



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 10, 2006 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on June 15, 2006 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on July 10, 2006.

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JULY 10, 2006** 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. John Fillion**, Councillor & Member  
**Mr. Hamlin Grange**, Member  
**The Honourable Hugh Locke, Q.C.**, Member

**ABSENT:**

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

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P196. INTRODUCTIONS**

Superintendent Bob Clarke introduced the following Service members who were recently promoted by the Board:

Insp. Edward Boyd  
S/Sgt. Stephen Reynolds  
Sgt. Robert Gregory  
Sgt. Michael Grekos  
Sgt. James Hung  
Sgt. Steve Kelly  
Sgt. Ian McLaughlin  
Sgt. Shaun Olsen  
Sgt. Lisa Poczak  
Sgt. Cathy Powell  
Sgt. Douglas Rose  
Sgt. David Shaw  
Sgt. Dan Sova

Ms. Joanne Gooding, Senior Civilian Staffing Advisor, introduced some of the youth who were hired under the 2006 Youth in Policing initiative funded by the Ministry of Children & Youth Services, the Toronto Police Services Board and the Toronto Police Service.

Two of the students, Ms. LaTisha Ottley and Mr. Imran Jaffer addressed the Board.

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**#P197. REQUEST TO EXPAND THE STRATEGIC ENFORCEMENT  
MEASURES TEAM (“STEM”)**

The Board was in receipt of correspondence, dated May 03, 2006, from Mike Del Grande, Councillor, City of Toronto, containing a recommendation that the size of the Strategic Enforcement Measures Team (“STEM”) be expanded. A copy of Councillor Del Grande’s correspondence is appended to this Minute for information.

The Board was also in receipt of correspondence(dated May 05, 2006 – copy attached) from Frances Nunziata, Councillor, City of Toronto, indicating her support for Councillor Del Grande’s recommendation that the STEM team be expanded.

**Councillor Del Grande was in attendance and delivered a deputation to the Board.**

**Superintendent Steve Grant, Traffic Services, was in attendance and responded to questions by the Board about this matter.**

**The Board approved the following Motions:**

- 1. THAT the Chief of Police provide a report on the adequacy of traffic enforcement on both local and arterial roads, with specific attention to the possibility of increasing the number of officers assigned to the STEM team;**
- 2. THAT the Chief of Police be requested to approach the City of Toronto to obtain a flow through of funds from increased revenue generation from traffic tickets to cover the Service’s increased costs resulting from those tickets; and**
- 3. THAT the deputation by Councillor Del Grande and the correspondence from Councillors Del Grande and Nunziata be received.**



**Councillor Mike Del Grande** B.Comm., C.A., M.T.S., B.Ed.  
 Toronto City Council  
 Scarborough-Agincourt  
 Ward 39

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May 3, 2006

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



Dear Mr. Mukherjee,

Re: Request to expand Strategic Enforcement Measures (STEM) Team

Please find attached a Notice of Motion, moved by myself and seconded by Councillor Thompson, requesting that the Board consider expanding the STEM Team to include 11 additional officers. It should be noted that, in a follow up letter to the Policy and Finance Committee, we requested that the words "to be assigned permanently to the East District" in the last paragraph be removed.

Speeding on our residential streets is one of the most frequent complaints that a suburban City Councillor receives. As traffic volumes on our arterial road network exceeds capacity during peak periods, more and more vehicles are migrating into our residential communities looking for 'short cuts'. The speeding that results can only be effectively addressed by increased enforcement. Currently, 42 Division has a single dedicated traffic enforcement officer on duty during each shift – responsible for providing traffic enforcement to an area roughly the size of the City of Ottawa. That simply is not enough.

Following the lead of the former City of Toronto, Scarborough residents are demanding some measure of action from City Hall. Where additional enforcement cannot be provided, residents are now asking for the installation of speed humps. According to our Traffic Operations staff, speed humps can serve as effective tool on residential streets; however, they remain convinced that the most effective way of slowing down traffic is still the threat of enforcement.

In researching the Notice of Motion, my office spoke to Superintendent Grant, Traffic Enforcement as well as Barry Randell, Director of Court Services. Based on the information provided by both, I understand that the following is an accurate assessment of the financial impact associated with the operation of the current STEM Unit:

Number of tickets issued	40,000 (Note 1)
Average ticket value	\$ 70.00 (Note 2)
Total ticket revenue	\$ 2.8 million
Police Services Incremental Costs	\$ 1.1 million (Note 3)
Court Services Incremental Costs	\$ 1.0 million (Note 4)
Net Revenue	\$ 0.7 million

Police Services Board  
Request to expand STEM Team

May 3, 2006  
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Given the above, any suggestion that this request cannot be approved because of funding is simply false. The program has a net positive impact on the City's budget.

Residents in the suburbs are demanding that we take this problem seriously. As our suburban residential streets look more and more like speedways, they have valid reason to fear for the safety of themselves and their children. Expanding the STEM Team will allow us to provide a more effective response to this problem.

Your favourable consideration of this request would be appreciated.

Yours truly,



Mike Del Grande  
Councillor, Ward 39  
Scarborough-Agincourt

Note 1 – In 2004, tickets issued by Traffic Enforcement increased by 40,000. The Police have attributed this increase to the STEM Team. The Star reported that this figure is higher - 43,590.

Note 2 – Per Court Services, this is an accepted figure that takes into consideration overturned tickets, tickets where the Justice reduces the amount payable and unpaid or uncollectible fines.

Note 3 – According to past Police Services Board reports, each Traffic Enforcement Officer adds approximately \$ 100,000 per year to the division's operating budget. This figure represents the 11 Officers requested in the Motion.

Note 4 – Figure provided by Court Services and includes all incremental court costs (salaries, benefits, prov. recoveries & admin) associated with processing an additional 40,000 tickets per year.

## NOTICE OF MOTION

### **Request to Police Services Board to Expand Strategic Traffic Enforcement Measures (STEM) Team**

**Moved by:** Councillor Del Grande

**Seconded by:** Councillor Thompson

**WHEREAS**, in 2002, the Toronto Police Service identified traffic safety as a Service Priority and responded by implementing the Traffic Enforcement Safety Team (TEST) pilot project; and

**WHEREAS** on April 1, 2003, to build on the success of the TEST initiative, the STEM team was created and a dedicated traffic enforcement unit of 11 officers were assigned; and

**WHEREAS** statistics presented to the Police Services Board on May 27, 2004 show that, during the first year after activation of the STEM team, fatal accidents fell by 26% - leading the Toronto Police Service to conclude "...enforcement programs, including initiatives such as STEM, have had a positive impact with respect to reducing the number of collisions involving traffic deaths..."; and

**WHEREAS** a lack of respect for traffic regulations on our residential streets continues to be among the most frequently fielded constituent calls in Scarborough and many residents feel that the only effective means to bring compliance with these regulations is through consistent, yet irregular enforcement; and

**WHEREAS** 42 Division currently has – on average – a maximum of three (3) Traffic Enforcement Officers active during each shift to patrol an area larger (geographically) than the City of Ottawa, resulting in delayed responses to public and Councillor requests for enforcement and minimal enforcement when it can be provided; and

**WHEREAS** the STEM team has proven that dedicated Traffic Enforcement Officers can greatly enhance public safety, can be revenue-neutral (or better) and improves the public's faith that City Hall responds to their concerns;

**NOW THEREFORE BE IT RESOLVED THAT** City Council request that the Police Services Board consider expanding the STEM team to include eleven (11) additional officers and, should they agree to this expansion, Council requests that the Board direct the Toronto Police Service to adjust their 2006 budget submission accordingly.

November 16, 2005

Mayor David Miller  
Chair, Policy & Finance Committee  
Toronto City Hall  
100 Queen Street West  
Toronto, Ontario M5H 2N2

Re: **Policy & Finance Committee Meeting # 10, Item # 5**  
**Request to Police Services Board to Expand Strategic Traffic Enforcement Measures**  
**(STEM) Team**

Dear Mayor Miller,

At our meeting of October 26-28 and October 31, Council considered the above-noted Notice of Motion. Council voted to refer the Motion to the Policy & Finance Committee for consideration because of a Financial Impact Statement (FIS) indicating that the net operating impact was \$ 995,764.

In researching the Motion, my staff had to opportunity to speak with Superintendent Stephen Grant, Traffic Enforcement Unit, as well as Barry Randall, Director of Court Services. Based on those conversations, I feel that the FIS reflects the gross cost of the request, not the true net cost.

As far as Council is concerned, Traffic Enforcement is about public safety – not revenue generation. That is why to revenue component of our request was minimized. For the purpose of your Committee's assessment, a more detailed discussion about this component is appropriate.

According to Court Services, past experience with the STEM Unit for 2004 looks like this:

Number of tickets issued	40,000 (Note 1)
Average ticket value	\$ 70.00 (Note 2)
Total ticket revenue	\$ 2.8 million
Police Services Incremental Costs	\$ 1.1 million (Note 3)
Court Services Incremental Costs	\$ 1.0 million (Note 4)
Net Revenue	\$ 0.7 million

Note 1 – In 2004, tickets issued by Traffic Enforcement increased by 40,000. The Police have attributed this increase to the STEM Team. The Star reported that this figure is higher - 43,590.

Note 2 – Per Court Services, this is an accepted figure that takes into consideration overturned tickets, tickets where the Justice reduces the amount payable and unpaid or uncollectible fines.

Note 3 – According to past Police Services Board reports, each Traffic Enforcement Officer adds approximately \$ 100,000 per year to the division's operating budget. This figure represents the 11 Officers requested in the Motion.

Note 4 – Figure provided by Court Services and includes all incremental court costs (salaries, benefits, Provincial recoveries & admin) associated with processing an additional 40,000 tickets per year.

Finally, it was just recently brought to my attention that Officer assignments are entirely within the purview of the Chief of Police. As such, it would be appropriate to remove the words "to be assigned permanently to the East District" from the resolution of the Motion. I have Councillor Thompson's concurrence with this change.

As stated in the Motion, suburban residents are growing impatient with the lack of response to their concerns about traffic safety in our residential neighbourhoods. They see speeding and regular disregard for stop signs as a threat to themselves and their children. As traffic volumes on our arterial road network increase, infiltration onto our residential streets is a problem that is getting worse. Without any kind of response from the City or the Police, drivers are sent a clear message that the odds of getting caught while violating our By-laws diminish as the problems grow.

You and your Committee are urged to consider your own experience in trying to get meaningful traffic enforcement in your Wards when deciding on this request.

Yours truly,

Mike Del Grande  
Councillor, Ward 39  
Scarborough – Agincourt

**c.c. Ms. Patsy Morris, Committee Administrator**



**Councillor Frances Nunziata**  
**Chair, Etobicoke – York Community Council**  
Toronto City Council  
Ward 11  
York South-Weston

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May 5, 2006

Board Administrator  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario M5G 2J3

**RE: STEM**

I am writing in support of the Notice of Motion brought forth by Councillors Del Grande and Thompson which asks that the Police Services Board consider doubling the size of the STEM team.

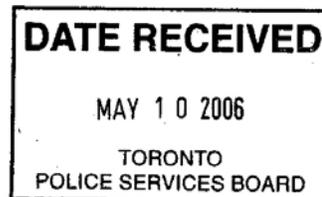
*The Globe and Mail* featured an article this week that highlighted an increase in traffic accidents involving pedestrians. Increased traffic volumes and the resulting slow-downs often see an escalation in driver impatience, and sometimes road rage. This can significantly alter driving habits. A pre-emptory approach to dealing with traffic violators is far more beneficial than dealing with the aftermath of accidents.

I trust that members of the Police Services Board will bear this in mind when considering an increase in the STEM unit.

Yours sincerely,

A handwritten signature in cursive script that reads "Frances Nunziata".

Frances Nunziata  
Councillor, Ward 11  
York South-Weston  
Chair, Etobicoke Community Council



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
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**#P198. NAME BADGES ON POLICE UNIFORMS – RESPONSIBILITY UNDER  
THE *OCCUPATIONAL HEALTH AND SAFETY ACT***

The Board was in receipt of the following report June 05, 2006 from William Blair, Chief of Police:

Subject: NAME BADGES-*OCCUPATIONAL HEALTH AND SAFETY ACT*

Recommendation:

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

Background:

At its meeting on March 23, 2006, the Board requested a report on its responsibility under the *Occupational Health and Safety Act* as it relates to the use of identification (name badges) on a police officer's uniform [Minute #C81/06 refers].

The Board has been engaged in several discussions about the issue of name badges for police uniforms. In addition to the topic of badge styles and associated costs referred to in Minutes #P197/05 (June 13, 2005) and #P289/05 (September 6, 2005), the following paragraphs briefly outline some of this history and its related motions.

At its meeting on March 8, 2005, the Board passed the following motion:

“THAT the Board approve the concept of name badges, or other identification, on uniforms, in principle, and that the matter be forwarded to the Interim Chief of Police for review to determine whether the costs that would be incurred can be absorbed into the 2005 operating budget; that during this review, he consult with the Toronto Police Association regarding the use of identification on uniforms; and that the results of the review be provided in a report to the Board for consideration at a future meeting” [Minute #P71 refers].

As well, at its meeting held on November 17, 2005, the Board requested that the Chief of Police provide a report to the Board on its responsibility under the *Occupational Health and Safety Act* as it relates to the use of identification (name badges) on a police officer's uniform [Minute #C297/05 refers]. Subsequently, at its meeting on March 23, 2006, the Board was provided with a report from Albert H. Cohen, Director, Litigation, City of Toronto – Legal Services Division [Minute #C81/06 refers].

At issue are concerns raised by the Toronto Police Association regarding health and safety issues emanating from the Board's endorsement of name badges. Also at issue is the existence (or absence) of evidence indicating that the mandated use of name badges creates a health and safety risk for members. Furthermore, if a risk does exist, does this risk constitute a violation of the Board's responsibility as the employer under the *Occupational Health and Safety Act*, Section 25(2) (h) to take every precaution reasonable in the circumstances to protect a worker.

Mr. Cohen's report advised that to satisfy the legislative requirement to take "every reasonable precaution" for the protection of Service members, the Board should conduct an objective threat assessment to determine whether or not the introduction of name badges poses an increased health and safety risk. Mr. Cohen further suggested that thirteen (13) areas be probed in an attempt to satisfy the Board's obligation under the *Occupational Health and Safety Act*. The questions associated with these areas have been included in Appendix 'A'.

In response to the issues raised in the legal opinion presented to the Board, a member of the Occupational Health and Safety Unit was tasked with researching the areas of concern. The following paragraphs outline the methodology and results of the research conducted for this report.

#### *Survey Questionnaire*

A multiple choice and short answer questionnaire was developed to address the thirteen questions raised by Mr. Cohen (see Appendix 'B'). This survey was used to canvass a random sample of twenty-six (26) agencies to determine their experiences, if any, with name badges for their personnel from a health and safety perspective. Appendix 'C' lists the agencies surveyed and indicates the ones that assisted with the research required for this report. Appendix 'D' outlines the content of the responses provided by service representatives.

Responses were received from thirteen (13) agencies (50%) in time to be considered for this report. The following paragraphs summarize the findings by the area of concern.

#### *1. The manner in which officers are currently required to identify themselves to members of the public, for example, badge numbers, identification cards.*

The current practices adopted for Service members are detailed within the Rules, two of which have been reproduced below. These rules place accountability on all members to familiarize themselves with the Rules, operating procedures, and notifications issued by the Service, as well as provide direction uniform and civilian members regarding their identification while on duty.

According to Service Rule 3.1.0, "members are required to familiarize and conduct themselves in accordance with all sections of this By-Law, the contents of the Policy and Procedure Manual, all Routine Orders, all written communications, the contents of specialized manuals issued by the Chief of Police, the contents of an instructional manual relative to unit operating procedures issued by their unit commander, all C.P.I.C. messages, and any other type of posted notification that may affect their duties".

Service Rule 3.1.2 provides explicit direction for the identification of both uniform and civilian members. This Rule states the following:

“When on duty:

- in a police building, members working in other than a uniformed capacity shall, unless otherwise directed by the Chief of Police, wear their identification card on outer clothing in a clearly visible and identifiable manner;
- outside a police building, police officers working in other than a uniformed function shall immediately produce their identification card and badge when identifying themselves in an official capacity, and if requested, supply their name and badge number;
- civilian members and uniformed police officers shall supply their name, employee number, and their identification card, upon request;
- members working in other than uniformed capacity shall wear their identification card on outer clothing in a clearly visible and identifiable manner, where it is necessary for them to be identified as members;

Members shall not produce any card, badge, insignia or other item, except as issued and intended for the purpose of identifying such members in their official capacity. Cap badges are issued solely for use on uniformed headdress and shall not be used as a method of identification by members out of uniform”.

In addition, members have the option of obtaining business cards indicating their employment with the Toronto Police Service. These business cards are provided at the expense of the Service. The format for the information displayed on the card is at the choice of the individual member when he/she completes the request form, i.e. full first name and surname or first initial and surname. Business cards also display the member’s rank and the mailing address, telephone number, and fax number of the member’s assigned unit. The cards may also display other optional information such as pager numbers, cell phone numbers, or email addresses.

Of the thirteen (13) police services that replied to the survey, eleven (11) responded to the question requesting information about the regulatory, service or department rules, guidelines, or directives governing the requirements to produce identification. Nine (9) respondents provided a brief overview of their policies. From this information, summarized in Appendix ‘D’ (Question 3), only two (2) services require members to provide only their badge numbers as identification, others specify that the member must produce an identification card, while other policies state that the member shall provide his/her name.

Furthermore, at its meeting on September 23, 2004, the Board was informed that members of Corporate Planning had conducted a survey of eleven (11) North American police services with comparable policing philosophies, programs, and environments to ascertain how these organizations had addressed police identification within their jurisdictions [Minute #P319/04 refers].

The police services consulted included York Regional Police, Peel Regional Police, Durham Regional Police Service (D.R.P.S.), Ottawa Police Service, Ontario Provincial Police (O.P.P.), Montreal Urban Community Police Department, Vancouver Police Department, Edmonton Police Service, Calgary Police Service, Royal Canadian Mounted Police, and the New York City Police Department. The information obtained through this consultation process confirmed that there was no consistent standard or method for the identification of police officers. Some police services were using name tags, while others used badge numbers.

Most police services, whether using badge numbers or name tags, affix the identification on the epaulettes, the member's chest, or the hat. The Toronto Police Service is one of the few agencies with uniform attire that identifies officers on both the hat and on the epaulettes. When canvassed, the eleven (11) services revealed that officer identification, whether by name or badge number, had never been an issue.

The responses to the survey were consistent with the research previously conducted by Corporate Planning in that they revealed variation in the formats for identification of uniform members (See Question 1 in Appendix 'D' for further information).

This research did indicate that the Toronto Police Service is well positioned relative to other police services. The equipment and the attire provided display the member's identification on two locations on the uniform, and direction regarding identification while on duty is reinforced through Service policies and Rules.

2. *The circumstances in which officers currently provide members of the public with their names, e.g., signature on provincial offences tickets, parking infraction notices, records of arrest, etc.*

As stated, Rule 3.1.2 details the circumstances in which members must provide their identification while on duty. Further, at its meeting on September 23, 2004, the Board was informed of an historical report by the former Inspections Unit dated November 1978, entitled "A Study Relative to the Identification of Uniformed Police Officers" [Minutes #P319/04 and Minute 702/78 (original) refer]. These Minutes informed the Board of the following information:

"Under our system of justice, every accused person has the right to know the name of, and be confronted by, his accuser. In our Force, this identification is ensured by requiring the officer to write his name on every parking violation tag issued, on every summary conviction ticket issued, and is recorded on every record of arrest. If the identification of an officer becomes an issue during an investigation, the names of the officers operating a scout car can be readily obtained from the large black numerals displayed on both sides of the vehicle providing the time and location can be ascertained."

The research conducted through the survey revealed that the Service's practices are consistent with other police agencies (see Question 2 of Appendix 'D'). The content of the above Minute remains in effect today, although member identification by scout car number is enhanced through the computer technology adopted since this report was originally authored. This Minute went on to further state that "...members are required to identify themselves on every report they submit.

There is also a mandatory requirement under Service Rule 3.1.2 for uniformed police officers and uniformed civilian members when on duty to ‘*supply their name, employee number and produce their identification card, upon request*’.

