



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on August 20, 2009 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on July 17, 2009, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on August 20, 2009.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **AUGUST 20, 2009** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P219. INTRODUCTIONS

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

Staff Inspector Bryce Evans
Detective Sergeant Gerald Heaney
Sergeant Lyn Bopara
Sergeant Alan Cakebread
Sergeant Kevin Darby
Sergeant Christopher Elliot
Sergeant Michael Facoetti
Sergeant Jeremy Hayes
Sergeant Paul Jones
Sergeant Joseph Kranjac
Sergeant Charles Lee
Sergeant Robert Lyon
Sergeant Claudio Martelluzzi
Sergeant Nicholas Nei
Sergeant Chad Nicolle
Sergeant Rajeshkumar Patel
Sergeant Ramesh Parsram

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#P220. PRESENTATION - MAKING CANADIAN CITIES SAFER

Professor Irvin Waller of the Institute for the Prevention of Crime (IPC) at the University of Ottawa was in attendance and delivered a presentation to the Board on comprehensive crime reduction strategies and effective crime prevention programs that have been developed by the IPC.

Professor Waller provided the Board with copies of his book *Less Law More Order* and the IPC's *Making Cities Safer: Action Briefs for Municipal Stakeholders*.

An electronic copy of the presentation and a copy of the Action Brief are on file in the Board office.

Following the presentation, Professor Waller responded to questions by the Board and Chief Blair.

The Board received Professor Waller's presentation. The Board and Chief Blair pointed out to him initiatives in Toronto taken by the Board, the Service and the City in the area of crime prevention, and Chief Blair invited Professor Waller to meet with him if he wished to get more information about measures initiated by the Service.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P221. REPORT ON ISSUES IDENTIFIED BY THE COMMITTEE OF THE
BOARD AND A DEPUTANT ABOUT TORONTO POLICE SERVICE
POLICY (FILE NO. 2007-EXT-0466)**

The Board was in receipt of the following report June 30, 2009 from William Blair, Chief of Police:

Subject: REPORT ON ISSUES IDENTIFIED BY THE COMMITTEE OF THE BOARD
ABOUT TORONTO POLICE SERVICE POLICY (FILE NO. 2007-EXT-0466)

Recommendations:

It is recommended that: the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Committee of the Board (Board Committee) comprised of Chair Alok Mukherjee, Vice-Chair Pam McConnell and Judge Hugh Locke, met on a number of occasions to review the matter. During these meetings the Board Committee reviewed applicable policies and Toronto Police Service (Service) procedures. The Board Committee received a presentation from members of the Service pertinent to issues identified by the Committee and also met separately with the complainant and her counsel. The Board received a report from the Board Committee at the meeting of the Board on February 12, 2009. The background and previous responses were discussed (Min. No. P32/09 refers).

The Board Committee identified the following areas of concern and recommended changes:

1. The issue of Post Traumatic Stress Disorder (PTSD) and trauma, in general, should receive greater emphasis in training and should be explicitly referenced in procedures.
2. Police officers should acknowledge the high incidence of PTSD in individuals who have experienced sexual assault and be more extensively trained in how to deal with it as part of the investigative process.
3. The Service's in-house resources, specifically the Corporate Psychologists, should be utilized more frequently in training and other areas, as applicable.

4. The Service should ensure that it provides appropriate accommodation to individuals suffering from trauma.
5. Police officers should clearly explain the investigative process to individuals who have experienced sexual assault, at the time the process begins.
6. When determining which police facilities, including interview rooms, should be used in the course of an investigation, attention should be paid to the impact such facilities have on those who have experienced trauma.
7. The difference between recent sexual assault and historical sexual assault should be explained more thoroughly to police officers during training, and included in relevant procedures.
8. The Board review its own policies to determine whether the issues identified in the complaint warrant amendments to current policy or the drafting of new policy.

The Board recommended that the Chief review the issues identified by the Board Committee and report back to the Board, proposing changes in procedures and training that would address these issues and discussing the feasibility of implementing such changes.

Discussion:

The first 7 areas of concern will be addressed in this report. Concern No. 8 is direction to the Board to review its Board policy. Responsibility for preparing the Board report was assigned to Corporate Planning. Corporate Planning consulted with various subject matter experts including those from Training and Education (T&E), Sex Crimes Unit (SCU), Psychological Services and Facilities Management (FCM) in preparing this response. All previous Board Reports have been considered.

Following are the responses to the areas of concern.

- 1) *The issue of Post Traumatic Stress Disorder (PTSD) and trauma, in general, should receive greater emphasis in training and should be explicitly referenced in procedures.*

Response to item 1:

Agree in part.

A detailed review of training has been conducted. The physical and emotional impact of the trauma, including PTSD, on the person who has experienced sexual assault are contained throughout the Sexual Assault Investigators Course. The Service does not agree that PTSD and trauma, in general, should receive greater emphasis in training. Training is sufficient, and victim anxiety reactions, including PTSD, and other symptoms of crisis or distress will continue to be

included in training. The Service does agree, however, that PTSD should be explicitly referenced in procedures. As such, Procedure 05-05 Sexual Assault has been reviewed and will be amended to include:

Historical Sexual Assaults

When investigating complaints of historical sexual assault, officers are reminded to be sensitive to the possibility that the person reporting the incident may be experiencing a wide range of victim anxiety reactions including symptoms of Post Traumatic Stress Disorder (PTSD) and other symptoms of crisis or distress. These reactions may have a significant impact on the dynamics of the investigation including the interview with the person who has experienced the sexual assault.

- 2) *Police officers should acknowledge the high incidence of PTSD in individuals who have experienced sexual assault and be more extensively trained in how to deal with it as part of the investigative process.*

Response to item 2:

Agree in part.

While acknowledging a high incidence of PTSD in individuals who have experienced sexual assault, members of the Service are not trained to clinically diagnose individuals suffering from trauma and cannot be expected to identify the specific clinical nature of a traumatic reaction on a case by case basis. The training curriculum has been reviewed. The training provided to sexual assault investigators adequately addresses the need for sensitivity when interviewing victims of sexual assault. The training is consistent with university level training in clinical interview skills.

Attention to sensitivity issues are contained in the approach taken to the teaching of course content. In addition, material is presented from multiple perspectives, in a way which promotes understanding and empathy for individuals from diverse backgrounds. A small sampling of the ways in which the need for sensitivity to the victim is specifically addressed includes:

- Discussion of consent issues and rape myths with the incorporation of material from several scholarly articles on the topic
- Barriers to reporting, and the potential impact of investigative procedures on the victim's emotional status
- The Victim's Bill of Rights, and the importance of approaching each person with dignity, respect, care, and compassion
- A review of the wide range of potential victim reactions to sexual assault and the ways in which these reactions may be manifested during possible stages of emotional recovery from an assault and limitations of staging models
- Specific characteristics of PTSD and discussions of Rape Trauma Syndrome
- Neuropsychological underpinnings of traumatic stress reactions and the impact on memory, emotional response and coping

- A comprehensive discussion of the impact of interviewer characteristics and behaviours on the individual and how to prepare for and conduct the interview with sensitivity to the victim's physical needs, comfort, and emotional state (e.g., pacing, active listening, interviewer professionalism and demeanour, language)
- The importance of fully informing the individual of how the interview will proceed including "ground rules" (e.g., interviewees are free to ask any questions they wish, take a break when they need to, etc.)
- How to offer support, resources available to victims of sexual assault and victim follow-up

3) *The Service's in-house resources, specifically the Corporate Psychologists, should be utilized more frequently in training and other areas, as applicable.*

Response to item 3:

Agree.

Psychological Services will be utilized more frequently in a consulting capacity. Psychological Services have recently met with the Course Coordinator and conducted a detailed review of the Sexual Assault Investigators Course. Psychological Services advises that the training provided is consistent with university level training in clinical interview skills. Training provided to sexual assault investigators adequately addresses the need for sensitivity when conducting interviews with victims of sexual assault. The only recommendation for improvement to the Sexual Assault Investigator's Course from Psychological Services is the provision of additional time for practice in the interviewing of assault victims, with supervision provided by course instructors and/or other experienced investigators. The Service has reviewed the recommendation from Psychological Services and advise that the course sufficiently addresses this need.

4) *The Service should ensure that it provides appropriate accommodation to individuals suffering from trauma.*

Response to item 4:

Agree in part.

The Service agrees that it should provide appropriate accommodation to individuals suffering from trauma and recognizes it is important to educate investigators regarding the manner in which victim anxiety reactions including PTSD, and other symptoms of crisis or distress may impact on the investigation process, particularly when conducting interviews with victims of historical sexual assault. However, members of the Service are not trained to clinically diagnose individuals suffering from trauma and therefore all individuals will be accommodated to the greatest extent possible as a matter of course. As such, the Service provides sufficient accommodation in this area.

- 5) *Police officers should clearly explain the investigative process to individuals who have experienced sexual assault, at the time the process begins.*

Response to item 5:

Agree.

Throughout training, officers (front line and investigative) are instructed on maintaining ongoing communication throughout the investigation with a person who has experienced sexual assault. They are advised to explain such things as their role(s) in the investigation, the process of evidence gathering, statement taking, status of the investigation and the judicial process. Procedure 05-05 Sexual Assault outlines the importance of ongoing communication with the person who has experienced sexual assault.

Currently the Service internet web site has a link under, "Inside the TPS" which contains a Procedure Information Sheet on sexual assault and a link under, "Community Safety" to the SCU. Both contain information for a person reporting a Sexual Assault. Information includes how to report a sexual assault to the police, how to report to other community agencies and what an individual can expect to experience if they do so. Also contained is an explanation of the sexual assault evidence kit and information about contact with investigators, giving of statements, suspect arrest, criminal charges and the court process.

Further, the SCU web site offers an, "Information Guide for Victims of Sexual Assault", which includes a glossary of terms, Criminal Code Sexual Assault Offences and frequently asked questions. The Procedure Information Sheet on Sexual Assault includes information on what to expect from the first responding police officer and the investigating detective.

- 6) *When determining which police facilities, including interview rooms, should be used in the course of an investigation, attention should be paid to the impact such facilities have on those who have experienced trauma.*

Response to item 6:

Agree.

During training on interviewing the person who has experienced a sexual assault, a variety of issues are addressed which include interview room suitability and location, privacy, distractions, atmosphere, proxemics, body language and seating arrangements.

Currently, FCM gives consideration in newer facilities to incorporate "soft" interview rooms. "Soft" is a term used to describe considerations to make the interview rooms more comfortable and in the case of the facility itself, considerations such as not requiring the interviewee to enter through the main police entrance. Older facilities offer a greater challenge to the Service; however efforts have been made to "soften" these areas as best as possible.

There are currently 16 “soft” interview rooms contained in 12 of our Service facilities. There is one facility (14 Division) in the design stage now and four other facilities scheduled to be replaced as part of the Long-term Facilities Plan. The Service has formed a working group consisting of Psychological Services, T&E and SCU to work with FCM to give corporate direction on best practices on facility design; specifically - interview room design. The group will meet as needed when there are new facilities planned and meet when current facilities are to be upgraded.

Members conducting a sexual assault investigation currently use the most appropriate and available facility for conducting interviews.

7) The difference between recent sexual assault and historical sexual assault should be explained more thoroughly to police officers during training, and included in relevant procedures.

Response to item 7:

Agree in part.

The dynamics of sexual assault investigations (both recent and historical) is an integral part of the training for investigators. The training emphasizes the importance of sensitivity to the needs of the person who has experienced sexual assault. Training will incorporate information about the dynamics and differences of recent and historical sexual assaults so officers are better able to work with survivors. The Sexual Assault Investigators Course training curriculum has been recently reviewed by Psychological Services. The training provided to sexual assault investigators adequately addresses the need for sensitivity when conducting interviews with victims of sexual assault, including victims of historical sexual assault. As a result, the Service does not agree that more emphasis is required regarding the difference between recent sexual assault and historical sexual assault during training. However, Service Procedure 05-05 Sexual Assault will be amended to include:

Historical Sexual Assaults

When investigating complaints of historical sexual assault, officers are reminded to be sensitive to the possibility that the person reporting the incident may be experiencing a wide range of victim anxiety reactions including symptoms of Post Traumatic Stress Disorder (PTSD) and other symptoms of crisis or distress. These reactions may have a significant impact on the dynamics of the investigation including the interview with the person who has experienced the sexual assault.

Conclusion:

The Service continues to improve response to victims of sexual assault. One of the priorities contained in the 2009-2011 Business Plan is Focusing on Violence Against Women. The Service continues to work towards its goal focussing on sexual assault to improve the provision of support, follow-up information, referrals to victims and increase reporting by victims.

In summary, the Service has adequately addressed all of the areas of concerns identified by the Committee of the Board. The Sexual Assault Investigators Course and Procedure 05-05 Sexual Assault have been extensively reviewed and Procedure 05-05 Sexual Assault will be amended as outlined in this report.

The Service has sufficiently balanced the needs of the public and the requirements of the Service.

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

Ms. Suzan Fraser, legal counsel for the complainant, was in attendance and advised that the complainant would like to deliver a deputation to the Board.

Chair Mukherjee requested that all media and webcasting cameras in the meeting room be turned away from the complainant to ensure that the complainant's image was not filmed or taped.

Ms. Fraser introduced the complainant to the Board. The complainant made a deputation and provided a written submission in response to the foregoing report. A copy of the written submission is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive the deputation and the written submission;**
- 2. THAT the foregoing report be referred back to the Chief;**
- 3. THAT the Chief conduct a further review of issues nos. 1 through 7 identified by the Board Committee with specific attention placed on no. 7 pertaining to historical sexual assaults including when child victims of sexual assaults report the sexual assaults as adults;**
- 4. THAT the Chief provide a report to the Board on the results of his review noted in Motion No. 3;**
- 5. THAT, with respect to issue no. 8, the Board Committee re-convene to review Board policies to determine whether or not the current policies, and any new policies under development, address the issues raised by the complainant or if amendments to the policies are required;**
- 6. THAT the Chair provide a report to the Board on the results of the Board Committee's review noted in Motion No. 5; and**
- 7. THAT the Board continue to communicate with Ms. Fraser and the complainant with respect to the review of this matter.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P222. ANNUAL REPORT: 2008 TRAINING PROGRAMS

The Board was in receipt of the following report June 22, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2008 TRAINING PROGRAMS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police Service, Training & Education Unit during the year 2008 (Min. Nos. P333/95 and P66/99 refer).

Discussion:

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means: training offered by the Training and Education Unit (T&E) through traditional in-class courses, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, and course tuition reimbursement for training offered through external learning institutions.

Attached is a detailed report on The Effectiveness of Police Training, which addresses the results of an effectiveness study conducted on five courses / programs, delivered or sponsored by members of the T&E. This study focused on the transfer of classroom knowledge to the field and the impact of that knowledge on the Service and community. The courses studied were:

- Guelph Humber Degree Program (Cohort Two),
- Civilian Diversity Training,
- General Investigator Training,
- Sexual Assault Training, and
- Crisis Resolution and Officer Safety (CROS) Training.

In addition, the report highlights changes made to the Unit's structure. The report's Executive Summary is appended as Appendix A.

Conclusion:

This report will provide the Board with an overview of the training provided by T&E during 2008.

Deputy Chief Keith Forde, Human Resources Command, and Superintendent Darren Smith Training and Education will be in attendance to answer any questions from Board members.

Superintendent Darren Smith, Training and Education, was in attendance and provided a summary of the review of the 2008 training programs.

The Board received the foregoing and commended Supt. Smith and the members of Training and Education who were involved in the preparation of this report.

A copy of the Executive Summary to the annual report is attached. A copy of the complete report is on file in the Board office.

Appendix A

Effectiveness of Police Training

EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, Training and Education (T&E) applies the four-level Kirkpatrick Hierarchy of Evaluation, which includes:

- (1) Reaction,
- (2) Learning,
- (3) Transfer, and
- (4) Impact.

Every course has a specific evaluation strategy. All courses are evaluated on reaction and learning. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis, which is conducted on selected programs. During 2008, five training courses / programs were reviewed based on several considerations. These courses were:

- (1) Guelph Humber Degree Program (Cohort Two),
- (2) Civilian Diversity Training,
- (3) General Investigator Training,
- (4) Sexual Assault Training,
- (5) Crisis Resolution and Officer Safety (CROS) Training,

The 2008 evaluation of transfer and impact is evidence that learning strategies employed by T&E are successful; members used the knowledge they gained in these courses in their duties and it made a difference. It is recognized, however, that needs change and courses will need to evolve in order to reflect the Service's direction, the 2009 - 2011 Priorities and external community needs. Survey respondents reported a transfer of learning ranging from 100% to 87%.

A positive impact was reported by all groups, with some reporting a more measurable outcome than others. Crisis Resolution and Officer Safety (CROS) training, for example, addresses an officer's ability to de-escalate situations and stay safe, which results in fewer officer injuries.

In order to better support training and serve the needs of the community and the Service, T&E was restructured in 2007. This involved a reorganization of duties and the implementation of a new section: Learning Development and Standards (LD&S). The reorganization addressed the effective delivery of mandatory training such as CROS, Use of Force, Recruit and Human Relations by re-arranging responsibilities and increasing focus. The establishment of the LD&S section allowed for an expansion of training strategies and an active audit process for training.

The LD&S section is responsible for development and coordination of e-learning, instructor accreditation, adult education, conferences, the Standing Committee on Training and Education (SCOTE), records coordination, coordination of field training supervisors and Quality Assurance. The overall redesign, along with a renewed focus on standards and trainer accreditation positions T&E to effectively address many of the recommendations contained in the 2006 Auditor General's Report on Training.

T&E is working to meet and exceed recommendations contained in the 2006 Auditor General's report titled, "Review of Police Training, Opportunities for Improvement". T&E has undergone a major restructure, which included the reorganization of the various sections, the implementation of a new delivery strategy and an internal oversight body. Course delivery strategies were expanded and liaisons with both Federal and Provincial partners continue to grow.

The 2008 evaluation of transfer and impact of learning is evidence that learning strategies have a positive impact on learners. It is recognized, however, that courses will evolve and change to address issues surrounding Service and community needs. Training in the Service is an operational activity that supports identified needs, policies and statutes.

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TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P223. TORONTO POLICE SERVICE/TORONTO TRANSIT COMMISSION
SPECIAL CONSTABLE TRANSIT POLICING AND SECURITY PLAN**

The Board was in receipt of correspondence dated July 15, 2009 from Vincent Rodo, General Secretary, Toronto Transit Commission, containing a copy of a report (also dated July 15, 2009) regarding the Toronto Police Service/Toronto Transit Commission Special Constable Transit Policing and Security Plan.

Copies of the Mr. Rodo's correspondence and the TTC report are appended to this Minute for information.

Chief Blair responded to questions about the progress of the transfer of responsibility for public transit safety and security from the TTC to the TPS. Chief Blair advised that Mr. Gary Webster, Chief General Manager of the TTC, and Deputy Chief Tony Warr, Specialized Operations Command, had recently participated in a meeting regarding the transfer of responsibility and Chief Blair said he was pleased with Mr. Webster's reassurance that the transfer will adhere to the framework that was previously established.

The Board received the correspondence from Mr. Rodo and the TTC report and approved the following Motions:

- 1. THAT the Board reiterate to the TTC the elements of the framework for transit safety approved by the Board at its June 18, 2009 meeting;**
- 2. THAT the Public Transit Working Group meet immediately to confirm a common understanding of the framework; and**
- 3. THAT an agreement between parties to operationalize the framework be concluded within 45 days from the date of this Board meeting and a report to this effect be brought to the November 2009 Board meeting by the Chief.**

The attached memorandum is forwarded to the Toronto Police Services Board for information.

Sincerely,



Vincent Rodo
General Secretary

28.12
Attachment(s)



TORONTO TRANSIT COMMISSION

TO Vice Chair Joe Mihevc
Commissioner Maria Augimeri
Commissioner Sandra Bussin
Commissioner Suzan Hall
Commissioner Peter Milczyn
Commissioner Ron Moeser
Commissioner Anthony Perruzza
Commissioner Bill Saundercook

FROM Chair Adam Giambrone

DATE July 15, 2009

SUBJECT Toronto Police Service (TPS)/Toronto Transit Commission (TTC) Special Constable Transit Policing and Security Plan

At our Commission meeting of July 9, 2009, we considered the staff report, "Toronto Police Service (TPS)/Toronto Transit Commission (TTC) Special Constable Transit Policing and Security Plan". It was decided that a briefing session should be held before any decision would be taken regarding the staff report. The Commission delegated authority to the Chair, Vice Chair and Chief General Manager to determine how to proceed.

