminality: Partnerships and Best Practice” held by the Australian Institute of Criminology, in association with the WA Ministry of Justice, Department of Local Government, Western Australia Police Service and Safer WA, July and August 2000. Retrieved August 3, 2005, from the World Wide Web (<http://www.aic.gov.au/conferences/criminality/trofymow.html>).

This paper was presented at the conference “Reducing Criminality: Partnerships and Best Practice”, held by the Australian Institute of Criminology, in association with the WA Ministry of Justice, Department of Local Government, Western Australia Police Service and Safer WA in 2000. It sets out to examine community consultation in Australia, to review evaluations of community consultation, consider different community consultation mechanisms in place, and to look at emerging paradigms relating to police community relationships.

The authors emphasize that evaluations express support for consultation, but that it appears to be more for its theory than the practice. One area of criticism focuses on the operation of committees, advising that despite claims that the groups are representative of communities, participation is usually restricted to a small group of interested parties who are “committee people”. Structurally, the theory of community consultation may not translate into reality because it challenges police leadership and culture.

Effectiveness is another area of critique. The paper describes critiques from a polar left and right position. Progressive perspective criticisms reject consultation because it is believed that they serve only to break down community dissent and distract citizens from conflictive agendas by focusing on property and privacy, allowing issues such as sexual and domestic violence to escape the agenda. It also speaks to a lack of democratic control due to police and state domination and in some cases the local elite. A conservative view sees the consultation process as a barrier to its preferred “reactive policing”.

Structurally, the most fundamental criticism is that consultation does not reach the people it theoretically targets. Representatives of organisations such as local councils or business groups who may be biased towards majority and elite interests dominate most community consultation. Police control of agendas is also a criticism that is examined. Finally, the police-structure is criticized for not providing recognition or compensation for committee involvement and for undervaluing its importance.

The paper then provides examples of community consultation mechanisms. For example, the “Local Priority Policing” (LPP) model used in Victoria Australia involves District Inspectors being responsible for the establishment of a Local Safety Committee that provides input into policing initiatives and becomes a forum for local strategy development relating to crime and public safety. The Victoria LPP model is based on global community consultation programs.

The future of consultation is examined as the paper provides some strategies for success. Strategies include: addressing ideological issues to ensure strategies do not take away from “real” policing; ensuring technical change such as training and support for police and civilians; and, evaluation and performance indicators such as surveys, crime and intelligence data, and audit evaluation.

Durham Regional Police Service. Draft Vision, Mission Statements, and Committee Structure. Durham Regional Police Service: Community Liaison Committee. Received August 2005 from Toronto Police Service Community Programs Unit.

This document briefly outlines some features of the Durham Regional Police Service Community Liaison Committees. The structure of the committees is explained as being made up of representatives reflective of the political and demographic fabric of Durham Region. Membership consists of, but is not limited to three sub-committees. The Outreach Sub-Committee liaises with the Service’s Human Resources Unit to ensure diversification strategies are appropriate and focused, and works with Public Information to assist with reaching out to youth and community groups to enhance understanding of issues. The Education and Training Sub-Committee works closely with the Police Training Centres to ensure members receive diversity training. The Current Events Sub-Committee works with Senior Police Leaders to identify community issues, racial incidents, and to respond proactively to pending challenges.

Edwards, Anne. Police Community Consultative Committees: Some Issues for Consideration, Criminal Justice Commission, Queensland, Australia, 1998. Retrieved August 3, 2005, from the World Wide Web (<http://www.aic.gov.au/conferences/partnership/edwards.html>).

This paper was presented in 1998 at a Partnership in Crime Prevention conference, held in Australia. The author provides an evaluation of Community Consultative Committees (CCCs) in Queensland, Australia. The researcher’s findings are based on the analysis of a number of surveys distributed and telephone interviews conducted with police and community group members. Some of the findings in this study include that almost half of telephone respondents thought that community membership was not representative of the wider community. Very few members of CCCs reported having any training relating to involvement in the committee. The majority of members still believed that their CCC operated successfully. The researcher advises that where the need for a CCC exists, it should

have a strong focus on action, the police should adequately support it, and it should ensure broad community representation. It should also report quarterly to an Officer in Charge in order to inform the development of local community policing strategies.

Edwards, Anne, Waugh, Linda, and McGee, Tara. Crime Prevention Partnerships in Queensland: An Evaluation of a Pilot Program. Research and Prevention Division, Criminal Justice Commission, Queensland, Australia, April 1999.

This report presents the findings of an evaluation of Crime Prevention Partnerships (CPPs), conducted by the Australian Criminal Justice Commission in 1999. CPPs are committees comprised of community members, police, local government, youth, and other diverse communities. The CPP model was based on partnership models in operation overseas, including England and Canada.

There are 2 main goals of the CPPs. The first is to facilitate a working relationship between all levels of government and the local community in the resolution of local social and criminal justice problems, and to assist government in designing policy to reduce crime and the fear of it in order to improve quality of life. The second goal is to assist State and National police relating to a strategic and holistic approach to crime prevention which requires cross-government and cross-departmental responses to social problems that may cause social behaviour. CPPs were designed to address public safety issues brought to light by the local community by developing strategies to identify issues and by creating consultative processes to ensure community ownership of crime prevention responses.

With regard to the structure of the CPPs, each CPP reports by way of a Social Development Co-ordinator (a position created by the Police Minister to manage the program) to a CPP central Board whose responsibility is to respond to issues raised by local partnerships. Local partnerships are made up of seven members representing local government, police, youth, the business community, ethnic communities, the general community, and media. The police representative is the most senior officer in the area. Each of the partnership members is to assemble and chair a subcommittee with further representatives from its designated group. These groups devise proposals regarding strategies to be considered by the CPP. Each CPP is provided a full-time co-ordinator (a non-voting member) to guide, support, and assist the partnership and each subcommittee. The co-ordinator is required to make monthly reports that include an executive summary, record of meetings, telephone calls, summary of activities, expected direction, action plans, and request forms.

The document then discusses an evaluation of the program. The partnership approach to crime prevention in local communities is very popular and the program has led to some innovative strategies to address local crime problems. The program provides potential for partnerships to co-ordinate agencies and community groups and to focus them on crime prevention problems and solutions. The structure assists in the centralisation of crime prevention efforts and has the potential to improve agency and community relations. Some

operational, establishment, and structural problems relating to the program are also discussed. Some operational problems include: unsatisfactory use of survey information and police statistics, lack of prioritising long-term plans, limited development of initiatives, stability of membership, onerous record and reporting requirements, lack of immediate results to gain community confidence, lack of knowledge regarding program aim, and some conflicts within the partnerships. Establishment problems include: unsystematic approach to site selection, difficulty in attracting suitable members, inadequate training, unrealistic funding targets for business representatives, and inadequate funding for initiatives. Structural problems include: the composition of local partnerships does not allow for flexibility in membership, subcommittee work fragments partnership work, overworked co-ordinators, failure of the Central Board to respond to issues and problems, unclear role for the Social Development Co-ordinator, and initiative overlap.

Evaluation of Local Strategic Partnerships: Report of a survey of all English LSPs, The Office of the Deputy Prime Minister (LRGRU, NRU, and RAE) and the Department for Transport: England, February 2003. Retrieved August 3, 2005, from the World Wide Web (<http://www.odpm.gov.uk/research/isp.pdf>).

This survey report, co-commissioned by three research units of the Office of the Deputy Prime Minister and the Department for Transport, UK, describes the findings of a survey which was conducted in June 2002 as part of an evaluation process regarding Local Strategic Partnerships (LSPs). 384 questionnaires were sent out to LSPs. 237 completed questionnaires were returned, including 57 accredited agencies, 127 from LSPs which are agreed locally as the LSP or are in the process of becoming an LSP, and 23 partnerships which have the characteristics of a LSP but have not been formally agreed locally as the LSP.

This report outlines the number and status of LSPs, describes membership features by way of tables and general information, and describes structure. For example, amongst public sector organisations, almost all LSPs include the police and the health care sector. Other than those two groups, membership is varied. Approximately 4 out of 5 LSPs are formally chaired. The majority are chaired by local authority councillors, followed by local authority officers, public sector representatives, and private sector. Most LSPs have a complex structure including a core executive or board and a sub-structure differing from group to group. Almost all LSPs have formal links with other partnerships, such as Crime and Disorder or Community Safety Partnerships.

In relation to the benefits of LSPs, many are in the early stages of development and therefore it is pre-mature to fully evaluate. Early benefits include networking, relationship building, and developing trust. Enthusiasm, energy, and joint ownership were also observed, despite the fact that lack of commitment was an issue for many respondents. The report indicates that LSPs appear to lead to a better understanding of partners' goals, constraints, and environments. Communication seems to have improved. Many of the LSPs have progressed to the point of the alignment of objectives and agreed priorities. LSPs are struggling to find a balance between being inclusive and keeping

numbers manageable, as well as the issue of ensuring that community representation is effective. Other issues include commitment, accountability (LSP and the local democracy), and equality within the partnership. The most cited individual issue was “developing wider and successful community engagement”. Studies relating to LSPs are continuing, with another evaluation in 2005.

Greater Manchester Police Authority Consultation Strategy: 2002-2005. Manchester, England. Retrieved August 3, 2005, from the World Wide Web (<http://www.gmpa.gov.uk/downloads/publications/consultationstrategy.pdf>).

This document describes the consultation priorities of the Manchester England Police, for the years 2002 to 2005. This strategy was put in place to ensure that community consultation is conducted in an inclusive, comprehensive, and sensitive manner, to provide a responsive consultation mechanism through which the issues raised through consultation are considered in the decision making processes of the police authority. A number of strategic priorities are described including: ensuring that all consultation findings are used as contributory indicators to monitor and identify improvements in the performance of the Police Service; consulting with local partners through crime and disorder partnerships and to seek to liaise with local strategic partnerships; and, providing an effective and measurable consultation mechanism to meet the diverse community needs and ensure public accountability of policing services.

The Strategy is designed to have clearly identified performance targets, each being monitored by a relevant committee. Monitoring the strategy is the responsibility of the “Public Consultation and Communication Committee”, which also has the responsibility of communicating outcomes to the public.

The Strategy introduces a new consultation/research model that identifies the project (via authority committee, national policy, local initiative, etc.), sets parameters (e.g. time frame, methodology), identifies where feedback/outcomes go to and linkages, undertakes the project (liaise with relevant officers, partners, etc.), completes the project, delivers outcomes and feedback, and finally, assesses performance. Achievements and progress are reported on a quarterly basis to the Performance Management Committee, Best Value Panel and to the Public Consultation and Communication Committee.

Halton Regional Police Service. Community Committees: Community Consultation/Policing Committees of Halton, Halton Regional Police Service. Retrieved August 17, 2005, from the World Wide Web (<http://www.hrps.on.ca/main.asp?mainid=commpolicc>).

This area of the Halton Regional Police Service Web Site describes in general terms, Community Consultation Committees (CCCs), also referred to as Community Policing Committees (CPCs), which work with the Halton Regional Police Service as a way for community members to collaborate with front-line officers in order to address community concerns and assist the setting of policing priorities with particular communities. The CCC and CPCs are identified as a consultative body or group of citizens who live within a certain geographical area and/or communities within the Region of Halton. The committees begin with local minded concerned citizens coming together in strategy sessions held to identify local people who have a vested interest in the community and who have the authority and resources to contribute to change.

With regard to membership, group members originate from local or regional government, local community organisations or service clubs, local schools, business, real estate, lawyers, clergy, etc.. The community members involved are volunteers, and community members such as the police are not voting members.

A main activity of the group is to develop proactive approaches to identified concerns and potential problems within their community. Once the concerns have been identified, the committee will use a number of partners such as the police. The committee is not exclusively related to policing. Local Service Clubs, the Halton Regional Police Services Board, and government grants fund the program.

Halton Regional Police Service. Community Consultation and Policing Committees of Halton Region. Reference Guide: 2005 Edition (Draft Copy #2). Halton Regional Police Service. Received August 2005 from Toronto Police Service Community Programs Unit.

This draft copy reference manual provides a more specific guide to Community Consultation Committees (CCCs), also referred to as Community Policing Committees (CPCs), which work with the Halton Regional Police Service as a way for community members to collaborate with front-line officers in order to address community concerns and assist the setting of policing priorities with particular communities. The document begins with the Halton Chief's Message and proceeds to provide information on the committees.

Most of the committees consist of a committed "core" group of 6 to 10 community members. Each committee operates in a manner that works best for it's own needs. Some groups are much more business-like and formal than others. The Police Service identifies a minimum standard that must be met to achieve accreditation. The standards include: a formal executive structure with a minimum of a chair, vice chair, and secretary; minutes and agenda distribution; an assigned Police liaison; invitation to local councillors on a consistent basis; a mission statement or mandate; an operating charter; code of conduct; the operation under the name CPC or CCC; a yearly financial statement; a chairperson who has been approved through police background checks; a minimum of one publicised annual election; and, a

minimum of 4 meetings a year. A number of samples relating to the standards are contained in this reference manual.

The role of police is also examined in this manual. Effectively communicated information, active listening, and attendance assured by the Commander of each district are vital to success. Halton Police describe their use of a Team Policing approach in relation to deployment. Platoons are broken up into smaller teams with corresponding patrol areas. Each team has a designated Staff Sergeant and Sergeants who are responsible for setting policing priorities for the team of officers as well as for identifying concerns and problems that arise in their area. Each committee has a single designated Committee Liaison Officer assigned to them, usually a Uniformed Staff Sergeant who is assigned to supervise the team that is responsible for the area. This Committee Liaison Officer is the primary contact for the committee members who have issues or concerns. In some cases, a foot patrol officer is designated to a community full-time, and in some other cases, a Community Support Officer (assigned to work proactively with the community) serves as a Committee Liaison Officer.

A Community Policing Co-ordinator is also described within this reference guide. The Community Policing Co-ordinator is a police officer who works out of Police Headquarters and is responsible for co-ordinating the functions and activities of community policing. Their responsibilities include: ensuring consistent application and continuity of policing initiatives; developing and marketing promotional strategies; researching community needs and standards; reviewing and evaluating initiatives, and monitoring and fostering ownership initiatives; consulting with other units and partners; and, serving as the primary liaison to a regional steering committee.

Harfield, C. Consent, Consensus or the Management of Dissent?: Challenges to Consultation in a New Policing Environment, Policing and Society, Vol. 7, pp. 271-289 (1997).

This journal article was published in Policing in Society in 1997 and outlines the author's view on a number of perceived inadequacies in the police/community consultation process. Harfield, through an analysis of Police/Community Consultation Groups (PCCGs) and other academic literature, makes observations that include the belief that few of these groups have demonstrated success. Harfield focuses on many aspects, such as poor community attendance and police and public control of agendas. According to Harfield, police control of agendas can stifle real discussion and debate or may serve only to legitimise past actions or pre-determined policy. Public control of agendas can often be unproductive and unfocused or can be taken over by single-issue lobbyists who do not have the community interest at hand. The possibility exists that any group that dominates a PCCG may use it as a vehicle to seek official action against a minority group in the community. The legitimacy of a PCCG may be questioned if groups are under-represented.

The article continues on to outline implications of community consultation as they relate to three models of policing identified through the work of author, N. Fielding, in 1996. The first model, “The Enforcement Model”, is a reactive model that focuses on the control of crime. Policing within this model is incident-specific. The public control the police activity because the police respond to calls from the public, but according to Harfield, the public have little say in determining long-term objectives. Police resources are geared toward reaction. Within this model, consultation is passive and mainly serves only to legitimise pre-determined objectives.

Fielding’s “Service Model” lies at the other end of the spectrum as here the public dictates the Local Policing Plan (LPP). There is a need for police liaison officers to spend time on operating and maintaining the consultative process because it is a very demanding, continuous, dynamic process rather than one based on pre-scheduled meetings. Police can expect to deal with complaints and long-term nuisances not related to crime, which a model such as the “Enforcement Model” encourage passing on to other agencies. Harfield advises that a shift in priorities follows, indicating a significant decline in traditional indicators of arrest, causing large fluctuations from year to year as priorities change.

Fielding’s “Community Model” occupies more of a middle ground, but is no less a challenge in the area of police/community consultation. The community is expected to take an active role in partnering with the police in crime control, beyond mere consultation. Police are expected to deal with social problems, which takes front-line officers into areas of work different from the more recognised enforcement-oriented model.

Harfield also identifies the importance and difficulties associated with the identification of communities, which, he believes, are fluid and constantly changing. History has promoted individual responsibility to crime and safety, so as not to become a burden on society. Those relying on the local community for networks are the disabled, the poor, and the elderly, all of who are not always represented sufficiently in community consultation groups. The author believes that the consultation process is needed, but that the structure, as it is, is little more than a mechanism through which the police manage dissent as it is voiced by means other than civil litigation and the complaints procedure.

Lab, Steven and Das, Dilip. International Perspectives on Community Policing and Crime Prevention, Prentice Hall, New Jersey U.S.A., December 2002, pp. 85-92.

This publication deals with various aspects and theories of community policing throughout the world. A number of issues regarding police and community consultation are described. The main issues include: crime prevention roles being misunderstood by police; consultation difficulties; consultative selectivity problems; barriers to sharing police information; and, the police culture itself.

Regarding crime prevention roles, the authors believe that, in some cases, the police see their crime prevention role as a public relations exercise designed mainly to enhance public image. The writers discuss how the roles involve more, by incorporating into police life, programs and strategies other than the enforcement of law, to bring about a reduction in crime.

The next issue deals with the difficulty for police to consult. The police view is seen as dominant and because of the command structure of the police, it is difficult to insert a member of the community into it. The authors illustrate that some studies have found that police continue to set the agenda and use the community forum to explain and obtain support for decisions that have already been made.

Police consultation of select groups is also analysed. The consultation process is portrayed by the authors as being most attractive to those who wish to protect their vested interests in the social order (e.g. the wealthy, better educated, and occupationally dominant, etc.), with those who believe they have little voice having little incentive. Police may also face the problem of trying to fill completely contradictory expectations. Sharing of police work is also considered. Inter-agency conflicts may arise if any of the powerful groups involved see their territory under threat. What the authors believe is that at present there are few rewards for those who embrace the community consultative model, and that what is necessary is a complete overhaul of performance criteria and the granting of promotional rewards for those within the police culture who embrace a community consultative model.

Local Strategic Partnerships: Government Guidance, Department of the Environment, Transport and the Regions: London, England, March 2001.

Retrieved August 3, 2005, from the World Wide Web (http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_605602.pdf).

The English Government in March 2001 published this “Government Guidance” document as a guide to developing Local Strategic Partnerships (LSPs). LSPs are described as a single body that brings together different parts of the public sector, including private, business, community, and voluntary sectors, so that various initiatives and services support each other and work co-operatively. It is a non-statutory and non-exclusive organisation operating at a level that enables strategic decisions to be taken and is close enough to individual neighbourhoods to permit actions to be decided at a community level. LSPs should be aligned with local authority boundaries.

The document contains a summary of LSPs and contains four chapters, which explain various features and responsibilities of the LSP strategy. It examines the importance of public, private, community, and voluntary sector organisations playing an active role in improving community quality of life and tackling issues including crime. Chapter one defines LSPs and describes why they are needed, the opportunities they provide, and conditions for success. LSPs are depicted as providing opportunities for participants to work in effective partnerships with the public, private, community, and voluntary sectors. They also act strategically to

deliver decisions and actions that unite partners' activities across a range of issues, which matter to local people; they avoid bureaucratic duplication, and promote equity and inclusion.

Chapter two explains how government will provide the correct incentives and support to ensure that LSPs succeed. Chapter three describes how LSPs in all areas have cross-cutting responsibilities to advance the delivery of services and respond to local area needs. Community strategy, co-ordination between partners, and commitment to delivery are included in chapter three. Chapter four identifies elements of the UK National Strategy Action Plan where there is a role for LSPs. LSPs are depicted as good conduits to identifying priority neighbourhoods, identifying problems in those neighbourhoods, mapping resources which enter the neighbourhood, assisting with plans, and implementing and monitoring agreed action.

O'Donovan, Catheryn and Wootton, Russ. Neighbourhood Empowerment: The Thames Valley Partnership Way (Appendix 'A'). Thames Valley Partnership, December 2002. Retrieved August 3, 2005, from the World Wide Web (<http://www.thamesvalleypartnership.org.uk/downloads/nhoodempowermentdec02.pdf>).

This appendix is part of a larger study presented by the "Thames Valley Partnership", an organisation that works with criminal justice, local authorities, voluntary and community organisations and the private sector, based in England. It explains in detail, a self-created model of community consultation called "The Thames Valley Partnership Model". The model involves five stages, which are based on empowerment and involve engaging clearly identified communities alongside professionals on an equal footing to deal with community safety issues. The "Thames Valley" group's role is to act on behalf of the local community as brokers.

Stage one involves inviting as many representatives from service providers from the local area as possible for an initial meeting and workshop (e.g. local government representatives, police, youth workers, health care, etc.). The goals of stage one are to develop team cohesion, to identify local safety issues, and to sign up to the process. Stage two involves opening up the sessions to other service providers and voluntary groups that may have been missed. This is an opportunity to elect or have a chairperson volunteer. Co-operation and agreement are required because the local community becomes involved in the next step. Further cohesiveness and preparing the team for a public launch are the main goals of stage two. A support meeting is part of stage two, in order to empower the chairperson and to organise a well-publicised public meeting.

Stage three aims to bring service providers and the local community residents together. The focus is to create a venue where the local community can raise safety issues, to create opportunity for the service providers to listen to concerns, to introduce service provider agendas, to identify and promote the positive attributes of the community, to acknowledge personal agendas, and to introduce a co-operative working agenda. Support meetings to stage

three are required. Stage four and five involve the gradual withdrawal of the “Thames Valley Group”. Stage four introduces the structured meeting, creates a functioning group, and lays the groundwork for withdrawal. Stage five involves the withdrawal of the “Thames Valley” group, as a self-sufficient group now exists.

Ontario Provincial Police. Crime Prevention Web Site. Retrieved August 17th, 2005, from the World Wide Web (<http://www.gov.on.ca/opp/crimeprev/englich/default.htm>).

This area of the OPP website describes a number of units that consult directly with the community. The units include: Crime Stoppers, Youth Issues Unit, Seniors Assistance Team, Abuse Issues Unit, Community Issues Unit, and the Rural and Agricultural Crime Team. One of the mandates of the Crime Prevention Section of the OPP is to liaise with other police services, government agencies, and community groups to reduce crime. They also identify future crime trends through research and consultation with community partners, addressing concerns pro-actively. The Youth Issues Unit consults through the community by hosting an annual conference, consisting of police, educators, and probation case workers. A goal of the Abuse Issues Unit is to ensure co-ordination with other government agencies, police services, ministries, community groups, and committees. The Community Issues Unit represents the Crime prevention Section through liaison with the Community Policing Support Centre, Operational Policy and Research Bureau, and all OPP regions on initiatives that are of a community concern. Some of their responsibilities include: a co-ordinator who works with other agencies in the development and distribution of new initiatives that are designed to enhance relationships between the police and the community.

Ottawa-Carlton Police Services Board, Public Consultation Policy. Regional Municipality of Ottawa-Carleton Police Services Board. Received August 2005 from Toronto Police Service Community Programs Unit.

This policy was approved by the Ottawa-Carleton Regional Police Services Board on November 24th, 1997, and presently provides their framework for the process of engaging the public in order to solicit their views as an integrated part of the decision-making process at the Ottawa-Carlton Regional Police Service. The policy outlines various features of the consultation process including: goals, benefits, values that support public consultation, the process for consultation, and implementation.

Some of the goals of their Service’s Public Consultation Policy include: opportunity for citizens to be heard; to recognise the knowledge and preference of citizens as a source of information; to provide the public with information; to provide a timely response to requests; to address impacts of police decisions; to ensure the police are well informed about public

opinion; and, to maintain trust and a positive relationship with citizens and to improve the quality of Police Service decisions.

Some benefits include: responding and being involved with the community; recognising community opinions and expertise; acknowledging public sensitivity to change; ensuring information and knowledge is shared and received; and, consensus building and encouraging active public promotion.

Values that support public consultation include: instilling consultation as a way of organisational life; early consultation; ensuring two-way communication; recognising uniqueness; respecting uniformity and co-ordination; recognising that community leadership is valuable; and, knowing the community and recognising the importance of continuity.

The process for consultation is discussed within the document in both broad and specific terms. In the broad sense, it is important that the Service identifies which issues require consultation, and it must assess the need and impact for citizens. Specifically, section heads must ensure the quality management of the consultation process and the integration of a consultative philosophy into activities aimed at policing objectives. The section head is also responsible for the implementation of the public consultation strategy. Implementation recommendations include: adoption of a training module, maintaining a list of community groups and criteria to determine contact procedures, literature, evaluation, assistance with budget issues, and communication techniques.

Policing: Building Safer Communities Together, Home Office. London, England. Police Performance Delivery Unit: London, England. November 2003. Retrieved August 3, 2005, from the World Wide Web (<http://www.policereform.gov.uk/docs/consultation2003.html>).

This paper, produced by the Police Reform Performance Delivery Unit of the Government of the United Kingdom, launches a major consultative exercise in thinking through how policing in neighbourhoods and across their nation can develop. They wish to integrate policing activity into the daily routine of every community and to transcend traditional ideas of policing by consent, to establish a new principle of policing through co-operation. A main idea is to empower local communities to engage in tackling crime issues and anti-social behaviour on an active basis.

One section of the paper discusses increasing community engagement. A number of strategies are explained. Providing better information to the community is one strategy. It is believed that although information is available, the way it is distributed could be improved. Information by itself is not enough. It must ensure that the community can act on the information to make a difference in their community. This could be achieved by providing reliable data to the local community for use in community meetings in a forum where the data

can be compared to police efforts. The information also needs to be clear, timely, and readily understood. The community must know whom their officers are, what is being done locally and how well the Service is doing. Innovative ways of providing information that spans a 24-hour work day include use of the Internet, libraries, supermarkets, community centres, etc. The paper contends that the community must have access to their officers. One way of achieving this is through the increased use of Community Support Officers (CSOs) and Neighbourhood Wardens. Mobile telephones and hand held computers allow more time for officers in the community.

Volunteers, the community, and the business sectors are also discussed in this paper. Independent advisors are community members who provide advice to the police either on an ad hoc basis or as part of a recognised advisory group. They monitor, observe, or participate in police activity and are free to make observations both to the police and the wider community. The independent advisor should be skilled enough to critically appraise police policies and practices, able to make dispassionate, measured, and ethical assessments of what they experience, and must be able to represent the views and command the respect of the communities policed.

Skills and knowledge within the local community must be better tapped. Local businesses and trade unions can also assist by volunteering their time and skills. Police Services can set up community safety accreditation systems for quality assurance and to aid in co-ordinating groups. Training and community rewards are also promoted. Community groups play an important role in improving community safety. Co-ordinators of the groups should be informed and accessed through new methods such as e-mail or text messaging to ensure the most up-to-date and reliable information is provided. With regard to the business community, closer ties to police are needed. For example, a community in England is presently having Senior Officers match-up with senior business mentors who are directors of substantial businesses and who understand the challenges of a corporate environment. Methods such as this help to build bridges between the police and business community. It also provides benefits gained from the knowledge of the senior business people to the officers and vice versa.