3. *Whether the requirement to use name badges will limit or eliminate any discretion an officer may have to decide not to identify himself/herself to a member of the public where circumstances warrant.*

Service rules, By-Laws, procedures, etc., are in place to ensure the identification of officers completing reports, issuing provincial offence notices, etc. These procedures apply to uniform, plainclothes, and civilian members and have been adopted to ensure public accountability, as well as to facilitate individual work performance reviews.

No matter what method of identification is in place, if for whatever reason a member wishes to conceal his/her identification, the use of a nametag or badge number would have little relevance. Any members concealing their identity for reasons other than operational or investigative exigencies would be engaging in misconduct. These circumstances would be considered a disciplinary matter and dealt with accordingly, rather than a flaw in the current method of identification used by this Service.

4. *The regulatory requirements, Service rules, guidelines, or directives governing identification and officer safety.*

The above discussion relates to the directives governing identification. As for officer safety, the Service updated Procedure 08-10 entitled, “*External Threats Against Service Members*” in 2003. This procedure outlines the reporting, assessment, and investigative steps required when a threat has been made against a member of this Service, or his/her family. In short, in addition to the threat being assigned to a qualified criminal investigator upon classification as a low risk, medium risk, or high risk threat, the member’s unit commander is required to consult with the Intelligence Unit – Anti-Terrorist and Threat Investigation Unit, the Behavioural Assessment section within the Sex Crimes Unit, and the Unit Commander of Occupational Health and Safety. These three areas lend their expertise to the assessment of the threat, investigative and prosecutorial practices, as well as an examination of any workplace safety issues.

In addition, this procedure reminds members of the following officer safety initiatives endorsed by Service management:

- The Address Suppression Program
- The Member Personal Safety Issues Bulletin
- Officer Safety Bulletins
- Intelligence Information Bulletins
- Intelligence Reports
- Intelligence Newsletters
- Street Gang Database

Responses to the survey administered by the Occupational Health and Safety Unit revealed that only one service did not have a policy at this time (see response to Question 5 in Appendix 'D'). Although the responses did not provide complete details of the procedures, they did reveal practices that range from the confidential listing of officers' licence plates and restricted access, even by Ministry officials processing the information (California Highway Patrol), to the development of an Employee Safety and Security Manual (Ontario Provincial Police), to the prohibition of disclosing member personal information (Peel Regional Police Service).

Member safety is a responsibility shared by both the employer and the employee. This research indicates that the Service has several mechanisms in place to protect members, as well as to keep them abreast of the latest developments affecting their safety.

*5. The differing roles and functions performed by members of the Service (e.g. Traffic officers, court officers).*

The scope of this answer addresses those functions for which Service members may be more prone to receiving threats or being harassed by members of the public. The obvious functions involve police officers who come in contact with high-risk persons such as the mentally ill and members of the criminal element, to name a few. These functions involve both uniform and plainclothes officers involved in primary response, traffic enforcement, investigative duties, etc.

Equally, important are functions staffed by civilian Service members whose duties cause them to encounter members of the public in potentially volatile situations. These functions would include court officers, parking enforcement officers, document service officers, and station duty officers to name a few. As Question 4 in Appendix 'D' reveals, six (6) of the eight (8) responding services require their court officers to wear some form of identification. Five (5) of these services also require the identification of their Prisoner Transportation staff. One of the areas of concern raised by Mr. Cohen addressed the Service's experience with member harassment. To this effect, three (3) court officers were the victims of threats during the past three years.

*6. The procedures/guidelines currently in place to ensure officers, or their families, do not become the targets of harassment, stalking, or violence.*

This area is addressed in the response to Question 4 which describes Procedure 08-10 "External Threats Against Service Members".

*7. The means through which members of the public may be able to access an officer's home address and telephone number, even if unlisted, via internet searches/services, government kiosks, etc.*

The following paragraphs detail preliminary research conducted by a member of the Occupational Health and Safety Unit with regard to the above methods and their potential for disclosing personal information.

### *Internet Searches*

Research was conducted to determine the availability of personal information, and the potential for others to locate data about Service members using this technology. Albeit unscientific, a search using information from a random sample of Service members was used to assess this potential.

The following tables describe the results of this inquiry. The member data was entered in the following formats: (1) first full name and surname, (2) first initial and surname, and (3) surname only.

<b>Method of Inquiry</b>	<b>Results – Members Located</b>	<b>Percentage of Sample</b>
First Name and Surname	2	20
First Initial and Surname	2	20
Surname Only	1	10
No Members Located	5	50

One of the searches located a member's father with the same first initial and surname residing at a different address.

The following table demonstrates the effort required before a positive identification of the member was obtained.

<b>Member</b>	<b>Method</b>	<b>Number of Hits</b>	<b>Checked Before Positive Result Obtained</b>
<b>1</b>	First Initial and Surname	18	3
<b>2</b>	First Name and Surname	3	1
<b>3</b>	Surname Only	88	1
<b>4</b>	All Methods	0	N/A
<b>5</b>	First Initial and Surname	1	1
<b>6</b>	First Name and Surname	2	1
<b>7</b>	All Methods	0	N/A
<b>8</b>	All Methods	0	N/A
<b>9</b>	All Methods	0	N/A
<b>10</b>	All Methods	0	N/A

As illustrated above, minimal effort was required to locate half of the members in the sample group.

### *Ontario Ministry of Transportation*

Searches were conducted to determine the availability of personal information and its potential for retrieval using a member's driver's licence and vehicle information. This research was conducted in person at the Ministry, as well as using a Ministry of Transportation kiosk.

The in-person inquiry was conducted using information from an Ontario licence plate. This exercise involved completing an Application for Vehicle Record Search and presenting approved photo identification (passport, driver's licence, citizenship card, etc.). For a \$12.00 fee, the Ministry provided a computer generated search that identified the registered owner by surname, full first name, and second name initial. The Application for Vehicle Record Search was subsequently returned to the requestor, and no record was kept by the Ministry of the person who initiated the search.

A search of the Ministry database can also be conducted using the vehicle identification number. The results of this search will reveal the same information: surname, full first name, and second name initial of the registered owner. If the licence plate or vehicle is registered to a company or corporation, the address will appear in the search results. No address or city information is otherwise available through either request method. Similar information can also be obtained from the Ontario Ministry of Transportation website.

A search of personal information contained within the Ministry database can also be conducted by authorized requestors such as lawyers, process servers, 407-ETR staff, debt collectors, etc. Requests from these authorized persons will grant access to the registered owner's name and home address, including city and postal code.

A Ministry of Transportation kiosk was checked to ascertain the information provided by this technology. Inquiries quoting an Ontario licence plate number and a vehicle identification number were conducted. This exercise revealed the following interesting results. A requestor can not conduct a search at a kiosk using an Ontario licence plate number; however, information was provided when a vehicle identification number was entered. The search results identified the registered owner by surname, full first name, and second name initial, and also included the registered owner's city and province.

#### *Random Telephone Inquiries at Toronto Police Service Divisions*

Random telephone calls were made to ten (10) divisions within the Toronto Police Service to ascertain the information that could be obtained when the caller provided an officer's badge number.

A female member of the Occupational Health and Safety Unit was provided a list of ten (10) badge numbers for police officers assigned to different divisions within the Service. The member called the divisions stating that she had recently spoken to an officer and only had his badge number. A request was made for the officer's first name and last name, as well as the division's mailing address. The caller advised that she wanted to send a thank-you letter to the officer. A positive ruse was used to assess the ease of obtaining an officer's information.

The results of this exercise revealed that nine (9) members answering the phone call provided the caller with officer's first and last name, as well as the division's mailing address. Only one call taker provided the officer's first initial and full last name, along with the division's mailing address.

These simple tests reveal the ease by which technology facilitated access to personal information. This telephone inquiry, albeit simple, also demonstrates the availability of officer information obtained by quoting only a badge number.

8. *The Service's experience with stalking and harassment of officers and their families, including incidents reports and any statistics available.*

As stated earlier in this report, Procedure 08-10 addresses threats against Service members. This procedure was updated in 2003. Since this time, twelve (12) assessments have been conducted by Intelligence Services - Anti-Terrorist and Threat Investigation Unit. These incidents involved nine (9) police officers and three (3) court officers. These incidents ranged from threatening graffiti, damaged property, following officers home, suspicious incidents (telephone calls to the officers' residences, attempts to identify the persons living at the home address, hang ups), to threats, and intimidation tactics.

In addition, information gathered through debriefing statements (third party) have confirmed that one officer's residence, vehicle, and routine(s) were known to the criminal element. Similarly, officers' residences have been compromised through intelligence gathered by criminal factions and their associates.

9. *The experience of other police services in Ontario, Canada, and the United States with the use of name badges. Are there any services that have more recently introduced name badges? If so, has this resulted in an upsurge in threats or harassment of officers or their families?*

The responses to Questions 6 – 10 of the survey questionnaire, summarized in Appendix 'D', outline the implementation of name badges employed by other police services, as well as incidents of harassment experienced by some of their members.

Of the services responding to the survey questionnaire, only the California Highway Patrol and the Durham Regional Police Service have introduced name badges within the past five (5) years. Neither police service provided any information about incidents of involving the harassment of their members.

However, the Durham Regional Police Service provided information about its implementation method when it introduced name badges throughout its organization. The D.R.P.S. reported using a staged approach to this initiative. Senior Officers and Staff Sergeants began wearing the tags in December 2003, followed by Sergeants and Constables in December 2005. The majority of the officers complied with the direction, with a small minority attempting to conceal their names. These officers were subsequently dealt with administratively for defacing their equipment.

The Ontario Provincial Police recently changed its policy with regards to name badges. This change was brought about when a member of the Guelph detachment had been involved in a pursuit with a member of a local motorcycle gang. The member's name appeared on the accident report and the gang member subsequently contacted the officer at home.

The issue of name badges was raised by the Ontario Provincial Police Association (O.P.P.A.) and brought to the attention of Commissioner Gwen Boniface as a health and safety issue. Although a direct link could not be made to the officer's name badge as the originating source for this harassment, the O.P.P. updated its policy on July 9<sup>th</sup>, 2003. As of this date, the policy was changed, and officers were given the option of wearing either a name tag or a number tag. In a Memorandum dated July 9, 2003, from O.P.P. Commissioner Gwen Boniface it states in part: "The Commissioner's Committee has approved the use of either a name tag or a number tag as an identifier on the member's uniform". It is estimated that approximately 40 – 50% of officers in South-Western Ontario are wearing badge numbers instead of name tags.

The Fredericton Police Service advised that name badges have been positive for its organization, and reported that this form of identification had been initiated by its membership in 1985. Members of the Fredericton Police Service wear badges with their first initial and last name, along with the department crest. This police service reported only one case of member harassment over this time (approximately 20 years), although no details of the circumstances were provided.

Members of the Vancouver Police Service and the Florida Highway Patrol are mandated by provincial and state legislation to wear identification tags. The Florida Highway Patrol has been using name badges since 1939, and reported no incidents of its members being harassed because of the badges. Members of the Vancouver Police Service have been wearing name badges since 1987, and also reported positive reception for this form of identification.

As well, the London Police Service advised that their members have been wearing badges with the member's last name since 1981, and have not experienced issues regarding their usage. Members of the Waterloo Regional Police Service have been wearing name badges since 1973, when this service was first formed. The survey return from this service did not advise of any incidents of its members being harassed as a result of wearing the name badges.

On the contrary, although the Winnipeg Police Service does not require its members to wear name badges, in its response to the survey questionnaire, it advised of instances where members have been harassed. Some members' homes and vehicles have been the target of arsons; as well these members have experienced disruptions at family events by members of the Hell's Angels motorcycle gang. This service also reported off-duty members being severely assaulted by gang members, as well as surveillance conducted on uniform and plainclothes officers by organized crime gang members. As well, the Niagara Regional Police survey response indicated that it has experienced three incidents where its members were harassed. The response did not provide any details of these incidents. Members of the Niagara Regional Police Service wear name badges on their dress uniforms only.

The above research indicates that police officers have been the target of harassment and violence; however, none of the police services could conclusively state that the incidents were the direct result of their members displaying name badges.

*10. The research that third parties (e.g. academics, other police services) may have already done in respect of this issue.*

The following provides a brief overview of an inquiry conducted by Omnibus Research for the Police Association of Ontario. This inquiry probed opinions about the use of name badges by police officers.

A poll was conducted in Ontario involving 600 adults, 18 years-of-age and older, from September 15<sup>th</sup> to September 20<sup>th</sup>, 2005. The results revealed that the majority (77%) of Ontarians support either giving police officers a choice between a name and a badge number, or a badge number only.

- 27 % support badge number only
- 50 % support a police officer's choice to wear either a badge number or name tags depending upon the area of assignment

Only 20 % of Ontarians stated that police officers should be required to wear name tags on their uniforms, as opposed to badge numbers only.

Source: Innovative Research Group, "Ontarians Agree: Name tags for Police Officers a Matter of Choice". Omnibus Research for the Police Association of Ontario, September 2005.

*11. The experience of other professionals with the use of name badges, e.g. corrections officers, mental health professionals, etc.*

Although the following list is not all-encompassing, it does illustrate some of the issues encountered by employees outside of the policing profession. Corrections Canada did not provide a response to the survey questionnaire.

*Ontario Nurses Association*

The Ontario Nurses Association has taken the position that in high risk areas such as emergency or psychiatry, nurses should not wear name tags. To do so would place the nurse at risk. The Ontario Nurses' Association Violence in the Workplace Manual (2003) addresses name badges in the following manner:

"Name tags can be particularly problematic, especially in some settings. Nurses working in psychiatry have experienced harassment from patients who traced their telephone numbers and addresses because their last names were listed on their name tags. In such cases, nurses should dispense with name tags or simply display their first names only".

*Centre for Addiction and Mental Health (CAMH)*

Shortly after the merger of different addiction and mental health professionals in Ontario in 1998, a risk assessment of name badges was undertaken. At this time, staff members were wearing name tags displaying their first initial and full surname. As a result of this study, employees at the Centre for Addiction and Mental Health, inclusive of senior administrators, psychologists, nurses, and custodial staff now wear a name badge bearing only their first names. The Centre's policy requiring name tags with first names only has been revisited since its initial introduction, and the policy subsequently reaffirmed.

*Canadian Union of Public Employees, Airline Division*

In May 2004, the Air Canada Component of this union and Air Canada reversed an earlier name tag requirement and provided that "unless otherwise required by law, the wearing of personal identification would be on a voluntary basis". This change in policy was the result of safety risks faced by its members. Inquiries made to Air Canada Security advised that this issue was negotiated through the bargaining process, and not the result of a labour ruling.

This research revealed that the workers at these organizations have experienced harassment that has been linked to the wearing of name badges. The majority of these incidents involved mentally ill persons and others displaying high-risk behaviour. This research describes the steps taken by these organizations to protect their workers in attempting to balance safety and identification.

*12. The wisdom/practicality of having a voluntary versus a mandatory policy, as I understand is the policy with the Ontario Provincial Police.*

The reasons for the voluntary nature of the Ontario Provincial Police name badge policy have been detailed above. It is important to note that the information displayed (name or badge number) is what is considered voluntary, not the wearing of an identification badge.

To practically address this area of concern, reaction from the Toronto Police Association (T.P.A.) and the Senior Officers' Organization (S.O.O.) would have to be considered. These associations would likely encourage their members according to the positions that each one advocates.

At its meeting on September 23, 2004, the Board was informed of the T.P.A.'s opinion on this issue. In summary, the T.P.A. strongly opposed any change to the current identification system of badge numbers. The T.P.A. did not support the wearing of name badges and offered the following reasons:

- A number rather than a name is more accurate and practical for identification purposes due to the number of common last names within the Service.
- Safety concerns for members as the use of name tags allow for the access of private information more readily. By having the name of an officer, a member of the public could

conduct an internet search to obtain further personal information such as the officer's home phone number and address.

- There is no empirical evidence to support that it is easier to remember names as opposed to badge numbers.

It is clear from the above short list that reaction from the Toronto Police Association would be negative, and it is reasonable to assume that the T.P.A. would advise its membership accordingly.

The Senior Officers' Organization currently does not have a position with regards to name badges. If senior officers wish to purchase a name badge, it is left to an individual's choice to do so.

No information was available at the time of this report to describe the opinions or reactions of individual members of the Service to the issue of name badges.

*13. Whether the name badge should include the member's full first and last name; first initial and last name; first name, middle initial, and last name; or first name only. The current direction from the Board is unclear.*

From the research provided by way of survey responses, it appears that there is no consistency in the format used by those services whose members wear identification badges. The following information lists the results of the survey responses:

- The California Highway Patrol, Durham Regional Police Service, and the Fredericton Police Service utilize a badge displaying the member's first initial and surname
- The Florida Highway Patrol and the London Police Service use badges displaying only the member's surname
- The Niagara Police Service uses the above format for members wearing dress uniforms only (surname only)
- The Ontario Provincial Police offers its members a choice between displaying the member's name or badge number only
- The Vancouver Police Service utilizes badges displaying three options: first name and surname, first initial and surname, and surname only

The responses to Question 11 in Appendix 'D' reveal that the size and material from which the badges are made also varies by police service.

Although the Winnipeg Police Service does not require its members to wear name badges, the survey return indicated that Inspectors confined to inside duties, as well as members of the Community Relations office may wear identification badges.

As stated earlier, the above information is consistent with the results of the survey conducted by members of Corporate Planning and reported to the Board at its meeting on September 23, 2004 [Minute #P319/04 refers].

Also, there is also no consistency internally with regard to the format of name badges being worn by some Toronto Police Service members. The following paragraphs describe the results of an informal canvassing of some units whose members are known to wear name badges.

Members of Training and Education assigned to C.O. Bick College began using name badges in 1983, as other educational facilities were using them. These badges identified the members as instructors to the attendees/students. The badges were plastic and displayed the Service crest and the word “instructor” in white letters on a blue background. As for personal information, some badges displayed the member’s rank, some the first initial, and some the complete first name, along with the surname.

Members of the Employment Unit have worn name badges in the past. However, there was also no consistent standard and this practice has since been discontinued. Members of the Area Field planning office had been provided with a badge displaying the member’s rank, first name, and surname. These badges were made of brass coloured material.

Members of the now titled Community Mobilization unit had been issued badges displaying their first names and surnames. These badges were issued by a previous unit commander and funded through the unit budget. This initiative was designed to encourage interaction with community members. This desired openness formed the reason behind the member’s rank being excluded from the information displayed on the badge.

#### Conclusion:

If the objective of wearing name badges is to ensure member accountability, there are no known circumstances where a member could not be identified through the use of a badge number.

There is no objective evidence from police agencies whose members are wearing name badges that demonstrates any enhanced level of risk under the *Occupational Health and Safety Act* or similar legislation. Research did reveal instances of employee harassment within other professions that was attributed to the information displayed on the name badge.

The question then becomes, does the duty under Section 25(2) (h) of the *Occupational Health and Safety Act* to take every precaution reasonable in the circumstances to protect a worker apply in this instance. Reasonableness has several definitions including “in accordance with reason; not absurd”, “within the limits of reason; not greatly more or less than might be expected” (Concise Oxford Dictionary). “Reasonable” in the context of occupational health and safety concerns is based on predictability through empirical data, not speculative information or conjecture.

Clearly no one wishes to wait until “something” happens before action is taken. However, the absence of objective empirical data from police services whose uniform members wear name badges may be indicative that these services have not experienced threats, harassment, and/or the stalking of their members as a direct result of the visibility of name badges. The fact that many services were unable to reveal details surrounding the harassment of their members may indicate that incidents were the result of the victim being a member of a police service, as opposed to the

displaying of name badges. As such, it is possible that any concerns that associate the use of name badges with the automatic harassment of members may be speculative at best.

Member safety is the joint responsibility of the individual and the employer. Just as the employer must be diligent with regards to harassment issues, individual members must also take every precaution necessary to protect themselves and their families. As illustrated in this report, technological advances have minimized the effort required to locate personal information.

If the Board approves going ahead with the implementation of name badges, it is my suggestion that name badges be introduced on a voluntary basis. This approach is consistent with the research conducted in Ontario in 2005, where the majority of those surveyed supported a choice for the individual officer. Implementation should include a reasonable period of time to allow for sufficient determination of the impact to Toronto Police Service members. It is well documented that policing in Toronto is unique, and the circumstances faced by members may differ from that of other jurisdictions. This time would also assist in preparing the organization for the introduction of the badges through communication and member education initiatives.