On July 14, at a briefing to which all Commissioners were invited, I met with Commissioners Augimeri, Hall, Milczyn and Saundercook along with Gary Webster and other members of TTC staff. Following a briefing from staff, there was consensus that the following action should be taken:

- The Commission will support the recommendation from the staff report.
- Assuming all appropriate issues can be addressed by TPS and TTC, a service agreement would be finalized. This service agreement, amongst other issues, will include a formal review six months after the agreement is signed and then annually thereafter, with the anniversary date being the date of the service agreement. This service agreement is to be brought to the Commission for approval.
- The Commission will advise the Toronto Police Services Board (TPSB) that the responsibility and staff of two sections, Investigative Services and System Security, will remain with TTC, along with the responsibility for proof of payment (POP). The staff performing proof of payment duties are to have the appropriate authority to safely perform their job, i.e. Special Constable status.
- This memo and the attached report considered at our July 9 meeting would be transmitted to the TPSB and TPS.

- That staff conduct a gap analysis with TPS on the activities currently conducted by TTC Special Constable Services and determine how these activities will be addressed in the proposed model to ensure no deficiencies in the new mode result and that TTC expectations regarding employee, customer and asset protection are met.

Discussion also occurred at our briefing about how our two organizations came to propose the model under consideration. Concern was expressed about some public statements that were made following the June 18 TPSB meeting.

To set the record straight, staff provided the following information:

The TPSB, through the provisions of the agreement signed with the TTC in 1997, provides civilian oversight of the TTC's Special Constable Program. TPSB has delegated some responsibility for administrative oversight to the Chief of Police through a structured reporting requirement contained within the agreement. In compliance with the agreement, the TTC has, since 1997:

- Provided TTC Special Constables with a training program administered in accordance with approved course training standards jointly developed by the TTC and the teaching staff at C.O. Bick College under the general direction of the TPS Training and Education Unit Commander. The training program is designed to provide TTC Special Constables with an understanding of their role in the community and a sound knowledge of federal, provincial, and municipal laws and both TTC and Toronto Police Service procedures.
- Implemented a public complaint investigation procedure, approved by the Commission, which corresponds to the public complaint procedures used by TPS, for the investigation of complaints about the conduct of TTC Special Constables.
- Reported quarterly to TPS the status of all public complaint investigations.
- Reported all use of force by any TTC Special Constable on forms prescribed by TPS and in compliance with TPS procedures for use of force reporting.
- Reported annually to the TPSB with statistical information including but not limited to information regarding enforcement activities, training provided, supervision of Transit Special Constables, use of force incidents and public complaint investigations.
- Provided TPS with a detailed daily report of all arrests made, occurrences submitted and major incidents that TTC Special Constables have been involved in within the previous 24 hours.

It is appropriate to comment on the performance of our Special Constables who have, in partnership with TPS, effectively served the needs of customers and employees, and have enhanced the protection of TTC assets. As a group, they have conducted themselves as

themselves as highly trained transit law enforcement and security professionals and have remained productive and motivated to serve the needs of the Commission.

Consistent with the recommendation from the TPSB meeting, we expect to meet with the TPSB in the fall of 2009 to review progress to date.


Concurrence provided below provides the necessary authority to proceed as outlined.

Chair



28.12
Attachment

I concur:


Joe Mihavec
Vice Chair

I concur:


Gary Webster
Chief General Manager

Copy: Gary Webster
Rick Cornacchia
Vince Rodo
Terry Andrews

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: July 9, 2009

SUBJECT: TORONTO POLICE SERVICE (TPS)/TORONTO TRANSIT
COMMISSION (TTC) SPECIAL CONSTABLE TRANSIT
POLICING AND SECURITY PLAN

ACTION ITEM:

This report contains information that relates to security of property belonging to the Commission and involves labour relations issues.

RECOMMENDATION

It is recommended that the Commission:

1. Receive the Confidential Attachment for information;
2. Authorize the public release of the confidential information in the Confidential Attachment upon execution of a service agreement, as more particularly set out in Recommendation 3(c), between the Commission and Toronto Police Services Board ("TPSB"); and
3. Authorize staff to work with the Toronto Police Service ("TPS") and TPSB to develop a mutually agreeable transit policing and security model that would transfer responsibility of the TTC Transit Patrol Section to TPS subject to the following conditions being resolved:
 - (a) That issues such as salary, benefits and pension of affected TTC special constables be protected in a fair and equitable manner;
 - (b) That the resultant transit policing and security model delivered by TPS meet TTC's 'duty of care' obligations; and
 - (c) That a service agreement be established to govern the relationship with and delivery of police and security services by TPS with appropriate oversight mechanisms.

FUNDING

The TTC's 2010 proposed operating budget includes funds associated with Special Constable Services' 2009 budgeted workforce and also includes funds to support continued roll out of the TTC's six year (2006-2011) subway deployment plan. Budget impacts

associated with the proposed transit policing and security model are unknown at this time. The 2010 proposed operating budget will be adjusted to reflect implementation of a new transit policing and security model once finalized.

BACKGROUND

In 1997, the TTC entered into a special constable agreement with the Toronto Police Services Board.

DISCUSSION

On November 26, 2008, the Commission authorized the Chair and the Chief General Manager to work with the Chair of the TPSB and the Chief of Police to establish a framework and process for developing a shared vision for policing Toronto's transit system. A Public Transit Safety Framework Working Group was formed to develop this shared vision and plan for the delivery of policing and security in, and around, the public transit system. The Chief General Manager has provided ongoing briefings to the Chair and Commissioners on the status of issues under discussion.

It has recently been agreed to consider a policing and security model consistent with the recommendations in this report. Staff have begun meeting to discuss how to effectively execute this transition. We expect to formally brief the Commission in September/October on the status of this work. An implementation date of January 2010 is being targeted, however, it should be recognized that some of the issues to be addressed are very complex.

JUSTIFICATION

A mutually agreeable transit policing and security model that would transfer responsibility of the TTC Transit Patrol Section to TPS subject to successful resolution of associated employee relations and duty of care issues is being developed by TPS and TTC staff.

July 9, 2009
28-1

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P224. ASSET INVENTORY MANAGEMENT SYSTEM – CLOSE OUT REPORT

The Board was in receipt of the following report July 17, 2009 from William Blair, Chief of Police:

Subject: ASSET INVENTORY MANAGEMENT SYSTEM – CLOSE OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications related to the recommendation contained within this report. The approved revised capital budget to implement the Asset Inventory Management System (AIMS) was \$1,104,100, plus an estimated internal staff cost of \$275,000. The final cost of AIMS was \$247,100 below the approved capital budget. However, as a result of the need to extend the schedule to complete the project, the internal staff cost was \$220,000 more than estimated. The additional internal staff cost did not result in an incremental impact as these were permanent staff assigned to the project and funded from the Service's operating budget.

Background/Purpose:

The AIMS project was included as a sub-project within the approved Police Integration Systems capital project in 2005. The Service initiated the AIMS project to review its asset/inventory operations and replace the stand-alone asset and inventory systems that were being utilized by the Service, through the application of asset/inventory management technologies and business process improvements. A project working group consisting of members from Finance & Administration, Information Technology Services, Purchasing Support Services, Training and Education, Human Resources, Divisional Policing and Specialized Operations Commands was established. To assist the Service through the business process review, the services of a consultant were retained.

At the conclusion of the business process review, a detailed document outlining the Service's requirements for an asset/inventory management system was developed. This document was then used as the basis to create a Request for Proposal (RFP) for an asset/inventory system. As a result of the RFP process, Paradigm Business Systems North America (PBS) was approved as the vendor for the supply and implementation of an asset and inventory management information system that the Service refers to as AIMS (Min. No. P356/05 refers).

AIMS has been implemented and the Service is currently utilizing the application. As part of the Service's project management process, a close-out report is prepared at the conclusion of a project. The following is the close-out report for the AIMS project.

Discussion:

The AIMS project was funded from the Service's capital program and also involved internal staff resources which were funded from the annual operating budget. The project schedule was significantly extended and although this did not result in any additional capital funding requirements, it did require an extension of the internal resources assigned to the project.

The final product deliverable was comprised of three key components:

- a kiosk application for the daily tracking of shared assets (e.g. vehicles, portable radios and shotguns);
- AIMS asset module for all asset tracking, compliance monitoring and firearms storage elections; and
- a firearms module that replaced the stand-alone firearms system for tracking all firearms and assignments.

AIMS Project Cost:

The following table summarizes the final cost of the AIMS project in relation to the approved capital budget.

Item	Capital Budget	Actual Cost	Variance (over) under
PBS cost	\$821,100	\$720,000	\$101,100
Equipment (e.g. servers, computers, scanners)	\$345,000	\$185,000	\$160,000
Gross Total	\$1,166,100	\$905,000	\$261,100
GST Rebate	(\$62,000)	(\$48,000)	(\$14,000)
Net Total	\$1,104,100	\$857,000	\$247,100

The final cost of the AIMS project was a net amount of \$857,000 or \$247,100 below the project budget. This savings was mainly attributable to not having to incur any costs to PBS for project changes and the requirement for less workstations than originally estimated. The AIMS project also required the use of Service staff and the original estimated value of these staff was \$275,000. However, due to the project schedule delays, the final value of internal staff resources was \$495,000. The additional \$220,000 of internal staff time dedicated to the AIMS project was an opportunity cost and did not result in an incremental budget impact.

AIMS Project Schedule:

This project, which was originally scheduled for completion by the end of 2006, was not completed until the end of 2008. The delay in project completion was mainly due to issues

relating to the adequacy of the stakeholder analysis, not having a clearly defined scope and the vendor not meeting critical delivery dates.

Lessons Learned:

Lessons learned from the AIMS project include the need for:

- (i) effective stakeholder analysis and user requirements;
- (ii) a clearly defined project scope and schedule control framework;
- (iii) criteria for vendor selection and management of the vendor;
- (iv) a system development platform used by the vendor, consistent with the Service's technical standards;
- (v) and benefits of a project steering committee.

(i) Effective Stakeholder Analysis and User Requirements

The project encountered issues with stakeholder buy-in as the analysis conducted upfront in the process did not adequately identify stakeholder needs and failed to address their concerns. As a result, the project scope could not be finalised by the project management team due to ongoing change requests from the stakeholder working group once the development phase commenced. Consequently, the project incurred delays due to the effort required to discuss, evaluate, estimate, conduct impact analysis, obtain approval to initiate scope change and commence development. This deficiency and resulting impact clearly illustrates the importance of properly obtaining stakeholder acceptance during the stakeholder analysis and user requirement component of the project planning phase.

(ii) Clearly Defined Project Scope and Schedule Control

The project scope was not clearly defined, again due to inadequate stakeholder analysis and user requirements. This led to modifications to the scope prior to and during the development phase, resulting in delays. Lessons learned are that projects must not proceed until the project scope is clearly defined and accepted by all stakeholders. In addition, project work must be strictly managed against the scope in order to limit impacts on the schedule. This approach is consistent with the Service's current project management methodologies and Project Management Office guidelines which include tighter project change management procedures.

(iii) Criteria for Vendor Selection and Management of the Vendor

PBS currently does not have a proper help-desk or adequate staff to properly support its system. The Service has been advised, by PBS, that an additional maintenance and support office is being contemplated for southern Ontario and that this office is expected to be operational in the near future. Although the Service has received very good customer service from PBS, there is still a risk of inadequate support, as PBS may not be able to resolve an issue within an acceptable period of time. It is therefore important that the RFP evaluation criteria used for future projects include an appropriate weighting for the vendor's system support model post-implementation.

Vendor management proved to be very challenging for the project management team. The scheduled deliverables from the vendor were consistently late, impacting both time and resources. As a result, the project management team missed several critical schedule deadlines and was unable to make firm schedule commitments to the steering committee. From the vendor's perspective, the project scope was not clearly defined to him which made it difficult to determine what was in scope and when it was scheduled to be delivered. As a result of the structure of the contract with PBS (i.e. payments made on deliverables acceptable to the Service), the Service was able to withhold payments until the vendor completed deliverables to the Service's satisfaction. Therefore, the vendor was not being paid during the schedule extension. However, it is clear that in future the scope and schedule must be clearly defined in the contract with the vendor and any deviations by the vendor must be identified, tracked and formally communicated to the vendor for resolution. Having payments tied to deliverables was very effective, as it forced the vendor to give priority to achieving the deliverables in order to receive payment.

(iv) System Development Platform Consistent with Service Standards

The application development platform used by the vendor is not widely used in North America and therefore not familiar to the Service's ITS staff. PBS has committed to convert and rewrite the application to one of the current industry standard platforms, by the end of 2009, and at no cost to the Service. Once the application is rewritten to an industry standard platform, the Service will have less reliance on PBS for support. However, until the rewrite is completed the Service must continue to rely on the vendor to accommodate most change requests. It is therefore important that future RFP evaluation criteria include an appropriate weighting for the proposed system development platform to ensure compliance with the Service's technology standards. This will assist the Service in minimizing system support costs.

(v) Benefits of a Project Steering Committee

The involvement and oversight of a steering committee throughout this project proved extremely beneficial. The scope, schedule and vendor management challenges that were encountered during the AIMS project enabled the oversight and involvement of senior executives to help bring the project to a positive conclusion. The establishment of a steering committee is part of the Service's project management framework, and is used on all major projects.

Conclusion:

The Service initiated a project to review its asset/inventory operations and replace the stand-alone asset and inventory systems that were being utilized. The project was approved in the Service's capital program and included as a sub-project of the Police Integration Systems project. The approved capital budget for the project was \$1,104,100.

Other than not meeting the original schedule, AIMS has been implemented successfully, and the application allows the Service to house all of its assets in a single repository. In addition, AIMS also includes the electronic sign-out and tracking of equipment (e.g. vehicles, radios, shotguns) which provides an accurate and reliable method for supervisors to locate equipment and monitor compliance.

The lessons learned on the AIMS project have been documented in this report and included in the Service's Project Management Office lessons learned database. These have and will continue to be used in the planning and management of future projects.

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

Mr. Tony Veneziano, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and responded to questions about the Asset Inventory Management System.

The Board commended the Service for implementing the Asset Inventory Management System and for identifying the lessons learned as a result of this new system.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P225. ANNUAL REPORT: 2008 AUDIT OF THE PROPERTY AND EVIDENCE
MANAGEMENT UNIT – FIREARMS STORAGE VAULT**

The Board was in receipt of the following report June 17, 2009 from William Blair, Chief of Police:

Subject: AUDIT OF THE PROPERTY AND EVIDENCE MANAGEMENT UNIT –
FIREARMS STORAGE VAULT

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services, was created under the *Police Services Act* (PSA) to provide provincial standards for the delivery of policing services in six core areas. One of the requirements of the Regulation is that there are policies and procedures in place with respect to property and evidence control and the related collection, handling, preservation, documentation and analysis of physical evidence.

The provisions of the Regulation make the Board responsible for establishing policy and the Chief of Police responsible for creating processes and procedures that set the board policies into operation.

At its meeting of August 10, 2006, the Board approved policy TPSB LE-020, Collection, Preservation and Control of Evidence and Property (Min. No. P244/06 refers.) One requirement of this policy is that the Chief of Police “shall ensure that an annual audit of the property/evidence held by the Service is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board.” On December 13, 2006, Service Procedure 09-01, Property-General, was updated to include the requirement that the Unit Commander – Audit & Quality Assurance Unit “shall ensure that an audit of property/evidence held by the Service is conducted annually and that the results of the audit are reported to the Toronto Police Services Board.”

Discussion:

In 2009, Audit & Quality Assurance (A & QA) conducted an audit of the Firearms Storage Vault sub-unit of the Property & Evidence Management Unit (PEMU). The scope of the audit included an examination of the main systems and supporting documents used at the Firearms Storage Vault.

Conclusion:

Overall, A & QA determined that the Toronto Police Service is in compliance with the relevant sections of the PSA and Provincial Regulations.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P226. BIENNIAL REPORT – BOARD POLICY LE-034 – SEXUAL ASSAULT
INVESTIGATIONS**

The Board was in receipt of the following report June 26, 2009 from William Blair, Chief of Police:

Subject: BI-ANNUAL REPORT ON BOARD POLICY LE-034 - SEXUAL ASSAULT
INVESTIGATIONS:

Recommendation:

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

Financial Implications:

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

Background/Purpose:

Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services, was created under the *Police Services Act* to provide provincial standards for the delivery of policing services in six core areas. One of the requirements of the Regulation is that there are policies and procedures in place with respect to sexual assault investigations.

The provisions of the Regulation make the Board responsible for establishing policy and the Chief of Police responsible for creating processes and procedures that set the Board policies into operation.

At its meeting of August 10, 2006, the Board approved policy TPSB LE-034, Sexual Assault Investigations (Min. No. P244/06 refers). The policy stipulates that with respect to sexual assault investigations the “Chief of Police shall”:

- a) develop and maintain procedures and processes that:
 - i) require that investigations be undertaken in accordance with the Service’s criminal investigation management plan;
 - ii) require compliance with the procedures set out in the Ministry of Community Safety and Correctional Services’ Ontario Major Case Management Manual;
 - iii) address communication and dispatch, initial response and investigation relating to sexual assaults; and
 - iv) address community notification.

- b) work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victims Services, as well as the local Crown, to ensure a coordinated and effective response to victims of sexual assault; and
- c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance.

The Board policy also requires the Chief "to report every two years on the implementation of the policy and recommend amendments, if required."

Discussion:

The requirements under subsection (a) of the Board policy are currently reflected in Service Procedure 05-05 Sexual Assault. This was reviewed by the Sexual Assault Steering Committee, amended and re-issued R.O.2008.05.27. This procedure and process fulfils subsection (i) to (iii).

Subsection (iv) is also covered by Service Procedure 05-05; where a warning to a community/individual is necessary, the Divisional Sexual Assault Investigator shall ensure that the release of information is in accordance with Procedures 17-02, Major News Reports and 17-04, Community Safety Notifications. Further to this, the Toronto Police Service currently has over 600 agencies signed up to receive automatic emails for Sexual Assault media releases. Instructions on how to apply for this service are available on the Toronto Police Service website. www.torontopolice.on.ca.

As required under subsection (b) of the Board policy, a coordinated and effective response to victims of sexual assaults is in place, is ongoing and requires continued development with the appropriate stakeholders as needs are identified. This is in part, due to the newly formed Sexual Assault Advisory Committee. This committee meets at least semi annually. Membership includes; Sexual Assault Care Centres, the Toronto Rape Crisis Centre, local Crown representation and other community agencies which provide services to victims of sexual assault.

The Toronto Police Service Sexual Assault Coordinator is committed to improving communications with all persons/groups who are involved in providing care in areas of consulting and training, to persons who have experienced sexual assault. Over the past several months the Coordinator has participated in group discussions and training with the Sexual Assault Care Centres, including a presentation at the Sexual Assault/Domestic Violence Conference hosted by Women's College Hospital in March 2009. This was a joint presentation with a local Crown Attorney and The Centre of Forensic Sciences Staff.

The Sexual Assault Coordinator, Women's College Hospital and South Riverdale Hospital are currently engaged in coordinated efforts. This is for the purpose of reaching out to vulnerable persons who have experienced sexual assault and who would not otherwise receive care or report such incidents to police.

The Sexual Assault Coordinator has also participated in training with other community agencies, with crisis line call takers at the Toronto Rape Crisis Centre. In addition to learning about agency response, the Service provided information to call takers about the police response to sexual assaults.

The requirements under subsection (c) of the Board policy with respect to training issues have been addressed. A new, ten day Sexual Assault Investigators Course (SAIC) is now in place and has been since May, 2008, based in part, on recommendations of the Steering Committee. Training and Education has a plan in place for ongoing evaluation of this course (Min. No.P281/08 refers).

Conclusion:

The Toronto Police Service is committed to following developed procedures and processes that are currently in place regarding sexual assault investigations.