Preston, Nicola. Neighbourhood Empowerment: A model of Community Consultation. Thames Valley Partnership, December 2002. Retrieved August 3, 2005, from the World Wide Web (<http://www.thamesvalleypartnership.org.uk/downloads/nhoodempowermentdec02.pdf>).

This study was presented by the “Thames Valley Partnership”, an organisation that works with criminal justice, local authorities, voluntary and community organisations, and the private sector, based in England. The study assesses the early stages of their self-developed model of community consultation, “The Thames Valley Partnership Model”. The model of discussion was created by organisation members Cathryn O’Donovan and Russ Wootton, and involves a five-stage process based on empowerment, assisting meaningful and sustainable consultation between local communities and the organisations that provide services to them.

The document begins with an account of the background to crime and disorder strategies, government guidance, and the importance of community partnership in all stages. The “Thames Valley Partnership Model” is then briefly described, as each of the five stages is accounted for.

The early stages involve the “Thames Valley” agency introducing and setting up public and service provider meetings, with the final stages being the agency withdrawing from self-sufficient forums. The study then goes on to assess the benefits, difficulties, and lessons learned in the early stages of the public forums applied to three neighbourhoods that were identified using a range of community safety indicators and deprivation statistics.

Some of the results include the benefits of face-to-face contact with service providers, the regularity of the meetings, the gratitude for the interest shown by service providers, getting an overall picture of the community, and the direct action that the open public forums bring. Some difficulties include the need for clarity of purpose and structure of meetings, getting people from the community and service providers consistently involved in the meetings, and ensuring equal opportunity for people to contribute. Their results indicate that although it may be difficult to attract community members, this method of consultation is beneficial to both residents and service providers. The general impression is that the forums contributed to a reduction in the fear of crime for those with a fear that had attended meetings. The concern remained that those who feared crime the most lacked the confidence to attend meetings. It should be noted that this study did not compare their model to any other models, and that only qualitative data was used because the baseline quantitative data was seen as unreliable and inconsistent by the researchers.

Public Safety and Emergency Preparedness Canada, Building a Safer Canada: A Community-based Crime Prevention Manual, Phase One: Identifying and Describing Problems, 1998, pp. 4-7. Retrieved August 3, 2005, from the World Wide Web (<http://www.prevention.gc.ca/en/library/publications/general/community/phase1.html>).

This Canada National Crime Prevention Strategy website examines the role that community consultation can play in planning crime reduction initiatives. Community consultation is said to be a vital step in the planning process. It provides information about community perceptions and helps ensure the participation of the community. Communities can provide information on concerns that would not normally be reflected through crime statistics (e.g. speeding cars, noise pollution, etc.). Some methods of community consultation that are suggested include mail surveys, personal interviews, and telephone surveys. Some other methods include interviews with key people within the community (e.g. local politician, women’s groups, leaders of minority groups, church groups, and service clubs, etc.), and group meetings with community members. Unlike formal surveys, the opinions that are expressed during the meetings may not represent the community in general, but information is likely to be more in depth. Public meetings, hearings, commissions, and task forces also involve the community by presenting a

forum for informal or formal presentations. This information is also useful for planners, but a shortfall is that organisers usually have no control over how many community members will attend the meetings and how true they represent the general community.

RCMP: Community Policing Problem Solving Model (CAPRA), RCMP website. Retrieved August 3, 2005, from the World Wide Web (http://www.rcmp-grc.gc.ca/ccaps/capra_e.htm).

The information contained in this RCMP website describes the RCMP Community Policing Problem Solving Model (CAPRA). CAPRA is described as a model for providing quality service, protection, enforcement and prevention, in partnership with communities and clients. The model focuses on the importance of partnerships and trust with the community, understanding community perspectives, and encouraging feedback. CAPRA is designed to assist the police to anticipate and prevent future problems in consultation with partners, and to resolve problems through multi-disciplinary, inter-agency, and consultative processes.

CAPRA also serves as an acronym for 5 sections. “C” (Clients) for the Police Service means stepping outside the police sub-culture to see through the eyes of those that are served. A consultative meeting is one method of achieving this, with different participants around the table, discussing and noting concerns. The meeting serves to allow participants to understand different points of view and to define and prioritise problems and concerns.

Section two deals with Acquiring and Analysing Information (“A”). This area deals with sources of information and the importance of analysing it. The more information that is obtained and the better the analysis, the more likely the problem will be defined appropriately in terms of the partner’s needs. This will contribute to mutually agreed responses and solutions that assist in balancing the sometimes-competing interests that arise. Information is acquired through a number of sources such as community task forces, hospitals, libraries, etc..

“P” (Partnerships) relates to developing and maintaining partnerships that are both internal and external in nature. Trust is a main feature to this step. Partnership should result in benefits for all parties involved. One method of obtaining partnerships is to gather information about a prospective partner (e.g. pamphlet) and arrange an informal meeting by way of phone or in person as a way of fostering a relationship.

A Response (“R”) occurs when potential or existing problems have been understood and when clients needs have been gathered and analysed by appropriate sources. Some responses include: service by assisting clients and referring them to outside agencies; protecting the public interest and persons affected by the problem (safety issues); enforcement and alternatives to it; and, preventing problems from occurring or escalating by addressing contributing factors to the wider problem rather than addressing specific incidents. Prevention applies within the organisation and as related to public service delivery. Strategies

for prevention include: providing information and education; establishing community preventative programs and inter-agency approaches to service delivery and community regulations; community mobilization; and, alternatives to enforcement approaches.

The Assessment of Action Taken (“A”) follows through its focus on feedback. Feedback is essential to ensuring that the services delivered are needed and wanted by the community and the police. Evaluation avoids the maintenance of “stale” services, which are no longer required because of demand and situational changes.

Skogan, Wesley and Hartnett, Susan. Community Policing Chicago Style, Oxford University Press, New York, U.S.A., 1997. pp. 55-57, 238-246.

This publication describes the Chicago Alternative Policing Strategy (CAPS), which was put into place in 1993. A main feature of the program is a police commitment to community involvement. District advisory committees and beat meetings contribute to this. The authors advise that at the core of CAPS is the formation of community-police partnerships that focus on identifying and solving problems at a neighbourhood level. The program assumes that police cannot solve problems on their own. The program depends on the contribution from the community and from public and private agencies. In Chicago, beat meetings were held each month in various locations from church halls to park buildings. Secondly, advisory committees comprised of community leaders, school council members, ministers, business operators, etc., were formed at the district level to meet with commanders and district staff.

Another feature was that policing was linked to the delivery of other city services. Mandates now included concerns that previously lay outside the police realm. The Police Service realised that a response such as “this is not a police matter”, would stop residents from attending meetings. Senior department managers now understood that police could put a temporary lid on a number of crime-related problems, but could never repair them so they wanted to create a system that would work after they had moved on. The delivery of city services was linked to community policing by way of special service request forms. The successful integration of CAPS with other city services was a very important success in the program. Crime analysis was also emphasized and included beat planners, who were beat officers that had notebooks filled with local information.

The writers also describe some of the accomplishments and shortfalls of the CAPS program during the 16-month evaluation. Major changes were made to the structure of and boundaries of officers’ work. CAPS used existing officers with no need for volunteers or special off-duty constables, jobs were restructured, and officer teams were assigned to beats for at least 1 year, the dispatching system was changed and allowed more time for community-oriented work being assigned mainly to their beat areas.

Some problems included the crime analyst functions, as the right equipment for computer analysis was not provided nor were beat planners used. The meetings had mixed results as neighbourhood-relation specialists dominated much of the communication side, with the solution side being dominated by the police. The program did seem to avoid middle-class bias as attendance was high in crime-plagued areas. Sustaining citizen involvement was a challenge because of conflicting needs. In wealthier home-owning areas, the needs were more organised and neighbourhood oriented, while in poor areas, needs were individual. Case studies have found that a less organised group finds it more difficult to maintain problem-solving efforts.

In officers' views, the programs gradually became more appealing as time went on. Unfortunately, a way to reward officers for involvement was never accomplished. The areas varied in success of integrating other agencies, but it appeared to assist with social structure problems. Finally, evidence was found that the CAPS program improved neighbourhood conditions, as there was at least one positive change in each district.

Skogan, Wesley and Steiner, Lynn. CAPS at Ten: Community Policing in Chicago, Year Ten, Chicago Community Policing Evaluation Consortium, Illinois Criminal Justice Information Authority, April 2004, pp. 1-50. Retrieved August 3rd, 2005, from the World Wide Web (http://www.northwestern.edu/ipr/publications/policing_papers/Yr10-CAPSeval.pdf).

This very detailed and informative document is the eighth report on the Chicago Alternative Policing Strategy (CAPS), a policing approach which began in 1993. The first two sections of the report analyse citizen involvement and assessment. The findings are based on surveys and the study of meetings in a sample of 130 beats. Three elements are described to be the core of community policing: public involvement, problem-solving, and agency partnership. The CAPS program relies heavily on the effectiveness of public awareness campaigns to solicit community involvement. The analysis found that between 1996 and 2003, the largest contributor to awareness was by far, television. CAPS was publicised on news, public-affairs, community channels, and in English and Spanish. The second most successful way was through word-of-mouth. The third area, which has shown increase, was printed matter (brochures, flyers, and newsletters).

Beat meetings have evolved over the years as they have become venues for regular reports by police to the public on what has been accomplished since the previous meeting, and a place where community members can develop their own problem-solving methods. The meetings also contribute to mutual respect and trust between the partners. Beat meetings are generally conducted on a monthly basis at a regular time and place. Attendance is affected seasonally, highest in July and September and lowest in December and January. Statistically, temperature and snow affect attendance, but rainfall does not. Homeowners appear to be more aware of meetings than renters. Length of residence in the neighbourhoods (linked to age and homeownership) is correlated to awareness. Data reveals that beat meeting attendance is

highest in places that benefit most from the meetings (e.g. low-income, high crime, low education areas). It is also higher in areas that are not served well by other institutions (e.g. healthcare, schools). Two features contributed to sustaining attendance. The first is the role that community and local associations play in mobilising the community, and the second is the role played by a small group of committed activists.

Public satisfaction was also surveyed and reported in this document. The perceived effectiveness of beat meetings rose during the 1990s, but declined almost to original levels by 2003 (below 60%). In 1999, 54% of those who responded thought the meetings were very useful for solving problems, but it later dropped to 47%. What has remained fairly constant was that about 80% of the respondents thought they had learned something from the meetings.

Representation at meetings was also discussed. In 2000, the average beat contained about 7,800 adults. Successful meetings drew about 30 residents which only represented about 0.4% of the population. Demographically, different cultural groups attended meetings at different rates. Some of the keys to making beat meetings work included the fact that they provided widespread opportunity to participate, provided a forum for feedback, and provided access to other city services through the CAPS service request forms.

York Regional Police, District Community Liaison Committees: Terms of Reference, York Regional Police. Received August 2005 from Toronto Police Service Community Programs Unit.

This document provides an overview of “District Community Liaison Committees” (DCLCs), which are volunteer advisory groups that work with the York Regional Police. The purpose of the groups is to provide a foundation for improving service delivery and promote effective planning, and to assist with policy and decision making for the community that York Regional Police serve. Each DCLC consists of approximately 15 residents or other district stakeholders, representing ethno-cultural, geographical, and age diversity. They serve as an independent resource to the community and District Management Teams. At least one member of the group sits on the York Region Police-Community Advisory Council.

Some of their functions include: providing information and advice to the District Management Teams on matters such as program delivery, quality service, community perceptions, ethno-cultural issues, and special initiatives. The DCLCs also identify issues and concerns relating to policing in their neighbourhoods; serve as a conduit for a positive exchange of communication; and, act as ambassadors for the promotion of positive police and community relations.

Operationally, the DCLCs run a minimum of four structured meetings annually, which include the distribution of agendas and minutes, an annual review of membership composition to ensure adequate representatives from the diverse communities, and an annual report to the Chief of Police.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P388. COMMUNITY DONATION – SCHOOL RADAR BOARD SAFETY
PROGRAM**

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

Subject: COMMUNITY DONATION - SCHOOL RADAR BOARD SAFETY
PROGRAM

Recommendation:

It is recommended that: the Board accept a donation of a K-GP hand-held radar unit, a digital display screen and a K-GP hand-held radar unit upgrade from a previous donation from the Co-operators Insurance Company valued at \$4,792.20 (including taxes). This equipment will be utilised in school zones throughout the entire City of Toronto by police and auxiliary officers.

Background:

At its meeting of October 16, 2003, the Board approved the donation of radar display screen and equipment valued at \$3,700.00. The equipment was used in community policing programs augmenting traffic safety. (Board Minute #P280/03 refers)

The School Radar Board Safety Program was introduced in 2003. The program commenced at The Duke of Connaught Public School on March 25, 2004 and continued at Bowmore Public School on June 24, 2005.

The radar package consists of a K-GP hand held K-band radar, a 20 inch red digital display screen and a media patch cord between the radar and display board. In addition, the unit comes with a battery pack with charger and a carrying case. The equipment is manufactured in Toronto by Tribar Industries.

Tribar Industries is the main provider of radar equipment to the Toronto Police Service (TPS). The Service's Radio and Electronics Unit currently maintains equipment manufactured by Tribar Industries and will be able to service the radar unit and speed board once any warranties have expired.

The project is designed to enhance community safety and awareness in school zones in the City of Toronto. It provides elementary students with a positive experience with their community, their parents, their teachers and the police. The program is incorporated into the current mathematical curriculum of students educated under the various Toronto District School Boards.

It empowers the students to make a positive change to their community and to become stakeholders with respect to traffic problems that impact their community. The students gain a wealth of information on the practical application of their mathematical studies. Moreover, they gain a sense of empowerment in so far as they can directly influence their environment.

The program brings the TPS directly to the students in a classroom situation. This project engages teachers, parents and caregivers that accompany younger students to school in a more favourable partnership with the TPS.

Overview of the Project:

- Students first learn about speed, distance and time and then they are introduced to the practical application of the speed, distance and time equation.
- With the use of stop watches, the students work together with the police and their teachers to manually measure the speed of vehicles.
- The students then bring their raw data to another student and input the data into a Board of Education lap top computer. This computer program provides the speed of the vehicle and calculates the probability of death to the student if the vehicle at that speed struck them.
- The Police officer confirms the students' observations via the use the radar gun and display board.
- The speeding driver is pulled over by the officer. The errant driver is given the choice between a regular Provincial Offences Notice or an operation school safety zone notice along with a lecture from a student representing the math class.
- The drivers are screened by the investigating officer and then escorted off the road to a safe designated area. The officer is present at all times. The student then lectures the driver on his or her speed and the consequences of their actions. The interaction is ended with the presentation of an operation school safety zone notice given to the driver by the student.

The project addresses the TPS priority of Traffic Safety by encouraging a proactive interaction among school-aged children, teachers, parents, uniformed officers and the community at large. The increased visibility of officers in the community establishes safer streets and raises the profile between enforcement and education.

The program addresses the TPS priority of School Safety by adding a police presence in communities where at risk youth reside and attend local schools. The program creates an environment conducive to communication, rather than reaction to negative crisis situations. It fosters an opportunity for stronger relations among schools within communities and brings forth measures to change perceptions in high-risk neighbourhoods. It can also be utilised as a resource or foundation to initiate other measures to make schools a safer place to be. It cannot be

understated that if youth are affected positively at a young age, then they are more able to make positive life decisions later on and are therefore less at risk.

The program also addresses the TPS priority of Community Safety and Satisfaction by improving the public perception of the police. It compliments the approach of greater uniform police visibility and enhanced uniform presence in the community.

The program can become a new community program or it can be rolled into an existing safety program offered by the TPS.

The equipment can also be utilised in other areas of the city addressing other traffic concerns. This donation is in accordance with Service Procedure 18-08 - "Donations". The Co-operators Insurance Company has requested a corporate tax receipt.

Deputy Chief Kim Derry, Divisional Policing Command 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 DECEMBER 15, 2005**

**#P389. APPOINTMENT – ACTING VICE-CHAIR DURING THE PERIOD
BETWEEN DECEMBER 17, 2005 AND DECEMBER 25, 2005 INCLUSIVE**

The Board was in receipt of the following report November 29, 2005 from Alok Mukherjee, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
DECEMBER 17, 2005 AND DECEMBER 25, 2005, INCLUSIVE

Recommendation:

It is recommended that the Board appoint a member to act as Acting Vice-Chair during the period between December 17, 2005 and December 25, 2005, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Background:

Given that I will not be available to fulfil the responsibilities of Chair during the period between December 17, 2005 and December 25, 2005, inclusive, Councillor Pam McConnell, Vice-Chair, will assume those responsibilities on my behalf during that period of time.

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

I am recommending that the Board appoint a member to act as Acting Vice-Chair during the period of time noted above.

Ms. Judi Cohen indicated that she would be available to perform the duties of Acting Vice Chair during the period of time noted in the foregoing report.

The Board received the foregoing report and approved the appointment of Ms. Cohen as Acting Vice Chair of the Board from December 17, 2005 to December 25, 2005 inclusive.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P390. SPECIAL CONSTABLES: UNIVERSITY OF TORONTO – RE-
APPOINTMENTS**

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

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY
OF TORONTO (U of T)

Recommendation:

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

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister. Pursuant to this authority, the Board entered into an agreement with the U of T for the administration of special constables. (Board Minute #571/94, refers).

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

The Service has received a request from the U of T that the following individuals be re-appointed as special constables:

1. Monique ALTMANN
2. Veronica AMODEO
3. Michael CASKENETTE
4. Chris CHARALAMBOUS
5. Stephen COX
6. Sam D'ANGELO
7. Peter FRANCHI
8. Darcy GRIFFITH
9. Albert HASTINGS
10. Dan HUTT
11. Susie JOVANOVIC

12. Jan KLOSEK
13. Natalie MATTHEWS
14. Tim MORDEN
15. Chris MOY
16. Iain MUNCIE
17. Mark PRANCE
18. Kim SENIOR
19. Nicholas SPARKES
20. Alan TRUONG

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 City of Toronto.

The agreement between the Board and the U of T requires that background investigations be conducted on individuals recommended for appointment as special constables. The Service's Employment Unit completed background investigations on the individuals listed in this report and there is nothing on file to preclude any of them from re-appointment as special constables.

The U of T has advised that the individuals meet the U of T hiring criteria and have successfully completed the mandatory U of T special constable training program conducted by the U of T for their special constables.

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

Deputy Chief Keith Ford, Human Resources Command, will be in attendance to respond to any questions that the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P391. NEW JOB DESCRIPTION – MANAGER, IT GOVERNANCE

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

Subject: NEW JOB DESCRIPTION – MANAGER, IT GOVERNANCE

Recommendation:

It is recommended that: the Board approve the attached new Civilian Senior Officer job description and job classification for the position of Manager, IT Governance (Z30019).

Background:

The Board, at its meeting on October 14, 2005, approved changes to the Service's organizational chart, including the creation of a new unit entitled "IT Governance Management" (Board Minute No. P349/05 refers).

The mandate of this new unit will be to implement and maintain standard Information and Technology (IT) governance frameworks, specifically, the IT infrastructure Library and Control Objectives for Information and related Technology frameworks. In addition, this unit would be responsible for maintaining service legal agreements for information technology services available across the organization, as well as developing, managing, and administering service management best practices.

To this end, a position description for a Manager, IT Governance, has been developed.

Budget/Cost Impact

Based on the attached description, the Joint Board/Senior Officers' Job Evaluation Committee has evaluated this position within the Service's job evaluation plan and determined the position to be a job class Z30 within the Civilian Senior Officer salary scales. This carries a current salary range of \$89,300 to \$103,375 per annum, effective July 1, 2004.

This position will be staffed using the Unit's existing budget and establishment.

It is hereby recommended that the Board approve the attached job description for the position of Manager, IT Governance (Z30019).

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

The Board approved the foregoing.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No. :
Total Points: 997
Pay Class: Z30

JOB TITLE: Manager, IT Governance	JOB NO.: Z30019
BRANCH: Administrative Command	SUPERSEDES: New
UNIT: Information Technology	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Information Technology	DATE PREPARED: 20 October 2005

SUMMARY OF FUNCTION: Responsible for implementing and maintaining standard Information and Technology governance frameworks, specifically, the IT Infrastructure Library (ITIL) and Control Objectives for Information and related Technology (CobiT) frameworks; additionally, responsible for developing, managing, and administering service management best practices and the creation and maintenance of service level agreements (SLAs) for IT services across the organization.

DIRECTION EXERCISED: Directly supervises Senior Systems Analysts (2-4 approx.), Clerical staff (2) and as required provides guidance and direction to business process specialists and well as appropriate vendors/contractors.

MACHINES & EQUIPMENT USED: Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. Plan, establish and maintain ITIL and CobiT governance frameworks through liaising with system owners, TPS senior management, ITS management and stakeholders.
2. Plan, develop, document and regularly review Service Level Agreements (SLAs) for the entire IT service portfolio, that support the organizations business goals and protect TPS interests, in collaboration with system owners, TPS senior management, ITS and business unit management, stakeholders and internal and external service providers.
3. Develop performance metrics and benchmarks. Conduct regular monitoring and analysis to assess the management and operational effectiveness of the implemented governance frameworks.
4. Monitor SLA performance for compliance with organizational needs. Provide recommendations for compliance and service improvement initiatives. Follow up for fulfillment of corrective action or completion.
5. Assist ITS and business unit management and system owners in developing and implementing policies and procedures to support SLAs.
6. Negotiate, develop, establish, implement, monitor, analyze and enforce SLAs with consultants, contractors, freelancers and external suppliers. Leverage trend information in negotiations with external suppliers.
7. Communicate pertinent SLA information regularly to System Owners, TPS senior management, ITS management and stakeholders and user community.

.../2

dg:122677

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No. :
Total Points: 997
Pay Class: Z30

JOB TITLE: Manager, IT Governance	JOB NO.: Z30019
BRANCH: Administrative Command	SUPERSEDES: New
UNIT: Information Technology	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Information Technology	DATE PREPARED: 20 October 2005

DUTIES AND RESPONSIBILITIES: (cont'd)

8. Liaise with TPS support units on SLA and contract information.
9. Handle and perform other miscellaneous duties and tasks such as:
 - Assist in contract change management and closure and the creation and management of all Requests for Information (RFI), Quotation (RFQ) and Proposal (RFP) within ITS.
 - Maintain audit recommendations assigned to ITS. Coordinate timely responses.
 - Maintain Board Letter requests made of ITS. Coordinate timely responses and submissions.

dg:122677

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P392. RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM
THE INQUEST INTO THE DEATH OF DWIGHT WAYNE HAUGHTON**

The Board was in receipt of the following report November 22, 2005 from William Blair, Chief of Police:

Subject: **RESPONSE TO THE CORONER'S JURY RECOMMENDATIONS FROM THE
INQUEST INTO THE DEATH OF DWIGHT WAYNE HAUGHTON**

Recommendations

It is recommended that:

- (1) the Board receive the following report;
- (2) the Board Administrator forward a copy of this report to the Chief Coroner for Ontario.

Background:

On Sunday, January 5, 2003, Mr. Dwight Wayne Haughton was arrested and transported to 31 Division. Mr. Haughton was paraded before the Officer in Charge of the station where, according to notes from the Record of Arrest, he did not report any injuries or medical complaints, and indicated that he had not ingested any drugs or alcohol. He was subsequently placed into an interview room where a complete (Level 3) search was conducted. During the search a quantity of crack cocaine was located in his left boot.

A short time later, Mr. Haughton began to suffer from convulsions and was bleeding from the mouth. He was transported to hospital where he subsequently died. The cause of death was listed as Cocaine Toxicity.

Dr. Margaret Thompson, Medical Director, Ontario Poison Control Centre – Toronto Site, a clinical toxicologist, testified as an expert that it was probable that Mr. Haughton swallowed a baggy of crack cocaine shortly before being arrested. She also stated that in her opinion there were no changes in training or policies of the Toronto Police Service that could prevent a death similar to Mr. Haughton's in the future.

On July 22, 2005, at the conclusion of a five day inquest, the jury made five recommendations, two of which are directed at the Toronto Police Service.

Response to Coroner's Jury Recommendations

Recommendation #3

“That the Chief of Police of the Toronto Police Service and Toronto Police Services Board consider whether Toronto Police Service Policy 03-01 – Persons Detained in Custody, should include a provision requiring that the regular cell checks referred to in Rule 3.7.3 include a check of a cell before and after a person is lodged in it.”

Response

Toronto Police Service Procedure 03-01 entitled “Persons Detained in Custody”, has recently been amalgamated with other procedures. The contents of that procedure can now be found in Procedure 01-03 entitled “Persons in Custody”.

Rule 3.7.3 places an obligation on the staff sergeant to ensure that the cell area is checked frequently.

3.7.3 VIEWING CELL AREA

During their tour of duty, staff sergeants shall ensure that the cell area in their unit is checked regularly, persons in custody are viewed and that the results of the checks are recorded in accordance with the established practice.

This direction to the Officer in Charge has also been included in Procedure 01-03:

29. *After the person is lodged in police cells shall ensure*
- *the cell area is checked regularly, persons in custody are viewed and the results of the checks are recorded on the UCMR*

The current procedure includes clear direction to the booking officer to conduct a cell check using a target of 30 minutes.

After lodging the person in police cells shall

- *check the condition of persons detained in custody and*
 - *use a target of 30 minutes between cell checks having regard for all the circumstances during the tour of duty*
 - *record the checks on the Unit Commander's Morning Report (UCMR) template labelled 'Cell Checks' as described in Appendix B*
 - *notify the OIC of any change in condition of persons in custody*

It is common practice among booking officers to check the cells after they have been used to lodge a prisoner to ensure that no property, debris or other objects have been left behind. In order to reinforce the need to ensure this is done each time a cell has been used to lodge a prisoner, the following will be added to the booking officer's responsibilities in Procedure 01-03.

Once a cell that has been used to lodge a person is vacated, shall

- inspect the cell for any property and/or contraband as soon as practicable but in any event prior to any other individual being lodged in that cell*
- deal with any items found as per the established practice*

Recommendation #4

“That the Chief of Police of the Toronto Police Service and Toronto Police Services Board consider collaborating with harm reduction agencies and organizations in Ontario to create and post signage in booking halls of police services in Ontario to visually inform prisoners of the risk of not disclosing the consumption of prescribed or unprescribed substances. And to incorporate the reading of such signage in the responsibilities of the Officer in Charge as outlined in Toronto Police Service Policy 01-04 – Persons Brought into Custody.”

Response

Toronto Police Service Procedure 01-04 entitled “Persons Brought into Custody”, has recently been amalgamated with other procedures. The contents of that procedure can now be found in Procedure 01-03 entitled “Persons in Custody”.