Finally, should the Board implement name badges, I suggest that this identification display the member's first initial and last name, and be issued as an item of optional wear by uniform police officers and uniform civilian members. This format will satisfy the need for identification, while limiting the display of personal information.

The Service will continue to monitor external threats against members and in the event a negative correlation between name badges and member safety is identified, appropriate action will be taken, including notifying the Board and its members of the circumstances.

Deputy Chief Keith Forde, Human Resources Command, will be available to answer any questions.

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

- **Mr. David Wilson, President, Toronto Police Association; and**
- **Mr. Harvey Simmons, Toronto Police Accountability Coalition. \***

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

**Mr. Wilson provided the Board with a document summarizing the results of a poll conducted by the Innovative Research Group for the Police Association of Ontario in September 2005. A copy of the document is on file in the Board office.**

**Chair Mukherjee advised that the Toronto Police Association addressed the issue of name badges on police uniforms at a meeting of the Central Joint Health and Safety Committee and that the Board subsequently requested a report from its legal counsel regarding any occupational health and safety issues related to name badges. The foregoing report from the Chief of Police is in response to the report that was provided to the Board by its legal counsel.**

**The Board inquired about the format of the name(s) that would be inscribed on the name badges. Chief Blair advised the Board that it was intention to inscribe the badges with the first initial of the member's first name followed by the member's full last name.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report from the Chief of Police;**
- 2. THAT the Board direct the Chief of Police to ensure that December 31, 2006 be the completion date for the implementation of the Board's decisions made on March 08, 2005 and September 06, 2005 (Min. Nos. P71/05 and P289/05 refer) respecting the mandatory wearing of name badges on the uniform of all members of the Toronto Police Service and that any necessary by-laws or practices be amended accordingly;**
- 3. THAT the Chief of Police report to the Board on any issues that arise during implementation; and**
- 4. THAT the deputations and the written submission be received.**

## Appendix 'A'

### Areas for Further Probing Suggested by Mr. Albert H. Cohen [Minute #C81 refers]

1. The manner in which officers are currently required to identify themselves to members of the public, for example, badge numbers, identification cards.
2. The circumstances in which officers currently provide members of the public with their names, e.g. signature on provincial offences tickets, parking infraction notices, records of arrest, etc.
3. Whether the requirement to use name badges will limit, or eliminate, any discretion an officer may have to decide not to identify himself/herself to a member of the public where circumstances warrant.
4. The regulatory requirements, Service rules, guidelines, or directives governing identification and officer safety.
5. The differing roles and functions performed by members of the Service (e.g. traffic officers, court officers).
6. The procedures/guidelines currently in place to ensure that officers, or their families, do not become the targets of harassment, stalking, or violence.
7. The means through which members of the public may be able to access an officer's home address and telephone number, even if unlisted, via internet searches/services, government kiosks, etc.
8. The Service's experience with stalking and harassment of officers and their families, including incidents reports and any statistics available.
9. The experience of other police services in Ontario, Canada, and the United States with the use of name badges. Are there any services that have more recently introduced name badges? If so, has this resulted in an upsurge in threats or harassment of officers or their families?
10. The research that third parties (e.g. academics, other police services) may have already done in respect of this issue.
11. The experience of other professionals with the use of name badges, e.g. corrections officers, mental health professionals, etc.

12. The wisdom/practicality of having a voluntary versus a mandatory policy, as I understand is the policy with the Ontario Provincial Police.
13. Whether the name badge should include the member's full first and last name; first initial and last name; first name, middle initial, and last name; or first name only. The current direction from the Board is unclear.

## Appendix 'B'

### Survey Questions

- (1) The manner in which officers are currently required to identify themselves to members of the public. For example:
  - (a) badge numbers on their hats
  - (b) badge numbers on their epaulettes
  - (c) name tags/badges on outer wear
  - (d) wallet badges with police photo
- (2) The circumstances in which officers currently provide members of the public with their names. For example:
  - (a) name and/or signature on provincial/state offence tickets (speeding tickets, etc.)
  - (b) name and/or signature on parking infraction notices
  - (c) name and/or signature on traffic accident reports
  - (d) business cards
  - (e) assorted agency reports, i.e. records of arrest, synopsis, etc.
- (3) The regulatory requirements, Service/Department rules, guidelines, or directives governing the requirements to produce identification.
- (4) The various roles performed by members of the Service/Department required to wear identification numbers/name tags. For example:
  - (a) Uniform patrol
  - (b) Prisoner transport
  - (c) Court officers
  - (d) Parking Enforcement
- (5) Current policies/procedures (if any) to ensure officers or their families do not become the target of harassment, stalking or violence.
- (6) The Service's/Department's experience (if any) with stalking and harassment of officers and their families, including incident reports and any statistics available.
- (7) The experience of the Service/Department with the use of name tags (positive/negative). Please provide comments, if possible.
- (8) If your Service/Department currently uses name tags, when was this policy implemented?
- (9) If your Service/Department recently began using name tags, has this usage resulted in an increase of threats or harassment to officers or their families?

(10) If name tags are currently worn, what information is displayed? For example:

- (a) First and last names
- (b) First initial and last name
- (c) First name, initial of second name and last name
- (d) Last name only

(11) If name tags are currently worn, from what material are they made and what is their approximate size?

## Appendix 'C'

### Agencies Surveyed

		<b>Response Received</b>	
<b>Agency</b>		<b>Yes</b>	<b>No</b>
<b>1</b>	Air Canada Pilots Association		X
<b>2</b>	Atlanta Police Department, Atlanta, Georgia		X
<b>3</b>	Canadian Police Association		X
<b>4</b>	Calgary Police Service, Calgary, Alberta		X
<b>5</b>	California Highway Patrol, California	X	
<b>6</b>	Corrections Canada		X
<b>7</b>	Detroit Police Department, Detroit, Michigan		X
<b>8</b>	Durham Regional Police Service, Oshawa, Ontario	X	
<b>9</b>	Florida Highway Patrol, Florida	X	
<b>10</b>	Fredericton Police Service, Fredericton, New Brunswick	X	
<b>11</b>	Houston Police Department, Houston Texas		X
<b>12</b>	London Police Service, London Ontario	X	
<b>13</b>	Los Angeles Police Department, Los Angeles, California		X
<b>14</b>	Miami-Dade, Miami-Dade County, Florida		X
<b>15</b>	New York City Police Department., New York, New York		X
<b>16</b>	Niagara Regional Police Service, Niagara Falls, Ontario	X	
<b>17</b>	Ontario Nurses Association, Toronto, Ontario		X
<b>18</b>	Ontario Provincial Police, Orillia, Ontario	X	
<b>19</b>	Ontario Public Sectors Employee Union Toronto, Ontario		X
<b>20</b>	Peel Regional Police Service, Brampton, Ontario	X	
<b>21</b>	Royal Canadian Mounted Police, Regina, Saskatchewan		X
<b>22</b>	Vancouver Police Service, Vancouver, British Columbia	X	
<b>23</b>	Waterloo Regional Police Service, Waterloo, Ontario	X	
<b>24</b>	Winnipeg Police Association, Winnipeg, Manitoba	X	
<b>25</b>	Winnipeg Police Service, Winnipeg, Manitoba	X	
<b>26</b>	York Regional Police Service, Newmarket, Ontario	X	
<b>Total Responses</b>		<b>13</b>	<b>13</b>

## Appendix 'D'

### Responses to Survey

**Question #1: The manner in which officers are currently required to identify themselves to members of the public. For example:**

- (a) badge numbers on their hats**
- (b) badge numbers on their epaulettes**
- (c) name tags/badges on outer wear**
- (d) wallet badges with police photo**

Air Canada Pilots Association	Survey not returned. Air Canada Security was contacted and advised that the Airline pilots do not wear name tags. As of May 2004 as part of contract negotiations, the issue of name tags was resolved with Flight Attendants now having the option of wearing name tag with a first name only on a voluntary basis.
Atlanta Police Department	Survey has not been returned yet but officers are required to wear name tags with initial of first name and full surname
Canadian Police Association	Survey not returned
Calgary Police Service	Survey has not been returned yet but officers are required to wear name tags with initial of first name and full last name
California Highway Patrol	(a) Badge numbers on their badge (b) name tags with First initial and last name
Corrections Canada	Survey not returned
Detroit Police Department	Survey has not been returned yet but officers are required to wear name tags with initial of first name and full last
Durham Regional Police Service	(a) badge numbers on their hats – Universally No (although some senior uniformed members still have the original hat badge with numbers) (b) badge numbers on their epaulettes - Yes (c) name tags/badges on outer wear - Yes (d) wallet badges with police photo – Yes
Florida Highway Patrol	(a) badge numbers on their hats - No (b) badge numbers on their epaulettes - No (c) name tags/badges on outer wear - Yes (d) wallet badges with police photo - Yes
Fredericton Police Service	(a) badge numbers on their hats - Yes (b) badge numbers on their epaulettes - No (c) name tags/badges on outer wear – Yes (both) (d) wallet badges with police photo – Yes

Houston Police Department	Survey has not been returned yet but officers are required to wear name tags with initial of first name and second name and full last name
London Police Service	(a) badge numbers on their hats - No (b) badge numbers on their epaulettes - No (c) name tags/badges on outer wear - Surname tags visible on all uniform garments (d) wallet badges with police photo - Yes
Los Angeles Police Department	Survey has not been returned yet but name tags with last name only
Miami-Dade Police Department	Survey has not been returned yet but name tags with initial of first and middle name and full last name
New York City Police Department	Survey has not been returned yet but name tags with only the last name
Niagara Regional Police Service	(a) badge numbers on their hats - No (b) badge numbers on their epaulettes - Yes (c) name tags/badges on outer wear - No (d) wallet badges with police photo - Yes
Ontario Nurses Association	Survey not returned
Ontario Provincial Police	(a) badge numbers on their hats - No (b) badge numbers on their epaulettes - No (c) name tags/badges on outer wear – Yes(optional) (d) wallet badges with police photo- Yes
Ontario Public Sectors Employees Union	Survey not returned
Peel Regional Police Service	(a) badge numbers on their hats - No (b) badge numbers on their epaulettes - Yes (c) name tags/badges on outer wear - No (d) wallet badges with police photo – Yes (Badge numbers are on epaulettes and the wallet badge and warrant card must be carried while on duty by every Officer and Special Constable. Officers must produce this identification upon request whether or not they are in uniform. Senior or Command officers wear name tags on the front of their shirt)
Royal Canadian Mounted Police Vancouver Police Service	Survey has not been returned yet but members wear name tags with either initial of first name and surname or full first name and surname (a) badge numbers on their hats - No (b) badge numbers on their epaulettes - No (c) name tags/badges on outer wear - Yes (d) wallet badges with police photo - Yes

- Waterloo Regional Police Association
- (a) badge numbers on their hats - No
  - (b) badge numbers on their epaulettes - No
  - (c) name tags/badges on outer wear - Yes
  - (d) wallet badges with police photo - Yes
- Winnipeg Police Association
- (a) badge numbers on their hats - No
  - (b) badge numbers on their epaulettes - Yes
  - (c) name tags/badges on outer wear - No
  - (d) wallet badges with police photo – Not answered
- Winnipeg Police Service
- (a) badge numbers on their hats - No
  - (b) badge numbers on their epaulettes - Yes
  - (c) name tags/badges on outer wear - No
  - (d) wallet badges with police photo – Yes
- York Regional Police
- (a) badge numbers on their hats - No
  - (b) badge numbers on their epaulettes – Yes (except raincoats)
  - (c) name tags/badges on outer wear - No
  - (d) wallet badges with police photo – Yes (Photo has to be updated with changes in assignment and appearance – i.e.: grows or shaves a beard)
  - (e) badge numbers embroidered on some sweaters

**Question #2: The circumstances in which officers currently provide members of the public with their names. For example:**

- (a) name and/or signature on provincial/state offence tickets (speeding tickets etc)**
- (b) name and/or signature on parking infraction notices**
- (c) name and/or signature on traffic accident reports**
- (d) business cards**
- (e) assorted agency reports, i.e.: records of arrest, synopsis etc**

Air Canada Pilots Association Survey not returned

Atlanta Police Department Survey not returned

Canadian Police Association Survey not returned

Calgary Police Service Survey not returned

California Highway Patrol (a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes  
 (b) name and/or signature on parking infraction notices - Yes  
 (c) name and/or signature on traffic accident reports - Yes  
 (d) business cards - Yes  
 (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes

Corrections Canada Survey not returned

Detroit Police Department Survey not returned

Durham Regional Police Service (a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes  
 (b) name and/or signature on parking infraction notices – Not answered  
 (c) name and/or signature on traffic accident reports - Yes  
 (d) business cards - Yes  
 (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes

Florida Highway Patrol (a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes  
 (b) name and/or signature on parking infraction notices - Yes  
 (c) name and/or signature on traffic accident reports - Yes  
 (d) business cards - Yes  
 (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes

Fredericton Police Service (a) name and/or signature on provincial/state offence tickets(speeding tickets etc) – Unknown  
 (b) name and/or signature on parking infraction notices – Unknown  
 (c) name and/or signature on traffic accident reports – Unknown  
 (d) business cards - Yes  
 (e) assorted agency reports, i.e.: records of arrest, synopsis etc -Yes

Houston Department	Police	Survey not returned
London Police Service		(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices – Not applicable (c) name and/or signature on traffic accident reports - Yes (d) business cards - Yes (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes
Los Angeles Department	Police	Survey not returned
Miami-Dade Department	Police	Survey not returned
New York City Department	Police	Survey not returned
Niagara Police Service	Regional	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices - Yes (c) name and/or signature on traffic accident reports - YES (d) business cards - Yes (e) assorted agency reports, i.e.: records of arrest, synopsis etc- Not answered (f) upon request for identification -Yes
Ontario Association	Nurses	Survey not returned
Ontario Police	Provincial	(a) name and/or signature on provincial/state offence tickets (speeding tickets etc) – Yes name and badge number provided (b) name and/or signature on parking infraction notices – Yes (but only if part of a contract agreement, otherwise we do not issue parking notices) (c) name and/or signature on traffic accident reports – Yes, name and badge number (d) business cards – Yes, each detachment has their own requests (i.e.: name, badge, rank, position, etc) (e) assorted agency reports, i.e.: records of arrest, synopsis etc – Yes, includes badge number
Ontario Public Sectors Employees Union		Survey not returned
Peel Service	Regional Police	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc)- YES (b) name and/or signature on parking infraction notices -YES (c) name and/or signature on traffic accident reports - YES (d) business cards - YES (e) assorted agency reports, i.e.: records of arrest, synopsis etc - YES
Royal Mounted Police	Canadian	Survey not returned

Vancouver Service	Police	(a) name and/or signature on provincial/state offence tickets (speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices - Yes (c) name and/or signature on traffic accident reports - Yes (d) business cards - Yes (e) assorted agency reports, i.e.: records of arrest, synopsis etc - electronic badge numbers
Waterloo Police Association	Regional	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - YES (b) name and/or signature on parking infraction notices - YES (c) name and/or signature on traffic accident reports - YES (d) business cards - YES (e) assorted agency reports, i.e.: records of arrest, synopsis etc - YES
Winnipeg Association	Police	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices - Yes (c) name and/or signature on traffic accident reports - Yes (d) business cards - Yes (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes
Winnipeg Service	Police	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices - Yes (c) name and/or signature on traffic accident reports - Yes (d) business cards – Not answered (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes
York Regional Police		(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (name, signature and badge number) (b) name and/or signature on parking infraction notices – Yes (c) name and/or signature on traffic accident reports - Yes (d) business cards – Yes (issued to every member upon request and includes e-mail address) (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes

**Question #3) The regulatory requirements, Service/Department rules, guidelines or directives governing the requirements to produce identification.**

Air Pilots Association	Canada	Survey not returned
Atlanta Department	Police	Survey not returned
Canadian Association	Police	Survey not returned
Calgary Service	Police	Survey not returned
California Highway Patrol		(a) Only required to produce a badge number
Corrections Canada		Survey not returned
Detroit Department	Police	Survey not returned
Durham Regional Service	Police	(a) No specific documentation/directive located on this topic
Florida Patrol	Highway	(a) Upon request from the public
Fredericton Police Service		(a) Upon request from the public
Houston Department	Police	Survey not returned
London Service	Police	(a)“Dress – Police Uniform The following requirements shall be met with regards to the standard uniform worn by uniformed members a) A personal identifier (i.e.: last name) shall be visible on the uniform shirt or outer garment at all times; b) Rank insignia shall be displayed on the epaulettes, with the exception of the dress uniforms and patrol jacket worn by members below the rank of Inspector,” c) Members Warrant Card and Badge- Sworn members shall only produce identification, the warrant card and badge issued to them”
Los Police Department	Angeles	Survey not returned
Miami-Dade Police Department		Survey not returned
New York Police Department	City	Survey not returned

Niagara Regional Police Service	(a) NRPS General Order –049.6 Section s 2.4 and 2.5 <i>Section 2.4</i> Members while on a schedule tour of duty shall, carry their identification card and badge in the holder provided as prescribed in the Regulations and General Orders, and shall produce them for the purpose of identifying the member.
	<i>Section 2.5</i> Members shall identify themselves by badge number and name when requested to do so by a member of the public.
Ontario Nurses Association	Survey not returned
Ontario Provincial Police	(a) OPP policy reads: a member shall produce identification badge and warrant card when required to do so to establish the member’s identity in the lawful performance of duty, but shall not use them to obtain a favour or private advantage
Ontario Public Sectors Employees Union	Survey not returned
Peel Regional Police Service	(a) Members shall supply enquiring citizens with their name, badge number and the division/bureau/unit to which they are assigned
Royal Canadian Mounted Police	Survey not returned
Vancouver Police Service	(a) B.C. Police Act (Uniform Regulations) Section 8  8 (1) A badge, metal, plastic or cloth, bearing an identification number or name, shall be worn above the right breast pocket of all uniform officers, but the wearing of an identification badge by executive and senior officers shall be at the discretion of the chief constable.
Waterloo Regional Police Association	(a) <u>From Police Uniform &amp; Member Attire</u> Name Tags - shall be worn on the dress tunic, uniform dress shirts, uniform sweaters and patrol jacket only. The dress name tags worn on the dress tunic shall be gold framed for senior officers and silver for other ranks. Undress name tags shall be worn on the uniform dress shirts, uniform sweaters and patrol jackets. The name tag is to be worn on the outer - most garment.  The tag shall be worn centered on the right side pocket flap above the button and .3cm (1/8") below the top edge of the flap. The tag shall be worn in the designated area of the sweater.
Winnipeg Police Association	(a) name and/or signature on provincial/state offence tickets(speeding tickets etc) - Yes (b) name and/or signature on parking infraction notices - Yes (c) name and/or signature on traffic accident reports - Yes (d) business cards - Yes (e) assorted agency reports, i.e.: records of arrest, synopsis etc - Yes
Winnipeg Police Service	(a) Not answered

York  
Regional  
Police

(a) Our regulations read as follow:

Members shall carry identification issued by York Regional Police. Members assigned to plainclothes duties shall, without request, immediately produce and display such identification when identifying themselves in an official capacity. Members performing their duties in uniform shall produce their identification and offer their name and badge number when requested.

In addition, when an inquiry is made for the identification of another member, members shall give the following information:

- > member's full name (first and last);
- > member's badge number; and
- > member's rank or title.

If further information is required the member shall direct the person to address their request in writing to the Chief of Police.