Ongoing monitoring and review by the Sex Crimes Unit and the Sexual Assault Advisory Committee will assist in ensuring best practices to investigate sexual assaults, continue to be adopted and implemented by the Toronto Police Service.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P227. ATTENDANCE AT A CONFERENCE – CANADIAN INSTITUTE FOR
THE ADMINISTRATION OF JUSTICE ANNUAL CONFERENCE**

The Board was in receipt of the following report June 29, 2009 from Pam McConnell, Acting Chair:

Subject: CANADIAN INSTITUTE FOR THE ADMINISTRATION OF JUSTICE (CIAJ)
ANNUAL CONFERENCE, SEPTEMBER 30 - OCTOBER 2, 2009

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$2,000.00 to fund Chair Mukherjee's attendance at the CIAJ Annual Conference to be held in Ottawa, Ontario.

Financial Implications:

Funds to cover this expense will be re-allocated from within the Board's 2009 approved operating budget.

Background/Purpose:

The Canadian Institute for the Administration of Justice (CIAJ) is a voluntary, non-profit organization dedicated to improving the quality of justice for all Canadians. Since its inception in 1974, the CIAJ has kept a critical eye on our justice system and explored cutting-edge issues likely to improve the administration of justice and preserve a strong and independent judiciary.

CIAJ is an umbrella organization which links individuals and institutions involved in the public service of the administration of justice. Its work is multi-disciplinary and wide-ranging. Collaborating with governments, professional associations, law conferences and specialized seminars, it prepares comprehensive background papers, and publishes books.

Discussion:

This year's conference theme is "Taking Remedies Seriously" and will be held in Ottawa, Ontario. It will focus on the evolving world of remedies, their significance in shaping the rights they enforce, and the implications remedial issues have for the role of courts and tribunals. It will examine new trends in the law of remedies, both practical and theoretical, and attempt to formulate a vision of where the law of remedies is headed for the future.

Below is the estimated conference expenditure:

Airfare	\$ 389.90
Accommodation (2nights)	388.70
Registration	895.00
Per Diem (3 days)	<u>225.00</u>
Estimated cost	\$2,000.00

Conclusion:

I request that the Board approve an expenditure not to exceed \$2,000.00 to fund Chair Mukherjee's attendance at the CIAJ Annual Conference to be held in Ottawa, Ontario from September 30 – October 2 2009.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P228. ATTENDANCE AT A CONFERENCE – 2009 PROFESSIONAL
STANDARDS CONFERENCE**

The Board was in receipt of the following report June 29, 2009 from Alok Mukherjee, Chair:

Subject: 2009 TORONTO POLICE SERVICE - PROFESSIONAL STANDARDS
CONFERENCE

Recommendation:

It is recommended that the Board approve an allocation of funds from the Board's 2009 operating budget to cover the cost of registration fees for Board Members who wish to attend the 2009 Toronto Police Service – Professional Standards Conference.

Financial Implications:

The cost of registration is \$375.00 per person. If the Board approves the recommendation contained in this report, the Board's 2009 operating budget will be reduced by an amount not to exceed \$2,625.00 for registration fees, provided that all Board Members attend.

Background/Purpose:

The Toronto Police Service – Professional Standards Unit will be hosting a conference on Police Misconduct Future Trends, from October 26 – 28, 2009 at the Hyatt Regency Hotel in Toronto.

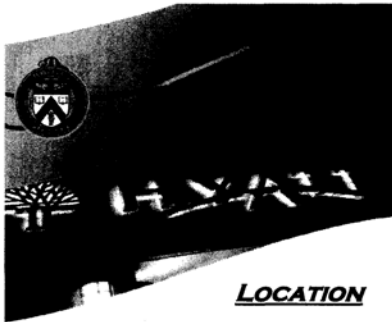
Mr. Gerry McNeilly, Director, Independent Police Review Office, will deliver a presentation on the new civilian organization that has been formed to handle public complaints about municipal and provincial police in Ontario.

A copy of an information package is attached to this report.

Conclusion:

It is, therefore, recommended that the Board approve an allocation of funds from the Board's 2009 operating budget to cover the cost of registration for Board Members who wish to attend the 2009 Toronto Police Service – Professional Standards Conference.

The Board approved the foregoing report.



LOCATION

The conference is being held at the Toronto Hyatt Hotel located at 370 King Street West in the heart of the entertainment district. Hotel arrangements can be made at:

HYATT
(CLICK ON LOGO TO BOOK)
Toll-free: 1 (888) 591 1234

COST

Registration fee is \$375.00 CAD (taxes included). Registration includes:

- Conference handouts
- Coffee Breaks and access to our hospitality suite
- Banquet dinner on Tuesday with Comedy Troup, "Water Cooler Guys" starring Neil Crone and Kevin Frank
- Preferred hotel room rate of \$189.00 CAD (plus applicable taxes) **Quote Special Offer Code: G-JTPJ**



REGISTRATION

- By fax with the attached registration form to: 416-808-2802
- By email to: prconference@torontopolice.on.ca
- By mail with the attached registration form to:

Toronto Police Service
Professional Standards
791 Islington Avenue
Toronto, Ontario
M6Z 5N8

Early registration is recommended as seating is limited. A non-refundable deposit of \$50.00 is required by September 1. Full payment is required by October 1.



For further information contact:

**TORONTO POLICE SERVICE
Professional Standards Conference**



*Police Misconduct
Future Trends*



**OCTOBER 26-28, 2009
HYATT REGENCY HOTEL
TORONTO, ONTARIO**

PRESENTERS



2009

KEYNOTE SPEAKER DR. PAUL BABIAK PH.D.

CO-AUTHOR "SNAKES IN SUITS- WHEN PSYCHOPATHS GO TO WORK"

"Let's say you're about to hire somebody for a position in your company. Your corporation wants someone who's fearless, charismatic, and full of new ideas. Candidate X is charming, smart and has all the right answers to your questions. Problem solved, right? Maybe not."

Dr. Babiak is an industrial and organizational psychologist and president of HRBackOffice, an executive coaching and consulting firm specializing in management development and succession planning. His work has been featured in the New York Times, Washington Post, Harvard Business Review and Fast Company.

DR. JOHN HOBERMAN PH.D. UNIVERSITY OF TEXAS AUTHOR OF TESTOSTERONE DREAMS

Author of "Dopers in Uniform: Cops on Steroids" (2005), Dr. John Hoberman will speak on the potential dangers of steroid use by police officers.

John Hoberman has researched and published on the topic of performance-enhancing drugs over the past 25 years. His books include MORTAL ENGINES: The Science of Performance and the Dehumanization of Sport (1992) and Testosterone Dreams: Rejuvenation, Aphrodisia, Doping (2005).

DAVE FRANKLIN STAFF SERGEANT RCMP (RETIRED) DOMESTICS WITHIN THE RANKS

Dave Franklin utilizes his experience, education and training to challenge listeners to gain a deeper understanding of what is occurring within relationships where violence and abuse forms a component of that relationship. Dave Franklin uses a comparative analysis between the Battered Woman Syndrome and the Stockholm Syndrome of hostage situations.

GERRY MCNEILLY DIRECTOR OF THE NEW INDEPENDENT POLICE REVIEW OFFICE (IPRO)

Mr. McNeilly will discuss the new civilian organization that has been formed to handle public complaints about municipal and provincial police in Ontario. This is one of the most significant changes to the Ontario Police Services Act in many years.

WANDA DE COSTE DETECTIVE CONSTABLE TORONTO POLICE SERVICE

THE GATEKEEPERS
Preventing Organized Crime Members and Subversive Individuals from Infiltrating the Police Service.

KALLI CHAPMAN ACTING DIRECTOR LEGAL SERVICES TORONTO POLICE SERVICE

REGINA VS. MCNEIL
Supreme Court of Canada
Production of records relating to prior serious misconduct of police officers.

AND MORE...



**TORONTO POLICE SERVICE
PROFESSIONAL STANDARDS CONFERENCE**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P229. TORONTO POLICE SERVICE – CAPITAL BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING JUNE 2009**

The Board was in receipt of the following report July 13, 2009 from William Blair, Chief of Police:

Subject: 2009 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING JUNE 30, 2009

Recommendations:

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 for information.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year. The gross available funding for 2009 (including carryover from 2008) is \$51.3 million (M), comprised of \$19.6M (debt funded) and \$31.8M (other-than-debt funded).

As of June 30, 2009, the Service is projecting a total gross expenditure of \$42.3M, compared to \$51.3M in available funding (a spending rate of 82% for 2009). From a net debt-funded perspective, the Service is projecting total expenditures of \$18.2M, compared to \$19.5M in available funding (a spending rate of 93%). The projected (net) under-expenditure for 2009 is \$1.3M.

Background:

Toronto City Council, at its meeting of December 10, 2008, approved the Service's 2009–2013 Board-approved Capital Budget. Subsequently, the Board approved transfers between projects within the approved capital budget (Min. No. P20/09 refers). Attachment A provides a summary of the current approved budget.

This capital variance report provides the status of projects as at June 30, 2009 and the semi-annual report for the new Toronto Police College facility project.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2008 as well as those projects that started in 2009. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the Capital Program.

- New Training Facility (Gross \$76.1M, net \$66.0M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

At its meeting of July 10, 2006, the Board requested that it be provided with semi-annual status updates on the new training facility project with respect to necessary approvals, schedule and cost estimates (Min. No. P209/06 refers). This report includes a status update for the New Training Facility project for the period January 1, 2009 to June 30, 2009. The previous status report was provided in February 2009 (Min. No. P27/09 refers).

Construction of the new training facility is complete, and the construction manager is actively in the process of completing building deficiencies. The building security system is complete. The required network and telephone equipment as well as the audio-visual equipment is currently being installed, and scheduled to be complete in July 2009.

The move from C.O. Bick College to the new Toronto Police College will occur during the week of July 13, 2009. The building will be fully operational by August 1, 2009, in time for the return of the April 2009 recruit class from the Ontario Police College. The opening ceremony is scheduled for September 10, 2009 and will be held in conjunction with the recruit graduation.

The Department of National Defence (DND) portion of the facility is also complete. The lease agreement between the City of Toronto and DND has been amended to accommodate DND changes and equipment requirements to its portion of the facility. The amended lease provides the Service with cost recovery for additional work required by DND, resulting in no net impact on the project. DND equipment installation is proceeding as expected and the City of Toronto has been forwarding funds, as the necessary approvals are obtained by DND.

The Service is currently on target to obtain LEED (Leadership in Energy and Environmental Design) Silver certification, based on the number of credits that have been submitted to the Canadian Green Building Council (CaGBC) for review. The review of the Service's application is delayed due to a large volume of applications being experienced by the CaGBC. Consequently, the Service may not know the results of our application in time for the opening ceremony in September 2009. The Service has requested the CaGBC to expedite its review, if possible.

As noted in the March 2009 variance report (Min. No. P67/09 refers), the Service applied to the Federation of Canadian Municipalities (FCM) for financing from the Green Municipal Fund (GMF) in relation to the new training facility. The FCM has advised that the application for financing has been approved in the form of a grant of \$300,000 and a low-interest loan to the City of \$2,000,000. The actual grant amount is conditional upon the loan being disbursed, verification that the project is complete, and the achievement of a 40% reduction in energy consumption. The Service is in the process of hiring an external consultant to perform a third party validation of the energy consumption reduction.

This project is expected to be completed on time and within budget.

- 11 Division (\$26.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project is for the construction of a new 11 Division facility. The Board approved the award of the architectural and consulting services to Stantec Architecture Limited at its meeting on December 18, 2008 (Min. No. P338/08 refers). Eastern Construction was awarded the contract for construction management services at the February 12, 2009 Board meeting (Min. No. P43/09 refers). The design for 11 Division is scheduled for presentation to the Board at its July 17, 2009 meeting, and construction is scheduled to start in the fourth quarter of 2009.

Substantial completion of the construction of this facility is anticipated by the first quarter, 2011, with a planned move in by the end of 2011. At this time, no delays are expected as a result of the current City of Toronto labour disruption. This may change if the labour disruption continues and necessary building permits cannot be obtained as planned.

As requested by City Council, an advisory working group was established to work with the new 11 Division facility design team, to provide input and advice on heritage elements of the existing building that could be preserved and incorporated into the new building. The Service incorporated the advisory working group into the design process. A number of meetings were held by both the advisory working group and the facility design team to produce a design that would meet the operational needs of the Service, incorporate heritage features of the current building and remain within the approved capital budget of \$26.9M for the new 11 Division project. This proved to be a challenging exercise, as retaining heritage features involves a different approach to construction, that is more labour intensive and more costly, depending on the nature and extent of heritage components to be retained.

Various options were considered throughout the design process, and the advisory working group and facility design team reached consensus on a design that met the operational requirements of the Service and also retained certain heritage features of the existing building. However, in order to incorporate these heritage features into the design and construction of the new facility, an estimated \$2.5M in additional funding is required, as the current cost estimate for this capital project did not anticipate nor provide for any heritage features. This \$2.5M has been added to the estimated construction cost of the facility in 2010 and 2011, and will be included in the Service’s 2010-2014 capital program request.

- 14 Division (\$34.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project is for the construction of a new 14 Division facility at 11 St. Annes Road. The Service will be following the same Project Management framework for the new 14 Division facility that has been instituted for the new 11 Division project. Specific details are available in the report for the new 11 Division facility that was provided to the Board at its March 27, 2008 meeting (Min. No. P69/08 refers). Some key project management activities are provided below:

- *Development of a Project Charter* – A project charter, which is used to initiate, plan, monitor, control, execute and close out the project, is in the process of being finalized for the new 11 Division facility. This project charter will outline: the persons responsible for the various project deliverables; key stakeholders and their involvement; key components/activities and schedule; the change order process; the budget/cost monitoring process; key assumptions used to develop the budget, scope and schedule; and key risks to be managed.

- *Establishment of a Project Steering Committee (PSC)* – A PSC is the formal governing body for the project. It will meet regularly during the project life cycle to oversee and provide guidance to the project team, and to facilitate and make key decisions affecting budget, schedules, scope, and any risk issues that come up during the project.
- *Design of the New Facility* – The Service will be engaging the services of an architectural firm that will be responsible for the design of the facility, and act as the prime consultant for the project. The facility will be designed using the TPS model division study and lessons learned from recently completed facility projects, as well as those in progress. The facility will be constructed using the construction management approach, and the building will be designed and constructed to Leadership in Energy and Environmental Design (LEED) Silver standards. It is anticipated that the construction manager for the project will be recommended to the Board at its October 2009 meeting.

The Board will be kept apprised of the project status through the periodic capital variance reporting process. If a significant issue arises that the Board should be aware of, or that requires immediate attention, an ad hoc report on the specific issue will be prepared for the Board.

- In-Car Camera (\$9.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e. servers, data storage and upgraded network). The Board has approved Panasonic Canada Inc. as the vendor of record (VOR) for ICCs (Min. No. P8/08 refers), for up to 460 in-car camera systems (Min. No. P264/08 refers).

The purchase of the required ICC units for 2009 is complete. Infrastructure set-up and training is scheduled to take place in advance of the installation of ICC systems, on a division-by-division basis. The following table summarizes the status of ICC installations as of the end of June 2009:

Planned Location	# of ICCs Acquired (Installed)	Training
13 Division	19 (all installed)	Complete
Traffic Services	31 (all installed)	Complete
52 Division	19 (all installed)	Complete
51 Division	24 (16 installed)	In process
14 Division	28 (none installed)	In process
53 Division	20 (none installed)	Not started
Transit Patrol vehicles	2 (all installed)	Complete
Spares	6 (acquired)	n/a
Training / testing units	5 (acquired)	n/a

Acquired, not yet allocated	<u>67</u>	n/a
Total acquired to date	221	

The ICC capital project contains funding to augment the TPS network as the current network is inadequate for moving large number of video files on a timely basis. All the divisional parking lot networks (DPLN) have been upgraded, and the project team is currently working with the DVAMS project team to implement a long-term storage solution for the Service's inter-related digital video projects.

The Service is still targeting to install at least 360 of the 460 ICCs through this capital project. However, in order to ensure cameras are purchased closer to planned installation dates, \$0.9M of 2009 available funding is being carried forward to 2010. The complete project remains on schedule and on budget.

- Digital Video Asset Management System (DVAMS) II (\$5.7M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

The vision of DVAMS I was to acquire video evidence in a digital format at source, and reduce the storage and use of physical video evidence media within the organization. DVAMS II extends network-based digital video data file technology to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

Two of five phases of DVAMS II are complete (project initiation and project planning). The project is currently in phase 3 (solution development), with project tasks that include detailed system design, system integration and preliminary pilot activities. Installation and testing of the solution is planned to begin in September 2009 and the user acceptance sign-off is anticipated to be done in October 2009.

Industry technology has evolved since the RFP was issued for the solution development and the DVAMS production implementation, and there may be a requirement to replace hardware and software with enhanced solution modules. In addition, some technical issues and documentation delays from the vendor have been identified. The issues identified are in the process of being addressed and are not expected to have an impact on the overall project budget and schedule.

It should also be noted that the vendor company (TranTech) was acquired by MediaSolv Solutions Corporation in May 2009. The new company is abiding by the terms and conditions that were agreed to by TranTech, and this acquisition does not have any cost or schedule impact on the project.

Given all of these factors, the health status continues to be yellow until the timely delivery of the solution is to the Service's satisfaction. The project is currently projected to be completed by the end of December 2009, on budget.

- Radio Replacement (\$35.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the replacement of the Service's current communication radios which are approaching the end of manufacturer's support, and to ensure operability on the new platform being implemented through the City-managed Radio Infrastructure Replacement project. The replacement of the radios commenced in 2006 and will be completed in 2012. During 2007 and 2008, 968 mobile radios and 1,533 portables radios were acquired. The remaining 999 mobile radios and 1,385 portable radios will be purchased between 2009 and 2012.

While the majority of this project is debt-funded, \$6M has been borrowed from the Service's Vehicle and Equipment Reserve (in order to reduce financial pressure on the capital program) to fund the purchase of radios in 2008 and 2009. This project is currently on schedule and on budget.

- Acquisition and Implementation of the New Record Management System (\$24.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the replacement of the Service's current Records Management System (RMS) with a commercial, off-the-shelf (COTS) solution. The Integrated Records Information System (IRIS) project team has been established to identify potential systems and system integration services that will meet the needs of TPS for an integrated, police-purposes records and information system.

As with other major projects, staff will be following the Service's project management framework, which will include the following key controls:

- *Development of a Project Charter* – A project charter, which is used to initiate, plan, monitor, control, execute and close out the project, is in the process of being finalized for the new RMS project. This project charter will outline: the persons responsible for the various project deliverables; key stakeholders and their involvement; key components/activities and schedule; the change order process; the budget/cost monitoring process; key assumptions used to develop the budget, scope and schedule; and key risks to be managed.

- *Establishment of a Project Steering Committee (PSC)* – A PSC has been established as the formal governing body for the project. It will meet regularly during the project life cycle to oversee and provide guidance to the project team, and to facilitate and make key decisions affecting budget, schedules, scope, and any risk issues that come up during the project; and
- *Formal Status Reports* – Issues, actions, risks and scope/schedule/cost changes are tracked on a daily basis through PlanView, the Service’s enterprise project management tool. Deliverables, target dates, accomplishments, issues and risks are provided weekly to the IRIS management team; monthly to the Information Technology Steering Committee (ITSC), and bi-monthly to the IRIS Steering Committee.

The Board will be kept apprised of the project status through the periodic capital variance reporting process. If a significant issue arises that the Board should be aware of, or that requires immediate attention, an ad hoc report on the specific issue will be prepared for the Board.

The project team is working closely with the Service’s Project Management Office to ensure project governance and project management best practices are adhered to. The Service’s Audit and Quality Assurance Office is also involved as an on-going advisor to the project, to help identify any financial, process or other key risks, so that the project team can address these issues in an effective and timely manner.

An external consultant has been engaged to provide project management services on the RFP component of the project, which is currently underway. To this end, all functional, technical and project management requirements for the new RMS have been reviewed and approved by the appropriate stakeholders. It is anticipated that the RFP will be issued in July 2009. Planning for the evaluation of RFP proposals is underway, and proposals are anticipated by the end of August 2009. This project is anticipated to be completed by the end of 2014, and is currently on budget and on schedule.

- AFIS/Livescan/RICI Replacement (\$3.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

The purpose of this project is to replace and to integrate the three major components deployed to process booking and identification information: the Repository for Integrated Criminalistic Imaging (RICI) system for the booking / mugshot process; the LiveScan workstations for biometrics capturing; and the Automated Fingerprint Identification System (AFIS) for fingerprints and palm prints processing.