The Toronto Police Service supports the purpose of this recommendation. Although no signage currently exists, our training and Service Procedure 01-03 address the issue of consumption of drugs.

When a person in custody is brought to a police facility, they are immediately brought before the Officer in Charge or their designate, who has several responsibilities which includes assessing the physical and mental state of the individual, and inquiring about any existing medical conditions or drug use. The purpose of these inquiries is to ensure that any health and safety concerns regarding the person are appropriately addressed.

21. *When a person in custody is brought into the station shall*

- evaluate the physical and mental state of the person*
- inquire as to any suicidal behaviour*
- inquire into any existing injury and related circumstances , if applicable*
- inquire into any existing medical condition, illness or drug use to which police should be alerted and comply with Appendix A (Medical Advisory Notes) as applicable*
- ensure the person is transported to hospital, if applicable*

In addition to this, and subject to procedural and legal limitations, the person is searched to ensure they are not in possession of weapons, anything that could cause injury (including drugs), assist in their escape, and/or evidence relating to the arrest.

The issue of signage is in the process of being reviewed to determine what message the signage should deliver, how and where it should be displayed, and whether it will encourage more individuals to disclose the consumption of drugs and serve to enhance the safety of persons in custody. Prior to accepting this recommendation, the Toronto Police Service must undertake to fully review the feasibility, cost, and legal implications of such signage.

Conclusion

The Toronto Police Service is committed to public safety. We continue to enhance our training, communications, facilities and equipment in an effort to improve the safety of all individuals in our custody. We thank the jury for their recommendations and believe that the introduction of an enhanced monitoring system, combined with procedural enhancements and training, have improved the safety of all prisoners and the officers entrusted with their care.

It is recommended that the Board receive this report, and that the Board Administrator forward a copy of this report to the Office of the Chief Coroner.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P393. IN-CAR CAMERA PILOT PROGRAM – REVISED IMPLEMENTATION
SCHEDULE**

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

Subject: IN – CAR CAMERA PILOT PROGRAM

Recommendation:

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

Background:

At its meeting of June 12, 2005, the Board received a report from William Blair, Chief of Police, providing an update on the implementation status of the In-Car Camera Pilot Program. At that time Acting Deputy Chief Kim Derry, Policing Operations Command, was in attendance, and provided the following installation schedule:

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

Further Information

On September 30, 2005, the installation of eighteen (18) digital in-car camera systems was completed at the following locations; twelve marked vehicles at 13 Division and six marked vehicles at Traffic Services. The companion equipment, required for wireless downloads and to receive, store and manage the recorded files was installed at the four (4) pilot project sites including; 13 Division, Traffic Services, Video Services and Information Technology Services.

The aggressive 6 month planning, acquisition, training and installation schedule was implemented without setback, except for a 2 week delay related to shipping and customs backlogs.

However, on Monday October 02, 2005, the Toronto Police Service (TPS), in partnership with the vendor, began systematically testing all of the vehicles to ensure that the camera systems and related equipment were functioning according to specifications. Since that time, a variety of technical challenges have surfaced which have delayed approving the equipment for full production.

The challenges have included:

- intermittent problems with some of the in-car camera system hardware/software,
- original installations requiring equipment retrofitting,
- system conflicts with existing TPS equipment,
- system conflicts with electronic equipment outside of the control of TPS, and
- delays in shipping and receiving of replacement parts.

These challenges have placed the TPS in a position to re-think the implementation schedule. On October 24, 2005, a decision was made to go forward with the pilot in a limited manner, only activating eight (8) of the in-car camera systems until solutions for all of the technical challenges are identified and applied.

The vendor and Canadian distributor have been working closely with the TPS to systematically analyse the problems and apply solutions. They have assured the TPS of their commitment to the fitness of this project and support for their product.

As at the date of this report, I am optimistic that the TPS in partnership with the vendor and Canadian distributor will apply solutions and stabilize all eighteen (18) in-car camera systems by the end of November 2005. This will allow for the full implementation of the pilot and operational measurements to flow from this point.

Based on the information above, I am revising the implementation schedule to reflect the following 2 month changes, highlighted below in bold. Please note the impacts related to court costs and disclosure issues require a longer period of time for evaluation and will be included in the August 2006 report:

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

Conclusion:

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

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer any questions that may arise.

Deputy Chief Kim Derry, Divisional Policing Command, was in attendance and responded to questions by the Board about 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 DECEMBER 15, 2005**

**#P394. POLICE TOWING AND POUND SERVICES CONTRACTS –
FEASIBILITY OF ESTABLISHING A PRICE CAP**

The Board was in receipt of the following report November 14, 2005 from William Blair, Chief of Police:

Subject: POLICE TOWING AND POUND SERVICES CONTRACTS

Recommendation:

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

Background:

At its meeting of August 11, 2005, the Board received a report from Mr. Albert Cohen, City of Toronto – Legal Services Division, which outlined a process on how to deal with various towing issues to ensure a competitive towing quotation request process. In his report, Mr. Cohen also requested that prior to giving consideration to future police towing contracts, the Chief of Police provide the Board with a report identifying any additional factors that could be considered with regard to the establishment of a price cap (Board Minute P255/05 refers).

The current police towing and pound services contracts expire on May 31, 2007, with the Board having the sole option of extending these contracts for an additional year so that they would then end on May 31, 2008. The provision of additional factors regarding the establishment of a price cap at this time is premature, and may be immaterial when considering the expiry dates of the current contracts.

Presently there are six tow operators individually contracted by the Board. Traffic Services staff members regularly monitor these tow operators to ensure compliance with those conditions outlined in the police towing and pound services contract. This monitoring also allows for the prompt identification and resolution of any potential non-compliance issues that may arise. Moreover, it is this compliance with the conditions of the police towing and pound services contract that governs the decision as to whether recommendations for the extension of the contract are made.

The following timelines would provide the Board with sufficient time to consider any additional factors regarding the establishment of a price cap prior to the expiry of the current contracts.

At the Board's November 2006 meeting, Traffic Services will provide the Board with recommendations in relation to the Board's sole option to extend the contracts collectively, or on

an individual basis, for a one-year period. Should the Board decide not to extend the contracts, Traffic Services staff will report to the Board at its January 2007 meeting on all additional factors that may be considered to increase the competitive process in establishing a price cap, and further request that the Board approve the issuance of the towing and pound services quotation request for the years 2007 to 2009.

Should the Board approve the extension of the contracts for a one-year period, Traffic Services staff will report to the Board at its September 2007 meeting on all additional factors that may be considered to increase the competitive process in establishing a price cap. At this time, Traffic Services staff will also request that the Board approve the issuance of the towing and pound services quotation request in January 2008, for the years 2008 to 2010.

Staff members from the City of Toronto – Legal Services Division have reviewed this report and are satisfied with its contents.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P395. IMPLEMENTATION OF THE MINUTES OF SETTLEMENT WITH THE
TORONTO WOMEN'S BATHHOUSE COMMITTEE & BOARD
POLICIES**

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

Subject: IMPLEMENTATION OF MINUTES OF BATHHOUSE SETTLEMENT

Recommendation:

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

Background:

At its May 12, 2005 meeting, the Board approved a report from then Chair Pam McConnell recommending *“that the Board receive the Minutes of Settlement pertaining to the Human Rights Complaints by members of the Toronto Women’s Bathhouse Committee regarding the September 2000 incident at the Pussy Palace and forward them to the Chief of Police for review and preparation of a report to the Board with respect to the implementation of the recommendations”* (Board Minute #P155/05 refers).

At its August 11, 2005 meeting, the Board received its first status update report on the implementation of the Bathhouse Minutes of Settlement from the Chief of Police (Board Minute #P264/05 refers). In that report, I asked that the Board approve the request for the next status update report to be submitted at the December 2005 Board Meeting. In keeping with that request, the following report is provided for the information of the Board.

Each of the Minutes of Settlement have been listed in chart format followed by an explanation on their status of implementation (Appendix ‘A’ refers). Minute of Settlement #4 required amendments to the Search of Persons Procedure *respecting the search and detention of transgendered people in accordance with the policy adopted by the Board*. In complying with this Minute of Settlement, the Service has developed an Appendix to Procedure 01-02, ‘Search of Persons’, addressing the sensitivity issues to be taken into account when searching a member of the transgendered or transsexual community. This addition to the Search of Persons Procedure is appended to this report for the information of the Board (Appendix ‘B’ refers).

The Service has also drafted a new section to be added to Procedure 01-03, ‘Persons in Custody’, which addresses the safety of transgender or transsexual prisoners being lodged in police cells.

This new section is appended to this report for the information of the Board (Appendix 'C' refers).

Several of the Minutes of Settlement pertain to the preparation, delivery and evaluation of learning programs, as well as the development of training standards and a training delivery plan. In the development of these training initiatives, consultations are being held with the complainants, the counsel for the Human Rights Commission, the Services' Human Rights Co-ordinator and the Service's Gay, Lesbian, Bi-sexual and Transgendered Liaison Officer. Once the consultation phase of this process is completed, the Training Unit will develop the training programs in accordance with the Minutes of Settlement giving careful consideration to the information received through the consultation process. Once the training standards and training delivery plans have been created, they will be forwarded to the Director of the Ontario Police College and the Human Rights Commission for their assessment as detailed in Minutes #9 and #10 of the Settlement.

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

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

The Board was also in receipt of the following report, December 02, 2005, from Alok Mukherjee, Chair:

Subject: MINUTES OF SETTLEMENT - ONTARIO HUMAN RIGHTS COMPLAINTS
– TORONTO WOMEN'S BATHHOUSE COMMITTEE – INCIDENT AT THE
"PUSSY PALACE" - BOARD POLICIES

Recommendation:

It is recommended that the Board approve the attached policies developed in response to the Minutes of Settlement pertaining to the Human Rights Complaints by members of the Toronto Women's Bathhouse Committee regarding the September 2000 incident at the Pussy Palace.

Background:

At its meeting of May 12, 2005, the Board received a report with the executed Minutes of Settlement pertaining to the Human Rights Complaints by members of the Toronto Women's Bathhouse Committee regarding the September 2000 incident at the Pussy Palace (Min. No. P155 refers.) The Board forwarded the Minutes of Settlement to the Chief of Police for review and preparation of a report to the Board with respect to the implementation of the recommendations. The Board also made a number of amendments to the report, including:

THAT, given that part of item no. 4 – a policy respecting the search and detention of trans-gendered people - in the Minutes of Settlement is directed to the Board, and that part of item no. 5 – a gender-sensitive policy – is also directed to the Board, the Chair ensure that a report containing a response to these two items is provided to the Board

for approval at the time the Board considers the report from the Chief of Police with respect to the implementation of the recommendations

The Board had previously agreed to enter into the Minutes of Settlement after they had been accepted by the Human Rights Commission, the Complainants and the respondent officers (Min. No. C220/04 refers).

The Chief has prepared his report with respect to the implementation of the recommendations. That report is found at Item #18A of this agenda.

The two policies for which the Board is responsible, "Search and Detention of Transgendered People," and "Police Attendance at Location Occupied Solely by Women in a State of Partial or Complete Undress," have been drafted and are appended for your approval.

The Board deferred the foregoing reports to its January 11, 2006 meeting and requested that, in the interim, Chair Mukherjee meet with Chief Blair and Mr. Albert Cohen, City of Toronto – Legal Services Division, to discuss the framework of the Search and Detention of Transgendered People policy particularly as it relates to the distinction between policy and procedural issues.

MINUTE OF SETTLEMENT CLAUSE #1
The complaints against Julian Fantino are withdrawn
STATUS:
No response required from the Toronto Police Service.
MINUTE OF SETTLEMENT CLAUSE #2
The Toronto Police Service (hereafter the “Service”) will continue its recruitment activities as it pertains to Toronto’s gay, lesbian, bi-sexual, and trans-gendered community (the “Community”). Recruitment efforts may include, but need not be limited to, activities already undertaken by the Service, including a recruitment booth at the annual Pride Day, a recruitment booth at town hall meetings and advertisements in newspapers directed at the Community. The Service will also consider such other recruitment initiatives as are brought forward to the Service by the Community. For a period of three years, the Service will report annually to the Toronto Police Services Board (the “Board”) respecting these recruitment activities undertaken by the Service, and the Board will provide such reports to the Human Rights Commission (the “Commission”).
STATUS: COMPLETED
The Service has and will continue to actively recruit members of the Lesbian/Gay/Bi-sexual/Transsexual/Transgender (LGBT) community. In 2004, in an attempt to reach out to this community, the Service set up display booths at the Gay Pride Parade and the Metropolitan Community Church of Toronto. It is estimated that during the course of these two events, approximately 1,300 persons visited the recruitment display booths. Members of the Recruiting Unit also attended the Dyke Parade and distributed recruitment information to approximately 350 persons in attendance.
Also in outreach to the LGBT community, the Service’s Recruiting Unit conducted several mentoring sessions, and advertised in various LGBT specific and general mediums, namely FAB Magazine, Pride Network, NOW Magazine and Metro Newspaper.
To date in 2005, the Recruiting Unit has already conducted 3 general information sessions. The Service has also expanded its venues for display booths. So far this year, the Recruiting Unit has set up booths at the Same Sex Trade Show, the Chief’s Pride Reception in the Police Headquarters Lobby, Gay Pride Parade, Metropolitan Community Church of Toronto, and the 3 rd Anniversary Pride Employment Network. Recruiting members also attended the Dyke Parade and handed out information on the above-mentioned information session at Police Headquarters. Further events are anticipated throughout the rest of the year.

The Service welcomes any suggestions from the LGBT community to assist us in our recruitment process. It was agreed, by the committee overseeing the implementation of the minutes of settlement, that P.C. Jackie O'Keefe, the Service's LGBT Community Liaison Officer would raise this point at the next LGBT consultative committee meeting. Specifically, requesting the committee to bring forward ideas on behalf of the LGBT community on ways the Service can effectively recruit members of their community. The display booths, which have been set up at the Metropolitan Community Church of Toronto, were initiated as a result of a suggestion from the LGBT community and have proven to be an effective avenue for our recruiters to get their message out to the LGBT community.

Although the Service has actively conducted recruiting initiatives directed specifically towards the LGBT community, it is important to note that these are over and above the hundreds of other recruiting initiatives directed to the community as a whole. In 2004, the Recruiting Unit conducted in excess of 270 outreach recruiting initiatives in the community.

Currently, the Service's Recruiting Unit is expanding the mediums they use for their recruitment initiatives to include television and radio. Also, recognizing the importance of utilizing the Internet, the Employment Unit along with Public Information is presently looking at ways to improve the Service's website and utilize other websites to better attract qualified applicants.

The Employment Unit will submit their first of the 3 annual reports to the Police Services Board for the December 2005 meeting.

MINUTE OF SETTLEMENT CLAUSE #3

The Service will distribute to members who are leaving the Service a confidential survey form (a copy of which is attached as Appendix "A") and stamped addressed envelope (both as prepared and provided by the Commission) to be completed and submitted to the Commission on a voluntary basis by each departing member. The Commission may, in its discretion, report to the Board on trends, if any, discerned in the exit interviews.

STATUS: COMPLETED

The Ontario Human Rights Commission has provided the Service with the confidential survey form and stamped addressed envelopes. The retirement/resignation counsellors of Compensation & Benefits are now distributing these items to Service members upon their termination of employment.

MINUTE OF SETTLEMENT CLAUSE #4

The Board will adopt a policy respecting the search and detention of trans-gendered people. The Service will finalize its procedure

respecting the search and detention of trans-gendered people in accordance with the policy adopted by the Board, which procedure will be submitted to the Board for its consideration at a public meeting of the Board within one year of the date of execution of these Minutes of Settlement. The Board will ensure that the policy and procedure are provided to the Commission in advance of the meeting so that the Commission may make such representations to the Board as it may consider necessary and desirable to ensure compliance with the *Human Rights Code*.

STATUS: PENDING

The Service has created an appendix to Procedure 01-02, 'Search of Persons', respecting the search and detention of transgendered people. The appendix has been attached to this report for the information of the Board (Appendix 'B' refers). A new section will also be added to Procedure 01-03 entitled 'Persons in Custody' to address the lodging of transgender persons in custody (Appendix 'C' refers). Pending the consideration of any input received at the December 2005 Board meeting, the revised 'Search of Persons' and 'Persons in Custody' Procedures will be published for the information of all Service members.

MINUTE OF SETTLEMENT CLAUSE #5

The Board will develop a gender-sensitive policy regarding the attendance of police officers at locations occupied solely by women in a state of partial or complete undress, and the Service will develop and implement a procedure in accordance with this policy.

STATUS: ACTIVE

The Service has determined that the requirements of this Minute of Settlement can be met effectively through amendments to the Procedures 'Executing a Search Warrant' (02-18) and 'Licensed Premises' (06-11). Therefore, the creation of a new procedure is not necessary.

The following will be added to the above mentioned Procedures:

"Where operationally possible, consider the gender of individuals expected to be found at the location. In addition, where it is expected that the location will be occupied primarily by one gender in a partial or total state of undress, shall make efforts to deploy personnel in a manner sensitive and appropriate to each situation in order to minimize the embarrassment of any person encountered therein."

MINUTE OF SETTLEMENT CLAUSE #6

Subject to the consultation referred to in paragraph 7 herein, the Toronto Police Service Training and Education Unit will take responsibility for, and will ensure, the preparation, delivery and evaluation of learning programs to address issues of sensitivity to the Community, and in particular the requirement that the following be conducted in accordance with the *Human Rights Code*.

- the inspection of liquor licences and special occasion permits at gay/lesbian venues and businesses;
- attendance at gay/lesbian bathhouses for the purpose of investigating suspected infractions of the Liquor Licence Act or Regulations; and
- the handling by the police of the search, arrest and detention of trans-gendered people.

Separate learning programs will be developed for delivery to two distinct learner groups namely:

- Current and future investigators responsible for supervising or carrying out investigations with respect to the *Liquor Licence Act*; and
- Current and future police officers of all ranks, including senior management.

Each learning program will consist of a Course Training Standard and a Training Delivery Plan, which will include:

- Delivery of the training by trainers with sufficient expertise to meet the objectives stated herein;
- Basic descriptive information about the course;
- The purpose of the course;
- The targeted learner group;
- The quantity and quality of the subject matter being taught to the course participants;
- The measurement criteria by which the subject matter/course material will be evaluated; and
- The objectives to be achieved by course participants by the end of the training session.

The Training Delivery Plan will specify the learner group, training delivery method(s), timelines for completion of training to current members of the learner groups, and a plan for delivery of the training to future members of the learner groups.

STATUS: ACTIVE

The consultation phase in the development of training programs is ongoing. The Training Unit will develop the training programs in accordance with the Minutes of Settlement and the information received through the consultation process. Once the training standards and training delivery plans have been finalized, they will be forwarded to the Director of the Ontario Police College and the Human

Rights Commission for their assessment as detailed in Minutes #9 and #10 of the Settlement.
MINUTE OF SETTLEMENT CLAUSE #7
In developing the Course Training Standards and the Training Delivery Plan referred to in paragraph 6, the Training and Education Unit will consult with the complainants, counsel for the Human Rights Commission, the Toronto Police Service's Human Rights Co-ordinator, and the Toronto Police Service's liaison officer for the gay, lesbian, bisexual and trans-gendered community. In addition, the Training and Education Unit may consult with such other individuals as it may consider necessary.
STATUS: ACTIVE
The consultations are ongoing. There have been 5 consultative meetings held with representation from the complainants, the Human Rights Commission, the Service's Human Rights Co-ordinator and the Service's Gay, Lesbian, Bi-sexual and Transgendered Liaison Officer. In addition to these meetings, the complainants hosted a community consultation. A consultant was hired and the Training Unit is awaiting her report.
Utilizing the information and feedback received during the consultative phase, the Training Unit will finalize the development of the learning programs. Once the Training Standards and training delivery plans have been finalized, they will be forwarded to the Director of the Ontario Police College and the Human Rights Commission for their assessment as detailed in Minutes #9 and #10 of the Settlement.
MINUTE OF SETTLEMENT CLAUSE #8
If in the course of the above consultations, the complainants reasonably believe that the input of an outside expert would be of assistance to them, the Board will contribute towards the cost of any such retainer by the complainants to a maximum amount of \$1,000.00. The complainants will provide any report of such outside expert to the Training and Education Unit for its consideration.
STATUS: PENDING
A consultant was hired and the Training Unit is awaiting her report.
MINUTE OF SETTLEMENT CLAUSE #9
Before the learning programs are implemented, the Board will request the Director of the Ontario Police College to assess the Course

Training Standards and Training Delivery Plans to ensure that the proposed learning programs are adequate, effective, appropriate, and timely to meet the objectives described above. The Director will be asked to report his conclusions in writing to the Board and to the Training and Education Unit. The Board will provide a copy of this report to the Commission.

STATUS: ACTIVE

On June 15, 2005, a letter was forwarded to Mr. Rudy Gheysen, Director of the Ontario Police College, by then Chair Pam McConnell requesting that before the learning programs are implemented he assess the Course Training Standards and Training Delivery Plan.

The consultative phase in the development of the learning programs is ongoing. The Training Unit will develop the training programs in accordance with the Minutes of Settlement and the feedback received through the consultation process. Once the Course Training Standards and Training Delivery Plan have been finalized, they will be forwarded to the Director of the Ontario Police College.

MINUTE OF SETTLEMENT CLAUSE #10

The Training and Education Unit will provide to the Commission all of the information provided to the Director of the Ontario Police College for the purposes of the assessment referred to above, including but not limited to the Course Training Standards and the Training Delivery Plan. This information will be provided to the Commission at the same time as it is provided to the Director of the Ontario Police College. The Commission will review this information to ensure compliance with the *Human Rights Code* and will provide its assessment to the Training and Education Unit.

STATUS: PENDING

At the same time as the Training Unit provides the information to the Director of the Ontario Police College, it will provide the same information to the Commission for their review to ensure compliance with the *Human Rights Code*.

MINUTE OF SETTLEMENT CLAUSE #11

Upon receipt and review of the assessments of the Commission and of the Director of the Ontario Police College referred to above, the Training and Education Unit will finalize the Course Training Standards and Training Delivery Plan by making such revisions as may be necessary to meet the requirements stated in paragraph 6 herein. The Training and Education Unit will provide the finalized Course Training Standards and Training Delivery Plan to the Commission and to the Complainants.

STATUS: PENDING

Once the Training Unit has received feedback from the Commission and the Director of the Ontario Police College, they will finalize the Course Training Standards and Training Delivery Plan as outlined in Minute #11. At that time, they will provide the finalized Course Training Standards and Training Delivery Plan to the Commission and to the Complainants.

MINUTE OF SETTLEMENT CLAUSE #12

As they are being delivered, the training programs will be continuously evaluated by the Training and Education Unit for *reaction* and *learning* as described in Appendix “B” hereto. After the training has been delivered to the current members of the learning groups for one year it will be evaluated by the Training and Education Unit for *transfer* and *impact* as described in Appendix “B” hereto. The Training and Education Unit will provide a report to the Board summarizing the results of these evaluations. This report will be considered at a public meeting of the Board, and the Board will ensure that the Commission and the Complainants who took part in the consultations referred to in paragraph 7 are provided with adequate notice of such meeting so that they may make such representations to the Board as they consider necessary and desirable to ensure compliance with the *Human Rights Code*.

STATUS: PENDING

As the training programs are being delivered, the Training Unit will evaluate the training programs as outlined in Minute #12 and report to the Board accordingly on these evaluations.

MINUTE OF SETTLEMENT CLAUSE #13

The Training and Education Unit will complete and submit the Course Training Standards and the Training Delivery Plan, to the Director of the Ontario Police College and to the Commission by the end of August, 2005, subject to any delays which may be beyond the control of the Toronto Police Service.

STATUS: ACTIVE

As part of the process in the development of the course training standards and training delivery plan, the Training Unit is conducting consultative meetings with the complainants, counsel for the Human Rights Commission, the Toronto Police Service’s Human Rights Co-ordinator and the Service’s Gay, Lesbian, Bi-sexual and Transgendered Liaison Officer. At the first meeting held on June 17, 2005, it was agreed by all parties to the Settlement, that the main focus of everyone involved should be the development of the best possible training programs and not the August 2005 deadline.

Once the Course Training Standards and Training Delivery Plan are completed, the Training Unit will submit these documents to the Director of the Ontario Police College and the Human Rights Commission for their information and assessment.
MINUTE OF SETTLEMENT CLAUSE #14
Commission “Code Cards” will continue to be posted in the public and booking areas of every police facility within the jurisdiction of the Service.
STATUS: COMPLETED
The Service has obtained “Code Cards” from the Commission and has had them framed. Each division has been issued with 2 framed copies to be displayed in their public and booking areas. Copies have also been distributed for display in all other units having public access areas.
The requirement to display the “Code Cards” in booking and public access areas of police facilities has been added to the Service’s Inspection Unit’s checklist. This step has been taken to ensure compliance with this requirement.
MINUTE OF SETTLEMENT CLAUSE #15
Each of Officers David Wilson, Adrian Greenaway, Myron Demkiw, Peter Christie and Richard Petrie shall provide an apology in the form attached hereto as Appendix “C”.
STATUS: COMPLETED
Each officer provided an apology.
MINUTE of settlement clause #16
The parties agree to execute and file with the Board of Inquiry a Form 3 “Confirmation of Full Settlement” and consent to an Order of the Tribunal disposing of the proceeding in accordance with the terms of these Minutes of Settlement.
STATUS:
No response required from the Toronto Police Service.

MINUTE OF SETTLEMENT CLAUSE #17

These Minutes of Settlement may be executed in as many counterparts as may be necessary and delivered by facsimile each of which so signed, sealed and delivered shall be deemed to be an original, and such counterparts together shall constitute one and the same instrument.

STATUS:

No response required from the Toronto Police Service.

MINUTE OF SETTLEMENT CLAUSE #18

It is understood and agreed that the Respondents, by entering into this agreement, do not admit any violation or infringement of the *Human Rights Code*. It is further understood and agreed that the complainants do not retract any of their allegations against the parties to this agreement.

STATUS:

No Response required from the Toronto Police Service.

APPENDIX 'B'

Transgender Persons

New	X	Amended		Reviewed Amendments	–	No	
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Issued:	RO
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Replaces:	RO
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The Toronto Police Service recognizes that special arrangements may have to be made to accommodate transgendered or transsexual persons.

The terms transgender or transsexual generally relate to persons who want to change their physiological gender and to live permanently as a person of the other gender, whether or not they plan to undergo gender reassignment therapy. In other words, this is an individual who although biologically a member of one sex at birth, has chosen to live their life as a member of the opposite sex.

When dealing with transgendered or transsexual persons, it is important that officers make every effort to be sensitive to the human rights issues without jeopardizing officer and prisoner safety, and the need to search.

In order to best address the specific needs or concerns of each person, each case must be assessed individually. To that end, the Officer in Charge (OIC) shall determine the best possible course of action in order to minimize the embarrassment that the person being searched may experience, based on the individual circumstance.