**Question #4) The various roles performed by members of the Service/Department, required to wear identification numbers/name tags. For example:**

- (a) Uniform patrol**
- (b) Prisoner transport**
- (c) Court officers**
- (d) Parking Enforcement**

Air Canada Pilots Association	Survey not returned
Atlanta Police Department	Survey not returned
Canadian Police Association	Survey not returned
Calgary Police Service	Survey not returned
California Highway Patrol	(a) Anytime while in uniform
Corrections Canada	Survey not returned
Detroit Police Department	Survey not returned
Durham Regional Police Service	(a) Uniform patrol - Yes (b) Prisoner transport – Not answered (c) Court officers - Yes (d) Parking Enforcement – Not answered (e) Auxiliary -Yes
Florida Highway Patrol	(a) Uniform patrol - Yes (b) Prisoner transport -No (c) Court officers - No (d) Parking Enforcement - No
Fredericton Police Service	(a) Not answered
Houston Police Department	Survey not returned
London Police Service	(a) Uniform patrol - Yes (b) Prisoner transport - Yes (c) Court officers - Yes
Los Angeles Police Department	Survey not returned
Miami-Dade Police Department	Survey not returned
New York City Police Department	Survey not returned
Niagara Regional Police Service	(a) Uniform patrol - Yes (b) Prisoner transport - Yes (c) Court officers - Yes
Ontario Nurses Association	Survey not returned
Ontario Provincial Police	
Ontario Public Sectors Employees Union	Survey not returned
Peel Regional Police Service	(a) Uniform patrol - Yes (b) Prisoner transport - Yes (c) Court officers -Yes (d) Any member in uniform up to and including the commissioner must wear name tag

Royal Canadian Mounted Police	Survey not returned
Vancouver Police Service	(a) Uniform patrol - Yes
Waterloo Regional Police Association	(a) Uniform patrol - Yes (b) Prisoner transport - Yes (c) Court officers - Yes (d) Parking Enforcement – Not applicable
Winnipeg Police Association	(a) Uniform patrol – not answered (b) Prisoner transport – not answered (c) Court officers – not answered (d) Parking Enforcement - not answered
Winnipeg Police Service	(a) Not answered
York Regional Police	(a) Uniform patrol - Yes (b) Prisoner transport - Yes (c) Court officers -Yes (d) Parking Enforcement – Not applicable

**Question #5) Current policies/procedures (if any) to ensure that officers or their families do not become the target of harassment, stalking or violence.**

Air Canada Pilots Association		Survey not returned
Atlanta Police Department		Survey not returned
Canadian Police Association		Survey not returned
Calgary Service		Survey not returned
California Highway Patrol		(a) Licence plate and drivers license addresses are listed as confidential and not able to be viewed, even by those with the authority to process the licence plate or drivers licence number
Corrections Canada		Survey not returned
Detroit Police Department		Survey not returned
Durham Police Service	Regional	(a) No specific documentation/directive located on this topic
Florida Highway Patrol		(a) None
Fredericton Service	Police	(a) No current policy to ensure against harassment. None needed to date
Houston Department	Police	Survey not returned
London Service	Police	(a) Nil
Los Angeles Department	Police	Survey not returned
Miami-Dade Department	Police	Survey not returned
New York City Police Department		Survey not returned
Niagara Police Service	Regional	(a) none- we use the Criminal Code
Ontario Association	Nurses	Survey not returned
Ontario Police	Provincial	(a)We have an Employee Safety and Security Manual. In addition we have developed a form for our members. We also have policy related to the Address Suppression program
Ontario Sectors Union	Public Employees	Survey not returned
Peel Regional Service	Police	(a) Officers personal information such as address or phone numbers are never given out to members of the public

Royal Canadian Mounted Police	Survey not returned
Vancouver Police Service	(a) Not answered
Waterloo Regional Police Association	(a) We have no written policy/procedure at this time
Winnipeg Police Association	(a) Not answered
Winnipeg Police Service	(a) Yes
York Regional Police	(a) Yes

**Question #6) The Service's/Department's experience (if any) with stalking or harassment of officers and their families, including incident reports and any statistics available.**

Air Canada Pilots Association	Survey not returned
Atlanta Police Department	Survey not returned
Canadian Police Association	Survey not returned
Calgary Police Service	Survey not returned
California Highway Patrol	(a) Unknown
Corrections Canada	Survey not returned
Detroit Police Department	Survey not returned
Durham Regional Police Service	(a) Not available at this time
Florida Highway Patrol	(a) None
Fredericton Police Service	(a) Maybe one case of harassment of officer in last two decades
Houston Police Department	Survey not returned
London Police Service	(a) Nil
Los Angeles Police Department	Survey not returned
Miami-Dade Police Department	Survey not returned
New York City Police Department	Survey not returned
Niagara Regional Police Service	(a) I am aware of 3 incidents but don't have info to support
Ontario Nurses Association	Survey not returned
Ontario Provincial Police	(a) This would be done at the detachment or Regional level. We have no database that would capture this information corporately
Ontario Public Sectors Employees Union	Survey not returned

Peel Regional Police Service	(a) Incidents of harassment and stalking against officers of this service have been extremely rare
Royal Canadian Mounted Police	Survey not returned
Vancouver Police Service	(a) Checking with the appropriate section- not expected to be a common event
Waterloo Regional Police Association	(a) Checking with the appropriate section- not expected to be a common event
Winnipeg Police Association	(a) Here in Winnipeg we have had instances where our members' vehicles and homes have been targeted. Further, hells angels have disrupted family events, and off-duty members have been severely beaten by gang members. Every effort should be made to have policy and process which protects the member's rights and their families.
	As outlined, we have members' vehicles and homes which have been the subject of arsons, we have had off-duty members severely assaulted. The member's vehicles are damaged here in Winnipeg by the criminal element on an ongoing basis, and counter-surveillance has been conducted on our uniform and plain clothes members by the organized crime gang members.
Winnipeg Police Service	(a) In recent years we have had member's house firebombed, vehicles damaged, members attacked off-duty (one at his 6-year-old niece's birthday party).
York Regional Police	(a) There have been events but further investigation is required

**Question #7) The experience of the Service/Department with the use of name tags (positive/negative). Please provide comments if possible.**

Air Canada Pilots Association	Survey not returned
Atlanta Police Department	Survey not returned
Canadian Police Association	Survey not returned
Calgary Police Service	Survey not returned
California Highway Patrol	(a) Unknown
Corrections Canada	Survey not returned
Detroit Police Department	Survey not returned
Durham Regional Police Service	Supt. Greg Mills, Policing Operations reports that a staged approach was undertaken to introduce nametags throughout the DRPS. Senior Officers began wearing nametags first, followed by Staff Sergeants, Sergeants and then Constables. The majority of officers complied with the direction, with a small minority attempting to conceal their names. Officers were dealt with administratively for defacing their equipment. The biggest problem they experienced was supplying officers with enough nametags to ensure tags were available to senior members who had “more shirts hanging in their closets than nametags provided”.
Florida Highway Patrol	(a) Positive from the accountability standpoint
Fredericton Police Service	(a) Use of name tags has been very positive
Houston Police Department	Survey not returned
London Police Service	(a) We’ve had them since 1981, so there are no issues
Los Angeles Police Department	Survey not returned
Miami-Dade Police Department	Survey not returned
New York City Police Department	Survey not returned
Niagara Regional Police Service	(a) Not applicable

Ontario Nurses Association	Survey not returned
Ontario Provincial Police	(a) Our members are provided the option of having their name or badge number on their tag. We have not had any issues with the wearing of name tags, just with respect to clothing specification( i.e.: waterproof/wind resistant material) Some members have opted to have their name and or badge number embroidered on their external vest carrier instead of wearing a name tag. This still meets our requirements and has not created any issues. If an officer does not want their name tag, they can opt to have their badge number instead. It is still an identifier
Ontario Public Sectors Employees Union	Survey not returned
Peel Regional Police Service	(a) Not applicable
Royal Canadian Mounted Police	Survey not returned
Toronto Police Service	(a) No comments obtained
Vancouver Police Service	(a) Mainly positive – increases accountability on member’s. Numerous complaints in crowd control situations where members are wearing reflective vests. Now required to have badge numbers on all outer wear
Waterloo Regional Police Association	(a) Nothing noted anywhere
Winnipeg Police Association	(a) Winnipeg Police Association is opposed to any name tag policy
Winnipeg Police Service	(a) In Winnipeg we had a grievance in the early 90's that we were successful at winning; basically we justified the badge # issue as unique as opposed to the name tag. We expressed our concerns for officer safety as well as the intelligence base the criminal element, particularly gangs members were gathering upon our members. (b) Recently a city Councillor again tried to get name tags for our officers, this time the Chief spoke up on our behalf against name tags, needless to say the motion was lost. Not to say this won't rear its ugly head again.
York Regional Police	(a) We had them years ago but went away from them possibly due to items being lost or damaged

**Question #8) If your Service/Department currently uses name tags, when was this policy implemented?**

Air Canada Pilots Association		Survey not returned
Atlanta Police Department		Survey not returned
Canadian Police Association		Survey not returned
Calgary Police Service		Survey not returned
California Highway Patrol		(a) Approx. 5 years
Corrections Canada		Survey not returned
Detroit Police Department		Survey not returned
Durham Regional Police Service		(a) Not answered
Florida Highway Patrol		(a) 1939
Fredericton Police Service		(a) Implemented in approx. 1985
Houston Police Department		Survey not returned
London Police Service		a) Since 1981
Los Angeles Police Department		Survey not returned
Miami-Dade Police Department		Survey not returned
New York City Police Department		Survey not returned
Niagara Regional Police Service		(a) Only on dress uniforms
Ontario Nurses Association		Survey not returned
Ontario Provincial Police		(a) We had name tags in the late 1980's but corresponding policy was not introduced until a few years later (this information requires more extensive search into historical policy). The original policy and tags allowed only members names. Approx. 3-4 years ago, we updated current policy to reflect the option of having either the member's name or badge number on their name tag
Ontario Sectors Union	Public Employees	Survey not returned

Peel Regional Police Service (a) Not applicable

Royal Canadian Mounted Police Survey not returned

Vancouver Police Service (a) Research shows that policy in place since 1987

Waterloo Regional Police Association (a) 1973 when Waterloo Regional Police Service was formed

Winnipeg Police Association (a) Not applicable

Winnipeg Police Service (a) Not applicable

York Regional Police (a) Not applicable

**Question #9) If your Service/Department recently began using name tags, has this resulted in an increase in threats or harassment to officers or their families (if known)?**

Air Canada Pilots Association	Survey not returned
Atlanta Police Department	Survey not returned
Canadian Police Association	Survey not returned
Calgary Police Service	Survey not returned
California Highway Patrol	(a) Unknown
Corrections Canada	Survey not returned
Detroit Police Department	Survey not returned
Durham Regional Police Service	(a) Not answered
Florida Highway Patrol	(a) Not applicable
Fredericton Police Service	(a) Not answered
Houston Police Department	Survey not returned
London Police Service	(a) Not applicable
Los Angeles Police Department	Survey not returned
Miami-Dade Police Department	Survey not returned
New York City Police Department	Survey not returned
Niagara Regional Police Service	(a) Not applicable
Ontario Nurses Association	Survey not returned
Ontario Provincial Police	(a) Not answered
Ontario Public Sectors Employees Union	Survey not returned
Peel Regional Police Service	(a) Not applicable
Royal Canadian Mounted Police	Survey not returned
Toronto Police Service	(a) Unknown
Vancouver Police Service	(a) Not applicable
Waterloo Regional Police Association	(a) Not applicable
Winnipeg Police Association	(a) Not applicable
Winnipeg Police Service	(a) Not applicable
York Regional Police	(a) Not answered

**Question #10) If name tags are currently worn, what information is displayed? For example:**

**(a) First initial and last name**

Air Canada Association	Pilots	Survey not returned
Atlanta Department	Police	Survey not returned
Canadian Association	Police	Survey not returned
Calgary Service	Police	Survey not returned
California Highway Patrol	Highway	(a) First initial and last name
Corrections Canada		Survey not returned
Detroit Department	Police	Survey not returned
Durham Police Service	Regional	(a) First initial and last name
Florida Highway Patrol	Highway	(a) Last name only
Fredericton Service	Police	(b) First initial and last name – YES with departmental crest
Houston Department	Police	Survey not returned
London Service	Police	(d) Last name only - YES
Los Angeles Department	Police	Survey not returned
Miami-Dade Department	Police	Survey not returned
New York City Police Department	City	Survey not returned
Niagara Police Service	Regional	(a) Last name only on Dress Uniforms
Ontario Association	Nurses	Survey not returned
Ontario Police	Provincial	(a) First and last names - YES (b) Badge number option (note under special circumstances (i.e. community service officers, the first initial and the last name requirement can be altered. For example: Officer Wayne)
Ontario Sectors Union	Public Employees	Survey not returned
Peel Service	Regional Police	(a) Not applicable

Royal Mounted Police	Canadian	Survey not returned
Toronto Service	Police	(a) This varies depending on location of member (i.e.: college, headquarters etc)
Vancouver Service	Police	(a) First and last names- Yes (normally officers only) (b) First initial and last name - Yes (c) Last name only – Yes
Waterloo Police Service	Regional	(a) Staff have the option, most go with 1 <sup>st</sup> initial and surname, a very few go with last name only
Winnipeg Association	Police	(a) Not applicable
Winnipeg Service	Police	(a) Some members in Community relations or Inspectors confined to inside duties wear name tags; they are first initial and last name, approx.2.5cm by 10cm.
York Police	Regional	(a) When we did have name tags, it was the officer's first initial and surname

**Question #11) If name tags are currently worn, from what material are they made and what is their approximate size?**

Air Canada Pilots Association		Survey not returned
Atlanta Police Department		Survey not returned
Canadian Police Association		Survey not returned
Calgary Police Service		Survey not returned
California Highway Patrol		(a) Brass, 1/2" in height and 2 1/4 " in width
Corrections Canada		Survey not returned
Detroit Police Department		Survey not returned
Durham Regional Police Service		(a) No sizes provided
Florida Highway Patrol		(a) See chapter 6 of our manual for details
Fredericton Police Service		(a) Rank and File 3" x 1/2" plastic, worn over left pocket. Administration same size, gold plated metal and crest
Houston Police Department		Survey not returned
London Police Service		(a) Plastic name tags on shirts, 2.5 inches by .5 inches Clothe name tags on outer garments, 3 inches by .75 inches
Los Angeles Police Department		Survey not returned
Miami-Dade Police Department		Survey not returned
New York City Police Department		Survey not returned
Niagara Regional Police Service		(a) 2 3/4" x 3/4" silver metal with black letters
Ontario Nurses Association		Survey not returned
Ontario Provincial Police		(a) Composition: solid brass (b) Size: 7.5 cm (3") x 2 cm (3/4") width with maple leaf embossed in front of name
Ontario Public Sectors Employees Union		Survey not returned
Peel Regional Police Service		(a) Not applicable
Royal Canadian Mounted Police		Survey not returned
Vancouver Police Service		(a) cloth ( regular members), metal (officers), size depends on size of name etc but usually 1" x 2" or larger
Waterloo Regional Police		(a) Plastic 1/2" x 2 1/4" – 2 1/2"

Service

Winnipeg Police Association (a) Not applicable

Winnipeg Police Service (a) Not applicable

York Regional Police (a) Not applicable

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P199.           SEXUAL ASSAULT STEERING COMMITTEE - BUDGET**

The Board was in receipt of the following report July 06, 2006 from Alok Mukherjee, Chair:

Subject:           SEXUAL ASSAULT AUDIT STEERING COMMITTEE - BUDGET

Recommendation:

It is recommended that the Board:

- (1) approve an additional unbudgeted expenditure of \$21,260 for the work of the Sexual Assault Audit Steering Committee to be taken from the Board's 2006 operating budget;
- (2) approve the allocation of this funding from both the Board's conference/courses and consulting budget areas in the 2006 operating budget;
- (3) approve an inclusion in the amount of \$5,000.00 in the Board's 2007 operating budget request for the work of the Sexual Assault Audit Steering Committee; and
- (4) authorize the Chair, on behalf of the Board, to amend the letters of agreement with the community members of the Sexual Assault Audit Steering Committee, to include responsibilities related to the observation of training courses and the preparation of relevant reports, as well as a reference to the additional annual funding provided by the Board for Sexual Assault Audit Steering Committee meetings and preparatory meetings.

Background:

The Board, at its meeting of February 10, 2005, received from the Auditor General a Follow-Up Report on the October 1999 Report Entitled: "Review of the Investigation of Sexual Assaults – Toronto Police Service" (Min. No. P34/05 refers.)

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General's report. The Board also approved the establishment of a Sexual Assault Audit Steering Committee ("Steering Committee") to provide expertise with respect to the implementation of the recommendations. Following a public notice inviting expressions of interest, four individuals from the community, Beverly Bain, Amanda Dale, Peggy-Gail DeHal-Ramson and the woman known as Jane Doe were selected as the community members of the Steering Committee. (Min. Nos. P148/05 and P324/05 refer)

A letter of agreement was entered into with each community member, stating that community members would be entitled to \$100.00 for attendance at each meeting of the Steering Committee and \$50.00 for attendance at each meeting for the purpose of preparing for Steering Committee meetings. Amounts include reimbursement for any associated childcare and travel expenses. The agreement also stipulated that there would be an annual maximum of \$1,250.00 to be paid to each community member in each year of her participation on the Steering Committee, for a total of \$5,000.00.

Subsequently, it became clear that additional funding was required. At its meeting of December 15, 2005, the Board approved additional funding in the sum of \$5,000.00 from its 2006 budget to compensate the community members of Steering Committee for their work (Min. No. P410/05 refers). These funds have been used to meet the expenses related to the regular meetings and preparatory work of community members of the Steering Committee.

As a result of its ongoing deliberations, the Steering Committee identified training regarding sexual assault against adult women provided by C. O. Bick College as its main area of priority. In February of this year, the community members of the Steering Committee proposed a workplan to observe and evaluate the training currently being provided, and to make recommendations for further improvements. This workplan is attached for your information as Appendix A. It calls for the Steering Committee's work to be completed in early 2007.

The two community members who are observing and evaluating the training, and preparing a report on their findings, should be compensated for their time and expertise. Two members attended a full training course, which was two weeks in duration, for a total allocated cost of \$11,260. This amount includes honoraria (\$10,000.00) and transportation (\$1,260.00). In addition, an honorarium of \$2,500.00 is to be paid to each community member for the preparation of their report on their findings.

It is intended that after the College has revised the training program, two community members will observe the delivery of the new training. For this, they will be provided an honorarium of up to \$5,000.00 for the observation of up to five training days each.

Therefore, it is recommended that the Board approve an additional expenditure of \$21,260.00 for the work of the Sexual Assault Audit Steering Committee. This funding is to be allocated from both the Board's conference/courses and consulting budget areas in the 2006 operating budget. It is also recommended that the Board approve an inclusion in the amount of \$5,000.00 in the Board's 2007 operating budget request for the work of the Sexual Assault Audit Steering Committee as I anticipate that additional preparatory meetings and full committee meetings may be required.

Lastly, as the scope of the work of the Steering Committee has changed, it is recommended that the Board authorize the Chair, on behalf of the Board, to amend the letters of agreement with the community members of the Sexual Assault Audit Steering Committee, to include responsibilities related to the observation of training courses and the preparation of relevant reports, as well as a reference to the additional annual funding provided by the Board for Sexual Assault Audit

Steering Committee meetings and preparatory meetings. This amended letter is attached for your information as Appendix B.

Should the Board approve this additional funding, it will bring the total cost to date allocated to the project to approximately \$36,260.00.

**The Board approved the foregoing.**

## **Appendix A**

### **Sexual Assault Audit Steering Committee**

#### **Toronto Police Services Board's Workplan Proposal regarding Training**

April 18, 2006

The training of police officers in the investigation of sexual assault of adult women has been identified as a key issue for the Steering Committee to address. It is important that training be examined as it was an area of focus in both the 1999 and 2004 Auditor General's reports and provides a framework in which to approach all of the recommendations. The key outcome of this workplan will be expected to be a draft model for training related to the investigation of sexual assault of adult women.

The work of the Steering Committee should be carefully planned and appropriate timelines should be established and adhered to. Therefore, the phases below are recommended:

#### **Phase 1 – May 2006: Information Gathering re: Existing Training**

- Members of the Steering Committee to be given a presentation regarding the current course(s) pertaining to the investigation of sexual assault of adult women.
- Presentation to include summary of course content, mandatory legislative and/or regulatory requirements, areas of review and possibilities for change and community consultation.
- Discussion by the Steering Committee of information received from the presentation and of information contained in the Auditor General's reports to identify gaps and areas of change.
- Community members of Steering Committee to meet with instructors from C.O. Bick College to understand training and identify areas for change.
- Community members to attend C.O. College to observe current Sexual Assault and Child Abuse (SACA) course and to report findings to Steering Committee.