The original project plan anticipated replacement of the RICI system in 2009. Subsequent analysis and discussion with the IRIS project team has determined that the purchase of a booking / mugshot system should be delayed until the new RMS system has been selected. A compatible Livescan and AFIS system would then follow.

In preparation of these new systems, 2009 capital funds are being used to purchase an upgrade for the current AFIS and RICI systems to ensure full compatibility with a new RCMP system which is planned to be operational in September 2009, and for easier integration with the new RMS system in the future.

As a result, this project is projecting a 2009 surplus of \$0.2M. The entire project and its potential integration with the new RMS project will be revisited during the 2010-2014 capital budget process.

- Vehicle and Equipment Lifecycle Replacements (\$27.0M) for 2009

Projects listed in this category are funded from the Vehicle and Equipment Reserve, which is in turn funded through regular contributions from the Service's and Parking Enforcement's operating budgets. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

The projected underspending of \$7.7M in 2009 is primarily related to lower-than-estimated costs to replace workstations, printers and laptops. The impacts of the underspending on the workstation, printers and laptop lifecycle replacements are currently under review, and it is anticipated that a portion of the carry forward for this project will be returned to the Reserve as available funds for 2009 and future projects. This could impact future annual contributions to the Reserve.

Conclusion:

The Service is projecting a total gross expenditure of \$42.3M, compared to \$51.3M in available funding (a spending rate of 82% for 2009). Most projects are on budget and on schedule, and proceeding well. The most significant underexpenditure is in the workstation, printer and laptop lifecycle project, and the majority of these surplus funds are anticipated to be returned to the Vehicle & Equipment Reserve. The projected net debt-funded expenditure for 2009 is \$18.2M, or 93% of the \$19.5M of the approved debt funding.

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

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about this report.

The Board received the foregoing and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

2009-2013 CAPITAL BUDGET PROGRAM (\$000s)
REVISED PROGRAM (AFTER JANUARY 2009 TRANSFERS)

Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
		2009	2010	2011	2012	2013			
On-Going Projects									
New Training Facility	70,732	5,072	0	0	0	0	5,072	0	75,804
In - Car Camera	4,832	2,300	2,400	0	0	0	4,700	0	9,532
Digital Video Asset Management II	4,365	1,300	0	0	0	0	1,300	0	5,665
State-of-Good-Repair - Police	14,230	2,300	2,300	2,500	2,553	2,647	12,300	15,358	41,888
Intelligence / Special Investigations Facility	1,765	3,984	0	0	0	0	3,984	0	5,749
Radio Replacement	10,685	0	7,448	5,700	5,700	0	18,848	0	29,533
Total On-Going Projects	106,609	14,956	12,148	8,200	8,253	2,647	46,204	15,358	168,171
New Projects									
11 Division - Central Lockup	366	2,946	15,715	7,918	0	0	26,578	0	26,944
14 Division - Central Lockup	0	326	8,048	17,666	8,883	0	34,923	0	34,923
Property & Evidence Management Storage	258	0	0	0	0	10,000	10,000	25,000	35,258
Acquisition, Impl'n of New RMS	0	400	1,564	8,092	8,752	4,670	23,478	990	24,468
911 Hardware / Handsets	0	0	292	421	432	0	1,145	0	1,145
AFIS/Livescan/RICI	0	324	0	3,000	0	0	3,324	3,000	6,324
HRMS - Additional functionality	0	108	346	0	0	0	454	0	454
Replacement of Voice Mail	0	0	864	0	0	0	864	0	864
Data Warehouse Establishment	0	0	0	0	343	2,411	2,754	6,003	8,757
54 Division (includes land)	0	0	0	0	0	300	300	36,012	36,312
41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403
13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901
Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000
Fuel Management System	0	0	0	0	0	0	0	0	0
HRMS Upgrade	0	0	0	0	0	0	0	822	822
TRMS Upgrade	0	0	0	0	0	0	0	3,354	3,354
Fibre Optics	0	0	0	0	0	0	0	11,800	11,800
Electronic Document Management	0	0	0	0	0	0	0	500	500
Anticipated New IT Projects	0	0	0	0	0	0	0	15,000	15,000
EDU/CBRN Explosive Containment	0	0	0	0	0	0	0	0	0
Total New Projects:	624	4,103	26,829	37,097	18,409	17,381	103,820	176,784	281,228
Total Debt-Funded Projects:	107,232	19,060	38,977	45,297	26,662	20,028	150,025	192,142	449,399
Other than debt expenditure (Draw from Reserve)									
Vehicle and Equipment Replacement	25,230	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
IT-Related Replacement	38,982	9,418	12,954	16,916	18,574	15,644	73,506	75,385	187,873
Other Equipment	5,850	3,300	1,300	750	750	750	6,850	3,750	16,450
Total Reserve Projects:	70,062	18,335	19,871	23,283	24,941	22,011	108,441	107,220	285,723
Total Gross Projects	177,294	37,395	58,848	68,580	51,604	42,040	258,466	299,362	735,122
Funding Sources:									
Vehicle and Equipment Reserve	(70,062)	(18,335)	(19,871)	(23,283)	(24,941)	(22,011)	(108,441)	(107,220)	(285,723)
Funding from DND	(7,374)	(2,458)	0	0	0	0	(2,458)	0	(9,832)
Funding from Development Charges	0	(1,052)	(3,000)	(1,503)	(1,300)	(1,100)	(7,955)	(5,500)	(13,455)
Funding from Capital Financing Reserve	0	(1,184)	0	0	0	0	0	0	0
Total Funding Sources:	(77,436)	(23,029)	(22,871)	(24,786)	(26,241)	(23,111)	(118,854)	(112,720)	(309,010)
Total Net Request	99,858	14,366	35,977	43,794	25,362	18,928	139,612	186,642	426,112
5-year Average:							27,686	37,328	
City Target:		25,206	33,968	33,299	23,919	23,919	140,311	119,595	
City Target - 5-year Average:							28,062	23,919	
Variance to Target		10,840	(2,009)	(10,495)	(1,443)	4,991	699	(67,047)	
Variance to Target - 5-year Average:							377	(13,409)	

(Note: In-Car Camera Plan for 2008 figure was incorrect in Min.No.P20/09; corrected here)

2009 Capital Budget Variance Report As At June 30, 2009 (\$000s)

Project Name	Carry Forward from 2008	2009 Budget	Available to Spend in 2009	2009 Projected Actual	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Proj'n)	Project Variance (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
<u>Facility Projects:</u>										
New Training Facility *	1,815.0	5,667.9	7,482.9	7,482.9	-	76,099.9	76,099.9	-	Please refer to the body of the report.	Green
Intelligence/Special Investigation	433.5	3,984.0	4,417.5	4,417.5	-	5,749.0	5,749.0	-	Project is on budget and on schedule.	Green
11 Division (excludes cost of land)	359.8	2,945.6	3,305.4	3,305.4	-	26,944.0	26,944.0	-	Please refer to the body of the report.	Green
14 Division (excludes cost of land)	-	326.0	326.0	100.0	226.0	34,923.0	34,923.0	-	Project is on budget but slightly behind schedule for 2009 only.	Green
<u>Information Technology Projects:</u>										
In-Car Camera	199.5	2,300.0	2,499.5	1,590.3	909.2	9,532.0	9,532.0	-	Please refer to the body of the report.	Green
Automated Vehicle Location System	405.0	-	405.0	405.0	-	1,590.0	1,590.0	-	Project is on budget but slightly behind schedule (will be completed by Q3,2009).	Green
Digital Video Asset Management II	1,178.0	1,300.0	2,478.0	2,466.7	11.3	5,665.0	5,665.0	-	Please refer to the body of the report.	Yellow
HRMS Additional Functionality	-	108.0	108.0	90.0	18.0	454.0	454.0	-	Project is on budget but slightly behind schedule (will be completed by Q1,2010).	Green
Acquisition and Implementation of the New RMS	-	400.0	400.0	393.2	6.8	24,468.0	24,468.0	-	Please refer to the body of the report.	Green
AFIS/Livescan/RICI Replacement	-	324.0	324.0	156.0	168.0	3,324.0	3,324.0	-	Please refer to the body of the report.	Green
<u>Replacements / Maintenance / Equipment Projects</u>										
State-of-Good-Repair - Police	226.0	2,300.0	2,526.0	2,526.0	-	n/a	n/a	n/a	Project is on budget and on schedule.	Green
Power Supply-Fire/EMS/TPS	41.9	-	41.9	41.9	-	618.0	618.0	-	City-managed project.	n/a
Total Debt-Funded Projects	4,658.8	19,655.5	24,314.2	22,975.0	1,339.2					
<u>Lifecycle Projects (Vehicle & Equipment Reserve)</u>										
Vehicle Replacement	-	5,617.0	5,617.0	5,617.0	-	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
IT-Related Replacements	7,125.3	9,418.0	16,543.3	8,860.9	7,682.3	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,556.5	3,300.0	4,856.5	4,853.8	2.7	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
Total Lifecycle Projects	8,681.8	18,335.0	27,016.8	19,331.7	7,685.0					
Total Gross Expenditures:	13,340.5	37,990.5	51,331.0	42,306.8	9,024.2	Percent spent:		82.4%		
<u>Less other-than-debt funding:</u>										
Revenue re: New Training Fac. *	536.3	- 3,053.4	- 2,517.1	- 2,517.1	-	n/a	n/a	n/a		
Development Charges	-	- 1,052.0	- 1,052.0	- 1,052.0	-	n/a	n/a	n/a		
Capital Financing	-	- 1,184.0	- 1,184.0	- 1,184.0	-	n/a	n/a	n/a		
Vehicle & Equipment Reserve	- 8,681.8	- 18,335.0	- 27,016.8	- 19,331.7	- 7,685.0	n/a	n/a	n/a		
Total Other-than-debt Funding:	- 8,145.5	- 23,624.4	- 31,769.9	- 24,084.8	- 7,685.0					
Total Net Expenditures:	5,195.1	14,366.1	19,561.1	18,221.9	1,339.2	Percent spent:		93.2%		

* Gross and net funding differ from attachment A due to in-year revenue adjustments to New Training Facility; revenue incl. DND, Insurance and Grant

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P230. NEW JOB DESCRIPTION – INFRASTRUCTURE ARCHITECT,
ENTERPRISE ARCHITECTURE, INFORMATION TECHNOLOGY
SERVICES**

The Board was in receipt of the following report July 16, 2009 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – ANALYST, CHANGE MANAGEMENT,
INFRASTRUCTURE AND OPERATIONS SUPPORT SERVICES (IOSS)

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Analyst, Change Management (A09052), (IOSS).

Financial Implications:

A Computer Operator (A06) position in IOSS will be deleted to create this new position. The total increase in cost for this establishment change will be approximately \$6,023 per annum. Budgeting and Control has verified that this cost can be funded through gapping for the remainder of 2009. Funding for any further annualized costs will be included in the 2010 and future budget requests.

Background/Purpose:

The Computer Operations section of IOSS is responsible for the monitoring, escalation and notification of all production technology problems within Information Technology Services (ITS) and operates seven days per week, twenty-four hours per day. In the past change controls have been managed and executed within this area. A member of Computer Operations has been performing this function on a temporary basis. This temporary situation has confirmed the need for a dedicated, full-time position.

With the recent review of its Change Management Process, ITS has adopted the Information Technology Infrastructure Library (ITIL) methodology, which is the industry standard. As a result, very specific duties have been identified resulting in the recommendation for the creation of a new position entitled Analyst, Change Management.

Discussion:

ITS is responsible for all hardware and software installations, implementations and upgrades within the Service. As technology is implemented and upgraded, it is important that the transition be managed smoothly. Many production systems are interconnected and a change in one system often impacts on several other systems. To this end, a Change Advisory Board, consisting of ITS management oversees all changes to production systems to ensure that any possible problems are identified prior to implementation and that suitable arrangements are in place to ensure a smooth introduction of modifications in production systems.

Annually, ITS implements more than 700 change controls. Managing this volume of system changes is a complex challenge and ITS has adapted the industry standard (ITIL) methodology to ensure a systematic approach. In order to properly coordinate the changes and ensure that affected parties are informed of upcoming scheduled changes in a timely manner, a new position is being created to oversee these changes.

The new position will be responsible for the day-to-day co-ordination, execution, reviewing, scheduling and communicating change management activities in ITS. The position will be a liaison between ITS and various units in the Service to ensure that any changes are implemented with minimal disruption for the users. In addition, it will also be responsible for chairing the weekly Change Advisory Board meetings, developing and maintaining statistical reports and participating in yearly audits. Finally, this new job description will be required to ensure adherence to procedures, and provide quality control for system changes, the new position is required to mitigate the risk of changes going into production.

To this end, Compensation and Benefits has developed a job description and evaluated the position as a Class A09 (35 hour) job within the Unit "A" Collective Agreement. This classification carries a current salary range of \$60,055 to \$67,941 per annum, effective January 1, 2009.

Conclusion:

It is hereby recommended that the Board approve the new job description for the position of Analyst, Change Management (A09052). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement. The position will be staffed in accordance with established procedure.

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

The Board approved the following Motion:

THAT the Board defer consideration of the foregoing report pending a report for the September 2009 confidential Board meeting detailing IT's immediate and long term staffing needs and plans.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class A09

JOB TITLE:	Analyst, Change Management	JOB NO.:	A09052.3
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Information Technology Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Infrastructure and Operations Support Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Computer Operations	DATE PREPARED:	2009.06.08

SUMMARY OF FUNCTION:

Responsible for co-ordinating and providing change management support for ITS to facilitate the implementation of changes and to ensure that all changes, upgrades, etc are implemented in a manner consistent with minimizing service impact/ problems service wide disruptions. Maintains ITIL and other change standards.

DIRECTION EXERCISED:

Provides guidance to and may be required to assign and check the work of junior staff.

MACHINES & EQUIPMENT USED:

Microcomputer/Word Processor / presentation software with associated software and any other office equipment as may be required.

DUTIES AND RESPONSIBILITIES:

1. Receive and review new Change Requests, ensure proper Change Record routing and that all standards, policies and procedures are followed. Prepare and analyze all Change Control reports and provide Change Management reports to other stakeholders. Develop a Change program plan in conjunction with the change initiator and inform participants.
2. Maintain a Change calendar, in coordination with the ITS Change calendar mailbox.
3. Participate in Change assessment, scheduling and review meetings and activities; ensure currency of Change data.
4. Co-ordinate, prepare for and attend weekly Change Advisory Board (CAB) meetings; present information about upcoming changes and respond to / investigate any questions from CAB; distribute minutes.
5. Notify Change stakeholders of imminent changes and related impacts using various methods including email, Toronto Alerts and / or Routine Orders, etc.
6. Verify the implemented Changes before closing associated records; maintain records associated with Changes.
7. Actively tracks and monitors all change requests, including emergency change requests, and product downtime; analyze and identify trends with changes and take appropriate action.

...../2

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class **A09**

JOB TITLE:	Analyst, Change Management	JOB NO.:	A09052.3
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Information Technology Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Infrastructure and Operations Support Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, Computer Operations	DATE PREPARED:	2009.06.08

(Cont'd)

8. Review incidents or problems caused by changes, in conjunction with ITS and business unit stakeholders.
9. Maintain an up to date technical knowledge of Change Management and ITIL standards.
10. Train and educate members of the Unit. Gives technical guidance to application and user personnel.
11. Perform typical duties inherent to the position.

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 AUGUST 20, 2009**

**#P231. NEW JOB DESCRIPTION – GROUP LEADER, INVESTIGATIVE UNIT,
PROFESSIONAL STANDARDS**

The Board was in receipt of the following report July 15, 2009 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – GROUP LEADER, INVESTIGATIVE UNIT,
PROFESSIONAL STANDARDS (PRS)

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Group Leader, Investigative Unit, Professional Standards (A06095).

Financial Implications:

A Clerical Assistant, Class A05 (35 hour) position, which will become vacant as a result of an upcoming retirement, will be deleted to create this new Class A06 position. The total annual increase in cost for this establishment change will be approximately \$4,033 and Budgeting and Control has verified that this cost can be funded through gapping for the remainder of 2009. Funding for any further annualized costs will be included in the 2010 and future budget requests.

Background/Purpose:

The Investigative section of Professional Standards (PRS) investigates a wide variety of criminal and conduct issues from internal and external sources. These investigations are highly sensitive and involve the collection, processing, analysis and storage/disposal of a large volume of documents and electronic files. In addition to performing administrative duties, the proposed new Group Leader, Investigative Unit, will oversee the work of the four administrative staff in the unit.

Discussion:

A review of the Analysis and Assessment area of PRS-Risk Management commenced in November of 2008. The scope of this review increased significantly to include an assessment of civilian efficiencies within other Professional Standards subunits. As a result, the review identified the need for the creation of a supervisory Group Leader position in PRS-Investigative Unit.

A Clerical Assistant position (A05) within PRS-Investigative unit, which will become vacant in the near future, will be deleted to create the Class A06 position. Therefore, there will be no increase in establishment.

The new position of Group Leader, Investigative Unit, will provide administrative leadership in the unit. The role of the position will include assigning and checking work, providing training and evaluating the work of four Class A04 clerks. In addition, this position will oversee the work of Monitors on loan from the Intelligence Division.

Compensation and Benefits has developed the job description and evaluated the position as an A06 (35 hour) job within the Unit "A" Collective Agreement with a salary range of \$48,408 to \$54,503, effective July 1, 2009.

Conclusion:

It is hereby recommended that the Board approve the new job description and classification for the position of Group Leader, Investigative Unit (A06095). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement. The position will be staffed in accordance with the established procedure.

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

The Board approved the foregoing report.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 359.0
Pay Class A6

JOB TITLE:	Group Leader, Investigative Unit	JOB NO.:	A06095.3		
BRANCH:	Executive Command	SUPERSEDES:	New		
UNIT:	Professional Standards	HOURS OF WORK:	35	SHIFTS:	1
SECTION:	Investigative Unit	NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Information Security Officer	DATE PREPARED:	2009.09.15		

SUMMARY OF FUNCTION: Ensures that the administrative work at PRS- Investigations & Complaints Administration is properly processed and maintained.

DIRECTION EXERCISED: Assigns, check, trains and evaluates the work of clerical personnel within the Unit.

MACHINES & EQUIPMENT USED: Micro-computer/Word processor with associated software and other related office equipment as may be required.

DUTIES AND RESPONSIBILITIES:

1. Ensures personnel are properly instructed and formalized procedures are carried out.
2. Ensures procedures are updated and maintained (specific to Professional Standards Information System (PSIS), Ontario Civilian Commission on Police Services (OCCPS)) as required.
3. Trains, evaluates, assigns duties to personnel. Provides on-going operational guidance.
4. Accurately updates and maintains daily time and attendance duty sheet information using TRMS and HRMS systems.
5. Ensures secure storage, handling, disclosure and destruction of (physical and electronic) investigative files. Acts as liaison for OCCPS Appeals.
6. Provides administrative support to Unit management - i.e. contributes to development and maintenance of goals, objectives, priorities and procedures, etc..
7. Prepares reports, memos and statistics as required.
8. Performs general duties inherent to position - i.e. PSIS updates.

Note: Prior to submission for job evaluation, all signatures required.

gh:A06095.3

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 AUGUST 20, 2009**

#P232. LEGAL INDEMNIFICATION – CASE NO. SF/2009

The Board was in receipt of the following report July 30, 2009 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. SF/2009

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Harry Black, (dated January 23, 2008) in the amount of \$148.58, for his representation of a Court Officer in a *Police Services Act* investigation for unlawful or unnecessary exercise of authority and discreditable conduct.

Financial Implications:

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

Background/Purpose:

A Court Officer has requested payment of his legal fees for \$148.58 under the legal indemnification clause of the Unit “D” Collective Agreement. The purpose of this report is to recommend denial of the member’s claim.

Discussion:

This report corresponds with additional information provided on the Confidential Agenda.

Conclusion:

Based on the available information, there was no evidence substantiating the allegations, nor any finding of misconduct on the part of the member, who was a Part-Time Court Officer at the time of the incident. However, Article 27:07(a) and (c) of the Unit “D” Collective Agreement addresses the question of indemnification of Part-Time Court Officers and it clearly states, respectively:

“For greater certainty, members shall not be indemnified for legal costs arising from:

(a) *grievances or complaints under the Collective Agreement between Board and the Association or under the Police Services Act.*

(c) *discipline charges under the Police Services Act and regulations thereunder.”*

Therefore, payment of the legal bill should be denied.