For the purpose of search, when an individual has self-identified as transgendered or transsexual, the OIC shall:

- ascertain the gender status of the individual
- take into consideration the preference of the individual to be searched, in terms of the gender of the person they would feel more comfortable being searched by (based on the reasonableness of their request)
- consider the possibility of splitting the search between officers of different sexes for upper and lower halves of the body depending on the physical attributes of the individual (i.e. in the case of a person with male genitalia and developed breasts, it may be desirable to have male officers search the lower half of the body, and female officers search the upper portion)
- based on an analysis of the situation, explain to the individual the options available, and clearly explain how the search will be conducted and by whom
- clearly explain to the officers involved in the search, what their responsibilities

will be during the search, and in the case of a split search, how the transition between officers will be handled

- make appropriate entries in the memorandum book and search template regarding how the search was conducted and the rationale for the course of action taken

APPENDIX 'C'

Lodging

When lodging a transgendered or transsexual prisoner, the OIC shall determine the appropriate placement of the individual. For the purpose of selecting a lodging facility, anatomical sex shall be used as the criteria. (male genitalia – lodged at a male facility, female genitalia – lodged at a female facility).

It is recognized that transgendered or transsexual persons may be subject to harassment and/or abuse by other prisoners. In order to address this safety concern, the OIC shall ensure that whenever possible, transgender or transsexual persons are segregated from other prisoners and transported in a separate compartment or vehicle to and from court or between facilities.

Where the originating unit or central lockup is not able to provide appropriate lodging facilities, the individual may be lodged at another facility, if the OIC believes it is necessary to do so to protect the safety of the person. Prior to transporting an individual to another unit, the OIC shall contact the OIC of the receiving unit to confirm that they are able to lodge the person in such a manner that will address any safety concerns.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Search and Detention of Transgendered People

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

New

Board Authority: BM/yr

Amended

Board Authority:

Reviewed – No Amendments

BOARD POLICY

It is the policy of the Toronto Police Services Board that searches of persons shall be conducted keeping in mind that the safety of Service members, the person being searched, and the public, is paramount. All searches of the person should be conducted thoroughly and in a methodical manner. Searches of the person shall not be conducted in an abusive fashion or be conducted to intimidate, ridicule or induce admissions.

Peace officers shall not use any more force than is necessary and reasonable under the circumstances to conduct a search.

All searches of the person shall be conducted by police officers of the same sex as the person being searched unless circumstances make it impractical to do so, having regard to the immediate risk of injury, escape, or the destruction of evidence.

Further, it is the policy of the Toronto Police Services Board that special consideration shall be given when dealing with transgendered or transsexual individuals.

When dealing with transgendered or transsexual individuals, it is important that officers make every effort to be sensitive to human rights and privacy issues without jeopardizing officer safety and the need to search.

LEGISLATIVE REFERENCE

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

BOARD POLICIES:

SERVICE PROCEDURES: Refer to service procedures.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Police Attendance at Location Occupied Solely by Women in a State of Partial or Complete Undress

<input checked="" type="checkbox"/>	New	Board Authority: BM/yr
<input type="checkbox"/>	Amended	Board Authority:
<input type="checkbox"/>	Reviewed – No Amendments	

BOARD POLICY

It is the policy of the Toronto Police Services Board that the Chief of Police shall develop and maintain procedures and processes for the attendance of police officers at location occupied solely by women in a state of partial or complete undress. In developing these procedures and processes, special consideration shall be given to issues of gender-sensitivity, human rights and women's right to privacy.

LEGISLATIVE REFERENCE

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

BOARD POLICIES:

SERVICE PROCEDURES: Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P396. MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE – PROGRESS REPORT**

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

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

Recommendation:

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

Background:

At its meeting on December 16, 2004, the Board was apprised of preliminary measures that have been implemented by Records Management Services – Information Access to improve compliance rates in relation to requests for information under the *Municipal Freedom of Information and Protection of Privacy Act* (Board Minute #P406/04 refers). 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.

In an effort to improve compliance rates, the former Chief Administrative Officer, Mr. Frank Chen, directed Professional Standards – Quality Assurance Unit to conduct an audit of the Freedom of Information Unit and to make appropriate recommendations to address factors that hinder disclosure within the 30 day requirement (Board Minute #P406/04 refers).

At its meeting on July 12, 2005, the Board was advised that a progress report would be submitted in December 2005 following the completion of the Quality Assurance Unit audit (Board Minute #P227/05 refers).

Phase I of the audit addressed business process changes and opportunities to streamline administrative tasks and file management with the FOI Unit for improved efficiency. These recommendations have contributed towards the achievement of significant improvements in terms of compliance rates, which are reported to the Board on a quarterly basis (Board Minute #P284/04 refers). Compliance rates are extracted on a monthly basis and have ranged from 75 to 86 percent since February 2005.

The interim audit report, Phase II, is not designed to significantly improve compliance, but to address issues that pertain to the unit's mandate, overall structure, management and decision making processes. More specifically, the report identifies opportunities for the FOI Unit to make improvements that will increase the unit's overall effectiveness and reduce the risk of exposure on behalf of the Service, while still enabling the unit to fulfil its legislated responsibilities under the *Act*.

Phase II of the report contains 29 recommendations, 12 of which have been implemented to date. The 12 recommendations already implemented are:

- Establishment of a Senior Level Management Review Committee.
- Establishing customer satisfaction and disclosure compliance as main principles for policy development.
- Ensuring verification of identity of requestors.
- Utilization of information already available within the Service's Directory of Information Banks.
- Clarification process to narrow the scope and complexity of requests.
- Focusing the search for information specifically to the initial request.
- Ensuring consultation with units impacted by requests.
- Ensuring identity and entitlement of requester verified.
- Enhancement of existing FOI tracking system for reporting purposes and resource utilization.
- Establishment of benchmark system for each stage of request processing.
- Establishing criteria to identify elements of a contentious issue.
- Ensuring contentious request are reviewed and approved by Senior Level Management Review Committee.

Representatives from the Quality Assurance Unit and Records Management Services continue to meet to examine the remaining recommendations with a view to establishing their feasibility in terms of time frame and resource availability. Finalized recommendations will then be presented to the Executive Review Committee for approval. Initiatives are currently underway to amend the Access/Correction Request form, revise the FOI Co-ordinator's job description and unit mandate, and to address staffing challenges.

A further progress report will be submitted to the Board in June 2006 detailing the on-going initiatives that will support and maintain the Toronto Police Service's improved compliance rates in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

Conclusion:

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

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P397. TORONTO POLICE SERVICE – 2005 OPERATING BUDGET
VARIANCE REPORT AS AT OCTOBER 31, 2005**

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

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

Recommendation:

It is recommended that:

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

Background:

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

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

2005 Operating Budget Variance

As at October 31, 2005, a favourable year-end variance of \$5.1M is projected, which is the same as previously reported (Board Minute #P306/05 refers). The favourable variance is attributable to savings in salaries, premium pay and one-time funding sources. Details are provided below.

SALARIES (Including Premium Pay)

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

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

Uniform Separations	2005 Budgeted	2005 Actual/ Projection	2004 Actual
Year to date	183	212	210
Full year	200	240	239

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

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

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

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

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

COMMUNITY ACTION POLICING (CAP)

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

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

BENEFITS

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

NON SALARIES

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

At its meeting of July 12, 2005, the Board approved an expenditure of up to \$100,000 in support of an Employment Systems Review from the existing budget surplus (Board Minute #P240/05 refers).

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

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

OTHER

Safer Communities – 1,000 Officers Partnership Program

As previously reported to the Board at its meeting of September 6, 2005 (Board Minute #P306 refers), on August 12, 2005, the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services introduced the application process for the Safer Communities - 1,000 Officers Partnership Program and announced that the program would continue in perpetuity. The program will provide \$37.1M a year to help municipalities to hire 1,000 new police officers across the province by sharing the cost, up to half the salary and benefit costs, capped at \$35,000 per year, for each new hire. It should be noted that the average salary plus benefit cost for a First Class Police Constable is approximately \$84,800, leaving the Service with a cost of \$49,800 per officer (i.e. 60% of the costs) in the latter years of the program. Across the province, half of the new officers will be assigned to community policing duties and the other half will be assigned to

six key areas identified by the Government - youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography. New hires will be measured against the reported benchmark of each police services' uniform strength set as at October 23, 2003, when the program was originally announced; police services will only receive funding for sworn positions in excess of the reported benchmark. Due to officer hiring by some police services in anticipation of the program, the Province will fund 400 of the 1,000 officers effective May 18, 2005 and the remaining 600 officers effective April 1, 2006.

At its meeting of September 6, 2005 (Board Minute #P306 refers), the Board approved the hire of an additional 50 officers in the December 2005 class under this program. Costs associated with this class will be \$0.3M. The Board, at its meeting of October 14, 2005, requested City Council to sign an application to the Ministry of Community Safety and Correctional Services for the cost-sharing of 250 police officers (Board Minute #P313 refers). Given the potential for retroactive funding, grant revenue is anticipated to be \$0.8M; however, the Service, anticipating that the Safer Communities – 1,000 Officers Partnership Program would commence later this year, included revenue in the amount of \$0.4M in the 2005 Operating Budget leaving a net revenue surplus of \$0.4M. Net of the cost, the overall program is anticipated to result in a net \$0.1M favourable variance in 2005.

Bush Ottawa Visit and Cecilia Zhang Investigation

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

Night Court Initiative

During 2004 the Service and the City implemented an off duty night court initiative to increase officer attendance at provincial offences act courts. As a result of this initiative the Service incurred an additional \$0.3M in court attendance costs in 2004 and was to be reimbursed for these by the City. Discussions are ongoing with City staff to receive payment for costs incurred in 2004 (which were set up as a receivable last year) and the estimated \$0.4M costs to be incurred in 2005. The City has not yet committed to paying these costs; however, it is expected that they will do so. Therefore, the impact of not receiving the above cost has not been factored in the variance report. It should also be noted that traffic safety is expected to be enhanced due to the increased conviction rate at night court resulting from this initiative.

SUMMARY

As at October 31, 2005, a favourable variance of \$5.1M is projected. The Service will continue to monitor and control costs to ensure that current projections are maintained.

The above variances can be summarized as follows:

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

Conclusion

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

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

The Board received the foregoing and agreed to forward copies to the Deputy City Manager and the City Policy and Finance Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P398. RESULTS OF THE NATIONAL BLACK POLICE ASSOCIATION'S 2005
ANNUAL TRAINING & EDUCATION CONFERENCE**

The Board was in receipt of the following report November 16, 2005 from William Blair, Chief of Police:

Subject: NATIONAL BLACK POLICE ASSOCIATION'S 2005 ANNUAL TRAINING
& EDUCATION CONFERENCE

Recommendation:

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

Background

At its meeting on October 14, 2005, the Board requested a detailed report on the overall content of the National Black Police Association's 33rd Annual National Education and Training Conference. (Board Minute # P160/2005, refers)

In August of 2005, Association of Black Law Enforcer (ABLE) hosted and played an integral role in the organization and facilitation of the National Black Police Association's (NBPA) 33rd Annual National Education and Training Conference, held in Toronto. The conference theme was "International People of Colour Criminal Justice Practitioners: Leaders for the Future". Delegates from Canada, the United States, the United Kingdom, Africa, and the Caribbean attended the conference to participate in workshops designed to simulate discussion and debate on a number of critical issues. The format of the conference was intended to facilitate the sharing of knowledge, ideas and expertise among Black leaders in law enforcement, and to develop innovative initiatives and co-ordinated, sustainable responses to a variety of shared issues.

The conference hosted a number of events throughout the City including the following signature events: The Youth Leadership Summit, Host City Reception, The Police and Youth Basketball Game, The Memorial March, and the Town Hall Meeting on Racial Profiling.

In addition to the signature events, twenty-two conference workshops were organized, and facilitated by the NBPA. The workshops provided a forum for discussion of critical issues facing Black officers, the Black community, the larger community and the law enforcement community. The conference focused on topics such as Youth Involvement in Crime, Women in Policing, Recruiting, Retention and Promotion.

The 33rd Annual NBPA Training and Education Conference was a tremendous success. The conference was also a great success for ABLE. The hosting of the conference provided an excellent opportunity for ABLE to take its place beside and network with other Black law enforcement organizations from around the world.

Attached to this report is the final report of the NBPA conference authored by Sara K. Thompson, Center of Criminology, University of Toronto. The final report contains a summary of the conference events, the conference workshops, and recommendations.

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

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

Staff Superintendent Peter Sloly, Staff Planning and Development, and Mr. David Mitchell, Deputy Superintendent, Toronto East Detention Centre, were in attendance and responded to questions by the Board about this report.

The Board received the foregoing.

Association of Black Law Enforcers (ABLE)

2005 NBPA Conference Report

“Leaders for the Future”

Report Prepared by:

Sara K. Thompson, Center of Criminology, University of Toronto, with Marlon Laptiste, Jeremy McDonald, Rose Park and Rhea

Summary of the Conference Workshops

The conference workshops, organized and facilitated by the NBPA, were intended to provide the forum for discussion of critical issues facing Black and other Racialized persons in law enforcement. This section will provide a brief overview of each of the 22 conference workshops, and will attempt to capture the central issues that emerged over the course of discussion and any prescriptive strategies and initiatives that were advanced. Because there was often a lot of ground covered in the workshops, and due to space considerations, this section is not intended to be a “proceedings” of five days’ worth of discussion. ABLE decided that it was more important to try to include as many ideas and perspectives as possible, rather than to stick to the formal contents of each person’s comments. Where it appeared to the research team that there was a consensus or disagreement on a point – it will be indicated that this appeared to be the case. However, since panellists and delegates were not systematically polled for their views, such apparent agreement or disagreement should be treated with caution, for there was no attempt to make the selection of perspectives included in this report to be “representative” of anything or anyone.

The Media’s Role in Public Safety in Communities of Colour

Panellists: Stephanie Etienne, Assoc. Director, Program Development, Break the Chains: Communities of Colour & the War on Drugs; Terrell Vaughn, Little Rock P.D.; Clyde McNeil, CHIN Radio.

The purpose of this workshop was to examine the media’s role in creating and perpetuating racial stereotypes in their crime coverage, and the impact that this coverage has on communities of colour. Four main themes emerged:

1. Panellists and delegates agreed that the media has a responsibility to minority communities to ensure that their coverage of crime in those communities is not Racialized. For example, a panellist from the U.S. said that the use of crack-cocaine and other drugs “is stereotyped to be a poor, coloured person’s habit. Whites are rarely, if ever, depicted as crack-heads.”
2. Despite its problems, it was agreed that the media could also be an important tool for law enforcement. However, due to the media’s penchant for sound bites that can present portions of statements out of context, it is crucial that officers be strategic in what they say (“treat it like a chess game”), and remember that when dealing with the media - less is always more.

3. There was also much discussion about racial profiling and the differential treatment of visible minorities by the police. It was suggested that young, Black males are especially targeted by police whose decision making is influenced by biased media coverage that perpetuates the stereotype that young, Black males in certain neighbourhoods are “the usual suspects”.
4. A good portion of the workshop’s discussion period focused on how to combat the problem of youth violence that some minority communities are currently experiencing. Education was highlighted as a key factor – and it was suggested that greater efforts be made to ensure that youth stay in school. For example, delegates from the U.S. advocated the development of Independent Learning Centres and Afro-centric schools that would be “more positive learning environments for these children.”

Youth Involvement in Crime

Panellists: Bob Alexander, Youth Officer – Seattle P.D.; Katherine McNeil-Battle, Philadelphia P.D.; Jerry Williams, Detective, Dallas P.D.

This workshop was intended to contribute to an understanding of the causes of youth crime, to share ideas on the most effective responses to the problem (criminal justice and otherwise), and to share strategies and initiatives designed to prevent its occurrence in the first place. Key points of discussion included:

- It was agreed that youth crime is a global issue, and the problem looks very much the same in Canada, the US and the UK. Law enforcers and the community were called on to mentor, teach and support young people in their communities: “We must take responsibility for the direction that Black youth, in particular, are headed. We must take an interest in our young people if we want to see a reduction in youth crime.”
- The panel and several American delegates argued that youth crime in Racialized communities is also a consequence of lenient parenting and a concomitant lack of discipline in children. When asked how to rectify this situation, it was recommended that “parenting programs” be implemented on a broad scale. Many also advocated a return to corporal punishment and a rigid code of discipline: “A child has to be more fearful of the parent than the peers – that’s the key.” Considerable debate occurred when a delegate from the UK questioned this approach, arguing that “violence begets violence”. Real philosophical differences with respect to child rearing practices emerged – and the impassioned discussion debate sparked by this topic refocused the workshop for the remainder of the session.
- In the closing moments of the workshop, it was suggested that to locate the problem of youth violence solely in “the moral fiber of the family” belies the complexity of the issue – there is a whole system at work outside of family life. For example, “the glamourization of the thug lifestyle” that is created by rap stars and hip-hop culture and

perpetuated by the mass media, a lack of educational opportunities and discrimination in hiring practices also play a contributing role in the path that youth choose.

Professional Criminal Justice Training

Panellists: Brenda Andrews, New York City Department of Corrections; Greg Martin Federal Law Enforcement Training Centre (FLETC); Faith Miller, Centrex, UK.

The purpose of this workshop was to discuss the ways in which professional criminal justice training is currently conducted, and to develop strategies so that it can be carried out more effectively in the future. Group discussion during the question and answer period comprised the bulk of this workshop. Three major issues were discussed:

- The insufficiency of existing training standards and methods in the post-9/11 world: there was widespread agreement that in the post-9/11 context, training tends to be under-emphasized in law enforcement circles, and is often the first area to be cut when resources are scarce. High quality training is critical, not only to address emergencies and crisis situations, but also to the everyday functioning of criminal justice personnel and agencies. Training also tends to be “reactive when it should be proactive”, and often becomes a focus only after problems occur, rather than being understood in terms of the preventative potential it holds. It was recommended that training strategies be constantly updated and innovated in an effort to avoid stale, irrelevant training that fails to address the realities that criminal justice personnel face today. Finally, delegates agreed that current training strategies are heavily classroom oriented, with the result that officers lack the interpersonal skills to effectively serve the community. In particular, American delegates spoke of the absence of a community-policing component in current training criteria.
- General guidelines with respect to how training for criminal justice personnel ought to be carried out: Participants proposed a general set of guidelines for all criminal justice training programs. First, training must eliminate the traditional “us-them” mentality, so that citizens are dealt with as equals, not adversaries. Training modules should focus on developing effective communication skills, which would improve the relationship between criminal justice personnel and the broader community, and within criminal justice agencies themselves. Some examples already in place include a strategy employed in the UK, which sees non-weapon training for new recruits, and the FLETC’s Verbal Judo program. Both emphasize the verbal diffusion of conflict, which lessens the reliance upon weapons as a means of conflict resolution. Finally, it was recommended that the trainers themselves be regularly re-trained in order to ensure that the training they provide remains innovative, current and effective.
- Race-based training for white personnel and empowerment training for minority groups: Given the changing composition of both the criminal justice workforce and the communities they serve, training that explicitly highlights racial sensitivity, and training that aims to empower minority groups were major concerns. With respect to race-based

training, delegates supported the need for education rather than training, per se. The distinction is an important one, because education denotes the sharing of knowledge, fostering communication and encouraging understanding among and between equal groups, while training implies a top-down flow of information. Empowerment training was suggested because at the top end, the rank structures of criminal justice agencies tend not to reflect the diversity of the broader populations they serve. To this end, Centrex UK has implemented a leadership program, which aims to empower and develop both Racial minorities and Women in law enforcement circles.

Officers of Colour: Perspectives on Racial Profiling

Panellists: Ray Powell, Chair – NBPA (UK); David McLeod, Inspector -Toronto Police Service; Preston Gilstrap, Criminal Investigations Bureau, Narcotics Division – Dallas P.D.

The purpose of this workshop was to examine the problem of racial profiling from an international perspective, and to share “best practices” that have been discussed and implemented in the United Kingdom, the United States and Canada.

David McLeod of the Toronto Police Service outlined eleven ways to address racial profiling, arguing that “organizations that fail to implement these strategies will ultimately lose the trust of the community.” These strategies were compiled by a group of senior Black officers with the Toronto Police Service:

1. Officers in positions of power must take the lead in addressing the issue of racial profiling.
2. Police need to work in partnership with the community to establish solutions.
3. Clear, unequivocal statements against racial profiling must be made by police managers and public officials.
4. Proper training must be designed and implemented to tackle the issue of racial profiling.
5. “Targets” – overly broad descriptions of suspects should be eliminated.
6. All allegations of racial profiling must be referred to a human rights board.
7. Race-based stop and search statistics must be collected.
8. Each officer’s statistics (see 7, above) should be included as a measure of “job performance” and assessed when that officer is being recommended for promotion.
9. Black officers should be consulted by police management in all discussions on the issue of racial profiling.
10. Supervisors should analyze the enforcement patterns of their officers.

11. Police services should, at all levels, be representative of the communities they serve.

During the question and answer period, there was also a general consensus that police unions need more Black representation, “not enough Black officers actually run for the police union,” said one Canadian delegate, “if there were more faces of colour in positions of power, police unions could become a major force to be reckoned with in the fight against racial profiling.” Ray Powell stated that many of the points outlined by McLeod have already been implemented in the UK, “with only marginal success.” He recommended that organizations like the NBPA adopt more aggressive tactics, such as working more actively with the government, critiquing existing legislation, advocating the implementation of more progressive legislation, and pushing Black officers to be more vocal in drawing attention to and condemning the biased policing practices of their fellow officers.

Preston Gilstrap provided a daring social commentary on the issue of racial profiling, past and present. He argued that “for racial profiling to end, it must start in the hearts of the people, and we cannot legislate people’s hearts.” He considered racial profiling and the war on drugs to be “neo-slavery” – practices designed to facilitate the arrest and incarceration of Blacks in America so that big business can profit from the cheap goods they manufacture while incarcerated.

21st Century Police Women

Panellists: Rita Hall, National Chaplain of the NBPA & Sergeant with the L.A. Country Sheriff’s Department; Kimberly Gill, Cleveland Police Department, Valerie Cummings, Miami-Dade Police Department.

This workshop was intended to provide a forum for the discussion of the unique issues facing Women in law enforcement - issues that are compounded by race for Black and other Racialized Women. Three central themes emerged:

1. Delegates from the US, the UK and Canada all agreed that there are significantly fewer Women than men in the higher ranks – and with respect to Black Women, the problem of “gapping” seems to be most pronounced here in Canada. There are also comparatively few, if any, Women working in specialized units. A delegate from the UK spoke of the need for more “Women’s Groups” and “Positive Action Committees”, whose mandate is to recruit and develop more Black Women and other Racialized Women through the rank structure.
2. It was widely agreed that Women in law enforcement face considerable sexism and harassment at the hands of both their male colleagues and members of the general public. For Black Women, the problem of sexism is often compounded by racism. Several means of dealing with these problems were advanced. Female officers were encouraged to file formal grievances with their departments, though they were also cautioned to “pick your battles wisely, if you file too many grievances you will be labelled a troublemaker.” It was suggested that Women in law enforcement support one another by organizing and joining Women’s support groups, and older female officers were encouraged to “reach back, mentor, and coach our younger sisters who are working their way in and up.”

3. The value of a good education was highly touted, “Get as much education as you can, even if that means going to school at night after you’ve worked all day.” Many departments have implemented fast-track promotion schemes, and higher education can go some way toward removing the glass ceiling for Women in law enforcement.

Are You Preparing for Retirement?

Panellist: Emmanuel Moore, Emmanuel Moore & Associates – Baltimore, Maryland

This session was a focused presentation by Emmanuel Moore on the need for retirement planning. He presented a 12-step strategy for a successful retirement:

1. Review your finances (manage your debt and establish a budget).
2. Review your retirement needs and goals.
3. Develop a healthy lifestyle (exercise, quit smoking).
4. Talk to your HR representative about your pension and retirement plans.
5. Talk to your spouse about spousal benefits entitlement.
6. Review your benefit statement.
7. Open an IRA (Individual Retirement Account).
8. Review your social security statement (long term insurance is an option).
9. Discuss your retirement goals with friends and family.
10. Think about how you will spend your time when you do retire.
11. Realize need for adequate planning (2 in 5 retirees have either not done any planning for retirement, or waited until they retired to begin that planning).
12. Remember: Retirement is expensive, take control, and learn what your options are.

The material presented was relevant for an aging criminal justice workforce that is beginning to face the prospect of retirement. It was also relevant for newer recruits – especially in light of the fact that post-retirement resources for them might be comparatively scarce, given the economic burden of the aging baby boomer generation.

Does Customer Satisfaction Really Matter?

Panellists: Dr. Tammy Landau, Professor – Ryerson University; Vernon Hale III, Lieutenant, Dallas P.D.; Sylvia Hudson, Vice Chair – Ontario Civilian Commission.

How can criminal justice agencies build and maintain citizen support? Does their support really matter? This workshop was designed to get at questions and strategies aimed at improving criminal justice service delivery and professionalism. Sylvia Hudson spoke about the Ontario Civilian Commission on Police Services (OCCPS), an independent quasi-judicial civilian agency mandated to ensure that fair, effective and accountable policing services are provided to communities in Ontario. Tammy Landau talked about improving both customer service and complaints systems, and Vernon Hale spoke about civilian oversight and his experiences spearheading a civilian review committee in Dallas, Texas.

The question and answer period raised several important points of discussion. Issues such as diversity within police services, funding, and third party complaints were addressed. One delegate argued that “we need a system that puts up warning lights for three alleged complaints [against an individual officer]. If you have these systems in place, you can go about identifying and dealing with your most problematic officers.” In Maryland, for example, an agreement was signed with the Department of Justice, which mandated that officers document all traffic stops. Officers were issued palm pilots with whom to record information about the stop, and each night, that information was downloaded into a central database. This type of system was suggested as an effective way to hold police officers accountable for their actions. Another key issue was the lack of options available to citizens that wish to lodge complaints against the police.

It was concluded that service really does matter, and it is especially important to work toward bridging gaps between law enforcement and Racialized communities. It was also agreed that, in order to avoid infringing upon civilian rights, parameters with respect to things like use of force and the appropriate use of tasers must be established and communicated to the rank and file. In closing, Dr. Landau suggested two ways to improve existing complaints systems:

- Establish informal mediation processes that would allow citizens to complain without invoking the entire system. In most cases, complainants simply want an apology.
- The complaint process is undermined when police officers investigate other police officers. Independent review boards represent one effective solution to this problem, and can help to maintain police legitimacy and improve citizen satisfaction when they file a complaint.

Community Policing: The Emphasis on Partnerships

Panellists: Peter Sloly, Staff Superintendent – Toronto Police Service; Peter Christ, Law Enforcers Against Prohibition (LEAP); John Hayes, Lieutenant – Seattle P.D.; Dr. Rick Holden, CEO Teen Academy, Miami.

This workshop was intended to provide an opportunity for criminal justice practitioners to talk about their experiences with community policing, and to give delegates the opportunity to “pull ideas” from group discussion and apply them to their own contexts.