#### **Phase 2 – June – August 2006: Information Gathering from the Community**

- Community members of the Steering Committee to organize and facilitate a community consultation session for individuals who work in the area of sexual assault, to obtain information on the elements of an effective training program related to the investigation of sexual assault of adult women.
- Individuals invited to the community consultation to represent a wide range of background and experiences and should include those representing a variety of social identities such as age, class, race/cultural identity, ethnicity/religion, sexual identity, first language, and previous relationship to the criminal justice system. In particular, representatives from the following at-risk groups should be encouraged to attend: homeless women, institutionalized women, psychiatrized women, sex trade workers and women of colour.

### **Phase 3 – August – October 2006: Development of a Draft New Training Model**

- Community members of the Steering Committee to meet with the Auditor General to receive and discuss findings of his audit regarding training within the Toronto Police Service.
- Steering Committee to provide input and make recommendations for a new training course pertaining to the investigation of sexual assault of adult women, with particular emphasis on modules that involve members of the community.
- Training model should be based on the results of the community consultation and should identify the knowledge and core competencies required by those investigating the sexual assault of adult women.
- Training model should specifically identify how and where the expertise of representatives from the community can be used and incorporated into the curriculum, i.e. through presentations, guest speakers, ongoing links with the women's community.

### **Phase 4 – January – March 2007**

- Community members of the Steering Committee to evaluate the new training course and curriculum and identify where gaps exist, if applicable.
- Evaluation to include proposal for additional community consultation sessions, if required.

## Appendix B

Dear :

**Re: Sexual Assault Audit Steering Committee**

As you are already aware, at its meeting held on February 10, 2005, the Toronto Police Services Board approved the establishment of a steering committee for the purpose of assisting the Toronto Police Service to implement changes to its process for the investigation of sexual assault (the "Committee"). As part of that approval, the Board established parameters for compensation of members of the public serving on the Committee ("Community Members").

Pursuant to that authority, as a Community Member, you and the former Chair of the Board, Councillor Pam McConnell, signed a form of letter agreement confirming your participation on the Committee and the terms and conditions for your compensation and expense reimbursement as a member of the Committee.

At its meetings held on December 15, 2005 and July 10, 2006, the Board approved further compensation and expense reimbursement for Community Members depending on the activities they have undertaken and will be undertaking on behalf of the Committee. The compensation and reimbursement approved by the Board, which also includes the compensation and reimbursement addressed in the previous letter of agreement, is as follows:

- (i) Each Community Member will be entitled to \$100.00 for attendance at each meeting of the Committee. As well, each Community Member will be entitled to \$50.00 for attendance at each meeting attended by all Community Members for the purpose of preparing for Committee meetings. Both those amounts include reimbursement for any expenses for childcare and travel arising from attendance at the meeting. These payments are subject to a maximum of \$2,500.00 for meeting attendance up to the end of 2006. These sums include any and all taxes that may be payable on such amounts. No additional compensation or reimbursement will be paid for attendance at the meetings identified above up until the end of 2006 even if the number of meetings attended and expenses incurred exceeds the amount for which compensation or reimbursement is payable.
- (ii) Subject to an amount being included in the Board's approved 2007 budget, in 2007 each Community Member will be further entitled to \$100.00 for attendance at each meeting of the Committee. As well, each Community Member will be entitled to \$50.00 for attendance at each meeting attended by all Community Members for the purpose of preparing for Committee meetings. Both those amounts include reimbursement for any expenses for childcare and travel arising from attendance at the meeting. These payments are subject to a maximum of \$1,250.00 for meeting attendance up to the end of 2007. These sums include any and all taxes that may be payable on such amounts. No additional compensation or reimbursement will be paid for attendance at the meetings, identified above, during 2007 even if the number of meetings attended and expenses incurred exceeds the amount for which compensation or reimbursement is payable.

- (iii) Two Community Members will receive compensation in the amount of \$5000.00 each for their attendance for ten days at a sexual assault and child abuse course offered at C.O. Bick College in May and June 2006 for the purpose of observing and evaluating the Toronto Police Service training in this area. As well, each of those two Community Members has already received \$580.00 for transportation expenses incurred in attending that course.
- (iv) Each of the two Community Members who attended the course identified in section (iii), above, will receive compensation in the amount of \$2500.00 upon the Board's receipt of a report, prepared jointly by those two Community Members, on their observations and conclusions arising from their attendance at the course. Upon receipt, the report becomes the exclusive property of the Board. The Community Members agree to transfer all copyright in the report to the Board and waive any moral rights either of them may have in the report
- (v) Two Community Members will receive compensation in the amount of \$500.00 for each full day of attendance at a sexual assault and child abuse course offered at C.O. Bick College, subsequent to revisions to the course being undertaken by the Toronto Police Service, for the purpose of observing and evaluating the changes made in the Toronto Police Service training in this area. Compensation for this attendance will not exceed a maximum amount of \$2500.00 for each Community Member.
- (vi) Each Community Member may submit a signed invoice to the Chair of the Board once every 30 days during the course of their membership on the Committee in respect to compensation and expenses identified in sections (i) and (ii), above, that arose during the preceding month. Each Community Member may submit signed invoices to the Chair of the Board for the compensation and expenses identified in sections (iii), (iv) and (v), above, subsequent to completion of the activities identified in those sections.

These terms and conditions replace and supersede the terms and conditions set out in the previous letter agreement signed by each Community Member and the former Chair of the Board, dated August 16, 2005.

If these terms and conditions are acceptable to you, please sign the enclosed copy of this letter and return it to my attention.

I look forward to your continued participation in the Committee.

Yours truly,

Alok Mukherjee, Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P200. REQUEST FOR REVIEW OF COMPLAINT ABOUT THE SERVICE  
PROVIDED BY THE TORONTO POLICE SERVICE – TPS FILE NO.  
2005-EXT-0562**

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

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT TORONTO POLICE SERVICES PROVIDED - TPS FILE NO. 2005-EXT-0562

Recommendation:

It is recommended that:

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

Background:

The Toronto Police Services Board has received a request to review my disposition of a complaint about the "services provided" by the Toronto Police Service.

Legislative Requirements:

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

Nature of the Complaint:

- The complainant emanates from a Landlord and Tenant dispute that occurred over the period October 2004 to April 2005.
- The complainant is the owner of a bungalow located in Etobicoke. The owner occupies the basement of his house and rents out the upper main floor of the house for additional income.

- In a letter to the Service dated August 31, 2005, the complainant wrote that he wished to complain about a lack of response from the Toronto Police whom he contacted to complain about an incident of theft from his premises.
- In October 2004, the main floor of the residence was leased to a tenant for a one-year period. Shortly after moving into the residence, the tenant also moved half of his belongings into the complainant's garage without the complainant's permission. The police were called but were unable to force the tenant to remove his belongings from the garage.
- In April 2005, the complainant contacted the Rent Control Board and they advised him to give the tenant 14 days to remove his belongings, failing which he could ask for the tenant's eviction. The tenant advised the complainant near the end of April that he would be moving out and terminating the lease. In the meantime the tenant had changed the locks and never provided the owner with a new key.
- After forcing his way into his residence, the complainant found that numerous items had been stolen from the residence and the garage. He informed the police but he alleges that police failed to investigate the matter.
- The complainant further alleges that in mid June the tenant was seen on his property removing items from the driveway. When he approached him, the tenant threatened to assault him. The complainant called police who suggested that he contact a Justice of the Peace (JP). He did attend a JP and the tenant was charged.

The Chief's Decision and Reason:

This complaint was classified as a "services provided" complaint and assigned to Detective Michael Dvernechuk (564) of 22 Division for investigation. After careful review of the complaint, it was determined that no further action would be taken.

When responding to a landlord and tenant dispute police officers are guided by Toronto Police Service Procedure 06-10-Landlord and Tenant Disputes. The procedure states in part, that a police officer when investigating a complaint from a landlord or tenant shall advise both parties it is a civil dispute and provide the telephone numbers of the appropriate resource agencies. The responding officers acted in accordance with Procedure 06-10 and referred the complainant to the appropriate agency.

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

Complainant's Request for Review:

In a letter dated January 16, 2006, the complainant requested a review of his complaint by the Ontario Civilian Commission on Police Services (OCCPS). OCCPS noted that the complaint had been investigated as a "services provided" complaint and referred the complainant's appeal for review to the Toronto Police Services Board on January 19, 2006.

### Summary:

After a careful review of the complainant's letter of appeal and the original Report of Investigation, I am satisfied that the original report addresses the concerns identified regarding the services provided. The landlord and tenant dispute was properly responded to, investigated and reported. The policy of referring landlord and tenant disputes to the Ontario Rental Housing Tribunal is appropriate and in accordance with Toronto Police Service procedures. As such I reaffirm the conclusion in the original report that members of the Toronto Police Service acted properly and were not negligent in providing adequate service.

In reviewing a policy or service complaint, the Board has procedural options. The Board may:

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

To assist the Board in reviewing this matter, Board members will receive confidential information about this investigation at its closed meeting.

### Conclusion:

Pursuant to the notification of the status and determination of the complaint from the TPS, the complainant requested that the Board review my decision. It is the Board's responsibility to review my reasons and determine whether it is satisfied that my decision to take no further action is reasonable.

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

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

- 1. THAT, following a review of the complaint summarized in the foregoing report, the Board does not agree with the Chief's recommendation that no further action be taken and;**
- 2. THAT the Board appoint a committee of at least three Board members and representatives of the Toronto Police Service and any other persons interested in participating, to review the complaint and provide recommendations to the Board.**

**The Board noted that an additional report containing the Report of Investigation pertaining to this matter was considered by the Board during its in-camera meeting (Min. No. C180/06 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P201. BOARD POLICY – COMMUNITY CONSULTATIVE GROUPS**

The Board was in receipt of the following report June 22, 2006 from Alok Mukherjee, Chair:

Subject: BOARD POLICY – COMMUNITY CONSULTATIVE GROUPS

Recommendation:

It is recommended that the Board approve the attached policy entitled “Community Consultative Groups.”

Background:

The Board, at its meeting of December 15, 2005, received a report regarding the evaluation of the effectiveness of the consultative process and approved a number of recommendations, including the following:

That the Police Services Board develop a policy on community consultation that firmly commits the Board to the community consultative process as a key part of the community policing obligation of the Toronto Police Service. (Min. No. P387/05 refers).

As a result, the attached policy, “Community Consultative Groups” has been drafted for your approval.

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

- 1. THAT the Chief of Police provide a report on the process by which he will implement the criteria identified in this policy to renew the Service’s consultative groups (CPLCs, CCCs, CAC and the Chief’s Youth Advisory Committee) and measure their effectiveness; and**
- 2. THAT the Chief of Police include an examination of the adequacy of resources currently being provided in the report noted in Motion No. 1.**

# TORONTO POLICE SERVICES BOARD

## POLICY AND DIRECTIONS

### TPSB POL – XXX      Community Consultative Groups

<input checked="" type="checkbox"/>	<b>New</b>	<b>Board Authority:</b> Min. No. P387/05
<input type="checkbox"/>	<b>Amended</b>	<b>Board Authority:</b>
<input type="checkbox"/>	<b>Reviewed – No Amendments</b>	

#### **BOARD POLICY**

The Toronto Police Services Board is firmly committed to the community consultative process as a key component of community policing and supports consultative groups as part of that process. Consultation is the vehicle by which the community and the police exchange information, identify issues and develop strategies for maintaining and enhancing community safety. Consultation also allows members of the public the opportunity to take a leadership role in addressing community concerns. In order for the consultative process to be truly effective, the Board believes that consultative groups must be reflective of the communities that they represent.

For the purpose of this policy, the definition of “consultative groups” includes the following: Community Police Liaison Committees (CPLCs), Community Consultative Committees (CCCs), the Chief’s Advisory Council (CAC) and the Chief’s Youth Advisory Committee.

It is the policy of the Toronto Police Services Board that:

1. The Chief shall ensure that consultative groups receive adequate resources and support from the Service;
2. The Chief shall develop procedures and processes to ensure that the membership of the Service’s consultative groups is reflective of the communities that they represent, having regard to, among other things, age, gender, socio-economic status, sexual orientation and ethno-cultural diversity;
3. The Chief shall review the effectiveness of the consultative groups every three years and implement changes where required. Such review shall include input from the greater community;
4. Each consultative group shall receive \$1000 in annual funding from the Board’s Special Fund, following the receipt of an annual report from each consultative group detailing the activities and expenditures from the previous year; and
5. The Chief shall review the annual funding allowance granted to consultative groups every three years to ensure that the consultative groups are adequately resourced to properly fulfil their respective mandates and report any recommendations to the Board.

**REPORTING:**

**LEGISLATIVE REFERENCE**

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

**BOARD POLICIES:**

<b>Number</b>	<b>Name</b>
TPSB POL-036	Special Fund
TPSB CP-001	Problem-Oriented Policing
TPSB CP-002	Crime Prevention

**BOARD OFFICE PROCEDURES:**

<b>Number</b>	<b>Name</b>

**SERVICE PROCEDURES:** Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P202. BOARD POLICY – RECOGNITION OF CULTURALLY SIGNIFICANT  
DAYS**

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

Subject: BOARD POLICY – RECOGNITION OF CULTURALLY SIGNIFICANT  
DAYS

Recommendations:

It is recommended that the Board:

- (1) approve the attached policy entitled “Recognition of Culturally Significant Days”; and
- (2) request the Chief of Police to report back to the Board as to how this policy will be implemented.

Background:

The Board, at its meeting of November 17, 2005, approved a list of culturally-significant days as the days that the Board and the Service recognize as key days of the year upon which community meetings will not be scheduled, if possible and approved a motion that the Board develop a policy to reflect this (Min. No. P358/05 refers).

As a result, the attached policy, “Recognition of Culturally Significant Days” has been drafted for your approval. In addition, I am recommending that the Board request the Chief to report back to the Board as to how this policy will be implemented.

**The Board approved the foregoing.**

# TORONTO POLICE SERVICES BOARD

## POLICY AND DIRECTIONS

### TPSB POL – XXX      Recognition of Culturally Significant Days

x	New	Board Authority:
	Amended	Board Authority:
	Reviewed – No Amendments	

#### BOARD POLICY

The Toronto Police Services Board is committed to respecting and embracing the racial and cultural diversity of the community. The following days have been formally recognized by both the City of Toronto and the Board as culturally significant:

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

It is, therefore, the policy of the Toronto Police Services Board that the Board and the Chief of Police shall take these dates into consideration when scheduling meetings involving the community.

#### REPORTING:

**LEGISLATIVE REFERENCE**

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

**BOARD POLICIES:**

Number	Name

**BOARD OFFICE PROCEDURES:**

Number	Name

**SERVICE PROCEDURES:** Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P203. COMMUNITY SOCIAL PLANNING COUNCIL OF TORONTO –  
COMMUNITY FORUM**

The Board was in receipt of the following report June 16, 2006 from Alok Mukherjee, Chair:

Subject: COMMUNITY SOCIAL PLANNING COUNCIL OF TORONTO –  
COMMUNITY FORUM

Recommendation:

It is recommended that the Chief of Police prepare a report to the Board which responds to the recommendations concerning policing contained in the attached report.

Background:

As a result of the increase in gun violence in the former City of York, the Community Social Planning Council and local Toronto District School Board Trustee, Elizabeth Hill, in collaboration with local community organizations, community members and the City of Toronto and For Youth Initiative, formed the York Community Forum. The purpose of the community forum was to bring together the community to identify solutions and address the various factors that have been contributing to the increase in gun violence.

I have attached correspondence from Ms. Yasmin Khan, Community Social Planning Council of Toronto, dated May 14, 2006, along with a copy of the recommendations that came out of the December 14<sup>th</sup>, 2006 Community Forum entitled “Our Words into Action.”

It is recommended that the Chief of Police respond to the recommendations as outlined in the attachment.

**The Board approved the foregoing.**



COMMUNITY  
SOCIAL PLANNING  
COUNCIL OF TORONTO

www.socialplanningtoronto.org

May 14<sup>th</sup> 2006

Dear Colleague:

Please find attached the recommendations that came out of the December 14<sup>th</sup> Community Forum: Our Words Into Action, co-hosted by For Youth Initiative, Toronto District School Board Trustee Elizabeth Hill and the Community Social Planning Council of Toronto.

Sincerely,

Yasmin Khan  
Community Planner, York Office  
Community Social Planning Council of Toronto

*ah* 06/02/06



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**Our Words Into Action**  
**York Community Forum Report - Recommendations**

**Introduction**

Communities in the former City of York had recently been experiencing an upsurge in gun violence. However, in November 2005, when two of their respected, active and promising young men were tragically shot and killed, one at the funeral of the other, the community was spurred into immediate action. Led by For Youth Initiative, local Toronto District School Board Trustee Elizabeth Hill and the Community Social Planning Council of Toronto in collaboration with several local community organizations, community members and the City of Toronto formed the organizing committee<sup>1</sup> for a York Community Forum which attracted an attendance of about one hundred persons.

The express purpose of the community forum, dubbed "Our Words Into Action," was to bring together the communities of the former City of York to strategize solutions to address the various factors that have been contributing to the increase in gun violence. Recognizing the urgency of the community concerns with the rise in gun violence, the organizing committee committed to and was able to host the forum at York Memorial Collegiate Institute on December 14<sup>th</sup>, 2005 – within a month of the November 2005 killings.

Exploring strategies for solution and action was the theme and focus of the forum. Eight break-out (brainstorming for solutions) groups were organized in which attendees could participate:

- Parking Lot/Miscellaneous
- Parental Involvement
- By Youth, For Youth
- Education
- Justice
- Community Recreation
- Job Opportunities & Trades
- Community Participation Empowerment.

Each group was required to discuss the causes of violence and present solutions specific to their group to be shared with the rest of the forum.

While several workable solutions were proposed, the one on which there was overwhelming consensus was the need for a community recreation centre. It was reiterated throughout the forum that in spite of the many years of advocacy by various groups, organizations, agencies and individuals, the former City of York is the only area in Toronto that still does not have a community recreation centre.

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<sup>1</sup> Committee members include: City of Toronto (Community and Neighbourhood Services, Community Safety Secretariat, Park, Forestry and Recreation); Community Action Resource Centre; COSTI; Syme-Woolner Neighbourhood & Family Centre; Toronto District School Board; Toronto Community Housing Cooperation; York Community Services; Yorktown Child and Family Centre; Community Members

In response the Mayor confirmed that \$18 million has been budgeted to build the community recreation centre. However, he noted that there are challenges in procuring the proposed site as the land is owned by the Province, and that negotiations between the City and Province are on-going. To ensure community involvement in the planning of the proposed Community Recreation Centre, the Mayor requested the City staff in attendance to schedule a meeting with the communities to further discuss the matter. That date was set for January 27, 2006, and was set aside as an opportunity to hear directly from the youth.

Since the forum, the organizing committee has refined and prioritized the various solutions and actions that were generated, organized into 7 specific headings:

- Recreation Centre
- Parental Involvement
- By Youth, For Youth
- Education
- Justice
- Police
- Creating Jobs and Apprenticeships

This report presents the detailed solutions and actions and the role of the respective stakeholders in making them a reality.

Yasmin Khan  
Community Planner  
Community Social Planning  
Council of Toronto – York  
416-652-9772

Elizabeth Hill  
School Trustee  
Toronto District School Board  
416-397-3098

Andrea Zammit  
Program Director  
For Youth Initiative  
416-653-3311

**Recommendations from Our Words Into Action:  
December 14<sup>th</sup> 2005 Community Forum**

**Recreation Centre**

1. The City of Toronto and the Province of Ontario should work together to expedite the building of the community recreation centre in the former city of York. In addition, the Province should release the land to the City at no cost.
2. A community advisory committee needs to be established whose mandate would be to ensure that a full community consultation process is undertaken prior to the start of the building. It should be inclusive: containing space for community groups from all age groups and all sections of the community and allowing them to facilitate their own programs.
3. Youth programs at the community centre should be reflective of the diverse needs as well as employ as many youth as possible to facilitate the programs.

**Parental Involvement**

4. Community agencies and the school boards should support parents by providing outreach for parenting groups to offer programs training in parenting and communication skills et cetera.
5. Community agencies should support the living wage campaign for a \$10 minimum wage.