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

The foregoing report was withdrawn at the request of the Chief of Police.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P233. EMPLOYMENT SYSTEMS REVIEW – CIVILIAN HUMAN RESOURCE
POLICIES, PROCEDURES AND PRACTICES - IMPLEMENTATION**

The Board was in receipt of the following report July 22, 2009 from William Blair, Chief of Police:

Subject: EMPLOYMENT SYSTEMS REVIEW - CIVILIAN HUMAN RESOURCE
POLICIES, PROCEDURES AND PRACTICES - IMPLEMENTATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on March 30, 2009, the Board requested a report on the implementation of the Employment Systems Review (ESR 2) - Civilian Human Resource Policies, Procedures and Practices (Min. No. P61/09 refers).

The ESR 2 was commissioned by the Service to investigate civilian human resource systems such as recruitment, retention, selection, career development, and culture, to discover barriers to equity and to ensure our systems are fair and transparent. The ESR 2 review began July 17, 2007, with a request for proposals to obtain external expertise in diversity management, necessary for a proper review of civilian human resource systems. Five proposals were submitted, and after careful consideration, the contract was awarded to Urban Dimensions Group Consulting (UDG) at a cost of \$50,000.00.

Work on the project commenced in September 2007. The review was extensive and included consultant interviews with the Board Chair, members of Command, key personnel within Human Resources Command and representative Senior Officers across the organization. The Toronto Police Association was invited to participate and declined. Focus groups were also held with members reflective of the Service's diversity. The review included a survey to all civilian members. In addition, the consultants reviewed relevant policies, procedures and rules, as well as a comparison of best practices of other organizations. In total, over 1,000 civilian members provided input into the ESR 2 process. The final report for ESR 2 was received from UDG in November 2008. The report contained 38 recommendations, which were reviewed and accepted by Command.

The Executive Summary, introduction and recommendations of the ESR 2 are appended to this report for the information of the Board. A hard copy is being kept on file in the Board office. While the report recognizes the strengths and sound practices in the Service's human resources procedures and practices, it also identifies systemic barriers and other issues that impact those policies and practices. It recommends that these barriers be addressed.

Since the acceptance of the recommendations by Command an implementation process has begun. A meeting was held on February 24, 2009, when the report was presented to all of the units directly impacted by recommendations. Meetings were subsequently held on April 9, 2009, at which time 30 of the recommendations were assigned to specific units for implementation, and on April 15, 2009, to discuss implementation of the 8 remaining recommendations. Of these 8 recommendations 5 were very broad and were assigned to a project team to determine an appropriate integrated and strategic approach for implementation, while the other 3 directly support the implementation of these recommendations.

Conclusion:

The ESR 2 represents an opportunity to strengthen job satisfaction, engagement and retention of civilian members. The retention of our diverse and highly qualified civilian members will strengthen our position as an employer of choice and further attract the best talent available in the work force.

A total of 38 recommendations have been tabled and the Service is currently working to ensure their implementation in a timely and efficient manner. The recommendations, the units responsible for their implementation, and the expected timelines for implementation, have been registered with Audit and Quality Assurance for tracking and reporting to the Executive Review Committee.

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

Chief Blair advised the Board that, although there may be unique challenges in some areas, the Service will look at ways to improve career development opportunities for civilians.

The Board received the foregoing report.

Extracts of the ESR report are appended to this Minute for information. A copy of the complete report is on file in the Board office.

Employment Systems Review
of
Civilian Human Resources
Policies, Procedures and Practices
of the
Toronto Police Service

Submitted by

Urban Dimensions Group Inc.

and

Infoworth Consulting Inc.

January 28, 2008

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APPENDICES:

- Appendix A: ESR Survey Results – Summary and Analysis including A Tables (Frequency Tables)
- Appendix B: ESR Survey Results – B Tables (Cross-Tabulations by Diverse Groups)
- Appendix C: ESR Survey Results – C Tables (Cross-Tabulations by Classifications)
- Appendix D: ESR Survey Results – D Tables (Cross-Tabulations by Functional Areas)
- Appendix E: Sample of Communiques regarding ESR
- Appendix F: List of Toronto Police Service Documents (*Confidential Documents – For Internal Review Only*)

Executive Summary

The Toronto Police Service is committed to an equitable workplace and to ensure that human resources policies, procedures, processes and practices are applied consistently, transparently and fairly to all civilian members. This employment systems review (ESR) project is an attempt to identify areas in the human resources systems that could be improved and make recommendations to help the Service fulfill its commitment.

The project examined both the formal and informal aspects of ten employment systems for the civilian members: recruitment, selection, hiring, promotion, training, development, retention, termination, accommodation, and working conditions/culture. The project was conducted between October and December 2007 under the management of the Diversity Management and Staff Planning Units of the Human Resources Command.

Five methods were used to review these employment systems: an ESR survey, documentary review, interviews, focus groups, and e-mail communication. Through this multi-dimensional approach, the project identified several key areas for improvement:

- Recruitment, selection and hiring need to be more open and inclusive.
- Promotion, training and development opportunities need to be expanded and inclusive and allow more job movements for members.
- Retention/termination need more flexible programs and greater focus on human rights.
- Accommodation needs to be more streamlined and centralized.
- Working conditions/culture need to be more healthy, inclusive and less dichotomized.

Overall, the overarching needs are: A management accountability framework (for better monitoring, reporting, reviewing and enforcement); and updating, revisions or additions in employment system policies and procedures.

Accordingly, recommendations have been put forward to facilitate the Toronto Police Service in moving towards a more modern, diverse, equitable and talent-powered organization. These recommendations have been harmonized with the six strategic goals of the Human Resources Command Strategic Plan 2006-2008.

Introduction

The Toronto Police Service (TPS) is the largest municipal police service in Canada. It has over 2,600 civilian members and over 5,000 uniform members. It has 17 police divisions and has an apparatus of civilian members in support of all aspects of police work.

The civilian members perform a spectrum of functions including human resources management, staff planning and community mobilization, communications, parking enforcement, court services, corporate services, legal services, professional standards, information technology, finance and administration, and specialized operational services.

In the past few years, the Toronto Police Service has placed a high priority on human resources and has taken some concrete actions in moving the organization forward. Here are a few selected accomplishments:

- The creation of the Human Resources Command as a separate command pillar within the Service to give high organizational priority and prominence to human resources. Human resources is viewed as a capital investment in people in partnership with the larger community.
- “Excellence Through People and Partnership” is the official brand statement of the Toronto Police Service’s Human Resources Command. It summarizes succinctly the Command’s operational philosophy, the direction that the Command is going, and the current work involved in translating the statement into daily practice.
- The Human Resources Command has developed a strategic plan for the years 2006-2008 in alignment with the Service’s six priorities - community partnerships, safety of vulnerable groups, community safety and security, traffic safety, service delivery and human resources.
- The Human Resources Command has established six goals: focusing on building a healthy bias free workplace; maximizing performance and potential; developing workforce representativeness; enhancing community mobilization and policing; providing best policies, programs and practices; and establishing the Service as an employer of choice.
- These human resources goals are an expression of the commitment of the Service to accountability, transparency and non-biased policing services.
- The many actions already accomplished include the creation of the Diversity Management Unit and the Community Mobilization Unit which are responsible for diversity issues both inside and outside the Service.

- There are initiatives that have already been put in motion under this strategic plan including this employment systems review project. Upon its completion, it will constitute a base upon which more proactive and remedial actions will take place on the human resource front.

Civilian Workforce Profile

The Toronto Police Service’s document entitled “An Inventory of Employment Equity, 1978-2004” (February 2005) noted that, in the civilian workforce during the period of 11 years from 1994 to 2004, the proportion of Aboriginal peoples had hovered around 0.5 to 0.9%; that of racial minority members around 21.9% and 24.3%, that of persons with disabilities around 2.2% and 3.5%, and that of women around 53.2% and 55.6%. The accuracy and reliability of these statistics will be verified in the future when a comprehensive workforce survey is launched.

Short of having a comprehensive workforce survey prior to this ESR project, the Employment Equity Management Report (October 4, 2007) has the latest statistics. The report shows that 15 (or 0.6%) Aboriginal persons, 511 (or 21.9%) racial minority members, 40 (or 1.7%) persons with disabilities, and 1,279 (or 54.8%) women in a civilian workforce of 2,335 have been self-identified and reported. Once again, these statistics must be viewed with caution because their accuracy and reliability have not been confirmed.

The following chart is a tentative comparison of these four diverse groups in the Toronto Police Service’s civilian workforce and their total populations in the larger community:

Data Comparison of Diverse groups in the Toronto Police Service Civilian Workforce and its Surrounding Communities

Diverse groups	Toronto Police Service (TPS) 2007	Census Data 2001*	Differences
Aboriginal Peoples	0.6%	0.4%	+0.2%
Persons with Disabilities	1.7%	5.5%	-3.8%
Racial Minorities	21.9%	34.6%	-12.7%
Women	54.8%	48.0%	+6.8%
LGBT	No data	No data	No data

* Note: The statistics for Aboriginal Peoples, visible minorities and women are based on the Toronto Census Metropolitan Area (CMA) for the population 15 years and older, and the data for persons with disabilities is Ontario data for the population 15-64 years old. There are no Census data on the lesbians, gays, bi-sexual and trans-gendered groups (LGBT).

The above table suggests that persons with disabilities and racial minorities are two diverse groups that are under-represented in the Service. However, this finding is not conclusive.

There are also no reliable statistical breakdowns on these diverse groups by occupational groups that are comparable with the census data or the utilization rates of these diverse groups in hiring, promotion and termination opportunities. Without these basis statistics, the representation of diverse groups and the fluidity of their job movements in the Toronto Police Service is not clear.

Consideration should be given to developing an accurate and reliable data base on the workforce of the Toronto Police Service. With proper measurement and data analysis, the task of human resources management is greatly facilitated.

ESR Objective and Scope

This employment systems review (ESR) project focuses only on the civilian members.

The objective of this project is to identify barriers in the workplace for civilian members in general, and in particular, adverse impacts of barriers for the five diverse groups – Aboriginal peoples, LGBT, persons with disabilities, racial minorities and women.

This project will provide a base for the Toronto Police Service to effect changes that will ensure that human resources policies, practices, procedures, and processes are equitable and applied consistently, transparently, and fairly to all civilian employees in the Toronto Police Service.

The scope of the review includes civilian recruitment, selection, hiring, promotion, training, development, retention, termination, accommodation, working conditions and organizational culture.

Recommendations

The corporate mission of the Toronto Police Services Board and the Toronto Police Service is: “We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.” In fulfilling this mission, six priority areas for focusing resources and activities have been determined: community partnerships; safety of vulnerable groups; community safety and security; traffic safety; service delivery; and human resources.

In achieving these priorities, the “Human Resources Command Strategic Plan 2006-2008” was developed with six broad human resources goals:

1. Ensure a professional, bias free, healthy work environment.
2. Maximize member performance and potential.
3. Ensure that the Toronto Police Service membership reflects and represents the community it serves.
4. Enhance community policing, crime prevention and community mobilization.
5. Provide the best human resources policies, programs and practices.
6. Establish the Toronto Police Service as an “employer of choice”.

The following recommendations are arranged under these six strategic goals. If implemented, these recommendations would help the Toronto Police Service achieve these goals.

The recommendations within each goal outlined below are further prioritized by the following criteria, similar to the criteria (Priority “A”, “B” and “C”) used in the Human Resources Command Strategic Plan 2006-2008. These criteria are: Short Term, Intermediate Term and Long Term.

- “Short Term” – To be launched immediately (due to legal requirements or otherwise) and could be completed within a year or to prepare the groundwork for recommendations of an intermediate or long term nature.
- “Intermediate Term” – To be done when the “short term” recommendations are implemented or when resources are available and internal stakeholder groups have been consulted in the process.
- “Long Term” – To be done when the organization is ready to move to a new level of talent management aligned with the Service’s goals, and when resources are available.

Given that the ESR survey results showed that, in certain instances civilian members responded “don’t know”, it is recommended that any initiatives related to the implementation of the recommendations be properly communicated to the civilian membership.

GOAL 1: ENSURE A PROFESSIONAL, BIAS FREE, HEALTHY WORK ENVIRONMENT

- **Develop a safe work environment that encourages personal wellness, professional conduct, positive attitudes and mutual respect in all interactions.**

Short Term

- Recommendation 1.1: It is recommended that a civilian service-wide training program on cross cultural and diversity issues, race relations and human rights with special focus on practical skills development be prepared, set in motion and established as an integral part of the Toronto Police Service's training curriculum.

Rationale: This recommendation is consistent with one of the action items under the current HR Strategic Goal 1. However, the emphasis here is on the magnitude ("service-wide") and practical skills development (and not knowledge and sensitization).

- Recommendation 1.2: It is recommended that a communication strategy be developed to promote all joint civilian-uniform projects and to encourage more civilian participation.

Rationale: If enriched and intensified, joint programs (such as training programs and developmental initiatives) and joint functions (such as community partnership activities, social events) in which both uniform and civilian members share their learning experiences, may enhance relationships and bridge gaps between the two groups.

- Recommendation 1.3: It is recommended that a consultation process with civilian members be implemented to identify additional retention initiatives and alternative work arrangements with the objective of enhancing a better work/life balance and a healthier work environment. This consultation process is to be supplemented with feedback from ex-employees of the Toronto Police Service through enhanced exit interviews.

Rationale: Due to the prevalence of civilian members' disengagement, this recommended process, as a pilot project, will increase members' engagement and provide new ideas for the Human Resources Command to take into consideration when enriching its programs for members. New ideas could enrich the current wellness program and could include more options in flexible work arrangements, recognition awards, physical fitness, retirement education, elder care counselling, adoption assistance, financial counselling, etc.

- Recommendation 1.4: It is recommended that (a) where possible, diversity/equity components be built into the curriculum of training programs as well as individual courses for civilians; (b) diversity/equity management tools be developed; and (c) these tools be provided to supervisors and managers supplemented by intensive diversity/equity management training sessions and on-going coaching.

Rationale: This is an important recommendation because supervisors and managers have to be “on board” and they need tools and “know-how” to manage a diversified workforce. A handbook with a step-by-step approach in diversity/equity management and additional tools (such as religious calendars and checklists for accessibility) would greatly assist supervisors and managers.

Intermediate Term

- Recommendation 1.5: It is recommended that a representative committee of civilian members be created to work closely with management in developing and implementing an action plan for fostering and maintaining longer term civilian engagement and development.

Rationale: The recommended committee provides a visible channel for civilian members to engage in building a work environment that they can call their own. This recommendation could be implemented upon the completion of the pilot consultation process launched earlier, (if the latter was successfully implemented and there is a need for a committee to harness civilian members’ input).

- Recommendation 1.6: It is recommended that a review of the instruments and methods for internal communications and a consultation process with members be conducted with the objective of making the organization more transparent and communications clearer and more timely.

Rationale: The ESR survey suggested that there are numerous policy and procedural areas in employment systems that civilian members exhibited a relatively high percentage of “don’t know” responses. This recommendation, upon implementation, will further the engagement of members and increase the effectiveness of internal communications.

Long Term

- Recommendation 1.7: It is recommended that the current procedures regarding processing complaints through the Professional Standard Unit, Labour Relations Unit, and Diversity Management Unit be strengthened, demarcated, time-paced and communicated to civilian members, with the objective of dealing with civilian complaints effectively, efficiently and in a timely manner.

Rationale: Stronger, clearly-defined, time-paced procedures of dealing with complaints may alleviate the current dissatisfaction (and the associated tension) over members’ complaints that have not been addressed. This should heighten members’ performance once these complaints are taken care of.

- Recommendation 1.8: It is recommended that the scope for the Workplace Accommodation Policy be expanded to include the duty to accommodate religious beliefs and other potential protected grounds for civilian members and job applicants. This expansion is to be proceeded with the updating of policy and implementation processes

related to persons with disabilities and is to be followed or supplemented by the updating related to other protected grounds including religions.

Rationale: This is a legal requirement. It makes sense to complete it as soon as possible.

- Recommendation 1.9: It is recommended that (a) the procedure for requests for and responses to accommodation requests, with an appeal component, be centralized and streamlined through a time-paced process with a clear responsibility centre; and (b) a central corporate fund be designated to fund accommodation consistent with the Ontario Human Rights Code.

Rationale: This is one of the action items under the HR Strategic Plan. Having a proper set of procedure is consistent with the policy of the Ontario Human Rights Commission. It is also one of the best practices commonly found in the public and private sectors. Accommodation requests could be streamlined and time-paced, and a central funding centre would help. With this recommendation implemented in a timely fashion, it will pre-empt complaints going to the Ontario Human Rights Commission or the Toronto Police Association.

- Recommendation 1.10: It is recommended that civilian policies and practices relating to older workers (especially those that relate to staffing, performance management, and employee benefits) be reviewed and updated in light of the recent *Human Rights Code* amendments to ensure that they are in compliance, and that effective management strategies are in place.

Rationale: This is a legal requirement and it makes sense to do this as quickly as possible.

GOAL 2: MAXIMIZE MEMBER PERFORMANCE AND POTENTIAL

– Promote professional development, continuous learning, appropriate accommodation and organizational accountability

Short Term

- Recommendation 2.1: It is recommended that a corporate civilian training and development strategy be immediately developed beginning with a consultation process with representative civilian members to identify training needs and supports, both job related and career development related.

Rationale: The objective of the strategy is to enhance civilian members' performance and organizational productivity as well as to increase the job movement of members within and across pillars in the Service. This constitutes part of the larger process of civilian members' engagement to be launched simultaneously or after the pilot consultation process on retention initiatives and alternative work arrangements (Recommendation 1.5). It will assist management in identifying a broad range of training needs and management may align these training ideas with corporate goals.

- Recommendation 2.2: It is recommended that a communication strategy be developed to ensure all civilians are aware they have equal access to existing career development programs including the Guelph Humber University BAA in Justice Studies, and the Humber College Leadership programs and other leadership training offered by C.O. Bick College. Additionally this strategy should include reference to the policy for 50% reimbursement for other courses.

Rationale: Developing a communications strategy regarding available career development courses and reimbursement could motivate civilian members to develop their potential in a manner that fits their personal career goals and, at the same time, enables the Toronto Police Service to develop further its own internal talents.

- Recommendation 2.3: It is recommended that the Service continue to sensitize uniform management members to the concerns, issues and perspectives of civilian members through expanded training and development in human resources development, civilian management and leadership.

Rationale: This means uniform management members will build capabilities among themselves by acquiring new knowledge and skills in managing members with civilian responsibilities. It is also a step towards narrowing the gap between uniform and civilian members and enhances workplace morale and productivity.

Intermediate Term

- Recommendation 2.4: It is recommended that initiatives to promote mentorship be encouraged through the current internal support networks and the program be monitored for inclusivity and effectiveness.

Rationale: Mentorship has been recognized as one of key components in making diversity work. The Toronto Police Service has the internal diverse networks in place in which mentorship could be one successful component. It also makes sense to encourage more mentorship through a recognition program such as an awards program.

- Recommendation 2.5: It is recommended that career development opportunities be enhanced across the service for civilians. One strategy might be to create developmental positions at a variety of units across the organization.

Rationale: This recommendation, if implemented, will revitalize the workforce and enable the Toronto Police Service to meet the coming challenges related to the increased number of retired members and the increased pressure to retain top talent.

- Recommendation 2.6: It is recommended that a corporate strategy be developed for connecting career development and succession planning within the Toronto Police Service workforce.

Rationale: This recommendation, if implemented, will enable the Toronto Police Service to enrich the capability and flexibility of its workforce and align its human resources development with its vision for the future.

Long Term

- Recommendation 2.7: It is recommended that the priority selection of candidates system be reviewed with the intent to move to a more inclusive a selection system within the limitations of the collective agreement.

Rationale: This may require some changes in the collective agreements but it allows the Service to extend its recruitment pools and speed up the processing of filling vacant positions. In a competitive world for talent, speed of talent acquisition is needed.

- Recommendation 2.8: It is recommended that a communications strategy be developed to ensure understanding of the seniority clause as it related to promotions and transfers by all candidates within a process. Additionally, the full process including the scoring methodology to determine the best candidate should be disclosed to all applicants prior to initiation of the process.