- It was proposed that in order for community policing programs and initiatives to work, the community has to feel empowered. Law enforcement needs to focus its efforts less on consultation and more on community engagement, co-ordination and mobilization – get the community actively taking ownership of their problems. Progressive law enforcement agencies are mobilizing their communities by inviting community leaders to fully participate in police operations (planning and actually participating in police operations). These strategies help to educate, engage and empower the community to take greater control of their local crime and disorder issues.
- It is also crucial that the police understand the needs, struggles, priorities and infrastructure of the neighbourhoods they work in. It was also suggested that in order for police to effectively build bridges with some communities that police agencies had to make better operational use of their “diversity assets”. For instance police agencies should make more effective use of their Black and other Racialized officers to their fullest potential in order to communicate with, gather intelligence from and effectively mobilize the affected communities. All aspects of diversity (gender, race, language, cultural competence, etc.) should be viewed as valuable and vital in providing effective police services to diverse communities.
- There was some discussion about the difficulties inherent in identifying just who the “real” community leaders are. Every community has self-appointed leaders who profess to speak on behalf of that community – but the community itself often doesn’t recognize that person as a legitimate representative. In the end, it was agreed that because there is no one “community perspective” (and therefore no one person who can profess to speak on behalf of any community as a whole), several representatives should be nominated by the community. “The answers to community problems come from the communities themselves – their perspectives and ideas are crucial.”
- Peter Sloly stressed that community policing represents one part of a larger and more holistic “lifestream” approach to improving community safety. The law enforcement community had to co-ordinate with other social justice institutions (Public Health, Education, Recreation, etc.) to deliver a comprehensive and systematic series of prevention-focused intervention efforts in the lives of young people. For instance, public health would start with ensuring adequate nutrition in homes, then public education would take the lead by teaching parents life skills and educating their children followed by youth support programming provided by parks and recreation - with police services assuming a secondary and supporting role focused on crime prevention and law enforcement as the last of the interventions only when the previous efforts failed.

- There was disagreement over the degree to which the police culture can change so that community-policing initiatives will be taken seriously. “Can police organizations be convinced to build-in incentives that would encourage officers, particularly young officers, to want to take part in these initiatives?” asked one delegate, “especially when measures of job performance are often statistically-based and you don’t get a statistic for preventing crime.” Many delegates expressed little faith in the current system, but agreed that with new and innovative leadership, and a different emphasis on job performance, change is possible.

Recruiting, Retention and Promotions

Panellists: Chris Bullen, Sergeant – York Regional Police Service; Sonia Cottle, Police Officer, Recruitment - Toronto Police Service; Walter Allmon, Virginia P.D. (ret.)

This workshop engaged panellists and delegates in discussion on the recruiting, retention and promotion of Racialized people in criminal justice agencies. The panellists each spoke briefly at the outset, but the bulk of the workshop involved more of a discussion and mutual exchange between panellists and delegates:

- Strategies to advertise and increase the numbers of new recruits from minority communities were discussed. The issue of the fairness of background investigations was raised, and all agreed that Black and other Racialized recruits are subject to more stringent standards than white recruits are. Systemic bias in the ways in which background checks are conducted was also discussed: because Blacks and other Racialized persons are more likely to be stopped by the police, they are more likely to have their names recorded on contact cards. Those contact cards come back to haunt them during the recruitment process, when investigators conducting background checks assume that their prior contact with the police “means they’re guilty of something” – and they are eliminated from competition.
- A delegate from the UK stated that police services there do not have a minimal educational standard for its officers. This touched off a lively, though lengthy discussion that centred on the American situation with respect to hiring practices and advancement.
- There was also much discussion about whether or not the quality and culture of policing has changed enough to allow Racialized persons equal footing. One officer spoke of the perception among White officers that the push to recruit minorities has lowered the standards expected of applicants, such that Black officers are often thought to be “token cops” rather than “good cops”. How, he asked, can we overcome these notions of superiority/inferiority among officers, and communicate the fact that only those who qualify – Black, Brown or White – are ultimately hired?

What Are The Post 9/11 Immigration Issues and Concerns?

Panellist: Barbara Forman, Environmental Protection Agency

This workshop was intended to focus on immigration related issues in the post- 9/11 context, but the expert panellist was unable to attend. As a result, the panel discussion focused on environmental justice, Forman's area of expertise. In her brief presentation, Forman attempted to tie environmental justice to immigration by noting that immigrant communities tend to suffer most from environmental degradation, and are more likely to work in workplaces that engage in environmentally destructive practices. The question and answer segment of the workshop was primarily devoted to the following post 9/11 immigration issues and concerns:

- There was a strong contrast between the views of American and UK delegates on the issue of racial profiling and homeland security. Although American delegates expressed opposition to racial profiling by criminal justice agencies in their communities, some appeared to support post 9/11 security measures, even when those measures infringe upon the rights of other Racialized groups (usually people of middle-eastern descent). UK delegates, on the other hand, argued that targeting members of certain racial/ethnic groups will not reduce the threat of terrorism. They advocated "common sense as common practice" – using reason and rationality to target terrorists rather than stereotypes and prejudice.
- NBPA (UK) delegates also argued that the events leading up to September 11th were highly complex, and they stressed the need to look for "causations, not causation." Because of this "multiple causation", simple strategies that target immigrants from certain racial/ethnic backgrounds are bound to be ineffective. Ultimately, they argued, those groups that tend to be targeted as "terrorists" share much in common with young, Black males who are stereotypically believed to fit the profile of "criminals".

How to Achieve a Healthy Body and Mind

Panellists: Rita Hall, National Chaplain, NBPA & Sergeant with the L.A. County Sheriff's Department; Lillian Pounds, CEO - R&R Productions.

Given the stressful environments in which law enforcement personnel work, the purpose of this workshop was to provide delegates with a number of strategies to manage stress and achieve health and balance in their lives. Issues and strategies discussed in this workshop included:

- Depression is something that is often not addressed or confronted by police management. This problem is exacerbated by an apparent reluctance on the part of many officers to go to their department psychologist, out of fear that this will negatively affect their reputation and/or their career.
- Stress can cause significant problems in the lives of law enforcement personnel, and can spill over into their family lives. Ways to manage stress and maintain a healthy body and mind include: talking to somebody (a friend, a psychologist, or someone at your church);

spending time with family and friends; exercising regularly; eating healthy, nutritious foods and drinking plenty of water; taking vacations whenever possible; and seeing one's doctor on a regular basis.

- Because financial problems can lead to stress, it was recommended that delegates try to invest and manage their money well.

What Are The Latest Trends in Probation and Parole?

Panellists: Donovan Blair, Federal Parole Officer - Canada; Caroline Campbell, Probation & Parole - Ministry of Community Safety and Correctional Services; Jennifer Alphonso, Probation and Parole - Ministry of Community Safety and Correctional Services; Gregory Thomas, Community Relations Officer - Court Services and Offender Supervision Agency for the District of Columbia (CSOSA).

This workshop began with panellists providing an overview of probation and parole practices within their respective organizations. Gregory Thomas shared some of the approaches employed by his agency (CSOSA), highlighting information-sharing with police agencies, mass orientations for offenders who are close to release, and CALL-IN programs, which are designed to deter offenders from re-establishing ties with gangs. Donovan Blair also stressed the importance of working closely with the police, noting that a police officer occupies a desk at his office and works closely with corrections staff. Such networking and capacity building, he insisted, is a powerful intelligence and enforcement tool.

Many agreed that group counselling sessions that help parolees deal with issues such as anger management and maintaining healthy relationships are the latest "trend" in probation and parole. There is also a current emphasis on helping offenders secure housing and employment upon release. One American delegate spoke of tax breaks offered to companies who hire offenders, and emphasized the importance of community support for those trying to reintegrate. "If they feel they are part of something, part of a community that cares about them and cares about their future, they're less likely to reoffend," he said.

There was a notable discussion about the lack of Black representation within correction circles, a problem that is especially pronounced in Canada. All agreed that the only way for Blacks and other Racialized groups to move into key positions is through group mentorship and support. The moderator relayed her personal experience of initiating informal development with Black officers who are interested in specific jobs, and conducting mock interviews with them. She also introduces those officers to supervisors and other key people within her organization, in order to "get them known", thus increasing their chances of being hired.

International Correctional Concerns and Issues

Panellists: David Mitchell, Deputy Superintendent - Toronto East Detention Centre; Bonita Spikes, Executive Director - Death Penalty Concerns; Christopher Lynch, Captain, New York P.D.

This workshop was comprised predominately of group discussion, and the major topics covered were rehabilitation, society's treatment of offenders, the issue of race with respect to both officers and offenders in correctional settings, and dealing with gangs in jails and prisons.

- On the issue of rehabilitation, it was agreed that an offender's capacity for rehabilitation depends on his or her individual circumstances, mental health, and motivation to change, and the amount of resources and support that can be made available. David Mitchell argued that in many cases rehabilitation is not possible because offenders were never "abilitated" (taught appropriate values and behaviour) in the first place. Further, 'one size fits all' programming, such as anger management, is not enough - offenders require programming that is tailored to their specific background and needs.
- Another recurring point of discussion was the under-representation of Black and other Racialized officers in Canadian corrections, the over-representation of Blacks in city jails, and a similar over-representation of Aboriginal people in the jails of northern Ontario. It was suggested that systemic bias – racial profiling by law enforcement officers and racial bias in bail hearings and sentencing practices – contributes to this over-representation. At the same time, however, it was also acknowledged that there are social factors that "push" some people to commit crime. Delegates agreed that when certain social problems are addressed (such as increasing access to education, opportunities and employment), there will be a concomitant reduction in crime within minority communities: "People just don't have enough money to live, or they feel locked out of society's opportunity structure" said one delegate, "so it's not surprising that they turn to crime."
- The discussion about gangs focused on increasing accountability – specifically, in ensuring that offenders are held responsible for their actions while in custody. The panel advocated a tough stance on gang activity in prisons, which included conducting random searches and laying charges for offences like "tagging" the inside of cells.

Strategies for Defusing Gang Activities

Panellists: Tyrone Parker, Director - Alliance of Concerned Men; Dr. Jimmy Bell, Professor – Jackson State University.

This workshop was intended to provide a forum for the discussion of international similarities and differences with respect to the problem of gangs in Canada, the US and the UK.

Tyrone Parker, the first of two panellists, is an ex-convict who heads the Alliance of Concerned Men, an organization that "uses conventional methods in an unconventional way to obtain peaceful gang resolutions." He argued that gang resolution strategies are "community policing at its highest," and claimed that his organization has brokered seven gang truces in the Washington, D.C. area. Describing the Alliance of Concerned Men's philosophy as "old fashioned" and "holistic", Parker outlined the organization's mediation strategy: a meeting is organized with opposing gangs (who agree to participate) to address an issue of conflict, with the hope that a peace treaty can be brokered between the two. The organization also offers help to those gang

members who are interested in turning their lives around: “we give them a chance to be a man, to rejoin the community and participate in the community.” He referred to this process as an intervention.

Like Tyrone Parker, Jimmy Bell agreed that “the best strategy to deal with gangs is a community-based strategy.” He also argued that the ways in which gangs in the United States are conceptualized and defined is heavily Racialized, and suggested that “if we want to talk about strategies to reduce gangs, then it is imperative to discuss the political forces behind them.” The remainder of Dr. Bell’s presentation was devoted to an overview of his theory on the proliferation of gangs in the United States – which highlights the CIA’s role in allowing the importation of drugs into Texas, so that gangs could distribute them to poor, inner city Blacks. He further argued that U.S. tax dollars that were supposed to be spent addressing the gang problem instead went to funding the Contras in Nicaragua. Dr. Bell concluded by arguing that “crime escalated between 1988 and 1994 because of the war on drugs. Gangs are a growth industry in corporate America.”

What Are Your Civic Responsibilities?

Panellists: Selwyn Pieters, Lawyer, Communications Officer (ABLE); Anthony Rodgers, Secretary Director – Edwards Waters University; Theodore Shaw - NAACP Legal Defense Fund.

From the beginning, the workshop’s moderator stated that she intended this workshop to be an informal group discussion on the subject of civic responsibility. The main points of discussion included:

- Selwyn Pieters spoke about incidents of racial profiling, including the recent shooting of a Brazilian man by police officers in London, and allegations of racial profiling against the local Black community as well as differential treatment suffered by local Black officers within their respective police agencies. “Challenging racial discrimination is part of civic responsibility,” Pieters argued, “it also fosters trust in the community.”
- Anthony Rodgers detailed his civic involvement with organizations like the NAACP, as a sports coach, and as an advocate for Black law enforcement officers. He cautioned delegates not to overextend themselves in their community work – arguing that you can’t truly effect change if you’ve “spread yourself too thin.”
- Panellist Theodore Shaw focused on the tension that exists between the police and Racialized communities. He argued that this tension is, in part, rooted in “the war on drugs in the United States , [which] is a war on African American communities and other Racialized communities.” Shaw went on to speak of Black/White differentials in drug use and the death penalty, and argued that those who work in criminal justice agencies have a “special” role to play in changing society, “they are on the front lines and are situated perfectly to help out critically and work for change.” He encouraged delegates to work toward positive change in the communities they live in and police.

- Toward the end of the workshop, the moderator asked for a UK perspective on the issue of civic responsibility. Lester Leicester, an NBPA leader and training officer in the United Kingdom answered the call, and said that while conferences that draw together Black practitioners from around the world are “all well and good, we must not forget that there are many good White people who agree with what we’re trying to do.” He stressed the importance of recognizing that such broad support exists, and of building partnerships with people committed to issues of social justice, regardless of their skin colour.

Communication Technology for Public Safety Departments

Panellists: Timothy Brandt and John Weegan

This workshop was designed to introduce the newest in communications technology for criminal justice agencies. Panellist John Weegan’s presentation focused on video surveillance and a network solution called Motomesh, a series of hot-spots that can be driven through at speeds of up to 100 miles an hour while maintaining connectivity. Timothy Brandt discussed the concept of interoperability, Motobridge (a statewide interoperability network), and Project 25 (a technology standard for communication equipment).

Weegan’s presentation was perhaps most relevant for police officers on patrol, because he touched on technologies that impact on the way officers do their job. For example, improved surveillance technology in squad cars, Internet access while in motion, and tracking devices all have the potential to keep officers safe and make their jobs a little easier to do. Brant, on the other hand, gave more of a “top-down” perspective, focusing on the ways in which some new technologies will affect criminal justice infrastructures.

How to Effectively Operate a Black Police Association

Panellists: Chris Bullen, President - ABLE; Marcus Jones, National Chair - NBPA (USA); David McFarlane, National Coordinator - NBPA (UK); Priscilla Green, President - NBPA Las Vegas.

Representatives from various Black police associations were on hand to discuss their experiences and strategies to increase the profile and credibility of their respective organizations:

- Panellists agreed that it is the president of a police association’s responsibility to provide vision to members - to inspire belief in the organization and its mandate. Courage is also a key attribute of those who lead – “if you are not willing to step up to the plate and speak out in difficult times, people will not have respect for your organization.”
- Delegation is key: don’t try to do everything yourself. Ask for assistance. Identify capable people to whom you can delegate responsibility, “Doing so gives people a feeling of commitment and investment in the organization, and helps to prepare your leaders for tomorrow.” Challenge people and give them an opportunity to prove themselves.

- Mentor others within law enforcement agencies, know when the academy graduations occur, and to be there. Work in conjunction with recruiting officers – have Black officers from your organization attend recruiting events. Try to recruit “new hires” to become active members within your organization. Their perspective and their membership are crucial to keeping your organization relevant.
- When you step down as president, don’t step away from your responsibility to the organization – you need to be there to assist and provide guidance to the person who will fill your shoes.
- The importance of networking with the community and with other minority organizations on the local, national and international level was underscored: “There’s strength in numbers.” It was suggested that the ABLE and the NBPA US and UK revisit and “revamp” the Memorandum of Understanding signed in 1996, in the interest of building a unified international coalition. But before that can happen, cautioned a member of the NBPA (U.S.), “We need to make sure that we are all on the same page.”
- Know and be known by the community – they can be among your strongest allies. Be involved as an organization at the community level – mentor, work to bridge the gap between minority youth and the police, establish scholarship funds, etc.
- Remember your collective history, educate younger members about the struggles of those who came before them, lest they take the opportunities they enjoy today for granted.

Foot Patrols: Success or Failure in Crime Reductions

Panellists: Trevor Searles, Toronto Police Service; Anthony Santiago, Cambridge P.D.; Leslie Seymour - Philadelphia P.D. (ret.).

This panel was comprised of officers with extensive foot patrol experience. Leslie Seymour, a retired Commander and Liaison Officer with the Philadelphia P.D., was involved in community policing for 30 years. She spoke of her job mandate as akin to a “community manager” of sorts – when the electricity went out in the community, she would call the electric company and have it turned back on, and when the sanitation department failed to collect garbage, she would arrange to have it removed. Seymour said that because of her constant and close interaction with the community, she got to know its leaders – and worked in partnership with them to resolve a number of local issues.

Anthony Santiago and Trevor Searles spoke of their experiences as foot patrol officers in Cambridge, Massachusetts and Toronto, respectively. They argued that foot patrols are built on and build trust with the community – and that community-policing officers sometimes have to use less formal, more locally grounded tactics to deal with conflict in the community. This necessarily requires an in-depth knowledge of the community, the people who live there, and the sorts of conflict resolution strategies that have “currency” in their interactions with one another.

The question and answer period of this workshop was brief. An officer from the United States questioned whether foot patrol and community patrol officers should deal with serious crime in the communities they patrol. Leslie Seymour responded that “community officers should stick to working on welfare issues and bridge building.” There appeared to be a general (though perhaps begrudging) consensus among the remaining panellists on this point.

Diversity Is An Operational Imperative

Panellists: Keith Jarrett, NBPA UK Legal Advisor; Sylvia Searles Elam, Special Assistant, Office of Mayor David Miller.

This workshop encouraged delegates to think of diversity quite broadly – in terms of age, sex, race, language, occupation and social status – and underscored how complex it can be to manage. The content of the workshop was divided into four sections:

1. Operationalizing Diversity: Three ways in which to operationalize diversity were proposed. (1) changing the decision-making and power structures within an organization; (2) understanding that all have a vested interest in making diversity an operational imperative; and (3) in order to treat groups equitably, not all groups can be treated the same.
2. Why diversity is important: Here, the focus was on the necessity of diversity, particularly in multicultural cities like Toronto. As the most diverse place in Canada, the Greater Toronto Area’s workforce must strive to mirror its population more broadly.
3. What diversity means and who should be involved: Delegates agreed that achieving diversity requires a holistic approach, which includes involving all aspects of an organization, from policy making to service delivery to organizational reform. To ensure diversity, it was agreed that the following steps must occur: (1) policies and sanctions; (2) dedicated staff with relevant expertise; (3) training that recognizes the merits of a diverse workforce.
4. Four “A’s” of a diverse workforce were also discussed: (1) Access: access to diverse communities cannot be achieved without diversity in criminal justice personnel; (2) Attractiveness: criminal justice agencies will remain unattractive to certain communities without diversity; (3) Anomie: without diversity, community members will experience anomie, the feeling that people have when they feel as though they are not part of the whole; (4) Avoidance: it is imperative to avoid the cost of discrimination.

Successful Models of Police Oversight

Panellists: Philip Eure, Executive Director - Washington D.C. Office of Police Complaints (OPC), Mike Franklin, Commissioner - Independent Police Complaints Commission (IPCC) UK; Wendell France, Executive Director - Citizen Complaint Authority (CCA) Cincinnati.

Wendell Evans opened the workshop with surveillance footage of a Wendy's drive-through window that depicts a young female employee being verbally and physically assaulted by a police officer, who accuses her of giving him the wrong change. Despite the evidence, the officer is cleared of all charges. This clip was shown to demonstrate the need for effective police oversight, without which, public confidence is compromised. Philip Eure spoke about Washington D.C.'s Office of Police Complaints (OPC), an independent agency that aims to ensure police accountability through civilian oversight. Mike Franklin outlined the Independent Police Complaints Commission (IPCC), a UK-based oversight model launched in April of 2004. The IPCC has a dual mandate: it is responsible for both investigations and guardianship of the complaints system.

The question and answer session focused on three main areas: transparency, false allegations and jurisdiction. Workshop participants articulated concern with respect to the process and structure of police oversight bodies. In particular, the degree to which these agencies are, or can be, autonomous from police organizations was discussed, with delegates agreeing that independence is critical to transparency and effectiveness in police oversight. A notable concern raised was the problem of false allegations, a problem that disproportionately affects Blacks and other Racialized officers in law enforcement, some of whom are targeted out of racial prejudice or bias. Each of the panellists acknowledged that they are aware of the potential for false allegations, and said that their respective organizations strive to be vigilant in their efforts to ensure that such allegations are rooted out. The jurisdiction of oversight agencies in relation to internal affairs was also discussed, and it was agreed that oversight is futile if internal affairs' jurisdiction supercedes that of independent oversight bodies. Philip Eure outlined the OPC's practice of parallel jurisdiction and concurrent investigations.

In light of these concerns, the following criteria were advanced to ensure successful oversight:

1. Independent investigations.
2. Adequate resources.
3. Subpoena power.
4. Transparency.
5. Mediation Component: At the OPC, 75% of the cases that go to mediation result satisfactorily for both parties.
6. Training, education of investigators.
7. Support from outside agencies.
8. Task forces to investigate police misconduct.
9. Regular intake processes to ensure that all complaints received are dealt with in a timely manner.

The Impact of Guns in Communities of Colour

Panellists: Ron Stallings, Judge Advocate - NBPA (USA); Glen Williams, Family Liaison Officer, UK; Mike Franklin, Commissioner - IPCC (UK); Cynthia Sain, Youth Program Director - Cleveland Police Department; George Rhoden, Detective Inspector – Metropolitan London Police.

This session was intended to provide an international perspective with respect to the problem and prevalence of guns in communities of colour. At the outset, one panellist pointed out that though it is stereotypically assumed that “gun crime is Black on Black crime,” it must be remembered that they very term “Black on Black crime” Racializes a problem that is not unique to the Black community. “Just because we don’t refer to ‘White on White’ crime doesn’t mean that gun crime isn’t a problem among Whites, too.”

When asked what, specifically, ABLE is doing to address gun violence; David Mitchell outlined a three-part plan hatched in the wake of gun violence in Toronto that began in 2004:

1. Prevention: Reinforce existing community programs to engage with at-risk youth.
2. Enforcement: Enforcement activity should be reserved “strictly for the people out there doing the shootings.” However, finding out just who these people are is proving to be difficult due, in part, to fear on the part of the community: “The people are not talking, but they *will* talk if there is a relationship with the police. So, we’re working toward building relationships – but in order to be effective, Black officers must be used to their full potential. We need cops building bridges in those communities who understand the culture and who speak the language.” The problem is that, to date, Black officers have not been appropriately placed: “Some Gang and mobile surveillance units, for example, are nearly all white. Let’s be honest here: How effective can a bunch of cops be that may not know and may no care about building bridges with minority communities?”
3. Rehabilitation: The term rehabilitation is a misnomer, because it assumes that people are “abilitated” in the first place. What is needed are programs that are effective, that have an impact on young people in the penal system, and that give them the skills and the motivation to be productive, contributing members of society upon release.

Mike Franklin, Commissioner of the Independent Police Complaints Commission (IPCC) spoke of the first gun amnesty in the UK. The program was advertised to the community via leaflets and mailings, and though the community was initially cynical, he claimed that the amnesty ultimately got guns off the street. This sparked much discussion about the need to recognize the fact that 95% of the community lives in fear of the 5% who engage in violent crime. Delegates agreed that in order for programs like Crime stoppers and gun amnesties to really be effective, the community must feel that if they talk, they will be protected: “Witness protection involves understanding the dynamics of the community. The police don’t understand that people are afraid. Instead, they think that people are colluding with the gunmen, and that’s simply not the

case.” Having Racialized people on specialized teams is an important first step to developing community trust.

With respect to gun violence in the United States, Cynthia Sain contextualized the problem of living in a culture that lives and dies by the gun: “Think of being in a place where there are guns all around you,” she said, “wouldn’t you want one?” She spoke of initiatives like Cleveland’s Carrying Concealed Weapon law, which saw gun registration in that city triple – but argued that many of the guns involved in street-level crime are unregistered “Black market guns”. This, delegates argued, speaks to the level of disconnect that exists between the government and the community – if Black market guns are at the root of the problem, the focus should have been on getting them off the streets, not on legislating that legitimately purchased guns be registered.

How to Lead an Effective Criminal Justice Agency

Panellists: Marcus Jones, National Chairman - NBPA; Melvin Maxwell, NBPA (USA) Parliamentarian & Lieutenant - San Diego PD; Walter Allmon.

At the outset of this workshop, each of the panellists shared his or her experiences as the leader of a criminal justice agency, and outlined the skills and characteristics they see as necessary in a good leader. The panellists conveyed the importance of teamwork and strong leadership skills on the quality of service that criminal justice agencies ultimately deliver. Several themes emerged:

- Marcus Jones asked, “Is your department led by managers or leaders?” He then proceeded to distinguish between the two. Managers act cautiously and fear uncertainty – their primary responsibility is “steadying the ship.” Leaders, on the other, hand take risks and acts with courage.
- There was much discussion about whether criminal justice agencies are “buying into diversity”, and whether they’re really making a concerted effort to diversify their ranks. One American delegate said that in Dallas, diversity within the ranks is forced, but it works. When a high-ranking Black officer is promoted or retires, another Black officer takes his or her place. A police officer from the UK argued that such a “quota system” is not true to the principle of diversity, and that it’s really just another form of affirmative action. “They do it because they have to,” he said, “Not because they want Black officers in those positions.”
- There was also a good deal of discussion about how to “sell” the idea of diversity to criminal justice agencies: “We’re trying to move away from seeing diversity as a one-off training session,” said one Canadian delegate, who argued that police managers tend to be resistant to “truly diversifying their ranks beyond a few token positions.” Though there has been some forward movement, all agreed that it is imperative to push police unions and police brass to keep the momentum going, and strive for diversity in recruitment, retention and promotion. A lack of diversity in the criminal justice workforce - particularly at the upper end of the rank structure - seems to be especially

pronounced in Canada. “Achieving diversity in this country is a tough sell, and it’s going to be slow motion, but it’s going to happen.”

Concluding Remarks and Recommendations

The 33rd Annual NBPA Training and Education Conference was a tremendous success. The conference was also a great success for ABLE. The hosting of the conference provided an excellent opportunity for ABLE to take its place beside and network with other Black law enforcement organizations from around the world. ABLE played an instrumental role in the planning and orchestration of many of the conference events – a role that showcased the talents, expertise and professionalism of its membership.

ABLE’s participation in this conference also served to increase the organization’s profile and level of influence at the local, national and international levels. It is recommended that ABLE continue to work to strengthen and build partnerships internationally. With that said, it is also recommended that ABLE capitalize on its success at this conference and, building on the lessons learned, organize a national Canadian conference that will bring together Black and other law enforcement practitioners to discuss critical issues in the Canadian context, and to push these issues forward in terms of resolutions.