**By Youth For Youth**

6. The Toronto Police Service and the Toronto Transit Commission should reevaluate how they interact with youth. Both police and TTC must act and follow up on the recommendations that have been made previously on a range of subjects.
7. Community agencies should hire young people to run programs for youth.
8. They should provide opportunities for youth to mentor adults in activities that will promote inter-generational learning and communication such as dance and computer training.
9. Community agencies should, with the assistance of a youth advisory committee, create programs such as anger management, employment programs and conflict resolution in the community. Agencies should also outreach and promote them in a youth-friendly manner.

**Education**

10. The Toronto District School Board and the Toronto Catholic School Board should have mandatory anti-oppression training for teachers, administration and staff. The school boards should actively implement and monitor policies already in place.
11. The Ministry of Education and the boards of education need to offer a flexible curriculum that reflects students' diversity of identity and learning styles.
12. The curriculum needs to assess and incorporate alternative skills and aptitudes.

March 11<sup>th</sup> 2006

13. To make post-secondary education accessible, the McGuinty government needs to freeze tuition fees and expand student grants rather than loans.
14. The Ministry of Education should abolish the *Safe Schools Act*. School boards should implement in-school suspensions and community service as an alternative to the current system of out-of-school suspensions and expulsions.

#### Justice

15. The Department of Justice and the Ministry of Children and Youth Services should expand funding of alternative models such as restorative justice approaches.
16. The Department of Youth Justice Services should take action to ensure that the whole of the Youth Criminal Justice Act is implemented, including the section regarding pre-charge referrals for first time offenders and/or restorative justice circles instead of traditional post-charge referrals. *By participating in these rehabilitative programs, the offender completes restitution to his or her victims. In addition, through pre-charge referral diversion programs, the offenders provide meaningful service to repay the debt to their communities. Upon completion they should have no permanent record for first-time offences. Restorative justice holds the victims' concerns as equally important to the process of administering justice and it allows victims a stronger voice and role in that process.*

#### Police

17. The Toronto Police Services Board and the City of Toronto should create youth positions that are diverse and representative on the Toronto Police Services Board to ensure many different community youth are heard.
18. The police need to earn the trust and respect of the community by many different ways including community policing.
19. Funding for the community police complaints system (CEAPC) should be expanded beyond the Scadding Court Pilot Project to York and other parts of the City.

#### Creating Jobs and Apprenticeships

20. The City needs to work with unions and community agencies to create a trades centre in the former City of York to link community youth to trade apprenticeships.
21. The Ministry of Education should include resume skills, interview and job readiness skills into the school curriculum.
22. Service Canada needs to relax/change the criteria for government job programs so more youth/newcomers/unemployed/under-employed can participate.
23. Service Canada should expand wage subsidy programs to help local businesses hire more youth.

**Our Words Into Action**  
**York Community Forum Report: Community Initiatives**

**Community Participation and Empowerment**

1. Participants at the forum outlined how there needs to be spaces where community members can learn from their experience and break down the lack of civic engagement and apathy. Members felt that communities who are directly affected by the violence should be decision makers and people who are excluded from society should understand the decision making process, political systems and institutions.
2. It was recommended that the York community must go through an identity building process with events and training to build civic pride and let community members advocate for their needs.
3. The group also raised other recommendations to create more opportunities for the people to empower themselves. To encourage community leadership on issues, petitions, rallies, concerts, picnics and protesting can help to make community voices heard. In addition, community members can reach out to elected officials from all levels of government and take ownership of the political process.
4. It is also important to map out all of the diverse skills, people and organisations doing work in the neighbourhood. For example, an inventory of available spaces such as agencies, parks and community facilities and community groups could be created in order to facilitate community programs and interaction.

**Community Action**

5. The community members and organisations should take ownership and begin initiatives to contribute to the building of greater community engagement in York.
6. Community agencies should work in partnerships with community members to create grassroots programs to connect people and promote interaction such as community kitchens and intergenerational groups. Such groups would be taught by both youth and adults and include hip hop and latin dance recreation/fitness programs, English as a Second Language (ESL), youth mentors for newcomers, computer, internet use and graphic design training and arts-based programs.
7. An e-bulletin board that is run by youth could be created in order to help parents with tough questions on how to relate to their children.
8. A media program/reality show could be created that follows youth around and documents their day to day lives. This tool would provide insight into the lives of youth and show how it is to live at home, to go to school, what it is like on the street – something adults may not be able to normally see.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P204. REQUEST FOR REVIEW OF A COMPLAINT ABOUT THE SERVICE  
PROVIDED BY THE TORONTO POLICE SERVICE – TPS FILE NO.  
2005-EXT-0510**

The Board was in receipt of the following report May 15, 2006 from William Blair, Chief of Police:

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT POLICE SERVICE  
(FILE #2005-EXT-0510)

Recommendation:

It is recommended that:

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

Background:

The Toronto Police Services Board received a facsimile dated March 29, 2006, from Ms. Shannon Kampf, Law Student, Community and Legal Aid Services Programme (C.L.A.S.P.), on behalf of the complainant, a client represented by C.L.A.S.P. In this correspondence, Ms. Kampf requested a review of the recent decision regarding her client's police complaint. The reasons for this request are cited as follows:

1. The letter provides no grounds whatsoever for the conclusion reached. It is our opinion that the complainant has the right to a more thorough response.
2. The letter makes reference to correspondence of January 30, 2006. Neither the complainant nor our office have received such correspondence and are unaware of its contents.
3. The letter contains a reference to unsuccessful attempts to communicate with me. It is true that Peter Howes and I were unable to speak directly. I would like to outline the communication attempts on our part. Our client's complaint was submitted to the Ontario Civilian Commission on Police Services (OCCPS) on August 15, 2005. The complaint was submitted directly from our office and our cover letter clearly stated that we had been retained by the complainant. We received confirmation of receipt from the Commission on August 17, 2005.

By October 26, 2005, we had received no further communication regarding the complaint. I therefore attempted to communicate with OCCPS and was directed to Detective Robinson. Detective Robinson indicated that he would not discuss the matter with me because the complaint did not have include (sic) a consent form signed by our client. He did, however, indicate that since his office had received the complaint on August 30, they had 90 days in which to investigate and therefore would be required to respond by November 30. I complied with Detective Robinson's request and was able to submit a signed consent form on November 18, 2005.

By mid-January 2006, I had still not received any information regarding the complaint. I attempted to call Detective Robinson on January 17, 2006, but could not get through. I was able to speak with Detective Robinson on February 1. He indicated that I should be speaking with Peter Howes of Records Management Services.

I left a message for Peter Howes on February 2, 2006, and again on February 7, 2006. Peter Howes left messages for me on February 7, 13 and 14. I left a message for him on February 20, but did not receive a response.

4. Peter Howes was clearly aware that C.L.A.S.P. had been retained by the complainant. However, the decision dated February 28, 2006 was sent only to our client and no copy was sent to our office.

#### Circumstances Leading to the Complaint:

In October 2004, the complainant applied for a volunteer position assisting youth at a public service agency in Toronto. At the time of the application, the complainant was informed that volunteer applicants must submit to a police reference check and the complainant agreed to produce this document. Shortly after applying for the position and prior to receiving the results of the police reference check, the complainant began volunteering at the respective agency.

In mid-February, a staff member from the agency telephoned the complainant to advise that the volunteer position would be terminated based on the results of the police reference check having indicated a positive response for police contact.

Approximately one week later, the complainant received a document from the Toronto Police Service identifying the nature of the police contact as relating to the *Mental Health Act*. On March 2, 2005, the complainant received a letter confirming that the offer to volunteer with the public service agency was withdrawn.

Subsequently, the complainant sought information from the Toronto Police Service as to how this record of police contact could be destroyed. She was advised that the record would be included in a police reference check for six years (five years plus current year) following the incident that gave rise to the police contact. She has, therefore, been discouraged from applying for alternate volunteer positions that would also require that a police reference check be produced.

## Legislative Requirements:

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

## Complainant Request for Review:

### Issue #1

*Ms. Shannon Kampf, legal representative for the complainant, has indicated that neither C.L.A.S.P. nor her client received the correspondence from Peter Howes, Manager, Records Management Services, dated January 30, 2006. Further, she indicates her dissatisfaction that C.L.A.S.P. did not receive a copy of the subsequent correspondence dated February 28, 2006. Ms. Kampf states in her letter that she and Peter Howe did not speak directly despite numerous attempts to communicate via telephone.*

Peter Howes attempted to contact Ms. Kampf via telephone on numerous occasions. They did, in fact, have one telephone conversation during which Ms. Kampf agreed to forward a signed consent form authorizing her to discuss her client's issues of concern. Mr. Howes provided the Records Management Services' fax number for this purpose. He was not aware that the consent form was later faxed to Detective Morgan Robinson, Professional Standards – Complaints Investigation; therefore, he was not able to provide C.L.A.S.P. with a copy of the letters sent to the complainant.

In correspondence to the complainant dated January 30, 2006, Peter Howes extended an invitation to contact him directly to discuss the issues of concern. Mr. Howes remains willing to meet with the complainant to address the issues outlined in her complaint.

### Issue #2

In a complaint registered with the Ontario Human Rights Commission, the complainant asserts the following:

*I believe that my right not to be discriminated against on the basis of disability when receiving police services has been violated by the Toronto Police Services (sic), contrary to section 1 of the Ontario Human Rights Code, R.S.O. 1990, c.H-19, as amended.*

*I believe that the Toronto Police Services (sic) is exercising discrimination against persons with psychiatric disabilities through their policy of including Mental Health Act incidents on a police reference check. By including these incidents on a police reference check made by community organizations, they are imposing a real burden upon me and others with psychiatric disabilities by preventing us from being fully active in the community.*

*The purpose of a police reference check is to ensure the safety of the public by identifying to potential employers the persons who have a history of involvement with the police due to actual or suspected criminal activity. In contrast, persons detained under the Mental Health Act are not involved in any criminal activity at the time of detention, and yet they are lumped together with suspected and convicted criminals in a police reference check. The inclusion of these incidents perpetuates the stereotypical and false view that persons with psychiatric disabilities are criminals and a danger to society.*

The police reference check process was designed to reduce or mitigate the ease with which potentially inappropriate persons may secure positions of trust and authority working with the vulnerable, whether in a paid or volunteer capacity. Incidents that have identified a person as having been arrested are included in the report regardless of whether or not the arrest was criminal in nature.

The reports provided under the Police Reference Check Program are processed upon receipt of an application authorized by the subject of the report, and the results disclosed only to the individual requesting the police reference check. The individual then has the option whether or not to pursue employment or volunteer opportunities and to provide clarification regarding the outcome of the police reference check if required by the prospective employer or agency.

The information that the Toronto Police Service provided in this circumstance did not suggest or imply in any way that the complainant had been involved in any criminal activity. Further, the existence of the complainant's name in a police database should not by itself determine suitability for volunteer placement.

In this particular case, it appears that the issue of concern is not in relation to the service provided by the Toronto Police Service, but rather how the prospective employer/volunteer agency perceived the information released. There appears to be a lack of understanding by the involved agency as to the interpretation of the Record of Arrest and the purpose of the entire process.

In an effort to prevent such practices that may be deemed discriminatory in nature, Volunteer Toronto, a non-profit organization specializing in recruitment and referrals, offers training sessions for any interested persons in relation to adequate and appropriate volunteer screening policies. Included in these workshops is instruction as to how information provided through the Police Reference Check Program should be interpreted.

In addition, the Memorandum of Understanding between the Toronto Police Service and the registered agency provides the opportunity for agency staff to contact the Supervisor, Records Release, Records Management Services, for verification as to the accuracy of the information supplied by the prospective employee or volunteer should this be necessary in determining placement suitability.

### Issue #3

*The permitted use of personal information is outlined in Section 31 of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). None of the subsections in s. 31 authorize the Toronto Police Services (sic) to include a notification to prospective employers that there is a non-criminal police contact between an individual, like myself, and the police. This is especially true when that contact led to the police documenting their views regarding my mental health.*

*Section 31 states that an institution shall not use personal information in its custody or under its control. The exceptions do not apply in my situation.*

*I have not identified the personal information that the police are using about me in particular and I have not consented to its use (s. 31(a)).*

The Municipal Freedom of Information and Protection of Privacy Act specifically gives every person certain rights relating to information held by provincial and municipal government institutions, including information held by police services. The most basic of these are:

- the right of access to information
- the right to protection of personal privacy

The Act allows for the Information and Privacy Commissioner to administer the legislation, enforce compliance, mediate conflicts, and act as arbiter in deciding what, if any, information should be released to the individual requesting it.

All information is regarded as accessible unless its release can be refused by the application of one or more exemptions. The Act contains an extensive list of exemptions pertaining to law enforcement as well as other restrictions that are applicable to general or personal records.

In this case, the complainant agreed to submit to a police reference check in accordance with the policies of the involved agency. The complainant subsequently signed the Consent to Disclosure of Personal Information form containing a Waiver and Release as part of the application in accordance with the Police Reference Check Program. The Waiver and Release provides the Toronto Police Service with the authorization to search 'all record databases' and disclose the results of this search pursuant to the Police Services Act, the Criminal Records Act, and the Municipal Freedom of Information and Protection of Privacy Act.

The Waiver and Release signed by the complainant also authorizes that 'In the event that pertinent information is provided to me, I consent to the Toronto Police Service disclosing that fact to the organization identified below.' Subsequently, the results of the criminal records check are sent directly to the complainant, as was done in this circumstance. However, as per Toronto Police Service policy, the involved agency was advised in writing that the records check had been completed and that the results had been mailed directly to the complainant.

#### Issue #4

*I believe that the Toronto Police Services (sic) is breaching my privacy by including Mental Health Act incidents on my police record. This inclusion forces me to reveal my personal information while seeking employment opportunities at agencies that require a police reference check....Further, the inclusion violates my privacy rights as are outlined under the MFIPPA.*

The Service did not breach the complainant's privacy. A prerequisite condition to appointment as a volunteer with the involved agency was that the applicant provides information regarding contact with police. The complainant was aware that this incident had taken place prior to consenting to the Service disclosing such information. The Service did not have a duty to inform the complainant that the details of this arrest would be revealed and that the signed Waiver and Release provides authorization for such disclosure.

#### Issue #5

*I have made both a Human Rights Complaint and a Police Complaint in order to have the Toronto Police Services (sic) modify their policy on including non-criminal Mental Health Act incidents on criminal records checks.*

*The confidentiality of my personal information records and the protection of my privacy have been breached by the Toronto Police Services (sic). In order to remedy this situation, the Toronto Police Services (sic) must change their policy regarding police reference checks by removing Mental Health Act incidents from the check and, specifically, remedy my record immediately by excluding any reference to police contact in future checks.*

Disclosing details of *Mental Health Act* apprehensions has been part of the vulnerable sector screening process since the inception of the program in 1996. It is consistent with processes in other police services in the Greater Toronto area. Such information is available for this purpose for five years plus the current year, as outlined in the Record Retention Schedule under City of Toronto By-law 689-2000. This schedule stipulates that all arrest information shall be retained as a permanent record in the Service's police information database. This database includes all arrests, regardless of the legislative authority under which the person had been arrested (i.e. federal or provincial). The Service does not consider confidentiality of personal information or privacy is breached by the screening processes, which are conducted against waiver with release to the individual.

#### Complaint Investigation:

This complaint was classified as a Service Complaint and assigned to Professional Standards – Complaints Administration for investigation and review. The complaint was then determined to be a Unit Specific Service Complaint and was forwarded to Records Management Services for response.

Conclusion:

After a careful review of the complainant's letter of appeal dated March 29, 2006, I am satisfied that the original report addresses the policy (service) concerns identified. As such, I reaffirm the conclusion in the original report that all policies and procedures in effect at the Toronto Police Service with respect to background screenings provided under the Police Reference Check Program were adhered to. As a result, I see no need to make changes to service delivery.

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

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

To assist the Board in reviewing this matter, Board members will receive confidential information about this investigation at its closed meeting.

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

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

- **Ms. Shannon Kampf, Community and Legal Aid Services Programme, Osgoode Hall Law School, York University\*;** and
- **Mr. David Simpson, Director, Psychiatric Patient Advocate Office\***

**\* written submissions also provided; copies on file in the Board office**

**During her deputation, Ms. Kampf advised the Board that she had also filed complaints with the Ontario Human Rights Commission and the Information and Privacy Commissioner of Ontario.**

**The Board received the deputations and deferred consideration of the foregoing report pending receipt of advice from the City Solicitor.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P205. DONATION – VOLKSWAGEN BEETLE FROM VOLKSWAGEN  
CANADA**

The Board was in receipt of the following report June 08, 2006 from William Blair, Chief of Police:

Subject: DONATION OF A VEHICLE FROM VOLKSWAGEN CANADA

Recommendation:

It is recommended that: the Board accept the donation of a 2000 Volkswagen Beetle from Volkswagen Canada to the Service, to be used by Traffic Services in support of traffic safety initiatives, and other Service units for community events and outreach activities.

Background:

In May, 2000 the Board accepted the donation of a new Volkswagen Beetle for assignment to No. 42 Division, and to be used in conjunction with the Children's Safety Village (Board Minute #P238/00 refers).

The vehicle was initially assigned to No. 42 Division, but was later re-assigned to Traffic Services for the purpose of assisting in the promotion of traffic safety initiatives and community events across Toronto. At the time of the donation to the Service, Volkswagen Canada also donated similar vehicles to the Ontario Provincial Police and the York Regional Police Services. Throughout the past six years, Volkswagen Canada has maintained the lease of these vehicles, but now wishes to transfer ownership of the vehicles to the respective police agencies.

During this period the Service has been responsible for the maintenance of the car and for the insurance coverage (the Service is self-insured). This vehicle currently has an estimated value of \$7,000, as determined by Volkswagen Canada.

The Toronto Police Service is recognized as a leader in community policing across Canada. An important component of our community policing strategy is community outreach. This vehicle, which is known as the "Safety Bug", is used on a weekly basis for traffic safety programs and community events, and has been extremely well received by the public. The presence of the Safety Bug at community events provides an opportunity for informal interaction between police officers and young people. The primary function of the vehicle is to promote safety education programs at schools and community events while allowing the children of Toronto to meet and interact with police officers in a positive environment.

If accepted by the Board, the Safety Bug will continue to be used exclusively for community events and safety programs, and would not be utilized as a front line police vehicle. As well, the safety programs office at Traffic Services would continue to administer the bookings for the vehicle and would ensure that the vehicle is maintained.

The donation of the 2000 Volkswagen Beetle would be a valuable asset to Traffic Services and various other units within the Service, as well as to the various units within the Toronto Police Service, which will thereby enhance the safety and security of the community. The donation is consistent with Service Policy (18-08) – Donations, and is in harmony with Service Priorities. Mr. Norm Henderson, the Administrator of Fleet and Materials, has reviewed this donation and is satisfied that this vehicle meets the Service's needs and standards, and thereby accepts this donation. A tax receipt has been requested.

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.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P206. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO -  
APPOINTMENTS**

The Board was in receipt of the following report June 02, 2006 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF TORONTO

Recommendation:

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

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister. Pursuant to this authority, the Board entered into an agreement with the U of T for the administration of special constables (Board Minute P571/94 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for the appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Board Minute P41/98 refers).

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

1. Angela JOHNSON
2. Kristen McCaffery

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

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

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

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

Deputy Chief 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.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P207.           REQUEST FOR LEGAL INDEMNIFICATION – CASE NO. WT/2006**

The Board was in receipt of the following report June 12, 2006 from William Blair, Chief of Police:

Subject:       LEGAL INDEMNIFICATION - CASE NO. WT/2006

Recommendation:

It is recommended that: the Board deny payment of an account from Mr. Daniel Moore of Heller, Rubel in the amount of \$44,704.71 for his representation of a former police constable in a criminal matter.

Background:

A former police constable has requested payment of legal fees under the legal indemnification clause of the Uniform Collective Agreement. The statement of account from Mr. Daniel Moore in the amount of \$44,704.71 has been received.

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

It is recommended that this account be denied.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P208. BY-LAW NO. 154 – DELETION OF TORONTO POLICE SERVICE  
RULES**

The Board was in receipt of the following report May 25, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2005 - AMENDMENTS TO SERVICE RULES

Recommendation:

It is recommended that: the Board adopt draft By-law No. 154 regarding the deletion of Service rules attached as Appendix “A” to this report.