Rationale: The issue of “seniority” requires negotiation when the collective bargaining processes begins. However, even without opening up the collective agreements when opportunities arise, the lack of clarity on these issues could be ameliorated through further specifications. The progression of diverse groups in gaining workplace equity will be very slow if “seniority” is allowed to be the determining factor in some employment processes (such as promotions).

- Recommendation Was 2.9: It is recommended that a corporate approach to civilian training be focused on the development of generic core competencies (rather than job-specific knowledge) to facilitate lateral mobility and advancement between units and across pillars.

Rationale: Generic core competency allows members to move from one job to another and the Service to become more flexible in deployment. It makes members happy because they build up their capabilities. But it requires the Toronto Police Service to do an extensive review and update of current job requirements first before training in generic core competencies can be developed.

- Recommendation 2.10: It is recommended that (a) a mechanism be put in place by the Employment Unit to monitor and review each decision related to promotion and transfers (including long term acting appointments and lateral transfers) to remove alleged favouritism; and (b) documentation of these processes be filed with the Employee Record Unit.

Rationale: This will ensure accountability on the part of hiring supervisors and managers and increase “check and balances” on their behaviour. It will also reinforce the trust of members in the employment systems.

GOAL 3: ENSURE THAT THE TORONTO POLICE SERVICE MEMBERSHIP REFLECTS AND REPRESENTS THE COMMUNITY IT SERVES

– Establish a workplace that is effective and representative of the diversity of the community through barrier-free systems, progressive policies and ethical practices

Short Term

- Recommendation 3.1: It is recommended that additional efforts be made in “outreach” measures for civilian hiring, where feasible, that could be taken to tap into diverse recruitment pools in diverse communities and the agencies serving them; and to promoting civilian employment with the Toronto Police Service as a career choice by highlighting types of civilian positions available through printed, audio-visual and electronic media.

Rationale: This could easily be carried out without much expense, but the impact is large in promoting the images of civilian positions.

- Recommendation 3.2: It is recommended that corporate policies and procedures regarding external posting, advertising, use of external employment agencies, and alternatives to declaring and posting a vacant position be developed.

Rationale: This will clarify the procedures for doing external posting, etc.

Intermediate Term

- Recommendation 3.3: It is recommended that a mechanism be put in place to monitor and review each hiring decision and to enforce the corporate policy and prevent favouritism or perceptions of favouritism.

Rationale: This will expand the scope of acquiring effective talent and enable the Service to recruit objectively without biases. This will make the hiring and promotion processes more accountable.

- Recommendation 3.4: It is recommended that a communication strategy be developed to ensure that all candidates applying for positions and that are required to do tests, are informed that the time components of all tests are flexible.

Rationale: This will enable more persons with disabilities and immigrant racial minorities to be included in the later stages of the selection process. Flexibility in time allowance is a relatively simple decision.

- Recommendation 3.5: It is recommended that the Employment Unit develop best practice guidelines to determine the relevance and appropriateness of interview questions and these questions are to be monitored, reviewed and modified, if appropriate.

Rationale: Without guidelines and proper monitoring, interview questions designed with biases, complexity, and inappropriateness may result in screening out the best candidate. Quality assurance will help to maintain professionalism in selection.

- Recommendation 3.6: It is recommended that all members be trained in human resources interviewing skills prior to their participation in interview panels.

Rationale: Interviewers are gatekeepers of an organization. Interviewers without proper training in human resources interviewing may yield much poorer results than those with training because the latter have learned how to elicit proper information for determining the potential performance of candidates.

- Recommendation 3.7: It is recommended that (a) the selection decision be designed to offer the position to the candidate with the highest combined scores from the panelists, and (b) a summary report attached with the interview questions, individual panelists' scores on each interview question (and their comments) and the rationale for the job offer to the successful candidate be submitted to the higher level for approval and a copy to the Employee Records Unit for record storage.

Rationale: This recommendation, upon implementation, upgrades the professionalism in selection and hiring and reduces subjectivity and the discretionary power of interviewers. It also has a built-in "check and balance" component to ensure accountability.

Long Term

- Recommendation 3.8: It is recommended that the Toronto Police Service develop a computerized system for workforce data collection and tabulation for the purposes of diversity management and employment equity. The system should allow data analyses on at least the representation and distribution by diverse groups broken down by occupational groupings, salary ranges, job application, hiring, promotion and termination.

Rationale: This is a fundamental requirement for doing any diversity and equity work in an organization because it provides a baseline for measuring success and progress. Without accurate and reliable statistical data, it is almost impossible to benchmark with any other organizations or even internally over time.

- Recommendation 3.9: It is recommended that all position descriptions be thoroughly reviewed, updated and revised, if required, to correspond to the actual position functions, and that the revision process be communicated to all members in a timely manner.

Rationale: This is a lengthy but worthwhile process to undertake because it will "modernize" all position descriptions and result in better criteria for selecting candidates with proper skills and knowledge that match the positions. It also enables managers to determine the core competencies of positions and maximizes skills portability and members' transferability.

- Recommendation 3.10: It is recommended that a communications strategy be developed to ensure candidates: (a) are fully aware of the standards of “good moral character”; (b) the reason why background checks and security clearances are needed; (c) are aware of the policies and procedures that ensure accommodation to applicants at the testing phase and medical evaluations are in accordance with Ontario Human Rights Code and Supreme Court of Canada jurisprudence; and (d) a review be conducted on the relevance, appropriateness and defensibility in the court system of tests (such as physical fitness, aptitude, and others).

Rationale: There is a legal component in this recommendation and it needs to be addressed as soon as possible. Revisions of selection criteria and clarity in communications could be easily done without large financial implications.

GOAL 4: ENHANCE COMMUNITY POLICING, CRIME PREVENTION AND COMMUNITY MOBILIZATION

– Increase the ability of the Service to partner with the community for more effective problem solving through community policing, crime prevention and community mobilization

Short Term

- Recommendation 4.1: It is recommended that Internal Support Networks be established within the Toronto Police Service.

Rationale: This new mechanism will put diversity, equity and other human resources development on a higher level of internal and external prominence. If done properly, it will set in motion a series of positive changes in the organization both for the members and the reputation of the Service that will have a long-term positive impact on attracting and retaining talent.

- Recommendation 4.2: It is recommended that the Internal Support Networks meet directly the Chief annually.

Rationale: This recommendation, if implemented, will give access to the diversity of the TPS to its leadership.

Intermediate Term

- Recommendation 4.3: It is recommended that (a) Internal Support Networks be established that can encourage civilian members to donate their time to community organizations and social service agencies which the Toronto Police Service has established partnerships with, and that (b) ways to recognize this contribution be explored.

Rationale: This will forge, strengthen and cement the partnership between the Toronto Police Service and community organizations and agencies, engage civilian members in community activities, and raise the reputation of the Service.

GOAL 5: PROVIDE THE BEST HUMAN RESOURCES POLICIES, PROGRAMS AND PRACTICES

– Design the Toronto Police Service’s human resources systems using progressive strategic business practices to achieve service excellence

Intermediate Term

- Recommendation 5.1: It is recommended that a comprehensive exit interview process be developed and that exit interviews be conducted on retired, dismissed and resigned civilian members by a third neutral party or a web-based platform (exit surveys) with the objective of increasing the retention rate of the civilian workforce and identifying areas for improvement.

Rationale: This will provide valuable information for management to make necessary modifications to the employment systems in a timely manner.

- Recommendation 5.2: It is recommended that (a) the objectives of civilian performance appraisals be clearly established; (b) policies and procedures be established to integrate performance appraisals with a broader range of human resources issues (such as training and development and succession planning); (c) the current Civilian Performance Review form be revised to connect members’ performance with management expectations and members’ career development; (d) equity and diversity management be added as a criterion for measuring the performance of management; and (e) multiple management performance measurement indicators be included such as diversity and equity representativeness in work units, extent of diversity and equity program implementation (e.g. mentoring, work/life balance initiatives), communication, employee consultation, level of harassment/discrimination complaints, removal of barriers in procedures and work arrangements, response to accommodation requests, contributions to corporate diversity/equity drive, and championship efforts.

Rationale: This will make all members more accountable to the Toronto Police Service. When performance appraisal is linked with other human resources issues, it can be used as a career development tool and organizational planning tool. When the performance of management members is measured in terms of their progress in diversity and equity work, they will be more accountable and the organization will progress more rapidly in this area.

Long Term

- Recommendation 5.3: It is recommended that the Toronto Police Service conduct a site audit on accessibility and adopt a disability management audit system to enhance its work in diversity and equity management.

Rationale: This will enable the Service to know how ready they are in terms of accommodating persons with disabilities. It is one of the best practices that private sector organizations use in building their organizational effectiveness.

GOAL 6: ESTABLISH THE TORONTO POLICE SERVICE AS AN “EMPLOYER OF CHOICE”

– Effectively communicate and celebrate the successes and achievements of Human Resources Command and the Toronto Police Service within the Service and across the community

Short Term

- Recommendation 6.1: It is recommended that the Human Resources Command consults with the Internal Support Networks on an annual basis to ensure that diversity and equity issues are reviewed, analyzed and where appropriate actioned to ensure long-term diversity objectives of the TPS.

Rationale: This new mechanism will put diversity, equity and other human resources development on a higher level of internal and external prominence. If done properly, it will set in motion a series of positive changes in the organization both for the members and the reputation of the Service.

Long Term

- Recommendation 6.2: It is recommended that the progress of diversity and equity management be measured annually using benchmarks commonly used in other industries and organizations.

Rationale: With proper measurement and tracking of annual organizational effectiveness in diversity and equity, the Toronto Police Service will be more accountable and join other organizations in moving towards a more inclusive and effective organization and closer to the ideal of being an “Employer of Choice”.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P234. QUARTERLY REPORT – OCCUPATIONAL HEALTH AND SAFETY
UPDATE: APRIL TO JUNE 2009**

The Board was in receipt of the following report July 23, 2009 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: APRIL 1, 2009 TO JUNE 30, 2009

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting on January 24, 2005, the Board received an update on occupational health and safety matters relating to the Service (Min. No. C9/05 refers). In the motion, the Board requested the Chief of Police to provide quarterly updates on matters relating to occupational health and safety. The Board, at its meeting on August 21, 2008, further requested public quarterly reports for occupational health and safety matters (Min. No. C224/08 refers).

Discussion:

This quarterly update report is for the period from April 1 to June 30, 2009 and corresponds to additional information provided in the confidential agenda.

Accident and Injury Statistics

From April 1 to June 30, 2009, 345 members reported that they were involved in 363 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were duly reported as claims to the Workplace Safety and Insurance Board (WSIB). Furthermore, during this same period, 41 recurrences for previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups which could range from specialist's appointments to surgery.

It must be noted that a workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 363 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 78 arrest incidents involving suspects
- 10 vehicle incidents (member within vehicle as driver or passenger)
- 8 bicycle accidents (falls)
- 30 assaults
- 36 cuts/lacerations/punctures
- 7 traumatic mental stress incidents
- 8 slips and falls
- 8 exposures to communicable diseases
- 3 inhalation of other substances

As a Schedule 2 Employer, the Toronto Police Service paid \$91,128.62 health care costs for civilian members and \$186,990.27 in health care costs for uniform members for the second quarter. The health care costs almost doubled for civilian members and increased by approximately 5% for uniform members when compared to the first quarter of 2009.

The civilian increase in health care costs, over the first quarter, can be attributed to additional payments to two members. The first member, as a result of being deemed a WSIB serious injury claimant, received arrears in the amount of \$27,592.10 for personal care costs, which equated to approximately 30% of the second quarter costs. The second member received \$11,233.42 for health care costs, which equated to approximately 12% of the second quarter costs. These are one time costs.

Critical Injuries

The employer has the duty to report but not adjudicate the seriousness of injuries and must provide notice to the Ministry of Labour (MOL) of all critical injuries which occur in the workplace, pursuant to *Section 51* of the *Occupational Health and Safety Act* and Regulation 834.

For the second quarterly reporting for 2009, there were five “Critical Injury Incidents” reported to the Ministry of Labour. However, only three of the incidents were confirmed by the Ministry of Labour to be “Critical Injury Incidents” as defined in Regulation 834, which resulted from a cause in a workplace.

Communicable Diseases

As part of the Communicable Disease Exposure Surveillance Program, members of Occupational Health and Safety (OHS) reviewed the following number of exposure reports during the months indicated. It must be noted that the majority of these reports did not result in claim submissions to WSIB; however, there is an obligation to ensure the surveillance program maintains its

administrative requirements and that there is a communication dispatched from a qualified “designated officer” from the Medical Advisory Services (MAS) team.

Disease	April	May	June	Q2 Total
1. Hepatitis A, B, & C & HIV	26	52	34	112
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	8	10	2	20
4. Meningitis (All)	0	10	4	14
5. Lice and Scabies	5	3	0	8
6. Other*	26	69**	35	130
Total	65	144	75	284

* This category can include, but is not limited to: exposures to infectious diseases (other than listed above), such as smallpox, severe acute respiratory syndrome (SARS), rubella, measles, respiratory condition/irritation and bites (human, animal or insect); exposures to varicella (chickenpox); exposures to Methicillin-Resistant Staphylococcus Aureus (MRSA); and exposures to bodily fluids, such as blood, spit, vomit, etc.

** The increase in this category can be attributed, in part, to three events resulting in 26 potential exposures. None of these instances required subsequent medical aid or lost time from work.

Implementation of Health and Safety Policies, Including Training Policies, by various Departments or Divisions

Currently, the Service has 354 certified members comprised of 224 worker representatives and 130 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and higher.

Ontario Association of Chiefs of Police Labour Conference

From April 2 to April 3, 2009, Christine Bortkiewicz, Manager, Occupational Health and Safety, along with members of MAS and the Service’s two Medical Advisors, attended the 1st Annual Ontario Association of Chiefs of Police (OACP) Labour Conference held in Toronto.

Conference topics included, but were not limited to:

- WSIB Challenges – Key Issues and Cases;
- Approaches to Managing Employee Health Issues;
- Proactive Employee Health Programs; and
- Section 47 – A Round Table Discussion.

National Forum for Law Enforcement in Occupational Safety and Health Annual Conference

From June 10 to June 12, 2009, Christine Bortkiewicz attended the 7th Annual National Forum for Law Enforcement in Occupational Safety and Health in Edmonton, as a delegate and a standing member of the National Steering Committee. During its annual general meeting, Christine Bortkiewicz was elected to the position of 1st Vice Chair of the National Steering Committee for 2009 to 2010.

Conference topics included, but were not limited to:

- Daily Bulletin in Safety and Non-Punitive Close Call Reporting;
- Medical Management of Lead Exposure;
- On-site Physiotherapy;
- OHS Officer Role During OHS Investigations;
- Fatigue and Shift Work; and
- Legal Perspective on OHS Convictions and Case Law with Municipalities.

The 8th Annual National Forum for Law Enforcement in Occupational Safety and Health is scheduled to take place in Ottawa in June 2010.

American Industrial Hygiene Association Annual Conference

From June 1 to June 4, 2009, Paul Prno, OHS Safety Planner and Program Co-ordinator, attended the 71st Annual American Industrial Hygiene Association's Conference and trade show in Toronto. The main topic of interest to the Service was draft Ontario *Bill 168*, an Act to amend the *Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters*. *Bill 168* will place a number of new obligations on employers, including requirements to assess the risk of workplace violence and to develop policies and programs to address and prevent violence and harassment in the workplace.

Other Occupational Health and Safety Matters

"Swine Flu" Influenza A/H1N1

OHS became aware of an outbreak of a novel virus in Mexico on Friday April 24, 2009. It was initially described as the "Swine Flu"; now more accurately described as Influenza A/H1N1. As a precaution, OHS issued personal hygiene and respiratory etiquette information to the Duty Desk in the event that more would become of this issue. Over the following weekend, management from OHS and the Public Safety and Emergency Management Unit were in contact with Toronto Public Health (TPH). In the event of an Influenza Pandemic, TPH is the lead agency for the City of Toronto. The Service is one of the partner agencies in the plan and its eventual execution.

The Mayor's Toronto Emergency Management Planning Committee convened on Tuesday April 28, 2009. Chief William Blair attended at City Hall and the committee members were provided with an update from Mayor David Miller and Dr. David McKeown, Medical Officer of Health, TPH. The Office of Emergency Management was not activated and TPH continued to monitor and communicate information to the city and its partners.

The Service immediately initiated its own plan, which had not been previously tested, and distributed the procedure. The outbreak caused a subsequent review of the plan and improvements to it.

Throughout this quarter, continuous updates and Influenza A/H1N1 messages have been directed throughout the Service with respect to personal hygiene, proper hand washing, appropriate sneezing etiquette and social distancing. Members suffering flu symptoms have been advised to attend work only when they have fully recovered. All communication messages have been discussed with EMS to ensure consistency before publication. OHS/MAS have fielded numerous inquiries and followed up on any concerns.

Interim strategies have been implemented, such as a high level prisoner screening form has been developed and provided to Court Services and daily announcements have been communicated. As the level of awareness increased and the severity was determined to be a mild form in Toronto, the messages diminished.

The World Health Organization (WHO) declared, Level 6 on June 11, 2009, which is described as a global spread of a virus or pandemic; however, TPH reaffirmed that there were no serious illnesses in Toronto. The cases for the most part were considered mild to moderate illnesses and those affected are expected to recover fully without medical treatment.

During this quarter, there was no known virus cases of Influenza A/H1N1 reported within the Service.

X-ray Safety Program

The MOL's Senior Radiation Protection Officer carried out inspections at three of the Service's facilities, namely the Public Safety and Emergency Management Unit, the Emergency Task Force and the Headquarters Mailroom of Records Management Services. The MOL inspections were co-ordinated with OHS to confirm compliance with Ontario Regulation 861, the regulation respecting X-ray safety made under the *Occupational Health and Safety Act*.

The May 20, 2009 inspection at the Public Safety and Emergency Management Unit and the May 28, 2009 inspection at the Emergency Task Force resulted in no Ministry of Labour orders. However, the inspection of the Records Management Services' Mailroom at Headquarters on May 21, 2009, resulted in one order being issued. The order directed that the Service provide upgraded practical training on the operation of the Mailroom X-ray unit by August 1, 2009. The Emergency Task Force will be carrying out this required refresher training before August 1, 2009 to members of the Mailroom and the Duty Desk who are on the Authorized X-ray Users List.

Respiratory Protection Program

For 2009, OHS is initiating a comprehensive respiratory protection review to develop an appropriate program for the Service. Due to anticipated protective measures for Influenza A/H1N1, OHS has been reviewing various N95 respirators. In addition, MAS will be extending the pilot Respirator Health Screening Questionnaire to the Public Safety and Emergency Management Unit and the Public Order Unit during the next quarter.

Property and Evidence Management Unit Lead Surveillance Program

At the request of OHS, T. Harris Environmental performed an occupational hygiene assessment for lead at the Property and Evidence Management Unit (PEMU). Thereafter, representatives from OHS' Safety and Medical Advisory Services met with both management and workers of the Local Joint Health and Safety Committee of PEMU to present the results. The report identified a very low lead exposure and at times non-existent levels. Blood testing and air quality tests will be conducted by the fourth quarter of 2009. The results from these tests will determine whether to permanently terminate lead blood testing.

Ontario Police Health and Safety Association

On April 2, 2009, a representative of OHS attended a meeting of the Ontario Police Health and Safety Association (OPHSA), hosted by the South Simcoe Police Service in Bradford. The focus of the meeting was a presentation by guest speaker Dr. Jack P. Callaghan, PhD, of the University of Waterloo on 'Quantifying Physical Exposures (Musculoskeletal) in Police Vehicle Operators'. The meeting was concluded with a round table discussion of issues prevailing in the respective jurisdictions.

On June 4, 2009, a meeting of the OPHSA was hosted by the Windsor Police Service in Windsor. Members of OHS were unable to attend this meeting.

Section 21 Committee

The MOL Section 21 Committee for the police sector was held on May 7, 2009 in Barrie, Ontario. Items of note in the agenda included:

- Annual Review of Guidance Documents;
- Vehicle Ergonomics;
- WSIB "PEIR" Program – Draft Advisory;
- Safe Driving Awareness Posters;
- Police Communications;
- National Occupational Health and Safety Forum 2009;
- Date and Location for a Joint Section 21 Police/Fire/EMS Subcommittee meeting; and
- Draft Guidance Note on Water Safety.