With this in mind, the following recommendations are advanced in support of any future conferences:

- It is recommended that trained moderators be employed in order to maximize the opportunity to exchange analysis and perspectives;
- It is recommended that there be significant and proportionate content with respect to the situation for a broad range of sworn peace officers, including corrections officers, customs and immigration officers, probation and parole officers, etc.;
- Given the unique circumstances faced by Black Women in law enforcement circles, it is recommended that there be workshops designed with their interests, advancement, and empowerment in mind;
- In order to build a critical mass of issues, ideas, strategies, energy and resources within and among Racialized communities, it is recommended that ABLE branch out, link with, and invite other groups working on issues of social justice to participate;
- It is recommended that the content of future ABLE conference events and workshops be forward-focused conversations between panellists and delegates – aimed at the facilitation and advancement of innovative, co-ordinated and sustainable responses to the critical issues of the day.

- Given ABLE's commitment to the community, it is recommended that the conference be open to those members of the community who wish to attend and participate. It is also important that the conference includes significant youth oriented components. Ensuring the continuation of this year's conference events, such as the Youth Summit and the basketball game, is especially important in terms of bridging existing gaps between law enforcement and the community, and in encouraging potential recruits.
- It is recommended that, in order to maximize attendance, the Canadian conference be organized and concentrated over a 2-3 day time period (preferably over a weekend, when a greater number of delegates, particularly those from the community, are more likely to be able to attend).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P399. 50TH ANNIVERSARY OF THE TORONTO POLICE SERVICES BOARD

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

Subject: 50TH ANNIVERSARY
(METROPOLITAN) TORONTO POLICE SERVICES BOARD

Recommendation:

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

Background:

Monday, May 15, 2006, will mark the 50th Anniversary of the first meeting of the Metropolitan Board of Commissioners of Police for the Municipality of Metropolitan Toronto (Board Minute No. 1/56 refers). A summary of the events leading up to this meeting, entitled "The Background of the Unification of the Police Services", from Page One of the Board's Annual Report for 1957, is reprinted verbatim and attached to this report.

Coincidentally, Monday May 15, 2006, is the first day of Canadian Police Week. On this occasion, the Service traditionally hosts an official ceremony to begin a six-day celebration of the policing profession within our various communities. The 50th Anniversary of the Board and its contribution to policing within (Metropolitan) Toronto will be an important theme within our Police Week programs. More information concerning Canadian Police week will be provided in the new year.

Inspector Michael Sale (Retired), Toronto Police Historian, has met with the Board's Executive Director, Ms. Joanne Campbell, to discuss opportunities for observing the 50th Anniversary during the coming year and he will be available to assist with arrangements for related activities and promotions.

Conclusion:

It is recommended that the Board receive this report.

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

The Board was also in receipt of the following report, December 12, 2005, from Alok Mukherjee, Chair:

Subject: 50TH ANNIVERSARY
(METROPOLITAN) TORONTO POLICE SERVICES BOARD

Recommendations:

It is recommended:

- (1) THAT the Toronto Police Services Board request the Mayor of Toronto to proclaim Monday, May 15, 2006 as “Toronto Police Services Board Day” in recognition of the inaugural meeting of the Metropolitan Board of Commissioners of Police for the Municipality of Metropolitan Toronto;
- (2) THAT the Board, in cooperation with the Service, host a banquet and a conference in May 2006 to commemorate fifty years of civilian oversight of police in the City of Toronto; and
- (3) THAT the Board authorize the Chair and the Vice Chair, in consultation with the Chief of Police, to establish a planning committee to organize the two events.

Background:

In a separate report, dated November 15, 2005, the Chief of Police has advised the Board that May 15, 2006 will mark the 50th anniversary of the first meeting of the Metropolitan Board of Commissioners for the Municipality of Metropolitan Toronto (Report No. 22).

I believe that this is a significant milestone in the development of civilian oversight of police in the City of Toronto. Since that inaugural meeting, chaired by Judge C.O. Bick, the Board has been responsible for many initiatives to ensure that policing in this City reflected and took into account the needs and expectations of the community.

Civilian oversight itself has been an important concept. It has proved critical in maintaining an independent police service, accountable, at the same time, to the community at large. Further, the composition, decisions and directions of the oversight body over these fifty years are themselves reflective of the changing face of this City, of the challenges that this change has posed for policing, and of the evolution in the understanding of what constitutes good policing.

I believe that it would be fitting to celebrate the wisdom and foresight of the community members who met formally for the first time on May 15, 1956 as the first civilian Commissioners of the Toronto Police through an appropriate commemorative event, and to use the opportunity to organize a suitable forum for engaging the broader community in a retrospective and prospective reflection on issues and challenges facing civilian oversight of policing.

Conclusion:

I, therefore, recommend that:

- (1) the Toronto Police Services Board request the Mayor of Toronto to proclaim Monday, May 15, 2006 as "Toronto Police Services Board Day" in recognition of the inaugural meeting of the Metropolitan Board of Commissioners of Police for the Municipality of Metropolitan Toronto;
- (2) the Board, in cooperation with the Service, host a banquet and a conference in May 2006 to commemorate fifty years of civilian oversight of police in the City of Toronto; and
- (3) the Board authorize the Chair and the Vice Chair, in consultation with the Chief of Police, to establish a planning committee to organize the two events.

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

THE BACKGROUND OF THE UNIFICATION OF THE POLICE SERVICES

- 1954 On September 14th, 1954, the Council of the Municipality of Metropolitan Toronto appointed a Special Committee to study and report on the advisability of unifying the Police and Fire Departments of the Metropolitan area. This committee was composed of: C. O. Bick, Chairman; Ford G. Brand; William Denison; W. B. Lewis; F. J. McMahon, Q.C.; Howard A. Phillips, Q. C.; F. G. Gardiner, Q.C. (ex officio).
- 1955 This Special Committee proceeded to study the functioning of the police departments concerned, and heard representations from each of the thirteen municipalities, professional police personnel, the Bureau of Municipal Research and specialists in the field of communication. Considerable written data was obtained from municipalities in Canada, United States and Great Britain.

As a result of its deliberations, the Special Committee reported to the Metropolitan Council that it was not only desirable to unify the services in the Metropolitan area, but essential, if the thirteen municipalities were to enjoy an efficient and economic police service.

The Committee recommended as follows:

1. That, as of January 1st, 1957, all the existing police forces in the thirteen municipalities comprising the Metropolitan area be dissolved (sic).
2. That a Metropolitan Toronto Police Force be established having jurisdiction over the entire Metropolitan area, to succeed the foregoing 13 police forces, effective January 1st, 1957, the personnel then employed by such 13 municipal forces to form the original personnel of the proposed Metropolitan Toronto Police Force.
3. That the Metropolitan Toronto Police Force, when established, be administered under the jurisdiction of a Metropolitan Board of Commissioners of Police.
4. That application be made forthwith to the Provincial Legislature for the necessary amending legislation to implement the recommendations of the Special Committee.
5. That the Special Committee be authorized to confer with the Attorney-General of the Province of Ontario, of other appropriate officials, as to the manner in which such Metropolitan Toronto Police Force should be established; how the Metropolitan Board of Commissioners of Police should be constituted and the duties of such Board; and on any other matters considered necessary to implement the recommendations of the Special Committee.
6. That the appropriate Metropolitan Officials take the necessary action to give effect to all the foregoing.

On November 15, 2005, the Metropolitan Council adopted the report of the Special Committee and applied to the Provincial Legislature for an amendment to the Municipality of Metropolitan Toronto Act to permit the establishment of a Metropolitan Toronto Police Department.

1956 On March 28th, 1956, portions of the resultant amendment were enacted, and an Order-in-Council, dated April 19th, 1956, appointed Magistrate Charles O. Bick, His Honour Ian M. Macdonell and Thomas S. Elmore, Q.C., as members of the Metropolitan Board of Commissioners of Police. Frederick G. Gardiner, Q.C., Chairman of the Metropolitan Council was also named a member pursuant to section 175d of the Municipality of Metropolitan Toronto Act, as amended. On May 1st, 1956, Nathan A. Phillips, Q.C., Mayor of the City of Toronto, was appointed the fifth member of the Board by Municipal By-law No. 399.

The Metropolitan Board of Commissioners of Police, thus constituted, held its inaugural meeting on the 15th day of May, 1956, and commenced devoting its entire energies to the organization problems of the department which was to come into existence on January 1st, 1957.

A:\1956UnificationBackgrounder.doc (reprinted verbatim from Page One of the Annual Report of the Metropolitan Board of Commissioners of Police – 1957)

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**#P400. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS: JANUARY –
JUNE 2005**

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

Subject: 2005 SEMI-ANNUAL REPORT - PROFESSIONAL STANDARDS

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with a singular report to be submitted on a semi-annual basis (Board Minute 199/96 refers).

The Toronto Police Service Professional Standards 2005 Semi-Annual Report is appended.

It is recommended that the Board receive this report for information. Deputy Chief Jane Dick, Executive Command will be in attendance to answer any questions if required.

Staff Superintendent Tony Corrie, Professional Standards, and Ms. Kristina Kijewski, Director of Corporate Services, were in attendance and responded to questions by the Board about this report.

The Board inquired about the reference to the “Chief’s Advisory Committee (Complaints Advisory Body)” located on page 15 of the report, specifically; the composition, role and responsibility of the Committee. No one was available to answer the Board’s questions and Staff Supt. Corrie agreed to provide a response to the Board at a future meeting.

The Board also inquired about the reference on page 6 of the report to the decline in the level of satisfaction respondents experienced with the outcome of their complaints in 2004. Ms. Kijewski advised the Board on the various reasons that could impact whether a complainant would be satisfied with the outcome of a complaint.

The Board received the foregoing.

A copy of the Executive Summary to the Professional Standards Semi-Annual Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

EXECUTIVE SUMMARY

The Toronto Police Service Professional Standards Report was designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparison, examination of trends, and a more comprehensive analysis of officer conduct and discipline. Revisions to the appropriate sections of the Professional Standards Report as required by the Toronto Police Services Board (Board) Policy Manual and subsequent Board motions have been incorporated into this report.

Highlights

- One of the prime objectives of Professional Standards (PRS) is now being met by the Professional Standards Information System (PSIS) i.e. the early detection of at risk behaviour among Service members. During the first half of 2005, 37 letters have been generated alerting Unit Commanders to possible at risk employees.
- In the first six months of 2005, a total of 408 complaints were made about Toronto Police Service (TPS) members - 397 about officer conduct and 11 about the services and/or policies of the Toronto Police Service. One hundred and eleven complaints did not meet the criteria set out in the Police Services Act (PSA) and were, therefore, not subject to investigation. A further 37 complaints were withdrawn by the complainants prior to investigation.
- Complaints of a serious nature accounted for approximately 24% in the first half of 2005. Over the past 5 years this proportion has ranged from a high of 31% in 2002 to a low of 17% in 2004.
- The PSA makes provision for the public to pursue their complaint if they are dissatisfied with the disposition at the Service level. The Ontario Civilian Commission on Police Services (OCCPS) has been set up to review decisions and, if appropriate, to recommend further investigation or order a hearing. In this regard a total of 89 request for reviews were received at OCCPS from TPS. Six reviews were withdrawn and for six reviews the Commission had no jurisdiction. OCCPS upheld the decision for 66 of the remaining requests and varied the decisions for 14. Two reviews involved a change from conduct officer less serious to conduct officer serious. Ten decisions were returned for further investigation and two for reclassification.
- Eighty percent of the concluded complaints received in the first half of 2005 were investigated and resolved within 90 days.
- Thirty-three new Civil Litigation cases were received between January and June 2005 which is considerably lower than the number received in the same period in 2004 (55).

- The number of PSA cases opened in the first half of 2005 is 19% higher compared to the same period in 2004. One member was the subject officer in three new cases and another member was the subject officer in two new cases.
- The number of PSA charges laid in the first six months of 2005 is double the number laid in 2004. Twenty-four officers received two or more charges in a single case.
- Eighteen cases were concluded by the Disciplinary Hearings office in the first half of 2005. Nine of these cases were withdrawn due to loss of jurisdiction.
- A total of 1,105 Use of Force reports were submitted to the Service between January and June 2005, although there were only 633 incidents where TPS officers were obliged to use force. In one out of every four use of force incident reported in 2005, TPS officers faced subjects armed with lethal weapons.
- The Provincial Special Investigations Unit (SIU) invoked its mandate to investigate 24 cases in the first half of 2005. Four were terminated after an initial investigation found that they did not meet the threshold of the SIU mandate. Of the 20 remaining investigations, the SIU exonerated the officers involved in 18 investigations. None of the investigations led to an officer being charged criminally. Two investigations are still under investigation.
- During the first six months of 2005, 100 Fail to Stop reports were submitted – a decrease of almost 10% over the same period in 2004
- In the first half of 2005, 12% of all suspect apprehension pursuits resulted in a personal injury. In total 15 persons (nine pursued subjects, and six uninvolved citizens) were injured. One of the pursued subjects died subsequent to injuries received during a pursuit collision.
- Between January and June 2005, 219 members of the TPS received Service Awards, including one Merit Mark, 23 Commendations, 67 Teamwork Commendations, 10 Letters of Recognition and 10 Chief of Police Excellence Awards. In addition the TPS issued 59 awards to community members.

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**#P401. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION
AND PROTECTION OF PRIVACY ACT: JULY – SEPTEMBER 2005**

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

Subject: QUARTERLY REPORT JULY 2005 - SEPTEMBER 2005: MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
COMPLIANCE

Recommendation:

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

Background:

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

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

Toronto Police Service
Compliance Rates

30-Day	60-Day	90-Day or longer
80.37%	95.55%	98.62%
Requests to be completed during this time period: 652	128	44
Requests completed: 524	Requests completed: 84	Requests completed: 20
Requests remaining: 128	Requests remaining: 44	Requests remaining: 24

A further breakdown of requests received July 1, 2005 to September 30, 2005 is as follows:

Category	Total	Description
Individual / Public	529	- Personal
Business	99	- Witness contact information - Memobook notes re. Accidents and occurrence reports - Clients' police reports
Academic / Researcher	0	
Association/Group	16	- Reports required for families in justice system - Reports on subject and an individual - Reports on subjects requiring need for shelter
Media	3	- Information on death of subject - Request for historical Toronto Police Officer Injury statistics - information on murder charges
Government	0	
Other	5	- Fraud report at specific address - Missing person report - Disposition dates for out of country - Assault incident in 1998 - Reports for medical assessment

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

July 2005	85.91%
August 2005	84.08%
September 2005	84.39%

Conclusion:

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

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

The Board received the foregoing.

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**#P402. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS): AUGUST – OCTOBER 2005**

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

Subject: ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM (eCOPS)
QUARTERLY REPORT: AUGUST - OCTOBER 2005

Recommendation:

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

Background:

At its meeting on September 23, 2004 the Board requested that the Chief of Police provide the Board with quarterly reports detailing the status of the Enterprise Case and Occurrence Processing (eCOPS) Project (Board Minute #P329/04 refers).

Further to that direction, at its September 8, 2005 meeting, the Board requested that future quarterly reports include a financial summary of the on-going costs to maintain the eCOPS application (Board Minute #P310/05 refers).

eCOPS Release Version 2.1

The implementation of eCOPS Version 2.1 on July 24, 2005 included enhancements to Unified Search, Occurrence Tracker, and collaboration capabilities to enable multiple users to work on an occurrence at the same time. Recommendations from the Sex Crimes Audit specifically addressing supervisor notification and attendance, as well as methods of capturing detailed victim contact information were also implemented.

Canadian Police Information Centre (CPIC) cancel has been automated for designated high-risk offences (Recovered Stolen Vehicles and Located Missing Persons), incident types and domain codes have been added, validation messages have been simplified for ease of interpretation, and technical issues resulting in application downtime caused by system overload have been minimized. Uniform Crime Reporting (UCR) improvements have been made, which will impact on the quality of data extracted for statistical reporting purposes.

eCOPS Release Version 2.2

The next scheduled eCOPS release, Version 2.2, is on target for implementation November 27, 2005, and will include the following enhancements:

- ‘Summary of Changes,’ which will display a summary screen identifying the changes that have been made to a document since the last version was published
- Integration of Occurrence Review, Tracker, and Monitor
- Reviewing officers can ‘take ownership’ of an occurrence and assign it appropriately for action, which will alleviate problems associated with force publishing
- Self-review and approval capability for reviewing officers through role based access (by badge number)
- On-screen list of unpublished occurrences available for supervisory review
- Remove offence for selected incident types
- Local validations displayed prior to publication to improve quality of data at point of entry
- Further implementation of recommendations from Sex Crimes Audit – e-mail notification will automatically be forwarded to the Sex Crimes Unit in relation to all offences of this nature

Database Upgrades

Database upgrades are required in order to improve system stability and performance, as well as to support the future development of the eCOPS application. The conversion to DB2 Version 8.2 took place on November 6, 2005.

The current version of Websphere utilized by the Service is an older version that is no longer supported by IBM; therefore, the Service will upgrade to Version 5.1 in January 2006. Infrastructure enhancements will facilitate future assistance from IBM in relation to production/technical issues that arise, as the manufacturer does not support the older versions currently utilized by the Service. Both upgrades will be transparent to the user.

eCOPS Training

Members of Records Management Services have facilitated discussions with representatives from C.O. Bick College with respect to the revision of eCOPS lesson plans, particularly with respect to offences against persons and victim attack information. Recommendations will also be forwarded to college trainers to revise lesson plans to integrate the occurrence writing portion of the training with up-to-date electronic reporting methods.

Information sessions have been held for Staff/Detective Sergeants (reviewing officers) with a focus on selected quality control issues that account for a large portion of errors (Incident Type; Victim/Attack Information; Premise Type).

The eCOPS Support Team will commence training for supervisors/reviewing officers in November 2005 with an emphasis on review practices. Previously, supervisor training has fallen behind development phases as implementation schedules had unanticipated adjustments.

eCOPS Mobile Workstations

Mobile workstation usage rates continue to increase as users gain confidence in the application both from a user perspective and improved application performance. The implementation of the public wireless network provides for additional capabilities in the mobile environment but does not impact on the functionality of eCOPS in any way.

Financial Summary

The operating costs for the support and functional enhancements, implemented in quarterly releases, are summarized below:

Unit	2005 Budget	Year-to-Date	October 2005
	Amount	Amount	Annual %
<u>eCOPS On-going Support Costs - Base (lights on only)</u>			
Information Systems	379,860	307,870	81%
Systems Operations	58,802	49,002	83%
Customer Service	53,448	44,540	83%
TOTAL	\$492,109	\$401,411	82%
<u>ECOPS Quarterly Releases - Enhancements</u>			
Information Systems	821,336	675,767	82%
Systems Operations	24,068	20,057	83%
Customer Service	17,816	14,847	83%
TOTAL	\$863,220	\$710,670	82%
<u>eCOPS Total Resource Costs</u>			
Information Systems	1,201,196	983,636	82%
Systems Operations	82,870	69,058	83%
Customer Service	71,264	59,386	83%
TOTAL	\$1,355,329	\$1,112,081	82%

Planning for 2006

Developers are currently reviewing the set-up of domain codes in eCOPS. The domain code revision is a priority for next year and is estimated to require approximately eight months' development time. Changes will allow Records Management Services to add, delete, or modify existing domain codes without any corresponding downtime.

The Royal Canadian Mounted Police requires that mandatory CPIC output and input changes be made for the CPIC Renewal Project. These will occur in two phases. The initial phase involves a change to the query format and changes will be done in parallel with the domain code upgrade scheduled for completion August 2006.

The significant scope of the domain code revision and CPIC Renewal will occupy Information Technology Services' resources for several months and may impact on developers' ability to provide quarterly functional releases through 2006. Critical production issues, however, will continue to be addressed as they arise.

Conclusion:

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

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

The Board received the foregoing.

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**#P403. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S
SPECIAL FUND UNAUDITED STATEMENT: JULY – SEPTEMBER
2005**

The Board was in receipt of the following report November 09, 2005 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S
SPECIAL FUND UNAUDITED STATEMENT: JULY – SEPTEMBER 2005

Recommendation:

It is recommended that the Board receive the following report on the Toronto Police Services Board's Special Fund unaudited statement for the period between July 01, 2005 and September 30, 2005.

Background:

Attached is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 01, 2005 to September 30, 2005.

As at September 30, 2005 the balance in the Special Fund was \$399,317. During the second quarter, the Special Fund recorded net receipts of \$65,102 and disbursements of \$69,009. There has been a net decrease of \$44,917 against the December 31, 2004 fund balance of \$444,234.

The Property and Evidence Management Unit has been regularly providing Rite Auctions Limited with auction materials in 2005. As a result, auction proceeds, net of 50% commissions charged by Rite Auctions Limited, are being deposited into the Special Fund on a regular basis. These funds, in addition to the unclaimed cash deposited in the first quarter, contributed to the revenue recorded by the Fund.

During the third quarter of 2005, major sponsorship disbursements were made. Contributions were made to the National Black Police Association conference as well as the Toronto Police Association athletic event held in the summer months. In addition, expenditures were made to honour long standing Service members.

The Board received the foregoing.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2005 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS									
PARTICULARS	2005							2004	COMMENTS
	INITIAL	ADJUSTED	JAN 01 TO	APR 01 TO	JUL 01 TO	OCT 01 TO	JAN 01 TO DEC 31/05	ACTUAL	
	PROJ.	PROJ.	MAR 31/05	JUN 30/05	SEPT 30/05	DEC 31/05	TOTALS		
BALANCE FORWARD	444,234	444,234	444,234	485,150	403,224	399,317	444,234	435,126	2005 projections are based on 2004 actual results. The adjusted projection is based on the results to date as at the quarter.
<i>REVENUE</i>									
PROCEEDS FROM AUCTIONS	180,000	371,600	45,887	119,446	113,366	0	278,700	60,093	Auctions proceeds are now regularly received
LESS OVERHEAD COST	(90,000)	(182,140)	(20,199)	(59,723)	(56,683)	0	(136,605)	(23,894)	and deposited into the Special Fund. Therefore,
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	the 2005 projection has been adjusted accordingly. Commission is set at 50% based on the agreement with Rite Auctions.
UNCLAIMED MONEY	50,000	45,900	18,354	7,653	8,430	0	34,436	57,733	Several initiatives are being discussed at the Property and Evidence
LESS RETURN OF UNCLAIMED MONEY	(2,000)	0	0	0	0	0	0	(1,981)	Management Unit which could increase revenues to the Special Fund.
EVIDENCE AND HELD MONEY	0	(3,430)	0	(380)	(2,193)	0	(2,573)	0	
INTEREST	15,000	9,130	1,801	2,487	2,560	0	6,847	16,742	Interest income is based on the average monthly bank balance. The
LESS ACTIVITY FEE	(2,000)	(250)	(83)	(67)	(37)	0	(188)	(1,819)	activity fee includes bank
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	service charges and the activity fee allocation.
SEIZED LIQUOR CONTAINERS	1,000	(341)	0	0	(341)	0	(341)	599	
OTHER	0	0	0	0	0	0	0	0	
TOTAL REVENUE	151,900	240,369	45,759	69,415	65,102	0	180,276	107,473	
BALANCE FORWARD BEFORE EXPENSES	596,134	684,603	489,993	554,566	468,326	399,317	624,510	542,599	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding

										differences are not significant.
DISBURSEMENTS										
SPONSORSHIP										
SERVICE										
ONT. ASSO.OF POLICE SERVICES BOARD	5,000	5,500	0	5,500	0	0	5,500	5,000		Adjusted projections are equal to the actual contributions made, given these sponsorship initiatives are one-time during the year.
CPLC & COMMUNITY OUTREACH ASISTANCE	24,000	30,200	0	24,000	6,200	0	30,200	20,488		
UNITED WAY	8,000	8,000	0	8,000	0	0	8,000	8,000		
CHIEF'S CEREMONIAL UNIT	0	0	0	0	0	0	0	0		

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2005 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS									
PARTICULARS	2005							2004	COMMENTS
	INITIAL	ADJUSTED	JAN 01 TO	APR 01 TO	JUL 01 TO	OCT 01 TO	JAN 01 TO DEC 31/05		
	PROJ.	PROJ.	MAR 31/05	JUN 30/05	SEPT 30/05	DEC 31/05	TOTALS	ACTUAL	
COPS FOR CANCER	0	0	0	0	0	0	0	0	
OTHER	0	135,200	0	102,000	33,200	0	135,200	0	Includes OACP, Domestic Violence forum, NBPA and TPA Athletic event.
COMMUNITY									
CARIBANA	0	0	0	0	0	0	0	0	
RACE RELATIONS	0	0	0	0	0	0	0	0	
YOUTH ADVISORY GROUP	0	0	0	0	0	0	0	0	
BLACK HISTORY MONTH	0	0	0	0	0	0	0	0	
VARIOUS ORGANIZATIONS	5,000	10,000	0	0	5,937	0	5,937	4,253	Gaypride celebration and Youth at Risk program
RECOGNITION OF SERVICE MEMBERS									
AWARDS	50,000	50,000	38	1,616	20,561	0	22,215	29,994	Service member award ceremonies occur
CATERING	25,000	25,000	0	4,311	2,911	0	7,222	10,227	several times during the year.
RECOGNITION OF CIVILIANS									
AWARDS	15,000	15,000	0	3,850	0	0	3,850	7,135	Award and recognition ceremonies occur several times during the year.
CATERING	7,500	7,500	0	810	0	0	810	1,739	
RECOGNITION OF BOARD MEMBERS									
AWARDS	0	0	0	0	0	0	0	0	
CATERING	2,000	2,000	0	0	0	0	0	1,737	
CONFERENCES									
BOARD									
COMMUNITY POLICE LIAISON COMMITTEES	5,000	5,000	0	0	0	0	0	5,402	
CANADIAN ASS'N OF POLICE SERVICES BOARDS	0	0	0	0	0	0	0	0	
OTHER	0	0	0	0	0	0	0	0	
DONATIONS									
IN MEMORIAM	1,000	1,000	0	0	200	0	200	700	
OTHER	500	500	100	100	0	0	200	0	
DINNER TICKETS (RETIREMENTS/OTHERS)	10,000	10,000	4,705	1,155	0	0	5,860	3,690	Tickets were purchased for several major retirements during the year

OTHER	10,000	0	0	0	0	0	0	0	0
<i>TOTAL DISBURSEMENTS</i>	168,000	304,900	4,843	151,342	69,009	0	225,194	98,365	
<i>SPECIAL FUND BALANCE</i>	428,134	379,703	485,150	403,224	399,317	399,317	399,317	444,234	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P404. APPRECIATION LETTER: SPECIAL FUND CONTRIBUTION
TOWARDS THE PURCHASE OF FITNESS EQUIPMENT FOR NO. 43
DIVISION**

The Board was in receipt of the attached correspondence, dated November 15, 2005, from Inspector Gordon Dalgarno, Toronto Police Service, with regard to the purchase of fitness equipment for the new No. 43 Division.