Background:

At its meeting of June 24, 1999, the Board revised the reporting format for rule changes as follows (Board Minute #264/99 refers):

- “(a) Rule changes of a routine nature to be submitted to the Board on an annual basis in the month of April;*
- (b) Rule changes of an emergent nature to be submitted to the Board as required.”*

In April 2001, the Service and the Board identified the fact that the Toronto Police Service governance framework was overly complex and required streamlining. For example, direction to Service members was found in Board policy, Board rules, Board minutes, Service procedures, Routine Orders and other correspondence by the Chief. As well, in many instances, the content contained in Board rules would be duplicated in Service procedures.

In June 2001, a Working Group, chaired by Ms. Joanne Campbell, Executive Director of the Board Office was created. This Working Group consisted of members from the Board Office, City Legal, Corporate Services (then Executive Support), and Corporate Planning. The focus of this Working Group was to review the current set of Board rules and their value in the governance framework of the Service.

Also during this time, Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services, made pursuant to the *Police Services Act* established provincial standards for the delivery of police services in the core areas of crime prevention, law enforcement, emergency response, victims assistance, public order maintenance and administration and infrastructure. The Ministry of Community Safety and Correctional Services (then Policing Services Division of the Ministry of the Solicitor General) was responsible for developing Policing Standards Guidelines to

supplement the regulatory requirements in the core policing areas. Police Services Boards were required to develop Board Policies in these areas. In turn, each Board policy required that the Chief of Police develop one or more procedure(s) to implement the Board policy. Ontario Regulation 3/99 came into effect January 1, 2001.

After a comprehensive review of all Service rules, in early 2002, the Working Group proposed a new governance framework that would streamline the current one, without putting the organization at risk. The significant feature of the proposed model was the elimination of Board rules by integrating operational direction contained therein within Service procedures and incorporating Board governance portions into Board policy.

The Working Group's proposed governance framework was adopted by the Board at its meeting of June 27, 2002. The Board recommended that (Board Minute #P183/02 refers):

*"The Chairman review all Toronto Police Services Board Rules to identify those that fall within the Board's purview and that each such Rule be re-written in the form of Board policy and forwarded to the Board for its approval. The Chief can then codify the remaining Rules as he sees fit."*

By early 2003, the Working Group had reviewed all Service rules (approximately 470) and sorted them into three categories: "operational" (to be incorporated into Service procedure), "Board policy" (to be re-written into Board policy) and "deletion". By March 2005, all Service rules categorized as "operational" had been incorporated into the relevant Service governance. Consultation with Board staff indicates that the re-writing of those Board rules categorized as "Board policy" into Board policy is near completion. Upon completion of this re-writing, Board staff will request the deletion of all Service rules.

However, it is necessary to request the deletion of the following rules at this time as Service procedures cannot be amended as the revision would conflict with some of these rules. It is noteworthy, that the content of the rules identified for deletion have been re-written into Board policy and/or incorporated in Service procedures. Contained below is a request for the deletion of the following rules accompanied by the rationale:

1. In compliance with Regulation 3/99, at its meeting of July 20, 2001, the Board approved Board policy TPSB AI-010 "Police Uniforms" (Board Minute #P198/01 refers). As the Working Group reviewed the rules addressing uniform and appearance standards, it was agreed that the content was operational in nature and that Board policy TPSB AI-010 provided adequate Board control regarding this issue. In October 2003, Board policy TPSB AI-010 was reviewed with no amendments.

Given the direction provided by the Board at its June 27, 2002, meeting, as the 32 rules relating to uniform and appearance were operational in nature, they were incorporated into Procedure 15-16 "Uniform, Equipment and Appearance Standards" and published on Routine Orders on May 17, 2004. Procedure 15-16 is in compliance with Board policy TPSB AI-010.

An amendment to Procedure 15-16 is warranted at this time, however, that change cannot be made since it would conflict with six of the still-existing rules relating to uniform and appearance. That is, currently, Service rules allow a Baptized Sikh member to deviate from the prescribed standards of appearance as well as wear a turban instead of the standard headdress. To deviate from the dress and appearance standards, Service rules require a Baptized Sikh member to complete a form. Since the deviation from the dress and appearance standards is allowed, completion of a form is redundant. An amendment to Procedure 15-16 is warranted to reflect this change.

This revision is in compliance with Board policy TPSB AI-010. Rather than requesting a change to the six rules affected, since all rules addressing uniform and appearance standards have been incorporated into Service governance and Board direction has been re-written in Board policy, it is requested that the 32 rules be deleted. Doing so would streamline and simplify Service governance as well as enable the timely updating of the operational procedure as required.

2. In compliance with Regulation 3/99, at its meeting of July 20, 2001, the Board also approved Board policy TPSB AI-004 "Use of Auxiliaries" (Board Minute #P198/01 refers). Upon conducting their rules review, the Working Group agreed that since the content of those rules was operational in nature, a Board policy mirroring the Ministry guideline would provide adequate Board control over this issue. In October 2003, Board policy TPSB AI-004 was reviewed with no amendments.

As a result of an operational audit of the Auxiliary in 1995, a review of the Auxiliary Program conducted in May 2000, and changes to the Service organizational structure, amendments are required to the Service rules dealing with Auxiliary members.

Notable changes include the elimination of the Auxiliary Police Force as a separate entity and the Service taking administrative and operational responsibility of the Auxiliary, the de-centralization of the Auxiliaries to the divisions, and the elimination of some of the Auxiliary ranks. Although amendments to the rules were required to reflect these changes, they were not requested at that time, since it was anticipated that the rules would soon be deleted as a result of the Rules Review. By September 2002, in light of the Board's direction of June 27, 2002, the content of the rules relating to Auxiliary members and changes due to the Auxiliary Program Review were incorporated into the appropriate Service governance. Because some of the rules are out of date and do not reflect current practice, Service Procedure 14-20 "Auxiliary Members" was not republished.

In 2005, Community Programs, the unit responsible for the administration of the Auxiliary Program at the time, conducted a review of the Auxiliary Program with the intent of establishing a clear mandate and future vision of the program. The Auxiliary Manual, developed in 2002, was subject to extensive revision to incorporate the new direction for the program. The Auxiliary Manual was designed to be used in conjunction with Service Procedure 14-20 to assist all members of the Toronto Police Service in carrying out their duties and responsibilities with respect to the Auxiliary Program.

Changes to the rules are required to reflect all the changes mentioned above. As an example, Rule 3.17.4 states, “A senior officer of the Toronto Police Service shall be appointed to serve as the ‘liaison officer’ between the Toronto Police Service and the Metropolitan Toronto Auxiliary Police Service”, when in fact, the Metropolitan Auxiliary Police Service as a separate entity does not exist any more and the liaison officer is the Auxiliary Co-ordinator of Community Mobilization.

Rule 3.17.5 states in part, “...the deputy chief of police, Auxiliary Police Service, shall be responsible to the deputy chief of police, Field Command, for the overall efficient operation of the Auxiliary Police Service”. The rank of deputy chief in the Auxiliary Police no longer exists. Also, Community Mobilization is in charge of the general administration of the Auxiliary Program, not the Deputy Chief of Police, Field Command.

As well, these Service rules do not reflect the changes in the organizational structure approved by the Board at the October 14, 2005 meeting (Board Minute P349/05 refers).

Although Service Procedure 14-20 “Auxiliary Members” has been updated to reflect current practice and is in compliance with Board policy TPSB AI-004, the Procedure as well as the Auxiliary Manual cannot be republished as they would conflict with some of the existing rules. Since the content of the Auxiliary rules has been incorporated into Service governance and Board policy, rather than requesting changes to the Auxiliary rules, it is requested that the 29 rules be deleted.

3. As a result of the 2005 Memorandum of Agreement between the Toronto Police Association and the Toronto Police Services Board, the compassionate leave provision increased from 20 days to 30 days. While this change would have required an amendment to Rule 6.3.4 “Compassionate Leave”, given the Board direction at its meeting of June 27, 2002, since the 7 rules addressing leaves of absence are operational in nature and are already contained in Procedure 14-26 “Leaves of Absence”, rather than amending Rule 6.3.4, it is requested that these rules be deleted.

For the Board’s convenience, attached to this report as Appendix “A” to draft By-law No. 154, is a chart listing the current rules proposed for deletion.

It is therefore recommended that the Board adopt draft By-law No. 154 to formalize the revisions to the rules identified in this report.

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

**The Board approved the foregoing.**

**TORONTO POLICE SERVICES BOARD**

**BY-LAW NO. 154**

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

**The Toronto Police Services Board HEREBY ENACTS as follows:**

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

**ENACTED AND PASSED THIS 10<sup>th</sup> day of July 2006.**

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Alok Mukherjee  
Chair

**Approved:  
July 10, 2006  
Min.No.P208/06**

**CURRENT RULE**

**3.5.3 Property Issued To Members**

Unit commanders shall ensure that property intended for the use of members is issued to them and a record of such issuance kept on the appropriate form.

**3.7.4 Inspecting Reliefs**

Staff sergeants shall inspect, or cause to be inspected, each relief as members parade for duty and ensure that each member is fit for duty and properly attired and equipped as illustrated in Appendices 'B' and 'C' of the Rules.

**3.12.1 Parading For Duty**

Constables shall, regardless of the nature of their duties and unless otherwise instructed, parade for duty at the scheduled time. Constables shall be properly attired, clean, equipped and fit for duty.

**3.13.3 Appearance And Dress**

While on duty, civilian members employed in a non-uniformed capacity shall be neat and clean in appearance and dress in an appropriate manner.

Civilians employed in a non-uniformed capacity and dealing with citizens shall dress in a businesslike manner.

**3.14.2 Appearance And Dress**

While on duty, civilian members employed in a non-uniformed capacity shall be neat and clean in appearance and dress in an appropriate manner.

**3.16.4 Equipment To Be Provided**

School crossing guards shall be provided with such clothing and equipment as may be determined by the Board. When on duty, school crossing guards shall wear the appropriate issued articles of clothing and equipment.

**3.16.10 Recognition For School Crossing Guards**

A medal shall be awarded by the Board to school crossing guards for every five years of service. For the purpose of this section, year shall mean school year.

### **3.17.0 AUXILIARY POLICE**

#### **3.17.1 Appointment To Auxiliary Service (Male/Female)**

Candidates for appointment to the Auxiliary Police Service shall:

- be Canadian citizens or permanent residents of Canada;
- be at least 21 years of age and not over the age of 65;
- have weight proportionate to height;
- be of good moral character and habits;
- be in good health;
- be approved by a selection committee appointed by the chief of police;
- take an oath, or affirmation, of office and secrecy.

The Board shall appoint persons to the Auxiliary Police Service.

#### **3.17.2 Rank Structure And Establishment**

The order of rank in the Auxiliary Police Service shall be:

- deputy chief of police;
- staff superintendent;
- superintendent;
- staff inspector;
- inspector;
- staff sergeant;
- sergeant;
- constable.

The establishment of strength for each rank shall be determined by the Board. Members of the Auxiliary Police Service assigned to operational duties in each police district shall be under the command of a senior officer of the Auxiliary Police Service. Other units within the Auxiliary Police Service may be commanded by a senior officer of the Auxiliary Police Service at the discretion of the deputy chief of police, Auxiliary Police Service.

#### **3.17.4 Liaison Officer**

A senior officer of the Toronto Police Service shall be appointed to serve as the "liaison officer" between the Toronto Police Service and the Metropolitan Toronto Auxiliary Police Service.

#### **3.17.5 Responsibility For Efficient Performance**

Subject to section 3.17.4 of this By-law, the deputy chief of police, Auxiliary Police Service, shall be responsible to the deputy chief of police, Field Command, for the overall efficient operation of the Auxiliary Police Service.

Senior officers of the Auxiliary Police Service assigned to each police district shall be responsible for the efficient operation of members within their area of command.

#### **3.17.6 Training**

Members of the Auxiliary Police Service are required to undergo such training as directed by the deputy chief of police, Field Command.

#### **3.17.7 Saluting**

When in uniform, members of the Auxiliary Police Service shall salute in the prescribed manner when passing or addressing:

- a member of the Board;
- the chief of police or a deputy chief of police;
- members of the Royal Family;
- the Governor General of Canada;
- a Lieutenant Governor of a Province of Canada;
- the Prime Minister of Canada;
- a Premier of a Province of Canada;
- a head of state from a foreign country;

and in addition, during:

- the playing of the Canadian National Anthem or the national anthem of a foreign country;
- the raising or lowering of any national flag or of any flag of a Province of Canada;
- the passing of a funeral cortege.

Notwithstanding the foregoing, members of the Auxiliary Police Service are not required to salute any person referred to in this section on more than one occasion during each tour of duty, or at any time when the nature of the duty in which they may be engaged or other circumstances make it impractical or undesirable.

### **3.17.8 When In Room**

When a member of the Board, the chief of police or a deputy chief of police enters a room in which there are subordinates of the Auxiliary Police Service, the senior member present shall call such members to attention until the member of the Board, the chief of police or a deputy chief of police leaves the room, or until otherwise ordered.

### **3.17.9 When Marching**

When members of the Auxiliary Police Service pass a member of the Board, the chief of police or a deputy chief of police while marching, the senior member present shall command "eyes right" or "eyes left" as the case may be, and notwithstanding section 3.17.7 of this By-law, only such senior member shall salute.

### **3.17.10 Duties Of Auxiliary Members**

Members of the Auxiliary Police Service shall only perform police duties authorized by the chief of police pursuant to section 52(5) of the Police Services Act, 1990. When performing such duties, a member of the Auxiliary Police Service shall be subordinate to regular police officers of the Service.

### **3.17.11 Memorandum Books**

Members of the Auxiliary Police Service shall, while on duty, carry an issued memorandum book which shall be completed in accordance with the established practice.

### **3.17.12 Injuries To Be Reported**

Members of the Auxiliary Police Service who receive an injury while on duty shall promptly report the circumstances surrounding the injury, as soon as practicable, to the officer in charge of the unit to which they are assigned.

### **3.17.13 Promotions**

A promotion committee comprised of the liaison officer or designate from the Toronto Police Service, two senior officers of the Auxiliary Police Service and such other officers as may be appointed by the chief of police shall interview promotional

candidates. When vacancies occur, the committee shall submit the names of those officers they recommend for promotion to the deputy chief of police, Auxiliary Police Service. The deputy chief shall make a recommendation concerning the officers to the chief of police.

The authority to promote members of the Auxiliary Police Service rests with the chief of police.

#### **3.17.14 Reversion In Rank**

Members of the Auxiliary Police Service holding a supervisory rank may be reclassified to a lower rank. The deputy chief of police of the Auxiliary Police Service shall review the circumstances pertaining to the reversion in rank of any member of the Auxiliary Police Service and shall make such recommendation to the chief of police, as required.

The authority to reclassify members of the Auxiliary Police Service to a lower rank rests with the chief of police.

#### **3.17.15 Termination Of Services**

Members of the Auxiliary Police Service shall cease to perform police duties upon reaching sixty-five years of age, although they may remain members of the Auxiliary Police Service at the discretion of the deputy chief of police, Auxiliary Police Service.

In circumstances other than those referred to above, the services of members of the Auxiliary Police Service may only be terminated by the Board on the recommendation of the chief of police.

#### **3.17.16 Prescribed Uniform To Be Worn**

Members of the Auxiliary Police Service shall be issued with such articles of uniform and equipment necessary for the performance of their duties.

Members of the Auxiliary Police Service shall, while on duty, wear issued articles of uniform and equipment as prescribed in Appendix "B". Notwithstanding the foregoing, members who are baptized practising members of the Sikh religion may wear a turban, in place of the standard headdress prescribed by this section, provided they:

- complete the appropriate form and comply with the conditions indicated
- use issued fabric for the turban and wrap it in the manner illustrated in Appendix "B".

Apart from this exception, all other dress requirements prescribed by this section shall apply to baptized practising Sikh members.

The prescribed uniform may only be worn while off duty when travelling to and from the location of their assignment.

### **3.17.17 Service Badges**

A service badge, as described in Regulation 929, Revised Regulations of Ontario 1990, shall be awarded to members of the Auxiliary Police Service for each five years of continuous service.

Service badges shall be worn on Auxiliary Police uniforms in the manner prescribed in Appendix "B".

### **3.17.18 Auxiliary Police Commendation**

Members of the Auxiliary Police Service may be awarded an Auxiliary Police Commendation by the Board for outstanding or meritorious police service.

### **3.17.19 Auxiliary Police Service Certificate**

Members of the Auxiliary Police Service may be awarded an Auxiliary Police Service Certificate upon completion of five years of continuous Auxiliary Police service with good conduct and every continuous five years thereafter.

### **3.17.20 Punctuality And Attendance**

Members of the Auxiliary Police Service shall be punctual and fit when reporting for duty and attending to their assignments.

A record shall be kept in the journal at the desk of the officer in charge of the names and badge numbers of members of the Auxiliary Police Service attending the unit for Auxiliary Police duties, including field training.

### **3.17.21 To Be Inspected**

Members of the Auxiliary Police Service shall be inspected by the officer in charge before commencing their tour of duty.

### **3.17.22 Members Operating Police Vehicles**

Members of the Auxiliary Police Service shall not operate a police motor vehicle, unless in possession of a valid Province of Ontario driver's licence and a Toronto Police Driving Certificate authorizing the member to operate the applicable police vehicle.

Members of the Auxiliary Police Service shall not, except under emergency conditions or with the permission of the chief of police, be in sole control of any police vehicle.

### **3.17.23 Business To Be Confidential**

Members of the Auxiliary Police Service shall treat as confidential the official business of the Toronto Police Service and the Metropolitan Toronto Auxiliary Police Service. Members shall not talk for publication, be interviewed, make public speeches on police business, divulge information relating to official business to anyone, nor shall such information or knowledge be used for their own purpose or gain, except:

- as required by and in accordance with the law or a court order;
- as directed by, or with the permission of the Board or the chief of police.

### **3.17.24 Prohibitions**

While in uniform, members of the Auxiliary Police Service shall not:

- carry parcels, umbrellas or other articles except as required for Auxiliary Police duty;
- wear hose of any colour other than plain black or plain dark blue;
- wear gloves or mitts of any colour other than plain black or plain dark blue, except that members shall wear issued gloves or mitts for traffic direction, parades or designated functions;
- wear scarves of any other colour than plain black or plain dark blue;
- wear other than authorized apparel exposed to view;
- be dirty or untidy in appearance and shall ensure that their uniform are pressed and clean and that the leather portions of their uniform are polished;
- appear in any place, without wearing their headdress in the prescribed method (see Appendix "B"), except when in a police building, when driving or riding in a marked police vehicle or in special circumstances when courtesy dictates. When riding in a marked police vehicle, members shall place their hats on the car seat when not wearing them. These exceptions shall be void where protocol requires headdress to be worn;
- wear any article of civilian clothing in conjunction with a police uniform;
- conceal from view or remove their issued identification number badge from its prescribed location on their headdress (see Appendix "B"), or numerals from epaulet sleeves on prescribed outerwear or shirt;
- wear any substitute article of uniform or equipment except as authorized by the chief of police;
- carry a firearm unless authorized by the chief of police;
- chew gum or other similar substance;
- consume food or drink, with the exception of water, except in the guardroom or other designated area of a police building or when permitted to do so by a

superior ranking officer;

- either individually or in association with other members, organize any activity not authorized by the chief of police;
- indulge in any game where money is wagered, anywhere while on duty or while in any police building;
- or at any time, solicit or accept, either directly or indirectly, a discount, commission, gift, gratuity or special recognition of any kind from any person when such is offered by reason of a service rendered by such member in their capacity.

### **3.17.25 Cosmetics And Jewellery**

Members of the Auxiliary Police Service, while in uniform, shall not wear jewellery other than a wristwatch, wedding and/or engagement ring(s) or Medic-Alert bracelet, nor shall they wear excessive facial or other make-up.

Notwithstanding the foregoing:

- members may wear a necklace with a religious pendant provided it is not clearly visible or noticeable;
- baptized practising members of the Sikh religion may wear a small replica of the Kirpan (symbolic sword) in the form of a pin (no more than 9 cm in length) under their uniform, a Kara (symbolic iron bracelet, no wider than 6 mm) and Khanga (Sikh comb worn in the hair under turban) provided they have completed the appropriate form and comply with the conditions indicated thereon.