The Section 21 Committee recommended that members identify and address any specific concerns, regarding the Guidance Note on Water Safety, with their counterparts on the Policing Standards Advisory Committee (PSAC). A MOL representative was to attend the next PSAC meeting to give an overview of the Police Section 21 Committee and the development of guidance notes. Further discussion on the guidance note was deferred to the next Section 21 Committee meeting to be held on September 25, 2009.

Ministry of Labour Orders, Charges & Issues

There was one Ministry of Labour Order during the second quarter of 2009 as discussed under the X-ray Safety Program Section.

On June 23, 2009, representatives from the MOL attended at OHS regarding a complaint from the Toronto Police Association. The complaint was with respect to an incident that occurred on April 26, 2009 at the Tamil protest. The officer involved indicated that the wearing of his name badge resulted in a situation that may have increased the potential of harm to himself.

The MOL inspector concluded in his report that the complaint of June 23, 2009 was related to name badges and that the matter of wearing name badges was before the Ontario Labour Relations Board in an appeal hearing. The parties were directed to follow up on the completion of a threat assessment, which was already underway and the results were to be communicated to the officer and the safety committee. The parties were also advised to discuss this matter with the Joint Health and Safety Committee.

Name Tags

There were two dates scheduled for Name Tags hearing for this quarter, namely, April 23, 2009 and April 29, 2009, which was cancelled. Final arguments will conclude on July 13, 2009 and July 14, 2009.

Conclusion:

In summary, this report will bring the Board up-to-date on matters relating to occupational health and safety issues for the second quarter in 2009.

The next quarterly report for the period of July 1 to September 30, 2009 will be submitted to the Board for its meeting in November 2009.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P235. RENEWAL OF VIDEO RECORDING DISCLOSURE AGREEMENT
BETWEEN THE TORONTO POLICE SERVICE AND THE MINISTRY
OF THE ATTORNEY GENERAL**

The Board was in receipt of the following report June 01, 2009 from William Blair, Chief of Police:

Subject: RENEWAL OF VIDEO RECORDING DISCLOSURE AGREEMENT
BETWEEN THE TORONTO POLICE SERVICE AND THE MINISTRY OF
THE ATTORNEY GENERAL

Recommendation:

It is recommended that the Board authorize the Chief to renew the Video Recording Disclosure Agreement between the Toronto Police Service (Service) and the Ministry of the Attorney General for a term from June 1, 2009 to May 31, 2014.

Financial Implications:

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

Background/Purpose:

The need to better manage criminal trials in the Superior Court was addressed in both the Report of the Attorney General's Advisory Committee on Charge Screening, Disclosure, and Resolution Discussions, Ontario, 1993, (The Martin Report) and the Report of the Criminal Justice Review Committee, 1999.

The Report of the Criminal Justice Review Committee, chaired by Justice Hugh Locke, Senior Judge John Evans and the present Deputy Attorney General, Murray Segal, made a series of recommendations that directly impacted the disclosure process. The Executive Summary of this report states:

Crown disclosure is not only a crucial component of an accused's right to make full answer and defence, it is also vital to the efficient functioning of the criminal justice system. To ensure that efficient disclosure practices are instituted and maintained across the province, police and prosecution co-operation and co-ordination must improve. ... It is also urgent that a new and effective Memorandum of Understanding (MOU) be negotiated between police representatives and the Ministry of the Attorney General to govern the production, quality and format of police and disclosure briefs. Comprehensive policies must also be developed concerning the disclosure of audio and video taped evidence and the transcription of witness statements.

As a result of repeated court decisions, the Service has, since 1999, mandated that, wherever possible, statements of victims, witnesses and accused should be video recorded. The Service is required to provide the Crown's Office with a copy of the video recordings pursuant to disclosure obligations. The Crown in turn is required to provide a copy to the defence.

Police services are required to provide Crown counsel with a comprehensive package of material to permit the prosecutorial functions of charge screening, providing disclosure, preparing the case and presenting the case in court.

Although the Crown receives their information from the police, disclosure to an accused person is the duty of the Crown. Therefore, the costs associated with that disclosure are the responsibility of the Ministry of the Attorney General.

In the past, the defence copies of video recorded statements were created by the Crown's Office. However, due to the overwhelming number of videos involved, it became increasingly difficult for the Crown's Office to manage the duplication process of video recordings in-house.

As a result, in 2001 the Service and the Ministry of Attorney General entered into an Agreement whereby the Toronto Police Video Services unit provided the Crown with a defence copy on a cost recovery basis. This Agreement was for a 2-year term with an agreed upon cost recovery of \$70,000.00 per year.

In 2003, after conducting a cost analysis, the Video Services unit determined that the actual cost to the Service for the creation of defence copies was \$250,000 per year. This cost was mainly due to technology. At that time, the Video Services unit was using videotape technology and the length of the video determined the time it took to reproduce it. For example, a one hour video required one hour to reproduce. As a result of this new costing, the Ministry of Attorney General found that they could no longer afford the services of the Toronto Police Video Services unit and it would be in their best interests to provide the service in-house.

This change in process resulted in the following problems:

1. Long delays in duplication as tapes would have to be sent to Scarborough Courts where the Ministry of Attorney General in-house video service was located and then to the courts where the case was being heard.
2. Because of the delay in the duplication process, cases were being stayed or held for another date resulting in officers having to attend court multiple times.
3. The quality of the video was poor as copies were being made from copies.

In 2004, the Toronto Police Video Services unit, as part of the Digital Video Asset Management (DVAMS) program, converted all video to digital video disc (DVD). This provided for better quality and greater efficiency when duplicating videos. Copies can now be made in minutes as opposed to real time previously required with video tapes.

In light of this new technology and to address the problems with the disclosure process, in 2004 a further cost analysis was done and presented to the Ministry of the Attorney General. This resulted in the creation of a new Video Disclosure Agreement between the Service and the Ministry of the Attorney General, whereby the Service agreed to provide disclosure copies of videos to the Ministry of Attorney General at a cost of \$100,000 per year for a five-year term.

This Agreement provided the following benefits for the Service:

1. Video evidence was no longer getting lost in the system.
2. Fewer trials were put over resulting in fewer repeat court attendances by officers.
3. Crown Attorneys could now provide video disclosure at pre-trial hearings thereby reducing the amount of trials required.

Discussion:

The latest Video Recording Disclosure Agreement between the Ministry of the Attorney General and the Service expires in June 2009. To ensure the continued efficiency of the current disclosure process, both the Service and the Ministry of Attorney General are seeking a renewal of this Agreement for a term from June 1, 2009 to May 31, 2014. A copy of the renewal agreement is appended to this report for the information of the Board (Appendix 'A' refers).

As part of the process for the renewal of this Agreement, the Video Services unit conducted another cost analysis. It was determined from this analysis, that the cost recovery of \$100,000 per year still accurately reflects the costs incurred by the Service for the production of defence copies of video recordings on behalf of the Crown's Office. This is reflected in Appendix 'B' of this report which outlines the five year average cost to the Service based on the period of 2004 to 2008. Also included in Appendix 'B', is an outline of the calculation used for the establishment of the cost recovery rate of \$5.04 per video.

Conclusion:

Past experience has shown that having the Service produce all disclosure video recordings is the most efficient and effective process for all parties involved. Therefore, the Service respectfully requests that the Board authorize the Chief to renew the Video Recording Disclosure Agreement between the Service and the Ministry of the Attorney General. The proposed renewal agreement has been reviewed by the City Solicitor and Mr. Jerome Wiley, Counsel to the Chief of Police.

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

The Board approved the foregoing report.

An electronic copy of the legal agreement is not available at this time.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P236. LEGAL FEES – TORONTO POLICE ASSOCIATION AND OCCPS

The Board was in receipt of the following report July 28, 2009 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO POLICE ASSOCIATION AND OCCPS

Recommendation:

It is recommended that the Board approve payment of the legal fees charged by Lenczner Slaght Royce Smith Griffin LLP in the amount of \$4,117.73.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2009 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP for professional services rendered in connection with the above-noted matter. The attached account is for the period June 01, 2009 to June 30, 2009, in the amount of \$4,117.73.

Conclusion:

It is, therefore, recommended that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board approved the foregoing report. A detailed breakdown of the legal costs was considered during the in-camera meeting (Min. No. C228/09 refers).

LENCZNER SLAGHT

BARRISTERS

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

Date: July 15, 2009
Our file #: 36298
INVOICE NO. 82953

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from June 1 to June 30, 2009:

FEES:

TOTAL FEES	\$3,900.00
G.S.T. @ 5%	195.00

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$21.65
G.S.T. @ 5%	1.08
TOTAL FEES AND DISBURSEMENTS	\$3,921.65

TOTAL TAXES

G.S.T. (Registration #: R133780817)	196.08
TOTAL BILL	\$4,117.73
TOTAL DUE AND OWING UPON RECEIPT	<u>\$4,117.73</u>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P237. COMMUNITY DONATION TO THE TORONTO POLICE DOG
SERVICES UNIT**

The Board was in receipt of the following report July 20, 2009 from William Blair, Chief of Police:

Subject: COMMUNITY DONATION TO THE TORONTO POLICE DOG SERVICES
UNIT

Recommendation:

It is recommended that:

- (1) The Board approve the acceptance of a cash donation in the amount of \$30,000.00 from the estate of Ms. Lydia Sullivan on behalf of the Toronto Police Dog Services Unit.
- (2) The Board authorize the Chair of the Toronto Police Services Board to sign the Release to Executor Form on behalf of the Board.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. These additional funds will be used for the purpose of purchasing and training police dogs.

Background/Purpose:

Ms. Alieda Kryna Sullivan, also known as Lydia Sullivan, was the daughter of a Dutch mounted police officer. Throughout her adult life she had a very special interest in police dogs and the valuable service they provide to the community. In the past, Ms. Sullivan has donated police dogs to both the Toronto Police Service (TPS) and the York Regional Police Service.

Ms. Sullivan passed away on November 22, 2008. On March 12, 2009, the law firm of Hoffman, Sillery, Buckstein and Chuback, acting on behalf of the estate of Ms. Sullivan contacted the TPS in writing advising that Ms. Sullivan had bequeathed a donation in the amount of \$30,000 to the TPS in her Last Will and Testament.

Discussion:

Upon her passing it was the expressed desire of Ms. Sullivan to make one final contribution to the policing community through the donation of funds from her estate to the identified police services, specifically for the purchase and training of police dogs. The Executors of her estate are fully supportive of her final wishes and upon the approval of the Board will facilitate the transfer of the funds to the TPS.

As part of the acceptance process for this donation, the law firm of Hoffman, Sillery, Buckstein & Chuback has requested that a Release to Executor Form be signed. The Release to Executor Form releases the executors from any further liability to the TPS once the funds have been released as directed by the will. This form must be completed before any funds may be released. Therefore, if the Board approves the acceptance of this donation, I respectfully request that the Board authorize the Chair to sign the Release to Executor Form on behalf of the Board. Legal Services has reviewed the form and has no concerns with its contents.

The donation of these funds is consistent with the Donations policy of the Toronto Police Services Board and with Service Policy (18-08) – Donations.

Conclusion:

The members of the TPS Police Dog Services Unit are among the best trained and equipped officers in North America. The canine members attached to this unit provide a valuable service to the citizens of Toronto, while at the same time reducing the risk of harm to their handlers and other members of the TPS.

The acceptance of these funds will provide for enhanced training opportunities currently outside the unit training budget. It will also facilitate the cross training of canines to allow them to perform a variety of detection services.

Should the Board accept the donation, it is requested that any balance remaining in the training account on December 31, 2009, be carried over into the 2010 fiscal year. This will allow the Police Dog Services Unit to maximize the training opportunities afforded by this donation.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P238. ANNUAL REPORT – 2008 COMMUNITY AND CORPORATE
DONATIONS**

The Board was in receipt of the following report July 29, 2009 from William Blair, Chief of Police:

Subject: 2008 ANNUAL REPORT - CORPORATE & COMMUNITY DONATIONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of March 26, 1998, the Board approved a report from the Chief of Police regarding a policy with respect to the acceptance of donations to the Service and requested that regular updates be provided to the Board for its information. (Min. No. 113/98 refers). Acceptance of donations valued at more than one thousand five hundred dollars (\$1,500.00) requires the approval of the Police Services Board. Acceptance of donations valued at one thousand five hundred dollars (\$1,500.00) or less requires the approval of the Chief of Police.

Discussion:

A chronological listing of all requests submitted for the period of January 1, 2008 to December 31, 2008, is appended to this report.

A total of six (6) requests were received, all of which were approved.

All donations accepted were in compliance with the criteria as outlined in Service Procedure 18-08, entitled 'Donations' governing corporate and community donations.

Conclusion:

In summary, this report provides the Board with summary of all corporate and community donations in the year of 2008.

Inspector Stu Eley, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

The Board received the foregoing report.

**CENTRAL DIRECTORY
CORPORATE & COMMUNITY DONATIONS: 2008**

Donor	Purpose	Decision & Date
Councillor Kyle Rae, City of Toronto	Donation of \$600.00 to support a Community Mobilization led anti-violence/anti-homophobic bullying campaign in Toronto high schools.	Approved by: Chief William Blair on March 14, 2008.
Mr. Philip Wong, Executive Director, Lesbian and Gay Community Appeal of Toronto	Donation of \$700.00 to support a Community Mobilization led anti-violence/anti-homophobic bullying campaign in Toronto high schools.	Approved by: Chief William Blair on June 20, 2008.
Mr. Doug von Zuben, Executive Director, Prime Timers	Donation of \$500.00 to support a Community Mobilization led anti-violence/anti-homophobic bullying campaign in Toronto high schools.	Approved by: Chief William Blair on June 20, 2008.
Ms. Heather Sproule, Executive Director, Central Toronto Youth Services	Donation of \$200.00 to support a Community Mobilization led anti-violence/anti-homophobic bullying campaign in Toronto high schools.	Approved by: Chief William Blair on July 7, 2008.
Ms. Jennifer Fodden, Executive Director, Lesbian Gay Bi Trans Youth Line	Donation of \$100.00 to support a Community Mobilization led anti-violence/anti-homophobic bullying campaign in Toronto high schools.	Approved by: Chief William Blair on July 7, 2008.
Via Rail	Donation of \$5000.00 to support the Toronto Police Service Emergency Management Symposium – “Planning and Preparation Towards Recovery” held on November 26 – 27, 2008 in Toronto, Ontario.	Approved by: Toronto Police Services Board on October 16, 2008 (Min. No. P289/08 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P239. ANNUAL REPORT – 2008 USE OF THE TORONTO POLICE SERVICE
IMAGE**

The Board was in receipt of the following report July 29, 2009 from William Blair, Chief of Police:

Subject: 2008 ANNUAL REPORT - USE OF THE TORONTO POLICE SERVICE
IMAGE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 16, 1998, the Board approved a report from the Chief of Police regarding a policy pertaining to request for the use of the Service Crest. (Min. No. 173/96 refers).

The Board approved the following Motion:

That the Board designate authority to the Chair of the Police Services Board to approve requests for the use of the Service image, with an annual report submitted to the Board by the Chief of Police listing all request for the use of the Service image.

Discussion:

A chronological listing of all request submitted for the period of January 1, 2008 to December 31, 2008, is appended to this report.

A total of seven (7) requests were received, all of which were approved.

Conclusion:

In summary, this report provides the Board with a summary of all requests for the use of the Service image in the year of 2008.

Inspector Stu Eley, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

The Board received the foregoing report.

**CENTRAL DIRECTORY
USE OF THE SERVICE IMAGE: 2008**

External Requester	Internal Requester	Purpose	Decision & Date
Cadillac Fairview Corporation		Use of the Service image on the Toronto Eaton Centre Tenant Emergency Response Plan.	Approved by: Chair, Toronto Police Services Board on February 25, 2008.
	Habitat for Humanity - Toronto Police Service Women Build Project	Use of the Service image specifically for the purpose of advertising and promotional materials pertaining to the Services' involvement in the Habitat Humanity.	Approved by: Chair, Toronto Police Services Board on March 5, 2008.
Chartered Institute of Management Accounts (CIMA) Canada	CIMA 2008 Mayor's Cup Cricket Event	Use of the Service image on the CIMA 2008 Mayor's Cup Cricket Event Program Book, invitations cards and media campaign.	Approved by: Chair, Toronto Police Services Board on April 9, 2008.
	Toronto Police Service – Participation in the World Police and Fire Games	Use of the Service image on sporting uniforms promoting the Service's participation in future World Police and Fire Games.	Approved by: Toronto Police Services Board on May 21, 2008. (Min. No. P146 refers).
	Toronto Police Service - 12 Division	Use of the Service image on a display banner promoting the Canadian Blood Services Sirens for Life Blood Donor Challenge.	Verbally approval by: Chair on July 25, 2008.
Nelson Education Ltd.		Use of the Service image within an educational textbook for use in Community Colleges and Police	Verbally approval by: Chair, on July 25, 2008.

		Foundations.	
	Toronto Police Service's 2008 Gun Amnesty "Pixels for Pistols".	Use of the Service image on advertisements promoting the Toronto Police Service 2008 Gun Amnesty Program.	Approved by: Chair, Toronto Police Services Board on October 9, 2008.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P240. REQUEST FOR FUNDS – CAMP JUMOKE FUNDRAISING EVENT

The Board was in receipt of the following report August 05, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: CAMP JUMOKE FUNDRAISING EVENT

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend Camp Jumoke's 15th Anniversary Gala and Annual Beverly Mascoll Scholarship Awards, to a maximum of seven tickets at the cost of \$100.00 each.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by an amount not to exceed \$700.00. The current balance as at June 30, 2009 is \$746,166.00

Background/Purpose:

Camp Jumoke was founded in 1994 by The Association for the Advancement of Blacks in Health Sciences (AABHS) and is dedicated to enriching the lives of children who have Sickle Cell Disease (SCD).

The Beverly Mascoll Scholarship was established in honour of the late Beverly Mascoll who was one of Camp Jumoke's biggest supporters. Mrs. Mascoll was a well-known philanthropist and business woman who strongly believed in the vision of Camp Jumoke and provided continuous financial and moral support to the charity.

Discussion:

The Beverly Mascoll Scholarship is a \$1,500 award designed to help offset the cost of post-secondary tuition and/or books for a former or current Camp Jumoke camper. Along with the cash award, the recipient is also appointed as the Camp Jumoke poster child for the upcoming year.

The 15th Anniversary Gala & Annual Beverly Mascoll Scholarship Awards will be held on September 26, 2009 at the Premier Banquet Hall in Richmond Hill.

Conclusion:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend Camp Jumoke's 15th Anniversary Gala and Annual Beverly Mascoll Scholarship Awards, to a maximum of seven tickets at the cost of \$100.00 each.

The Board approved the foregoing report.



Dear Loyal Supporter,

With the hot summer weather upon us, autumn appears to be a distant thought right now. However at Camp Jumoke, we are busy preparing for our Fall Event, the Camp Jumoke 15th Anniversary Gala and Annual Beverly Mascoll Scholarship Awards. We realize that Camp Jumoke's success is only possible because of loyal supporters like you, so we would like to offer you an opportunity to secure your Gala tickets early.

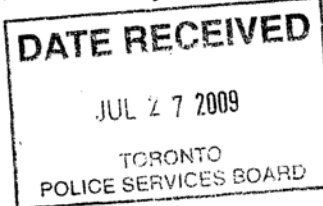
The Gala event will take place **Saturday, September 26 from 6:00 p.m to 1:00 a.m.**, at the **Premier Banquet Hall, 9019 Leslie Street, Richmond Hill**. It will be an evening to honour and share in the achievements of our youth.

As a loyal Camp Jumoke supporter, we are offering you an opportunity to secure your ticket(s) for this year's Gala ahead of the crowd, and at the special discounted price of \$75, if purchased prior to August 1, 2009. Tickets purchased after that date will be \$100.00. We know tickets will sellout fast, and venue capacity is only 200.

So, please contact us at the Camp Jumoke hotline, 416-410-2995 or at info@jumoke.org to order your tickets, TODAY!

Once again, thank you for your support and we appreciate that you have made Camp Jumoke your charity of choice.

Regards,
Glyne Rollock
President



**CAMP
JUMOKÉ**

A SPECIAL PLACE FOR SPECIAL KIDS



Presents:

"CELEBRATION"

**15th Anniversary Gala
& Annual Beverly Mascoll
Scholarship Award
Fundraising Dinner & Dance**

Saturday, September 26, 2009

6:00 p.m. – 1:00 a.m.