The Board received the foregoing.



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



William Blair
Chief of Police

File Number:

2005 November 15

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



Dear Chair Mukherjee:

I would like to personally thank you and members of the Police Services Board for the generous contribution of \$11,752.21 which will go towards the purchase of fitness equipment for No. 43 Division.

Members of the Service who will soon be transferred to the new police station are excited about the new gym. I am confident that it will be used to its fullest by personnel in pursuit of their fitness goals.

Sincerely,

Gordon Dalgarno
Inspector
No. 43 Division

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P405. RESPONSE TO THE BOARD'S RECOMMENDATION TO AMEND THE
POLICE SERVICES ACT WITH REGARD TO SEARCHES OF PERSONS**

The Board was in receipt of the attached correspondence, dated November 03, 2005, from Monte Kwinter, Minister of Community Safety and Correctional Services, containing a response to the Board's earlier recommendation to amend the *Police Services Act* with regard to searches of persons.

The Board received the foregoing.

Ministry of Community Safety
and Correctional Services

Office of the Minister

25 Grosvenor Street
18th 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^e étage
Toronto ON M7A 1Y6
Tél.: 416-325-0408
Télééc.: 416-325-6067



CU05-04055

NOV 03 2005

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

Dear Dr. Mukherjee:

I am writing in response to correspondence from Ms. Pam McConnell, former Chair of the Toronto Police Services Board (TPSB), regarding the board's recommendation in relation to searches of persons in police custody. I would also like to take this opportunity to congratulate you on recently being elected Chair of the TPSB.

Please be advised that the Policing Standards Advisory Committee (PSAC) is examining this issue. As you know, the PSAC has broad representation from police stakeholders and groups, including the TPSB. As well, the board's recommendation supports the Ontario Association of Chiefs of Police's position with regard to this matter.

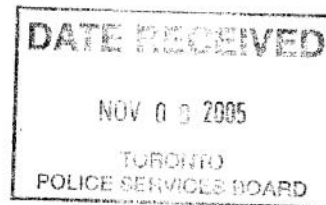
I have forwarded a copy of the TPSB's correspondence and supporting documents to ministry officials who are involved with the PSAC.

I appreciate being made aware of the board's recommendation.

Sincerely,

A handwritten signature in black ink, appearing to read "Monte Kwinter".

Monte Kwinter
Minister





Toronto Police Services Board

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



October 05, 2005

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

Dear Minister:

Re: Recommendation for Amendment to the Police Services Act

At its meeting on September 06, 2005, the Toronto Police Services Board approved, among others, the following recommendation:

- (3) [That] the Board, because of the ambiguous state of the law and potential liability regarding "strip searches" of persons being detained in police facilities, write to the Minister of Community Safety and Correctional Services (Ontario) requesting that police officers, court officers and custodial officers (matrons) be given the same powers of search when detaining a person as have been given to correctional service officers when detaining a prisoner.

The foregoing recommendation is forwarded to you for consideration. It would be appreciated if you would keep me informed, at your convenience, of any decisions that may occur as the result of the Board's recommendation.

A copy of the Board Minute regarding this matter is enclosed for your information.

Yours truly,

A handwritten signature in black ink that reads "Pam McConnell".
Pam McConnell
Chair

attachment:

Minute No. P288/05

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P406. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between September 21, 2005 and November 28, 2005. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P407. VIOLENCE AGAINST WOMEN – DOMESTIC VIOLENCE

Ms. Shauna Harley, a student in the Assaulted Women's and Children's Counsellor/Advocate Program at George Brown College, was in attendance and made a deputation to the Board with regard to actions to be taken to deal with violence against women, particularly domestic violence. Ms. Harley also provided a written submission; copy on file in the Board office.

During the deputation, Ms. Harley indicated that 2000 members of the community had signed their names on post cards containing details of an incident that took place on November 03, 2004 during which a woman was severely assaulted by her husband. Ms. Harley delivered those 2000 post cards to the Board.

The Board received Ms. Harley's deputation, her written submission and the 2000 post cards and referred them to the Chief of Police for his comments.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P408. BARGAINING – TORONTO POLICE ASSOCIATION UNIFORM AND
CIVILIAN COLLECTIVE AGREEMENTS: 2005 - 2007**

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

Subject: BARGAINING - TORONTO POLICE ASSOCIATION UNIFORM AND
CIVILIAN COLLECTIVE AGREEMENTS: 2005-2007

Recommendations:

It is recommended:

1. THAT the Board convey its most sincere appreciation to the staff of the Board's Bargaining Committee for their extraordinary efforts throughout the bargaining process: Mr. William Gibson, Director, Human Resources Management, Ms Maria Ciani, Manager, Labour Relations, Mr. Eugene Kosziwka, Analyst, Labour Relations, Deputy Chief Kim Derry, Divisional Policing Command, and Mr. Glenn Christie, Legal Counsel, Hicks Morley Hamilton Stewart Storie;
2. THAT the Manager of Labour Relations be requested to prepare a confidential Board report describing the bargaining process and that this report be provided to Board members for their information in advance of the bargaining of the next contract with the Toronto Police Association;
3. THAT the Chief of Police assign staff, on a full-time basis, to co-chair the Compressed Work Week Scheduling Committee, on behalf of the Board, as set out in *Schedule 1* of the Memorandum of Agreement in the 2005- 2007 Collective Agreement between the Toronto Police Services Board and the Toronto Police Association. Further, the Chief is to provide any other necessary resources and any necessary additional staffing to assist the Committee in its work;
4. THAT the Manager of Labour Relations, or her designate, participate on the Committee, as a voting member, to ensure any shift pattern discussed and/or reviewed by the Committee complies with the terms and conditions of the current collective agreement; and

5. THAT the Chief, on behalf of the Compressed Work Week Scheduling Committee, provide the Toronto Police Services Board with periodic written reports, both confidential and public, as appropriate, on the progress and workings of the Committee. The reports shall be submitted quarterly, at a minimum, and more frequently if the circumstances warrant. The first reports are due to be submitted to the Board's March 23, 2006 meeting.

Background

At a special in-camera meeting held on December 7, 2005, the Toronto Police Services Board unanimously ratified the renewal of the collective agreement with the uniform and civilian units A, B, C, D and E, of the Toronto Police Association. The new three-year collective agreements are effective January 1, 2005 and expire on December 31, 2007.

In a bulletin dated December 5, 2005 the Toronto Police Association advised the Board the uniform and civilian members of the Association also ratified the 2005-2007 collective agreements through mail-in ballots.

Bargaining Negotiations:

The bargaining committees of the Toronto Police Services Board and the Toronto Police Association commenced negotiations on January 21, 2005 and met on numerous occasions over several months reviewing wages, benefits and other terms of employment. The parties concluded negotiations and reached a tentative agreement on November 8, 2005.

Bargaining Committees:

Councillor Pam McConnell, current Vice Chair, and I participated in the Board's bargaining committee along with:

William Gibson, Director of Human Resources
Maria Ciani, Manager of Labour Relations
Eugene Kosziwka, Analyst, Labour Relations
Kim Derry, Deputy Chief, Divisional Policing Command
Glenn Christie, Labour Counsel, Hicks Morley Hamilton Stewart and Storie

and the following members participated on the Association's bargaining committee:

David Wilson, President
Al Olsen, Vice President
Larry Molyneaux, Director - Member Benefits
Thomas Froude, Director - Civilian Administrative Services
Roger Aveling, Staff Lawyer
Michael Mitchell, Labour Counsel, Sack Goldblatt and Mitchell

Conclusions:

I am pleased that the bargaining committees reached a settlement for new three-year collective agreements and extend my appreciation to all members who participated in the negotiations over the past several months.

A copy of the Memorandum of Agreement, and details of the Compressed Work Week Review Process are appended to this report for information.

The Board approved the foregoing.

Memorandum of Agreement dated this 8th day of November 2005

BETWEEN:

Toronto Police Association
(the "Association")

-and-

Toronto Police Services Board
(the "Board")

WHEREAS the Association and the Board are parties to the following collective agreements which expired on December 31, 2004: Uniform, Unit A, Unit B, Unit C, Unit D and Unit E;

AND WHEREAS the Association and the Board have been negotiating for the renewal of the collective agreements;

NOW THEREFORE the Association and the Board agree to resolve all outstanding issues as follows:

1. This Memorandum of Agreement is without prejudice to either the Association or the Board until it is ratified by all units and the Board.
2. The negotiating committees of the Association and the Board both agree to unanimously recommend the ratification of this memorandum to their respective principals.
3. The terms of this Memorandum constitute the full settlement of all matters in dispute for the 2005-2007 collective agreements.
4. Unless modified by the terms of this Memorandum the terms and conditions of each of 2002-2004 collective agreements shall continue in the respective 2005-2007 collective agreements.

UNIFORM AND CIVILIAN MEMBERS

5. Term, Salary and Retroactivity

Term: January 1, 2005 to December 31, 2007

Salary: January 1, 2005 -- 3.75%
January 1, 2006 -- 3.10%
January 1, 2007 -- 3.00%

Retroactivity: All retroactive payments hereunder shall be paid as soon as practicable after ratification.

6. Insurance Benefits

- a. Vision Care – increase from \$275 to \$300 every 24 consecutive months, effective January 1, 2006.
- b. Eye tests – increase from \$15 to \$60 every 24 consecutive months, effective January 1, 2006.
- c. Psychological/Family Counselling coverage – increase from \$1000 to \$1500 per year, effective January 1, 2006.
- d. Cancer Treatment Hair Loss – Wig reimbursement -- \$350 lifetime effective January 1, 2006.
- e. Pay Direct Drug Card, effective October 1, 2007.
- f. Speech Therapy – increase from \$1000 to \$1200 per year, effective January 1, 2007.
- g. Naturopath Therapy -- increase from \$20 per visit to \$50 per visit to a max. of \$500 per year, effective January 1, 2007.
- h. Massage Therapy – increase from \$7 per visit to \$50 per visit to a max. of \$500 per year, effective January 1, 2007.
- i. Generic Drugs -- Provided that a generic drug is listed in the Canadian Pharmaceutical Association Compendium of Pharmaceuticals and Specialities, reimbursement for drugs covered by the Plan will be based upon the cost of the lowest priced generic version of the drug that the dispensing pharmacist can readily provide, unless the prescribing physician stipulates no substitution, in which case the reimbursement will be based on the cost of the drugs prescribed. Effective January 1, 2006.
- j. Out-of-Country Coverage – lifetime coverage of \$1 million, effective January 1, 2006.
- k. Home-care Nursing -- \$60,000 per person per 3 benefit years, effective January 1, 2006. Claims already existing at January 1, 2006 are excluded from this provision.

7. Dependant Sick Leave

- a. Effective January 1, 2007, amend Uniform 12:06(b) as follows:

For any time lost by reason of having to care, because of an urgent situation where no reasonable alternative is available, for an ill or injured dependant a member may use a maximum of 30 hours per calendar year of sick pay credits (part days to be calculated as under clause 12:06 (a)) provided sick pay credits are available to him/her at the time. A member who makes use of this provision has an obligation to make other arrangements for the care of the dependant at the earliest reasonable opportunity. "Dependant" means a member of the member's immediate family who, by reason of age or infirmity, is dependent upon the member for daily care and supervision.

- b. A corresponding amendment to the civilian collective agreements will be made for 40-hour per week employees and 35-hour per week employees will be entitled to 27 hours per calendar year for dependant sick leave.

8. Bereavement Leave

Amend Bereavement Leave provisions as follows:

- a. In respect of grandparents and grandchildren, members will be entitled to a maximum of four days' bereavement leave [i.e., grandparents and grandchildren will be removed from Uniform 17:02(a)(ii) and added to 17:01(a)(i) and Civilian equivalents]; and
- b. the following provision will be added to all collective agreements:

Where the member is attending the funeral but does not wish to commence his or her bereavement leave on the calendar day immediately following the death due to the exigencies of the Service, at the request of the member (with Unit Commander approval), the member may remain on duty and commence bereavement leave at a later date, provided that the bereavement leave is completed not more than ten (10) calendar days after the date of the death, and the member receives no greater bereavement leave entitlement than he /she would have been entitled to, had the leave commenced on the calendar day immediately following the day of death.

9. Benefits for Surviving Spouses and Dependants

- a. Delete the existing language of Uniform Memorandum of Understanding 15 and Civilian equivalent and replace it with the following:

The parties agree that participation in Service Benefits Plans (Semi-private, Dental and Major Medical) shall be available for surviving spouses and dependants as follows:

- a) If a member is killed in the performance of the member's duty, the member's surviving spouse, common law spouse, or surviving same sex partner ("the survivor") shall be entitled to Semi-Private, Dental and Major Medical coverage until the survivor reaches the age of 65. The member's dependants shall be entitled to benefits until they reach the age of 21, unless they qualify for coverage as "over-age dependants."
 - b) If a member dies of natural causes, the survivor shall be eligible for the above noted benefits for one year from the date of such death, unless the member's dependants have not yet reached the age of 21 years, in which case the survivor shall be eligible for the above noted benefits for so long as the dependants remain eligible.
 - c) To the extent that the survivor or the dependants become entitled to benefits from any other source ("the other benefit plan"), the survivor shall submit his/her claim to the other benefit plan first and then, if necessary, make a claim under the Service plan for any outstanding claims. The obligation of the Service shall be to provide benefits such that the entitlement of the survivor and the dependants is not less than it would have been under the Service Plan in respect of all benefits covered by the Service Plan. For clarity, the Service remains fully responsible where the survivor or dependants have no coverage under another benefit plan.
- b. Amend 8:03 and Civilian equivalent by deleting the third sentence ("For this purpose salary shall include the premium costs of the Ontario Health Insurance Plan O.H.I.P., the Semi-Private and Comprehensive Medical Plans and the Dental Plan.").

10. Insurance Coverage (Pregnancy/Parental Leave)

Amend Civilian Art. 14.09 and Uniform equivalent to read as follows:

The Board shall pay the premium and be responsible for maintenance of insurance coverages under Art. 14 in accordance with the provisions of the *Employment Standards Act* for members on Pregnancy or Parental Leave provided the member has completed his/her probation period.

11. Parental Leave

Effective January 1, 2007, the Board will top up weekly EI parental benefits to 75% of regular weekly earnings for 10 weeks.

12. Workers' Compensation

Amend Uniform Art. 13:03 and civilian equivalents to provide that members may access their sick banks while internal WSIB appeals (not WSIAT appeals) are on-going.

13. Compassionate Leave

Amend uniform Art 17.06 and civilian equivalents as follows:

Existing collective agreement compassionate leave provision shall be increased to 30 days from 20 days with agreement of Director of Human Resources except for members who meet the Family Medical Leave provisions of the *Employment Standards Act* who shall be entitled to up to 8 weeks' leave without employer approval.

14. Rehabilitative Employment

Members on rehabilitative employment will be paid at the current rate for their job as it exists from time to time for all hours worked and from the CSLB at their CSLB rate for all hours not worked.

15. CSLB

Notwithstanding any other language in the collective agreements, the Board will make such additional annual contributions of funds to the CSLB in 2005, 2006 and 2007 so that all benefits owing to persons eligible for benefits under the collective agreements are paid.

A committee comprising three (3) representatives of the Board and three (3) representatives of the Association will meet to discuss alternatives to the Central Sick Bank Plan, including but not limited to the introduction of a new Long Term Sick/Long Term Disability Plan(s), or the continuation of the existing plans, or other options. The option determined under this process shall come into effect to be in place no later than January 1, 2008. If the parties cannot reach agreement on the matter by December 31, 2006, the parties agree that the matter will be heard and determined at an interest arbitration chaired by Mr. K. Burkett, or, if he is not available, by Mr. O. Shime or, if he is not available, Mr. G Adams shall appoint the chair if the parties cannot agree on a chair. The decision shall be final and binding on the parties as if the matter were determined as an interest arbitration under the collective agreements. The parties shall appoint their nominees to the Board.

If required, the above hearing will commence no later than April 1, 2007 with an implementation date of January 1, 2008.

16. Employment and Family Assistance Program

The Board will provide the Association with a letter confirming that the Board has no intention to outsource/contract out the EFAP service during the life of the collective agreements commencing January 1, 2005.

17. Legal Indemnification

In the event that there are changes to the public complaints system during the currency of the collective agreements, the Association shall have the right to reopen negotiations to address any legal indemnification issues that may arise from such changes, including resort to mediation and interest arbitration, if necessary, pursuant to the terms of the collective agreements.

18. Court Appearances by Former Members

Amend Uniform Board Policy 20 and Civilian equivalents as follows:

The Board will pay to a former member of this Service who is required by summons to attend court in connection with his/her duties as a member of this Service (but not where such individual is the person charged) the sum of \$75.00 for each day of required court appearance as a supplement to the regular court witness fee.

19. Medi-pack

The parties agree to reintroduce into the collective agreements the provision in respect of medi-pack coverage for members retiring out-of-province who are required to pay premiums for their provincial health care coverage. This provision was omitted from the agreements as the result of a past drafting error.

20. Sick Pay

Amend Uniform Art. 12:06(a) and Civilian equivalents to read as follows:

The number of days for which a member receives "sick pay" shall be deducted from his/her cumulative sick pay credit, but no deduction shall be made on account of any day on which a member would normally be entitled to be off work. Absence on account of illness for less than a full day shall be deducted on a straight hourly basis to the nearest 15 minutes.

UNIFORM MEMBERS ONLY

21. Clothing Expense Reimbursement

Increase to \$1,125 per year effective January 1, 2007.

22. Compressed Work Week

See Schedule 1, attached.

23. Dog Allowance

Effective January 1, 2005, the monthly dog allowance shall increase from \$25 to \$75.

24. College Transportation Allowance

Increase from \$30 to \$40 effective January 1, 2005.

25. Plainclothes Duties

Add new language to Uniform Art. 16.01(a) as follows:

A member who commences plainclothes duties on or after December 1 in any year and who does not do so for 30 days or 240 hours in that year may count those hours in the following year provided he/she is assigned to plainclothes duties in January of the following year.

CIVILIAN MEMBERS ONLY

26. Service Pay Civilians

Effective January 1, 2006, civilian service pay shall be increased as follows:

Upon completion of 5 years of service and until the completion of the 10th year of service	\$137.81 p.a. (now \$78.75 p.a.)
Upon completion of 10 years of service and until the completion of the 15th year of service	\$275.63 p.a.(now \$157.50 p.a.)
Upon completion of 15 years of service and until the completion of the 20th year of service	\$413.44 p.a. (now \$236.25 p.a.)
Upon completion of 20 years of service and until the completion of the 25th year of service	\$551.25 p.a. (now \$315.00 p.a.)
Upon completion of 25 years of service and until the completion of the 30th year of service	\$689.06 p.a. (now \$393.75 p.a.)
Upon completion of 30 years of service and until the completion of the 35th year of service	\$826.88 p.a. (now \$472.50 p.a.)

Upon completion of 35 years of service
and thereafter \$964.69 p.a. (now \$551.25 p.a.)

27. Civilian Standby Pay

Increase by \$1 per hour from \$2 to \$3 (Unit A, Art. 6.09(a) and Memorandum 15 and equivalents in other civilian agreements), effective January 1, 2007.

28. Tool Expense Reimbursement (Unit B)

Effective January 1, 2005, increase annual reimbursement as follows:

Mechanic	from \$325.00 to \$357
Serviceman, Electrical Equipment Maintenance Man, Communications & Electronics Technician	from \$217.28 to \$239

29. Civilian Acting Pay

Amend Unit A, Art. 5.05 and equivalents in other civilian agreements by changing “three months” to “two months” and by adding a final sentence as follows: “Absence(s) of not more than five (5) working days shall not break the period of continuous acting rank assignment for the purposes of this clause” so that the article will now read as follows:

The foregoing alternate rates provision shall apply to periods during which the member is absent on paid leave, on sick pay, on paid holidays, or on annual vacation, provided such member has been continuously paid at such alternate rate for at least two months immediately prior to such absence on paid leave. Such alternate rate will be paid only to the extent that it would have been paid had the member remained at work. Absence(s) of not more than five (5) working days shall not break the period of continuous acting rank assignment for the purposes of this clause.

30. Temporary Civilian Employees and Part-time Court Officers

A Joint Committee of the parties shall be established to examine the use of temporary employees (focusing on concerns regarding undue length of employees in temporary positions) and the use of part-time court officers (focusing on the earlier availability of full-time positions and the use of part-time officers for hours in excess of four per day). The members of the committee shall be entitled to raise related issues concerning temporary employees and part-timers. The Committee shall report to the parties no later than six months from the date of ratification.

31. Unit E

The Unit E sub-committee shall continue to deal with outstanding Unit E issues and shall report to the parties no later than January 31, 2006. Failing complete agreement by the parties any outstanding issues will be referred to final and binding tri-partite interest arbitration in accordance with Art. 28.01(h), (j), (k) and (l).

32. Civilian Job Evaluation

- a. Insert the title “Job Evaluation” before Art. 3:03 of the civilian agreements.
- b. Delete the phrase “following Board approval” from Art. 3.03(b) of the civilian agreements.

33. Temporary Employees

Amend Art. 20.01 by deleting the words “save and except the benefits provided under Article 15” and amend Article 22.04 to reflect requirements of the *Employment Standards Act* so that a temporary employee will receive designated holiday pay at 1/20th of her/his pay earned in the four weeks prior to the designated holiday.

34. Sick Pay

- a. Amend Unit A, Article 11.08 and equivalents in other civilian collective agreements by substituting “Manager of Compensation and Benefits” for “Manager of Labour Relations”.
- b. Amend Unit A, Article 11.12 and equivalents in other civilian collective agreements to clarify that lieu time will be used for medical and dental appointments other than those which are arranged because of unforeseen or urgent medical circumstances. Article 11.12 will now read as follows:

A member on regular Monday to Friday day work, or a member on another shift who, due to unforeseen or urgent medical condition requires emergency treatment, may on request to his/her immediate Supervisor, made as soon as possible after making the appointment, be granted necessary time off to attend medical or dental appointments which cannot be arranged during non-working hours, with deduction from accumulated sick credits (.25 day deduction for each period of two hours absence or less). Lieu Time will be used for all other medical or dental appointments.

35. New Civilian Job (Unit A)

Add the new job of “Gift Shop Clerk, Class A1/35” to Unit A, Schedules I and 2 with a 2004 year end hourly rate of \$13.136.

FOR THE ASSOCIATION

David Wilson (signed)

Al Olsen (signed)

Larry Molyneaux (signed)

Thomas C. Froude (signed)

FOR THE BOARD

Alok Mukherjee (signed)

Pamela McConnell (signed)

Schedule 1

Hours of Work

This is a proposal for a new process that will lead to a resolution of differences over the Compressed Work Week (“CWW”) shift schedule that has existed between the parties.

Preamble:

1. The elements of the process include:
 - (a) A Joint process of the two parties to attempt to achieve consensus over any changes and to attempt to facilitate change not impose it;
 - (b) Study of the evidence of the health impacts of various CWW models on Officers, the experience and strengths and weaknesses of models, the provision of adequate police services, the experience and strengths and weaknesses of models in comparable jurisdictions, and the operational and financial impact on the Service;
 - (c) Expert advice available to both parties on the key issues;
 - (d) Early input by and consultation with various ranks of Officers who will have to work in the CWW system and those who will administer the system;
 - (e) A pilot and then a trial implementation period across the Service with an opportunity to make changes that may be necessary during the pilot and trial implementation period;
 - (f) A facilitative but binding dispute resolution model which encourages agreement of the parties at various critical stages but provides for final and binding decision-making if either of the parties are dissatisfied with the final outcome or where there is a need to break deadlocks in the process at any earlier stage. The form of binding dispute resolution model is final offer-selection which is geared to encouraging agreement of the parties and achieving consensus.

The Process:

There will be a Joint committee of the Parties which will jointly study the possibility of a new CWW system and attempt in good faith to develop one or more alternatives to the existing CWW schedule bearing in mind the principles set out in paragraph 8 below, but will also study the possible modification or continuation of the existing CWW. This process, together with the negotiation of a possible new CWW will be completed no later than December 31, 2006.

2. Each party shall appoint its co-chair to the Committee.
3. The Committee will interview and retain one or more independent experts to report to the parties in writing with respect to:

- (A) A Review of the literature on Police CWW experience and related rotational or other shift systems involving a CWW;
 - (B) A Review of the research on the most appropriate CWW having regard to the health and safety of officers working rotating shifts, including updated research on health effects of rotating shifts and various CWW options;
 - (C) The views and concerns of officers and all ranks on their preferred CWW shift system as determined by meetings at all Divisions, surveys, and other means of obtaining input;
 - (D) An independent review of the operational needs of the employer;
 - (E) An independent analysis of the strengths and weaknesses of other police CWW systems in other large Canadian municipalities and the “Big 12” in Ontario, including any other Police CWW system currently operating in any other comparable jurisdiction which may be put forward by either party;
- 4. If the parties cannot agree on an expert(s) within sixty (60) days of ratification, the expert shall be appointed by George Adams.
 - 5. The expert(s) shall be independent and responsible to both parties through the joint committee. The costs of the expert shall be borne by the Police Services Board to a maximum of \$50,000.00.
 - 6. Each party may retain, at their own cost, such other experts as they themselves may determine to advise them on the process and the issues.
 - 7. Following the Reports received from the expert(s), the Joint Committee shall endeavour to reach agreement on a CWW system not later than December 31, 2006 .
 - 8. The parties agree to the following principles:
 - 1. The alternative model(s) should provide an appropriate balance between work and family time and include consideration of fewer consecutive shifts.
 - 2. The alternative model(s) should provide a balance between individual needs and the Service’s need for efficient deployment of staff.
 - 3. The alternative model(s) should allow the Service to deploy its human and financial resources in the most efficient and effective way while respecting the individual needs and interests of Officers and staff.