Premier Banquet Hall,

9019 Leslie Street,

Richmond Hill, ON.

Early bird price is \$75.00 per person

\$100.00 after August 1, 2009

Featuring "The Mailman" George Fynn

Plus Live Performances & Silent Auction!

Contact Info: 416-410-2995

Charity Registration Number: 89001-4970-RR001



About the Beverly Mascoll Scholarship

From humble beginnings, the late Beverly Mascoll was one of Camp Jumoke's biggest supporters. Mrs. Mascoll was a well-known philanthropist and businesswoman who strongly believed in the vision of [Camp Jumoke](#) and provided continuous [financial](#) and moral support to the charity.

The Beverly Mascoll Scholarship is a \$1,500 award designed to help offset the cost of post-secondary tuition and/or books for a former or current Camp Jumoke camper. Along with the cash award, the recipient is also appointed as the Camp Jumoke poster child for the upcoming year.

In September 2004, at [Camp Jumoke's](#) 10th Anniversary Gala, two special campers were the first to be awarded scholarships from Camp Jumoke in memory of Mrs. Mascoll.

With the receipt in 2005 of a substantial donation from the Beverly Mascoll Foundation, Camp Jumoke was honoured to formally launch the Camp Jumoke Scholarship Fund later that year.

The secondary benefit of this Scholarship brunch is that it helps to raise awareness for Camp Jumoke and our primary mandate of giving children, living with Sickle Cell Disease, the opportunity to experience summer camp.

**Support Jumoke today and join our community partners.
You'll be among good company!**

Scholarship Award Eligibility Criteria

In order to be eligible for the Beverly Mascoll Scholarship, a candidate must meet the following eligibility criteria:

1. Candidate must have Sickle Cell Disease
2. Candidate must be a current/former Camp Jumoke camper.
(If the Camper did not finish the camp due to illness, this will not affect their eligibility.)
3. Candidate must write an essay on either of the following topics:
 - a) *Why I should be considered for the Beverly Mascoll Scholarship?*
 - b) *Attending Camp Jumoke has allowed me to grow and develop through the following experiences....*
4. Candidate must attend and pass an oral interview conducted by a panel of Camp Jumoke board members/volunteers

Online Giving



In an effort to make it even easier for you to **help us help children with Sickle Cell Disease**, we have acquired the services of [CanadaHelps.org](#) to facilitate your online donation.

Click the link below to make an [Online Donation to Camp Jumoke](#).

- [About Canada Helps](#)
- [Printable Donation Form](#)

Featuring



Camp Jumoke Head Office
1457 Dundas St. W.
Suite 203
Toronto, ON
M6J 1Y7

Tel: (416) 410-2995
Fax: (416) 920-2064
info@jumoke.org

Map

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P241. REQUEST FOR FUNDS – 2009/2010 EMPOWERED STUDENT
PARTNERSHIPS (ESP) PROGRAM KICK-OFF AND CHIEF’S
BREAKFAST**

The Board was in receipt of the following report July 17, 2009 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE 2009/2010 EMPOWERED STUDENT PARTNERSHIPS (ESP) PROGRAM KICK-OFF AND CHIEF’S BREAKFAST

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$10,000 from the Board’s Special Fund to offset expenses related to the 2009/2010 Empowered Student Partnerships (ESP) program Kick-Off and Chief’s Breakfast.

Financial Implications:

Funding to cover the partial cost of the event would be drawn from the Board’s Special Fund and would not exceed \$10,000.00. The total budget for the event is \$60,000, with contributions from the Toronto District School Board (TDSB), Toronto Catholic District School Board (TCDSB), and Bell Canada.

Background/Purpose:

The ESP program recognizes that students themselves know best what safety issues are present in their schools. With the assistance of their staff advisors and divisional police officers, students are empowered to plan, organize and execute year-long safety initiatives in their school and local community. Thousands of Toronto’s high school students have already taken leadership roles and made a difference in their school communities by participating in ESP, Canada’s largest student-driven high school safety program.

The program is designed to address crime and victimization concerns in the school and community. It also fosters positive relationships between youth and the police.

Students gain confidence, as well as leadership, communication, event-planning and problem-solving skills, through their participation in the program. They receive increased knowledge and understanding of crime and safety issues and the role of police. They also gain a variety of experiences that will assist with future employment opportunities, and diversify their resumes.

The program empowers students to take the lead and become actively engaged in making their school and community safer. It involves the entire student body and increases school spirit and morale, while fostering positive relations between youth and police, staff and community members.

It has the power to change the culture of a school.

The program was launched in 33 Division in 2002 and is now mandatory in all TDSB and TCDSB secondary schools with a large and increasing number of Middle Schools and Junior High Schools also participating.

Discussion:

The ESP program specifically addresses the Service Priority of Focusing on Child and Youth Safety and the goal to “Increase safety in and around schools and promote student trust and confidence in police”. The program is focused on developing safe school communities and works to achieve this goal by supporting current safe school initiatives and new proactive projects in local schools and communities.

The students on the ESP Committee begin the year by conducting a survey of their peers and identifying the safety concerns of their fellow students. Based on that information, the committee members work with their Staff Advisor and the police to plan activities to address those issues.

Some of the safety projects that ESP committees have initiated to date include: bullying, peer on peer violence, relationship violence, gang activity, drug and alcohol abuse, and theft. Police officers from the Community Mobilization Unit and the 17 divisions participate in many aspects of each school’s ESP activities. Officers play an integral role in the program because they provide program co-ordination, resources to address issues, and expertise in the area of safety and crime prevention. Officer involvement in the program breaks down barriers between youth and police and contributes to the development of healthy professional relationships.

For the 2009/2010 school year, the program’s two main events, the Kick-Off and the Showcase, are being significantly changed. In 2009/2010, the Kick-Off will become the major event, providing an opportunity to begin the school year on a high-note and launch the program with a large, exciting celebration.

The Kick-Off will be held at the Canon Theatre on October 14, 2009. It will involve awards presentations and entertainment by students. It is anticipated that Mayor David Miller and I will be present to speak to the almost 2,000 students and police officers who will be in attendance.

The Chief’s Breakfast will immediately precede the Kick-Off and provide an opportunity for supporters of the program to network and hear about the impact of ESP from students participating in the program.

The following is the proposed budget for the 2009/2010 ESP Kick-Off and Chief's Breakfast:

Venue	\$ 30,000.00
Food	\$ 15,000.00
Award's/Plaques	\$ 2,000.00
Entertainment/Honorariums/Gifts	\$ 7,000.00
Printing/Decorations	\$ 1,000.00
Chief's Breakfast	\$ 5,000.00
Total	\$ 60,000.00

Conclusion:

Thousands of Toronto's high school students have already taken leadership roles and made a difference in their school communities by participating in ESP. As a student from Vaughan Road Academy said at a previous ESP Chief's Breakfast, "ESP is a place where I can talk to people as motivated as I am to make a difference in my school. It's a group that comes together and is always supportive in accomplishing our goals and making high school a better experience."

As the program continues to grow and reach out to more students, the result will be a safer and more engaged school community.

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

THAT the Chief provide a presentation on the Community Mobilization Unit at the October 2009 Board meeting, that includes information on the Unit in relation to the Community Mobilization model presented by the Command, an overview of the composition of the Unit, and the work that members of the Unit perform.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P242. QUARTERLY REPORT – TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT – APRIL TO JUNE 2009**

The Board was in receipt of the following report July 22, 2009 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT 2009: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT - APRIL TO JUNE 2009

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for their information.

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Policy and Directions (Board Minute #P149/09) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period April 01 to June 30, 2009.

As at June 30, 2009, the balance in the Special Fund was \$746,166. During the second quarter, the Special Fund recorded receipts of \$60,038 and disbursements of \$239,218. There has been a net decrease of \$243,322 against the December 31, 2008 fund balance of \$989,488.

Auction proceeds for the second quarter are based on actual deposits made. The Property and Evidence Management Unit of the Service and Rite Auction Limited continue their partnership in 2008. Currently, the rate of 40% commission continues to be applied to all auction proceeds earned. However, this rate will decrease to 37% effective August 1, 2009 as the Board approved Rite Auctions as the on-line service provider.

Funds expended this quarter include Board approved contributions to the Community Policing Liaison Committee Program, Belka Enrichment Center and for the cricket ground at Thackeray Park.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2009:

- Futures program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009.
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)
- Recognition of Board Members who complete their appointments
- Various community sponsorships.
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

Conclusion:

As required by Toronto Police Services Board Policy and Directions (Board Minute #P149/09), it is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND								
2009 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2009						2008	COMMENTS
	INITIAL PROJ.	JAN 01 TO MAR 31/09	APR 01 TO JUN 30/09	JUL 01 TO SEPT 30/09	OCT 01 TO DEC 31/09	JAN 01 TO DEC 31/09 TOTALS	JAN 01 TO DEC 31/08 ACTUAL	
BALANCE FORWARD	989,488	989,488	925,346	746,166	746,166	746,166	611,245	2009 projections are based on 2008 actual results. The adjusted projection is based on the results to date as at the quarter.
REVENUE								
PROCEEDS FROM AUCTIONS	275,000	60,000	38,361	0	0	98,361	284,853	Auction proceeds for the second quarter are based on actual deposits made. Overhead is calculated as 40% of the proceeds. Effective August 1, 2009, the overhead cost will decrease to 37%, as per board minute #P173/09
LESS OVERHEAD COST	(110,000)	(24,000)	(15,344)	0	0	(39,344)	(117,274)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	
UNCLAIMED MONEY	50,000	3,402	38,150	0	0	41,553	511,280	
LESS RETURN OF UNCLAIMED MONEY	(2,800)	(259)	(2,056)	0	0	(2,316)	(2,263)	
INTEREST	24,000	2,395	1,015	0	0	3,410	24,424	Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation.
LESS ACTIVITY FEE	(600)	(154)	(217)	0	0	(370)	(647)	
LESS CHEQUE ORDER	(200)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	1,600	0	129	0	0	129	1,760	
TOTAL REVENUE	236,800	41,385	60,038	0	0	101,423	701,933	
BALANCE FORWARD BEFORE EXPENSES	1,226,288	1,030,873	985,384	746,166	746,166	847,589	1,313,178	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM. OUTREACH ASSIST	28,000	0	38,100	0	0	38,100	30,978	Police Community initiative payments are made at various times during the year based on Police Services Board approval.
UNITED WAY	10,000	0	8,000	0	0	8,000	8,442	
OTHER	20,000	1,807	21,710	0	0	23,517	1,900	
COMMUNITY								
VICTIM SERVICES PROGRAM	5,000	0	6,000	0	0	6,000	0	
VARIOUS ORGANIZATIONS	130,000	95,520	134,900	0	0	230,420	128,529	
TPAAA ASSISTANCE	10,000	1,200	1,500	0	0	2,700	10,600	
FITNESS FACILITIES	0	0	0	0	0	0	0	
FUTURES PROGRAM - YOUTH PROGRAMS	100,000	0	0	0	0	0	0	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	50,000	6,800	13,294	0	0	20,094	50,074	Award and recognition ceremonies for Police Officers
CATERING	30,000	0	1,080	0	0	1,080	29,308	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	2,000	0	0	0	0	0	837	Award and recognition ceremonies for Community
CATERING	4,000	0	2,554	0	0	0	4,121	Members/Citizens.
RECOGNITION OF BOARD MEMBERS								
AWARDS	100	0	0	0	0	0	0	
CATERING	1,500	0	0	0	0	0	0	
CONFERENCES								
BOARD	0	0	0	0	0	0	0	
COMM. POLICE LIAISON COMMITTEES	7,000	0	0	0	0	0	0	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	0	0	0	0	0	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	5,000	0	0	0	0	0	25,377	
OTHER	0	0	0	0	0	0	17,185	
DONATIONS								
IN MEMORIAM	1,000	200	300	0	0	500	1,500	
OTHER	0	0	0	0	0	0	0	
DINNER TICKETS	1,500	0	2,550	0	0	2,550	4,025	Dinner tickets includes retirements as approved on BM 414/95
AUDIT FEE	8,000	0	9,230	0	0	9,230	5,314	The audit fee is based on a contracted amount which expires after the 2007 year end. The contract was extended several times by Council to 2009.
TOTAL DISBURSEMENTS	418,600	105,527	239,218	0	0	342,191	323,690	
SPECIAL FUND BALANCE	807,688	925,346	746,166	746,166	746,166	505,398	989,488	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

**#P243. ANNUAL REPORT – 2008 AUDITED FINANCIAL STATEMENTS FOR
THE TORONTO POLICE SERVICES BOARD SPECIAL FUND**

The Board was in receipt of the following report July 21, 2009 from Alok Mukherjee, Chair:

Subject: 2008 AUDITED FINANCIAL STATEMENTS FOR THE POLICE SERVICES
BOARD SPECIAL FUND

Recommendation:

It is recommended that the Board receive the audited financial statements for the Board Special Fund from Ernst & Young.

Financial Implications:

There are no financial implications to this report.

Background/Purpose:

Attached are the 2008 audited financial statements for the Police Services Board Special Fund. The draft financial statement was approved by the Board at its June 18, 2009 meeting (Board Minute #176/09 refers). Ernst & Young, the external auditors for the City and Service have now finalized the statements, which are provided to the Board for information.

The Board received the foregoing report.

Financial Statements

Toronto Police Services Board
Special Fund
December 31, 2008

AUDITORS' REPORT

To the Chair and Members of the
Toronto Police Services Board

We have audited the balance sheet of the **Toronto Police Services Board Special Fund** as at December 31, 2008 and the statement of operations and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Fund derives revenue from found and/or seized cash and/or goods, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our examination of this revenue was limited to the amounts recorded in the records of the Fund and we were unable to determine whether any adjustments for unrecorded revenue might be necessary within the statement of operations and change in fund balance.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness of the revenue described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Fund as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
February 27, 2009.

Ernst & Young LLP

Chartered Accountants
Licensed Public Accountants

Toronto Police Services Board Special Fund

BALANCE SHEET

As at December 31

	2008	2007
	\$	\$
ASSETS		
Current		
Cash	970,930	606,920
Due from Toronto Police Services Board <i>[note 3]</i>	52,363	57,601
	<u>1,023,293</u>	<u>664,521</u>
LIABILITIES AND FUND BALANCE		
Current		
Accounts payable and accrued liabilities	11,562	28,276
Auction house security deposit	25,000	25,000
Total current liabilities	<u>36,562</u>	<u>53,276</u>
Fund balance	<u>986,731</u>	<u>611,245</u>
	<u>1,023,293</u>	<u>664,521</u>

See accompanying notes

On behalf of the Board:

Director

Director

Toronto Police Services Board Special Fund

STATEMENT OF OPERATIONS AND
CHANGE IN FUND BALANCE

Year ended December 31

	2008	2007
	\$	\$
REVENUE		
Proceeds from auction sale of unclaimed goods <i>[note 4]</i>	167,580	148,755
Unclaimed cash from Found and Evidence	509,017	51,410
Interest	25,802	31,021
Other	1,761	1,392
	<u>704,160</u>	<u>232,578</u>
EXPENSES		
Board and Police Services relations	182,487	394,906
Police Services and community relations	52,111	62,265
Conference	50,049	12,079
Catering services	33,429	52,143
Audit fees	8,251	7,660
Donations	1,500	800
Bank services	847	597
	<u>328,674</u>	<u>530,450</u>
Excess of revenue over expenses		
(expenses over revenue) for the year	375,486	(297,872)
Fund balance, beginning of year	611,245	909,117
Fund balance, end of year	<u>986,731</u>	<u>611,245</u>

See accompanying notes

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2008

1. PURPOSE OF THE SPECIAL FUND

The expenditures made by the Toronto Police Services Board Special Fund [the "Fund"] are for items and initiatives which the Toronto Police Services Board [the "Board"] deem beneficial to policing in the City of Toronto.

The Fund is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are summarized below:

Fund accounting

The Fund follows the deferral method of accounting.

Revenue recognition

Revenue is recognized in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

Financial instruments

The Fund has chosen to continue to apply the Canadian Institute of Chartered Accountants' ["CICA"] Handbook Section 3861: *Financial Instruments – Disclosures and Presentation* in place of CICA 3862: *Financial Instruments – Disclosures* and CICA 3863: *Financial Instruments – Presentation*.

The Fund has designated its financial instruments as follows:

- Cash as held-for-trading
- Due from Toronto Police Services Board as loans and receivables
- Accounts payable and accrued liabilities as other liabilities

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2008

Change in accounting policies

Effective January 1, 2008, the Fund adopted the recommendations of CICA 1535: *Capital Disclosures*, which require the disclosure of qualitative and quantitative information that enables users of the financial statements to evaluate the Fund's objectives, policies and processes for managing capital. The adoption of these recommendations only required disclosures which are provided in note 6.

Future changes in accounting policies

The CICA has issued revisions to the 4400 series and certain other sections to amend or improve certain parts of the CICA Handbook that relate to not-for-profit organizations. With respect to presentation, these changes require making CICA 1540: *Cash Flow Statements* applicable to not-for-profit organizations. These changes in accounting policies must be adopted by years beginning on or after January 1, 2009 with earlier adoption permitted. Management is assessing the impact of these revisions and the timing of their adoption. These amendments will require a statement of cash flows.

In February 2008, the Accounting Standards Board amended CICA 1000: *Financial Statement Concepts* to clarify that assets not meeting the definition of an asset or the recognition criteria are not permitted to be recognized on the balance sheet. The amendments are effective for financial statements for fiscal years beginning on or after October 1, 2008. These amendments are not expected to have an impact on the financial statements.

3. RELATED PARTY TRANSACTIONS

Amounts due from Toronto Police Services Board are non-interest bearing and due on demand.

Administrative staff of the Board provide administrative services for the Fund. The Board does not charge for these services.

4. PROCEEDS FROM AUCTION SALE OF UNCLAIMED GOODS

With respect to unclaimed goods in the possession of the Board, Section 132(2) of the Police Services Act states that "the chief of police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest".

Toronto Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2008

5. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the financial statements.

6. CAPITAL MANAGEMENT

In managing capital, the Fund focuses on the cash balance and interest earned thereon. The objective of the Fund is to maximize spending on sponsorships requested of the Board and initiatives that are beneficial to policing based on funds available. The need for sufficient liquid resources is considered in the preparation of an annual budget and in the monitoring of cash flows and actual operating results compared to budget. As at December 31, 2008, the Fund has met its objective.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P244. LETTER OF APPRECIATION

The Board was in receipt of the attached correspondence dated July 22, 2009 from Greg Dionne, President, Canadian Association of Police Boards, expressing appreciation for the Board's financial contribution to the 2009 CAPB Annual Meeting and Conference.

The Board received Mr. Dionne's correspondence.



July 22, 2009

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

Dear Alok Mukherjee,

Re: 2009 CAPB Annual Meeting and Conference

I am writing to acknowledge receipt of and sincerely thank you for the contribution of \$10,000 we received from the Toronto Police Services Board to assist with the expenses for the CAPB 20th Anniversary Conference that is taking place in Sydney, Nova Scotia, August 13 – 16th, 2009.

We are including recognition of your contribution in our conference program signage and on the CAPB website.

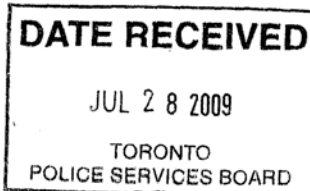
Your contribution allows us to fulfil our goal of offering a program for our delegates that is affordable, provides rich dialogue, is educational and showcases the best of the host city. With costs increasing each year, we welcome our members' attendance at the conference and as well as their financial contributions.

You are also delivering a message to people on a national level that your organization is a champion of excellence for civilian oversight of municipal police in Canada and it believes in the values of integrity, transparency and accountability.

On behalf of the board and membership, I extend our warmest gratitude for your contribution and reassure you that CAPB will continue to strive to be a significant and credible participant in all discussions related to policing, crime and justice at the national level. With your support we will continue to raise our public profile as the body that promotes and represents our membership - the Canadian police service boards and commissions..

Sincerely yours,

Greg Dionne, President
Canadian Association of Police Boards



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P245. IN-CAMERA MEETING – AUGUST 20, 2009

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:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 20, 2009**

#P246. ADJOURNMENT

Alok Mukherjee
Chair