9. If the Committee reaches agreement on a CWW system by December 31, 2006, it shall be the subject of a pilot project involving at least three (3) primary response divisions commencing on or about January 1, 2007 or as soon as practicable thereafter. Subsequent to the commencement of the above pilot project, the agreed upon CWW system will be implemented service wide in a trial implementation period. During the pilot project and trial period, the Joint Committee shall meet to monitor the operational impact of the pilot and trial and, consider whether or not any adjustments have to be made to the schedule. Any changes must be agreed upon by the Parties in writing in order to be effective. At the end of each of the the pilot and the trial implementations periods, which must be completed one year after the commencement of th pilot, a survey of the members working on the pilot and trial shall be taken. The survey will include a secret ballot.
10. If either party is dissatisfied with the outcome of the trial implementation period , then the matter may be referred to dispute resolution. This shall consist of mediation between the parties chaired by George Adams, followed if necessary by binding arbitration through an Interest Arbitration Board chaired by Bill Kaplan, which shall determine the final CWW system to be implemented through the final offer selection method. The Board of Arbitration shall only have the jurisdiction to choose the proposed shift schedule of either party in its entirety and without any modification. Each party shall appoint its own nominee.
11. If pursuant to subparagraph 9 above, the parties are unable to reach agreement on a CWW system by December 31, 2006 , then the matter may be referred to dispute resolution. This shall consist of mediation between the parties chaired by George Adams, followed if necessary by binding arbitration through an Interest Arbitration Board chaired by Kevin Burkett, who shall determine which CWW system should be the subject of the pilot project under paragraph 9, and then the remainder of paragraphs 9 and 10 apply as the context requires. The Board of Arbitration shall use the final offer selection method. The Board of Arbitration shall only have the jurisdiction to choose the proposed shift schedule of either party in its entirety and without any modification. Each party shall appoint its own nominee.
12. The Board of Arbitration acting pursuant to paragraphs 10 or 11 shall, in making its determination, apply the scheduling principles described in paragraph 8.
13. The parties agree that the processes contained in this Memorandum may be utilized by either party in accordance with the terms outlined herein irrespective of the collective bargaining process. For example, this memorandum and the rights of the parties hereunder shall survive the expiration or renewal of the collective agreement, the service of a notice of a desire to bargain, or the commencement of negotiations for a renewal collective agreement.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P409. STAFFING STRATEGY: 2006 - 2010

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

Subject: STAFFING STRATEGY - 2006 to 2010

Recommendation:

It is recommended that: the Board approve the following:

1. a revised uniform establishment of 5,510 positions, resulting from the Province's approval of 250 positions for the Toronto Police Service under the Safer Communities – 1000 Officers Partnership Program; and,
2. projected staffing toward an interim uniform establishment of 5,456, as noted in item no. 3, pending the Board and City Council's consideration of continued funding for the additional 54 positions needed for an establishment of 5,510
3. the projection of 140 uniform recruit hires in December 2005, 140, 102, and 45 recruit hires in April, August, and December 2006 respectively, and 6 lateral entry hires in each of January and October 2006; and,
4. a revised civilian establishment of 1,900 positions; and,
5. the projection of 105 hires to permanent full-time civilian hires in 2006; and,
6. that the Board be updated through the Budget Variance reports where actual experience has impacted on these projections.

Background:

The Board at its meetings on November 29, 2004 (Board Minute No. P389/04 refers) and February 10, 2005 (Board Minute No. P39/05 refers) was in receipt of reports on the Human Resources Strategy for the period 2005 to 2009. The following report is an update on our experience to the end of September 2005, and the recommended Strategy for the next five year period. Several issues have occurred this year which have been taken into account in the development of this Strategy, including the following:

- City Council's approval of 150 uniform positions on the uniform establishment and planned hiring
- approval by the Province of 250 uniform positions for the Toronto Police Service under the Provincial Government's cost sharing Safer Communities – 1000 Officers Partnership Program
- planned opening of the new No. 43 Division station in the first quarter of 2006
- impact of the new Commands on the civilian establishment
- assessment of previous patterns of retirements and resignations
- the 2005 – 2007 collective bargaining agreement currently pending ratification
- Bill 206, the *Ontario Municipal Employees Retirement Act, 2005* intended to provide an autonomous governance model for OMERS
- possible end to mandatory retirement

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 4th Class Constables and assignment to a division. As indicated on the attached spreadsheet (Appendix "A"), the current deployed strength target of the Service is 5,267 uniform personnel, which includes 7 positions for functions related to the recommendations of Judge Ferguson. During 2006, 39 positions will be added for the new No. 43 Division and 150 positions approved by City Council at its meeting on September 28-30, 2005. This will result in a revised total establishment of 5,456 ($5,267 + 39 + 150 = 5,456$).

At its meeting on October 14, 2005 (Board Minute No. P313 refers), the Board also approved an application for 250 positions under the Province's Safer Communities – 1000 Officers Partnership Program. This program provides support funding, up to \$35,000, for each new uniform hire. On November 25, 2005 the Province announced that the Toronto Police Service had been allocated the 250 positions it had requested. As noted in the report to the Board on this application, this funding will be applied retroactively to cover the 7 Ferguson positions from this year, the 39 positions for No. 43 Division, and the 150 positions approved by Council, for a total of 196 positions ($7 + 39 + 150 = 196$). This will leave a balance of 54 positions to be added to the establishment ($250 - 196 = 54$) for a revised total of 5,510 ($5,267 + 39 + 150 + 54 = 5,510$). The Board decided that these 54 positions would be considered by the Board and Council in mid-2006 for an operating expense in the 2007 Budget. Hence, for the purposes of this report an interim establishment of 5,456 has been utilized for the Staffing Strategy.

Additional details relating to these requests are contained in the report being submitted separately on the 2006 Operating Budget.

Target Hiring

Planned hiring for 2006 has been increased to address the new establishment target of 5,456. A class of 140 will be hired in December 2005 for the January intake at the Ontario Police College, and classes of 140 and 102 respectively will be hired in April and August for the May and September intakes at the OPC. A final class of 45 hires is scheduled for December 2006 for the January 2007 intake at the OPC. In addition, 12 "lateral entry" hires, i.e. qualified officers from other Services who have chosen to join the TPS, are also projected for hire in 2006, to bring the hiring for 2006 to a total of 299. The year 2007 will see 203 hires, including 8 lateral entries. The hiring program of the Service is geared to maintaining uniform staffing at target on average for the year. While the opportunity to meet this goal in 2006 is constrained by the OPC three intake system, the hiring program will put the Service at target on average for the year in 2007.

Constant monitoring of our separation experience allows the Service to make adjustments to its projections to ensure sufficient recruits are hired for these classes and are available for subsequent deployment. Should actual experience result in revisions to its projections, the Board will be updated through the Budget Variance reports accordingly.

Projected Separations

Separations for 2005 are currently projected to be 240. For 2006, a total of 200 separations have been projected. The OMERS retirement incentive program concluded at the end of 2004, and the return to the normal 85 Factor (age + service) should moderate police retirements in the Toronto Police Service and throughout the Province. This, in turn, should also reduce the number of officers lost to other Services who are seeking to replace their retirees. A counter pressure, however, may occur as a result of the Safer Communities program, insofar as other Services will be endeavouring to fill their allocations under this program and may accept lateral entries from our Service. The outcome of collective bargaining can also be a possible influence on the separation rate. A new collective agreement is currently going through the ratification process and its potential impact remains uncertain at this time. However, as the proposed agreement maintains retention pay and provides salary and benefit improvements, it may have a moderating effect on separations. Bill 206, legislation introduced by the Provincial Government in June 2005 which would grant greater autonomy to OMERS, may also play a role in members' decision-making around their choice of a retirement date. If passed, this new legislation would allow OMERS greater flexibility in determining retirement benefits. The Bill is currently in circulation for public review and input and may be a cause for some members to delay their retirement until the position of OMERS is clarified.

The Province has announced its intention to end mandatory retirement in Ontario. It appears at this time that police officers will be exempt from this provision due to the bona fide occupational requirements of the job. However, a review of our separation experience over recent years indicates that only a very small number of officers remain on the job to the age of 65 in any

event. This would suggest that even if the removal of mandatory retirement were to apply to the policing profession, its impact would not be very large.

Year 2005 experience to September 30th

Hires

The Service hired 204 new recruits and 12 lateral entries for a total of 216 hires as of the end of September. During the same period, 218 new officers were deployed by September 1st. These deployments include the 12 lateral entry officers, who receive two weeks of training at the C.O. Bick College before being assigned to front-line duties.

Overall Separations

Separations, including retirements scheduled to occur by year end, totalled 213 by the end of September. These include 161 retirements, 50 resignations, and 2 deaths. This compares to a total of 220 separations by the end of September last year.

Resignations

Sixteen, or 32% of the resignations during this period, were officers who left to join another Service. This compares with 31 who had joined another Service by this date last year, and 37 who had done so in 2003. This downward trend was also proportionate: resignations to other Services made up 48% of total resignations in 2004, and 69% in 2003, as of September 30th. It is rarely possible to predict with certainty that a given trend will continue, but a drop in the overall separation rate in the police community may continue to temper these losses.

Retirements

Fewer retirements are expected in the future due to the return of the normal 85 Factor for an unreduced OMERS pension. Nevertheless, officers who became eligible during the incentive years remain eligible and will likely keep the Service's retirement experience above the levels that prevailed before the Reduced Factor Program came into effect in 1999. A small pool also remains in the Police Benefit Fund and a majority of these officers is expected to retire over the next two or three years.

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 those

appointed to permanent full-time positions from Parking Enforcement, temporary, and part-time positions, and *separations* include not only those who leave the Service, but those who move from permanent full-time positions to Parking Enforcement, temporary, and part-time positions.

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

New No. 43 Division

As noted above, the new No. 43 Division is scheduled to open in the first quarter of 2006. Support required in this regard includes 9 civilian positions for administrative and clerical functions, and it is recommended that the Civilian Establishment has been increased by this number accordingly.

Long-term and Revenue Funded Assignments

A number of units have experienced workload conditions requiring continuous support for several years which has been provided through temporary positions. These include positions in Homicide (one assigned to ViCLAS entries), the Employment Unit (two to address increased hiring processes), and Employee Records (two to address process increased hiring and separation files, and increased reclassification processes). In addition, a number of revenue funded positions have been filled by temporaries to support functions in Video Services (two for transcriptions of video and audio statements for the Crown Attorney's Office) and Records Management Services (seven for processing police clearance letters). As these positions are required to meet established workload requirements and revenue generating projects that will be continued for the foreseeable future, it is recommended that they be added to the Civilian Establishment for an increase of 14 positions accordingly.

New Commands

The re-organization of the Service approved by the Board at its meeting on June 13, 2005 (Board Minute No. P187 refers) noted that the re-organization would require the net addition of three positions to the Civilian Establishment. These include one position for Executive Assistant to the Deputy Chief of Executive Command, one position for the Policy Advisor – Ethics, and one position for the Director, Corporate Services. It is therefore recommended that the Civilian Establishment be increased by three positions accordingly.

Revised Establishment

The above additions will increase the Civilian Establishment from 1,874 to 1,900 positions.

Projected Hires and Separations

One hundred and five hires to permanent full-time civilian positions are projected for next year to address attrition and staffing of the civilian establishment. These will include 28 hires to court officer and 12 hires to communications operator positions, which are normally filled from their part-time equivalents as a result of the internal job call process. 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 and the subsequent years of this Strategy reflect a rate modified by the resumption of the normal OMERS 90 Factor for civilians. The rate, however, may also be affected upward to some degree by the projected increase in uniform hiring next year, as a number of civilian members may decide to leave their positions to pursue a policing career. As with the uniform personnel, civilian separations are also monitored very closely and should actual experience result in changes to these projections, the Board will be updated through the Budget Variance reports.

Civilian members are currently required to retire at age 70. As with the uniform personnel, however, very few civilians remain on the job to reach this threshold. Consequently, it appears at this time that the Province's proposal to remove mandatory retirement limits would not have a large effect on our civilian separation experience.

Year 2005 experience to September 30th

Hiring

Hiring totalled 109 personnel during this period. These included 28 court officers appointed from part-time court officer positions, 12 communications operators appointed from part-time communications operator and PEO positions, 57 positions filled through appointment from other temporary, part-time, or parking enforcement positions, and 12 external hires. Hiring is projected to exceed separations this year, primarily to fill positions released from the 2004 civilian hiring freeze and positions added to the establishment approved in the 2005 Operating Budget.

Separations

Civilian separations, including retirements scheduled to occur by year end, totalled 64 by the end of September. These included 32 resignations, 26 retirements, and 4 deaths. This compares with a total of 58 separations for this period last year.

BUDGET IMPACT

The budget impact of the foregoing Strategy will be included in separate submissions to the Board regarding the proposed 2006 Operating Budget.

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

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

The Board approved the foregoing and the following Motion:

THAT the Chief of Police provide a report to the Board on the feasibility of revising the figures contained in the uniform staffing strategy for the years 2007 and 2008 (page two of Appendix A) so that the employment levels match seasonal pressures.

2005						2006					
	Separations	Deployed	Deployed Target	Deployed Strength	Variance		Separations	Deployed	Deployed Target	Deployed Strength	Variance
Start			5260	5237		Start			5267	5224	-43
JAN	40	77	5260	5274	14	JAN	37	108	5456	5295	-161
FEB	24		5260	5250	-10	FEB	20		5456	5275	-181
MAR	23		5260	5227	-33	MAR	21		5456	5254	-202
APR	23		5260	5204	-56	APR	17		5456	5237	-219
MAY	20	41	5260	5225	-35	MAY	19	140	5456	5358	-98
JUN	15	5	5260	5215	-45	JUN	12	6	5456	5352	-104
JUL	22		5260	5193	-67	JUL	14		5456	5338	-118
AUG	17		5267	5176	-91	AUG	20		5456	5318	-138
SEP	13	95	5267	5258	-9	SEP	12	140	5456	5446	-10
OCT	16	9	5267	5251	-16	OCT	10	6	5456	5442	-14
NOV	14		5267	5237	-30	NOV	11		5456	5431	-25
DEC	13		5267	5224	-43	DEC	7		5456	5424	-32
End	240	227	5267	5224	-43	End	200	400	5456	5424	-32

2005

OMERS 85 Factor resumes this year

Aug: Establishment increased by 7 re Ferguson recommendations

Cadet Hires

Apr **96**
 Aug **108**
 Dec 140

Total 344

Total Hires 365

Laterals

Jan **7**
 Jun **5**
 Oct **9**

Total **21**

2006

OMERS 85 Factor

Jan: Establishment increased by 39 re 43 Division, 150 re City Council

Projected Cadet Hires

Jun
 Apr 140
 Aug 102
 Dec 45
Total 287

Total Hires 299

Laterals

Jun 6
 Oct 6
Total 12

2007						2008					
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance		Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance
Start			5456	5424	-32	Start			5456	5454	-2
JAN	37	102	5456	5489	33	JAN	37	65	5456	5482	26
FEB	20		5456	5469	13	FEB	20		5456	5462	6
MAR	21		5456	5448	-8	MAR	21		5456	5441	-15
APR	17		5456	5431	-25	APR	17		5456	5424	-32
MAY	19	45	5456	5457	1	MAY	19	55	5456	5460	4
JUN	12	4	5456	5449	-7	JUN	12	2	5456	5450	-6
JUL	14		5456	5435	-21	JUL	14		5456	5436	-20
AUG	20		5456	5415	-41	AUG	20		5456	5416	-40
SEP	12	75	5456	5478	22	SEP	12	85	5456	5489	33
OCT	10	4	5456	5472	16	OCT	10	2	5456	5481	25
NOV	11		5456	5461	5	NOV	11		5456	5470	14
DEC	7		5456	5454	-2	DEC	7		5456	5463	7
End	200	230	5456	5454	-2	End	200	209	5456	5463	7

2007

OMERS 85 Factor

Projected Hiring

Cadet Hires

Apr 75
 Aug 65
 Dec 55
Total 195

Laterals

Jun 4
 Oct 4
Total 8

Total Hires 203

2008

OMERS 85 Factor

Projected Hiring

Cadet Hires

Apr 85
 Aug 60
 Dec 55
Total 200

Laterals

Jun 2
 Oct 2
Total 4

Total Hires 204

2005						2006				
	Separations	Hires	Target Establishment	Actual Strength	Variance	Separations	Hires	Target Establishment	Actual Strength	Variance
Start			1826	1744	-82			1877	1820	-57
JAN	-7	15	1826	1752	-74	-12	5	1900	1813	-87
FEB	-6	4	1826	1750	-76	-6	12	1900	1819	-81
MAR	-5	3	1826	1748	-78	-5	8	1900	1822	-78
APR	-7	16	1867	1757	-110	-7	6	1900	1821	-79
MAY	-4	6	1867	1759	-108	-4	13	1900	1830	-70
JUN	-6	7	1867	1760	-107	-6	7	1900	1831	-69
JUL	-9	16	1867	1767	-100	-6	11	1900	1836	-64
AUG	-9	17	1867	1775	-92	-9	11	1900	1838	-62
SEP	-7	25	1877	1793	-84	-5	8	1900	1841	-59
OCT	-3	14	1877	1804	-73	-3	5	1900	1843	-57
NOV	-3	13	1877	1814	-63	-2	11	1900	1852	-48
DEC	-4	10	1877	1820	-57	-5	8	1900	1855	-45
End	-70	146	1877	1820	-57	-70	105	1900	1855	-45

2005

OMERS 90 Factor this year

April: Establishment increased by 41 for Ferguson, Major Case & Courts, AVL & Central Paid Duties

Sept: Establishment increased by 7 communications operators for the new 43 Division and by three for new Commands

2006

OMERS 90 Factor

Jan: Establishment increased by 9 for new 43 Division 14 temporary to permanent positions

2007						2008				
	Separations	Hires	Target Establishment	Actual Strength	Variance	Separations	Hires	Target Establishment	Actual Strength	Variance
Start			1900	1855	-45			1900	1855	-45
JAN	-10	10	1900	1855	-45	-10	10	1900	1855	-45
FEB	-6	6	1900	1855	-45	-6	6	1900	1855	-45
MAR	-5	5	1900	1855	-45	-5	5	1900	1855	-45
APR	-6	6	1900	1855	-45	-6	6	1900	1855	-45
MAY	-4	4	1900	1855	-45	-4	4	1900	1855	-45
JUN	-5	5	1900	1855	-45	-5	5	1900	1855	-45
JUL	-6	6	1900	1855	-45	-6	6	1900	1855	-45
AUG	-9	9	1900	1855	-45	-9	9	1900	1855	-45
SEP	-5	5	1900	1855	-45	-5	5	1900	1855	-45
OCT	-3	3	1900	1855	-45	-3	3	1900	1855	-45
NOV	-2	2	1900	1855	-45	-2	2	1900	1855	-45
DEC	-4	4	1900	1855	-45	-4	4	1900	1855	-45
End	-65	65	1900	1855	-45	-65	65	1900	1855	-45

2007

OMERS 90 Factor this year

2008

OMERS 90 Factor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

**#P410. SEXUAL ASSAULT AUDIT STEERING COMMITTEE – ADDITIONAL
FUNDING FOR COMMUNITY MEMBERS**

The Board was in receipt of the following report December 01, 2005 from Alok Mukherjee, Chair:

Subject: Sexual Assault Audit Steering Committee – Additional Funding for Community Members

Recommendation:

It is recommended that the Board approve additional funding in the amount of \$5000 in 2006 to compensate the community members of the Sexual Assault Audit Steering Committee for their work, with an annual maximum of \$1250 to be paid to each member.

Background:

The Board, at its meeting of February 10, 2005, received from the Auditor General a Follow-Up Report on the October 1999 Report Entitled: “Review of the Investigation of Sexual Assaults – Toronto Police Service” (Min. No. P34/05 refers.)

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General’s report. The Board also approved the establishment of a Steering Committee to provide expertise with respect to the implementation of the recommendations. The motion required the Board to “ensure that the Steering Committee also includes at least three senior officers from the Service and an equal number of women from the anti-violence community with knowledge of the audit process.”

Four individuals from the community, Beverly Bain, Amanda Dale, Peggy-Gail DeHal-Ramson and the woman known as Jane Doe were selected as the community members of the Steering Committee. (Min. Nos. P148/05 and P324/05 refer)

A letter of agreement was drafted with each community member, providing the details of compensation. The agreement stated that community members are entitled to \$100.00 for attendance at each meeting of the Steering Committee and \$50.00 for attendance at each meeting for the purpose of preparing for Steering Committee meetings. Amounts include reimbursement for any associated childcare and travel expenses. The agreement also stipulated that there would be an annual maximum of \$1,250.00 to be paid to each community member in each year of her participation on the Steering Committee. The agreement stated that the year was defined as between “July 1 in one year to June 30 in the following year.”

At this time, it has become clear that this arrangement is no longer viable. Given the number of meetings (both general and preparatory) that have already been held, some community members have almost reached the maximum amount as stipulated in the letters of agreement. Thus, there is now a need to provide for additional funding.

The Steering Committee is mandated to provide expertise to the Service and the Board in the implementation of the recommendations contained in the Auditor General's Follow-up Report in a collaborative and effective manner. The community members are mandated to ensure that the community perspective is incorporated into the implementation of the recommendations. The women who serve as community members on the Steering Committee should be compensated for their work. As a result, I recommend that the Board approve additional funding in the amount of \$5000 in 2006 to compensate the community members of the Sexual Assault Audit Steering Committee for their work, with an annual maximum of \$1250 to be paid to each member.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P411. STRONG AUTHENTICATION PROJECT

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

Subject: STRONG AUTHENTICATION PROJECT

Recommendation:

It is recommended that:

1. The Board approve the acquisition of hardware, software and accessories for a total of \$1,117,300 (including all taxes) from Net Cyclops Inc. for the implementation of Two-Factor Strong Authentication;
2. The Board approve the selection of Net Cyclops Inc. as the Vendor of Record for consulting services in the implementation of this solution from January 1, 2006 to December 31, 2008. Any financial commitment will be in accordance with Bylaw 147;
3. The Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form; and
4. The Chief, or his designate, notify the City Deputy Manager and Chief Financial Officer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act (Board Minute No. P84/03 refers).

Background:

Strong authentication provides facilities to accurately and reliably identify an individual electronic user. Digital certificates provide the basis for secure communication over any network (including the Internet) - providing both integrity of the message from the source to the destination, and the reliable identification of the individual through digital signatures. A digital certificate will become the electronic identification of an officer much like their badge and picture identification is used today to identify them.

The Toronto Police Service (TPS) has been working with the Royal Canadian Mounted Police (RCMP) and the Canadian Police Information Centre (CPIC) Information Technology (IT) Subcommittee to develop standards for Strong Identification and Authentication for all police agencies throughout Canada. The CPIC Advisory Committee, comprised of all police chiefs throughout Canada, has advocated the migration to a two-factor strong authentication system for

all police agencies. The published dates for compliance are April, 2007 for maintenance transactions and April, 2009 for query transactions.

At this time, both the RCMP and the Ontario Provincial Police (OPP) are implementing strong authentication and digital certificates for access to their systems. The Province of Quebec is evaluating technologies and will soon be implementing a similar infrastructure. The Provincial Sexual Offence Registry (SOR) and Major Case Management (MCM) require strong authentication and digital certificates for access. The enhanced Automated Criminal Intelligence Information System (ACIIS) and CPIC Renewal will also require these facilities. It will become a future requirement for all external system access.

The Common Police Environment Group (CPEG), a policing group comprised of the RCMP, the Province and municipal police agencies across Ontario have also endorsed two-factor strong authentication for all agencies. CPEG has recently allowed the use of the Municipal Technology Grant Fund (MTGF) for these purposes. CPEG also published a list to all agencies of recommended components for such a system and the maximum funding any agency could use. The TPS maximum funding was calculated as \$526,677. In order to qualify for the Provincial Grant, goods and services must be received prior to December 31, 2005. Unfortunately, there was no accompanying public tender for the pricing of the components. Due to the requirement for a tender, the TPS was required to create a Request for Proposal (RFP), issue the RFP for public submissions, conduct vendor meetings, evaluate the submissions and submit a recommendation for delivery by year end 2005.

The RFP #1060960-05 for a Security Token Two-Factor Authentication Solution was issued with a closing date of November 16, 2005. The objectives of this tender were:

- *to acquire USB tokens to securely house individual digital certificates and other access related information; and*
- *to acquire software which facilitates the administration of the tokens and information contained therein; and*
- *to implement a secure environment where a token based security architecture is the only means of users logging into the TPS' computer architecture, thus providing strong authentication at the perimeter for all applications; and*
- *to standardize the method for TPS users to securely authenticate themselves to the computing environment; and*
- *to position the TPS for secure communication and electronic information sharing to external policing entities.*

Tender Evaluation

There were three respondents to the RFP: Allstream Inc., Entrust Limited and Net Cyclops Inc. The Allstream submission was rejected due to non-compliance with the tender requirements. The remaining vendors were invited to present their solution to the evaluation panel and to clarify any ambiguities in their response. The evaluation panel was comprised of Senior Information Technology Services (ITS) Technicians and Senior ITS Management personnel.

The submissions were rated in accordance with the RFP evaluation criteria. The submission from Net Cyclops Inc. was rated as the most comprehensive solution in line with the technology of the Service and was also the lowest bid. Their solution is comprised of hardware and software from Aladdin Knowledge Systems, one of the market leaders in this technology.

Project Costs

The RFP requested costs for specific security features for the implementation of strong authentication throughout the TPS infrastructure. As requested in the RFP, Net Cyclops Inc. also provided Site License costs for their software. A Site License allows the Service to use the software anywhere in their environment without restriction. This allows the Service to accommodate any increases in their environment with no future added costs.

Acquisition Costs (\$,000):

<u>Item</u>	<u>Cost</u>
1. Security Tokens and Token Software	314.0
2. Windows Logon and Single Signon	341.3
3. Laptop/Desktop Security Encryption	240.3
4. Central Token Management	72.5
5. Token Accessories	3.4
Total	971.5
With Taxes (15%)	1,117.3

The Provincial grant fund will be billed \$526,677 of these costs, with the remaining funding coming from the approved TPS Strong Authentication capital project.

Maintenance and Support Costs (\$,000):

	<u>1 Year</u>	<u>3 Year</u>
Maintenance & Support	165.2	250.4
With Taxes (15%)	189.9	287.9

The Service is recommending a three year maintenance contract as the most cost effective plan for these services as it is approximately 50% less than an annual contract for three years.

Consulting Services

The RFP also requested costs for Consulting Services for the specific implementation of strong authentication on all Service devices. The specific amount is unknown at this time, however, the recommendation is for Net Cyclops, as the successful submission for this RFP, be designated the Vendor of Record for these services for the next three years. All expenditures will follow the standard funding approval process.

It is therefore recommended that:

1. The Board approve the acquisition of hardware, software and accessories for a total of \$1,117,300 (including all taxes) from Net Cyclops Inc. for the implementation of Two-Factor Strong Authentication;
2. The Board approve the selection of Net Cyclops Inc. as the Vendor of Record for consulting services in the implementation of this solution from January 1, 2006 to December 31, 2008. Any financial commitment will be in accordance with Bylaw 147;
3. The Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form; and
4. The Chief, or his designate, notify the City Deputy Manager and Chief Financial Officer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act (Board Minute No. P84/03 refers).

The Chief Administrative Officer has certified that funding is available in the Strong Authentication capital project budget for these purposes. Appropriate funds will be included in future operating budgets to fund the ongoing maintenance costs.

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

Mr. John Macchuisi, Information Technology, was in attendance and responded to questions by the Board about this report.

The Board approved the foregoing and requested that the Chief of Police conduct a review of the process, including timelines, by which the Service submits reports on procurement issues and provide a report to the Board on the results of his review.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 15, 2005**

#P412. IN-CAMERA MEETING – DECEMBER 15, 2005

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

Chair Alok Mukherjee
Vice-Chair Pam McConnell
Ms. Judi Cohen
The Honourable Hugh Locke, Q.C.
Mr. Hamlin Grange
Councillor John Filion
Mayor David Miller

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#P413. ADJOURNMENT

Alok Mukherjee
Chair