Articles of jewellery referred to in this section which are damaged or destroyed shall not be repaired or replaced, except when otherwise authorized by the director - Finance and Administration.

### **3.17.26 Hair, Sideburns, Beard And Moustache (Male Members)**

Male members of the Auxiliary Police Service are permitted to wear sideburns, beard and moustache. Such members shall keep their hair, sideburns, beard and moustache neat, clean and well trimmed, and particularly that:

- hair showing at the back of the head below where a forage cap is worn, shall be no longer than 2.5 cm and shall taper towards the edges and downwards toward the centre of the neck to no closer than 1.3 cm above the collar. The remainder of the neck shall be clean shaven (see Appendix "C");
- sideburns shall not extend below the lower part of the ear lobes and shall be no wider than 2.5 cm and no thicker than .5 cm (see Appendix "C");
- beards shall be evenly trimmed, neat in appearance and worn with a moustache as illustrated in Appendix "C". Beards shall be fully developed when worn in uniform and shall be no longer than 2 cm from the skin;

- moustaches shall not exceed .5 cm beyond or below the corner of the mouth, except that the spikes on waxed moustaches may be up to but not exceeding 2.5 cm in length (see Appendix "C").

Notwithstanding the foregoing, baptized practising members of the Sikh religion who wish to deviate from the prescribed standards of appearance, as indicated in this section, shall complete the appropriate form and comply with the conditions indicated thereon. Such permission shall be given, in writing, provided the following standards are complied with:

- hair shall be tied in a bun and concealed under an issued turban;
- moustaches shall be neat as illustrated in Appendix "C";
- beards shall be kept neat as illustrated in Appendix "C".

Notwithstanding the foregoing, Aboriginal members of the Auxiliary Police who wish to wear braided hair as part of their spiritual practice may deviate from the prescribed standards of appearance, with the written authorization of their unit commander. When seeking approval to deviate from the prescribed standards of appearance, as indicated in this section, members shall make application on the appropriate form and comply with the conditions described thereon.

Braids shall be kept neat.

### **3.17.27 Hair (Female Members)**

Female members of the Auxiliary Police Service, while in uniform, shall ensure their hair is kept in a neat, clean and well-groomed fashion and does not fall below the bottom of the uniform collar, nor interfere with the proper wearing of the uniform hat (see Appendix "C"). Such members shall not wear their hair in a manner likely to impair their vision.

Notwithstanding the foregoing, Aboriginal members of the Auxiliary Police who wish to wear braided hair as part of their spiritual practice may deviate from the prescribed standards of appearance, with the written authorization of their unit commander. When seeking approval to deviate from the prescribed standards of appearance, as indicated in this section, members shall make application on the appropriate form and comply with the conditions described thereon.

Braids shall be kept neat.

### **3.17.28 Smoking Prohibition**

Members of the Auxiliary Police Service shall not:

- smoke in a police facility;

- smoke in or on a police vehicle; and
- while in uniform, smoke in an area either accessible to the public, or where such members are capable of being viewed by the public.

For the purposes of this section, a police vehicle means any vehicle, vessel or aircraft used to perform duties on behalf of the Service.

### **3.17.29 To Obey Lawful Commands**

Members of the Auxiliary Police Service shall, at all times, obey the lawful commands of a police officer of the Toronto Police Service.

### **3.17.30 Adherence To By-Law And Orders**

Members of the Auxiliary Police Service shall familiarize themselves with and strictly adhere to:

- the provisions of this By-law pertinent to Auxiliary Police;
- Metropolitan Toronto Auxiliary Police Policy and Procedure Manual;
- Metropolitan Toronto Auxiliary Police Routine Orders issued by the chief of police;
- any directive issued by the deputy chief of police, Auxiliary Police Service.

## **4.11.0 Uniform, Equipment And Personal Appearance**

### **4.11.1 Articles On Issue**

All articles of uniform and equipment necessary for the performance of duty shall be provided by and remain the property of the Board.

Members shall not use articles of uniform or equipment issued to another member, nor lend their issued articles of uniform and equipment to another member, except when authorized by a supervisory officer.

Where articles of uniform or equipment are damaged or lost due to the fault of a member, such member may be required to pay the cost of replacement and be subject to disciplinary action.

### **4.11.2 Responsible For Condition And Safe Storage**

Members are responsible for the good care, serviceable condition and safe storage of issued articles of uniform and equipment, including temporarily assigned equipment. The issuance and usage of temporarily assigned equipment shall be in accordance with the established practice.

When not in use, articles of uniform and equipment issued to members, other than firearms shall be stored:

- in the member's secured personal locker at his/her unit; or
- in the member's principal residence.

Members shall not apply any substance to, or alter, any article of uniform or equipment so as to affect its reissuance.

#### **4.11.3 Replacement Of Uniform Or Equipment**

No replacement article of uniform or equipment shall be provided to members until authorized on the appropriate form by their unit commander.

#### **4.11.4 Damage Or Unserviceability Of Articles**

Theft, loss, damage to, or unserviceability, of any article of uniform or equipment issued or assigned to members shall be promptly reported by them, in writing, to their unit commander.

#### **4.11.5 Officer Safety Helmets**

Members shall wear their issued officer safety helmets:

- when ordered to do so by a supervisory officer; or
- when they believe there is a potential for serious bodily harm to themselves.

Officer safety helmets must be kept in the trunk of the assigned police vehicle when not in use.

#### **4.11.6 Firearm Holsters**

Police officers performing their duties in uniform may, at their option, wear their issued firearm holster on the left or right side of the body.

#### **4.11.7 Return Of Articles**

Articles of uniform or equipment issued other than firearms, to a member shall be returned to Fleet and Materials Management, upon their termination of employment with the Service. Firearms shall be returned to the Armament Office. The replacement cost of any articles of uniform or equipment not returned, or the cost of repair to any such articles damaged through carelessness or neglect, shall be at the expense of the member concerned.

Police officers issued with uniform and equipment other than those described in Appendix "B", who are reassigned to duties or transferred to a unit where such equipment is not required, shall upon reassignment or transfer return the special equipment to Fleet and Materials Management immediately. Members temporarily reassigned to other duties or involved in a lateral transfer are exempted from this requirement.

#### **4.11.8 Property To Be Returned To Fleet And Materials Management**

When members resign, retire or are dismissed from the Service, their unit commander shall ensure that all police property other than firearms which has been issued to such members is retrieved and forwarded to Fleet and Materials Management. Firearms issued to members shall be retrieved and forwarded to the Armament Office.

Police officers who are on secondment and not required to perform police duties or are on extended leaves of absence in excess of twenty days shall, upon commencement of the secondment or extended leave of absence, immediately return all police property other than firearms issued to them to Fleet and Materials Management. Firearms issued to members shall be retrieved and returned to the Armanent Office.

#### **4.11.9 Salary To Be Withheld**

When police officers resign or are dismissed from the Service, any salary due to them shall be withheld until all articles of uniform and equipment issued to them have been returned in good condition.

#### **4.11.10 Medals, Ribbons And Decorations**

Medals, ribbons or decorations received by members may be worn on uniforms provided they are:

- for service in the armed forces, militia, merchant navy or a police force;
- from the federal or provincial government;
- from a recognized public service organization.

#### **4.11.11 Prescribed Uniform To Be Worn**

Members shall, when required to perform duties in uniform, wear issued articles of uniform and equipment as prescribed in Appendix "B".

Notwithstanding the foregoing, members who are baptized practising members of the Sikh religion may wear a turban, in place of the standard headdress prescribed by this section, provided they:

- complete the appropriate form and comply with the conditions indicated thereon; and

- use issued fabric for the turban and wrap it in the manner illustrated in Appendix "C".

Apart from this exception, all other dress requirements prescribed by this section shall apply to baptized practising Sikh members.

Members shall not use or wear their issued uniform or equipment while off duty without obtaining prior approval from the chief of police, except when commuting to and from work. Requests by members to wear a prescribed uniform while attending an off-duty function shall be made, in writing, to their unit commander.

**4.11.12 Prohibitions**

While in uniform, members shall not:

- carry parcels, umbrellas or other articles except as required by police duty;
- wear hose of any colour other than plain black or plain dark blue;
- wear gloves or mitts of any colour other than plain black or plain dark blue, except that members shall wear issued gloves or mitts for traffic direction, parades or designated functions;
- wear scarves of any other colour than plain black or plain dark blue;
- wear other than authorized apparel exposed to view;
- at any time, be dirty or untidy in appearance. Members shall keep their uniforms pressed and clean and their leather boots and equipment polished;
- appear in any place, without wearing their headdress in the prescribed method (see Appendix "C"), except when in a police building, when driving or riding in a marked police vehicle or in special circumstances when courtesy dictates. These exceptions shall be void where protocol requires headdress to be worn
- wear any article of police uniform in conjunction with civilian clothing;
- conceal from view or remove their issued identification number badge from its prescribed location on their headdress (see Appendix "C"), or numerals from epaulet sleeves on prescribed outerwear or shirt;
- wear any substitute article of uniform or equipment except as authorized by the chief of police;
- chew gum or other similar substance;
- consume food or drink, with the exception of water, except in the guardroom or other designated area of a police building or when permitted to do so by a superior ranking officer.

**4.11.13 Dress For Non-Uniformed Duties**

Police officers performing duties in a non-uniformed capacity shall be neat, clean and dress in a manner as illustrated in Appendix "B", unless otherwise directed by their unit commander.

**4.11.14 Dress While Attending Court**

While attending court in other than uniform, members shall be neat and clean in appearance and be dressed in a manner as illustrated in Appendix "B".

Members who have been assaulted or obstructed while in uniform, in the execution of their duties, shall appear in court respecting such charge in the prescribed uniform.

#### **14.11.15 Cosmetics And Jewellery**

While in uniform, members shall not wear jewellery other than a wristwatch, wedding and/or engagement ring(s) or Medic-Alert bracelet, nor shall they wear excessive facial or other makeup.

Notwithstanding the foregoing:

- members may wear a necklace with a religious pendant provided it is not clearly visible or noticeable;
- baptized practising members of the Sikh religion may wear a small replica of the Kirpan (symbolic sword) in the form of a pin (no more than 9 cm in length) under their uniform, a Kara (symbolic iron bracelet, no wider than 6 mm) and Khanga (Sikh comb worn in the hair under turban), provided they have completed the appropriate form and comply with the conditions indicated thereon.

Articles of jewellery referred to in this section which are damaged or destroyed shall not be repaired or replaced at the expense of the Service, except when otherwise authorized by the chief administrative officer.

#### **4.11.16 Hair, Sideburns, Beard And Moustache (Male Members)**

Male police officers, or male civilian members assigned to a uniformed function are permitted to wear sideburns, beard and moustache. Such members shall keep their hair, sideburns, beard and moustache neat, clean and well trimmed, and particularly that:

- hair showing at the back of the head below where a forage cap is worn, shall be no longer than 2.5 cm and shall taper towards the edges and downwards toward the centre of the neck to no closer than 1.3 cm above the collar. The remainder of the neck shall be clean shaven (see Appendix "C");
- sideburns shall not extend below the lower part of the ear lobes and shall be no wider than 2.5 cm and no thicker than .5 cm (see Appendix "C");
- beards shall be evenly trimmed, neat in appearance and worn with a moustache as illustrated in Appendix "C". Beards shall be fully developed when worn in uniform and shall be no longer than 2 cm from the skin;
- moustaches shall not exceed .5 cm beyond or below the corner of the mouth, except that the spikes on waxed moustaches may be up to but not exceeding

2.5 cm in length (see Appendix "C").

Male police officers assigned to non-uniformed duties may, with the written authorization of their unit commander, deviate from the prescribed standards of appearance. When seeking approval for exemption from the foregoing standards, such police officers shall make application on the appropriate form and comply with the conditions described thereon.

Notwithstanding the foregoing, baptized practising members of the Sikh religion who wish to deviate from the prescribed standards of appearance, as indicated in this section, shall complete the appropriate form and comply with the conditions indicated thereon. Such permission shall be given, in writing, provided the following standards are complied with:

- hair shall be tied in a bun and concealed under an issued turban;
- moustaches shall be neat as illustrated in Appendix "C";
- beards shall be kept neat as illustrated in Appendix "C".

Notwithstanding the foregoing, Aboriginal members of the Service who wish to wear braided hair as part of their spiritual practice may deviate from the prescribed standards of appearance, with the written authorization of their unit commander. When seeking approval to deviate from the prescribed standards of appearance, as indicated in this section, members shall make application on the appropriate form and comply with the conditions described thereon.

Braids shall be kept neat.

#### **4.11.17 Hair (Female Members)**

Female members, while in uniform, shall ensure their hair is kept in a neat, clean and well-groomed fashion and does not fall below the bottom of the uniform collar, nor interfere with the proper wearing of the uniform hat (see Appendix "C"). Such members shall not wear their hair in a manner likely to impair their vision.

Notwithstanding the foregoing, Aboriginal members of the Service who wish to wear braided hair as part of their spiritual practice may deviate from the prescribed standards of appearance, with the written authorization of their unit commander. When seeking approval to deviate from the prescribed standards of appearance, as indicated in this section, members shall make application on the appropriate form and comply with the conditions described thereon.

Braids shall be kept neat.

#### **4.11.18 Prescription Glasses And Sunglasses**

While in uniform, members who are required to wear prescription glasses shall only

be permitted to wear glasses of a conservative design and colour.

While in uniform, members may, when necessary, wear sunglasses provided they are of a conservative design and colour. Mirror type lenses shall not be worn.

#### **4.11.19 Service Badges**

A service badge, as described in Regulation 929, Revised Regulations of Ontario 1990, shall be awarded to police officers for each five years of police service with the Service. Accelerated reclassification and service advancement will not affect the awarding of such service badges. Service badges shall be worn on police uniforms in the manner prescribed in Appendix "B".

A service badge shall be awarded to parking enforcement officers, summons servers and court officers for each five years of service with the Service. Service badges shall be worn on the uniforms of parking enforcement officers, summons servers and court officers in the manner prescribed in Appendix "B".

#### **6.3.0 Leaves Of Absence**

##### **6.3.1 Family Care Leave – Eligibility**

Members who have pre-school aged children or children with special needs, or members who care for aging or infirm dependents, may be entitled to a maximum of one year leave of absence to care for such children and/or dependents provided they have completed their probationary period. Such leave of absence shall be at no expense to the Board.

##### **6.3.2 Family Care Leave - Prior Notification**

Members wishing to apply for family care leave shall complete the appropriate form at least two months prior to the start of the leave of absence.

An interview with the work and family care co-ordinator, Compensation and Benefits, may be required, at the discretion of the co-ordinator.

##### **6.3.3 Extended Leave Of Absence**

Members shall be eligible for an extended leave of absence provided they meet the conditions outlined in the applicable collective agreement. The effective start date for an extended leave of absence shall be January 2nd or September 1st of any given year. Requests for participation in such leave shall be made, in writing, to the work and family care co-ordinator, Compensation and Benefits at least two months prior to the requested start date.

##### **6.3.4 Compassionate Leave**

Members may be permitted to take a leave of absence, without pay, for compassionate reasons for a period not to exceed twenty working days with the approval of the chief of police. Requests for such leave shall be submitted on the appropriate form.

### **6.3.5 Leaves Of Absence Over Twenty Working Days**

Members may be permitted to take a leave of absence, without pay, for a period of over twenty working days with the approval of the appropriate staff superintendent/director. Requests for such leave shall be submitted on the appropriate form at least two months prior to the requested date.

### **6.3.6 Leave Of Absence Agreements**

Those granted permission for a leave of absence of over twenty working days, including members elected to the Board of Directors of the Toronto Police Association, shall be required to sign a leave of absence agreement prior to the commencement of the leave.

### **Appendix “B” of the Rules – “Dress Rules”**

### **Appendix “C” of the Rules**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P209. CONSTRUCTION SERVICES FOR THE NEW TRAINING FACILITY**

The Board was in receipt of the following report June 27, 2006 from William Blair, Chief of Police:

Subject: CONSTRUCTION SERVICES FOR THE NEW TRAINING FACILITY

Recommendations:

It is recommended that:

- 1) the Board authorize entering into an agreement with Eastern Construction Company Limited for an amount up to \$57.5 Million, including all taxes, for the provision of construction services for the new training facility, in a form acceptable to the City Solicitor; and
- 2) subject to the City of Toronto and the Department of National Defence (DND) agreeing to a lease of space to DND at the training facility, the Board authorize entering into an agreement with DND to address its participation in the construction project, in a form acceptable to the City Solicitor.

Background:

Over the last several years, the Service has been using the construction management approach to construct its new facilities. Under this approach, a construction manager is hired through a competitive procurement process, and is responsible for developing a cost estimate to build the facility and for overseeing the construction of the facility, including the scheduling and management of all construction activities. The construction manager assumes the liability (e.g. Occupational Health and Safety Act) associated with the construction of the facility, and is responsible for ensuring all deficiencies are addressed. The construction manager essentially ensures the Service's interests are protected and that the facility is built on time and on budget. This approach was used for construction of the new 43 Division and is being used for the construction of the new 23 Division, which is currently in progress.

The construction management approach is also being used for the construction of the Service's new training facility. Accordingly, the Board, at its meeting of January 11, 2006, awarded a contract for the provision of construction management services for the new training facility to Eastern Construction Company Limited (Eastern) for an amount of \$4.3 Million (M), which includes a fixed management fee, estimated disbursements, contingency and all taxes (BM# P7/06 refers). In requesting approval to hire Eastern as the construction manager, the report also

indicated that the Service would seek Board approval for the expenditure of construction funding (i.e. the cost to actually construct the facility) once a more detailed cost estimate was developed. Accordingly, one of Eastern's first activities as construction manager was to work with the project team to update the facility design and develop a more accurate cost estimate for the project, taking into account any potential cost reduction opportunities.

As a result of the above work, a more up-to-date net project budget was developed for the new training facility, and presented to the Board at its meeting of April 24, 2006. At this meeting, the Board approved a net project budget of \$66M for the new training facility (BM# P132/06 refers), which included an additional \$4M to achieve Leed silver certification, as well as DND's contribution towards the project.

Comments:

*Construction Services Process:*

As part of the construction process, Eastern will be awarding construction services work to various sub-contractors. The Service is therefore requesting authority from the Board to use funds for the construction services component of the project, and to enter into an agreement with Eastern for this purpose, so that the Service can reimburse Eastern for payments it makes to the sub-contractors. While the funds being requested (\$57.5M) represent a major portion of the construction component of the project, not all of the available funding is being requested at this time. This approach allows for a more managed control of costs, and sets an expectation to deliver the project under/on budget. As more detailed construction drawings are completed and work is tendered, the cost estimate will become more accurate and complete. If it is determined, during construction, that a portion or all of the remaining construction services funds are required, a request will be submitted to the Board in accordance with By-law 147.

As the construction services provider, Eastern will administer, award work and pay the various sub-contractors, and bear ultimate responsibility for the construction of the facility. However, prior to any award to a sub-contractor, Eastern must ensure that the Service, City staff and project prime consultant have reviewed and approved the selection. Eastern is also required to comply with Service and City tendering requirements, including fair wage and union agreements. The review by Service and City staff will ensure that this is achieved.

During the past few months, Eastern, as part of its construction management services, has pre-qualified the major sub-contractors required for this project and identified approximately five qualified sub-contractors for each major contract. The pre-qualified sub-contractors will be invited to competitively bid on the required work, in accordance with the construction schedule developed by Eastern.

As mentioned above, Eastern will be paying the sub-contractors directly. Eastern will then submit monthly invoices, including support documentation, to the Service for payment. The invoices will reflect the actual amount paid to the sub-contractor with no added costs from Eastern. The invoices submitted by Eastern will be subject to certification by the prime consultant, reviewed and approved by Service and City staff before any payment to Eastern is

made. The invoices will be subject to all provisions of the Construction Lien Act and other regulations, and will include the standard 10% holdback provision.

*Other Project Requirements:*

The net project budget (\$66M) for the new training facility includes DND's contribution to this project as well as funding for other requirements (e.g. equipment, security system, furniture, etc.) which are administered separately by the Service and are outside the construction services contract with Eastern. These items will be acquired in accordance with the Service's procurement process and By-law 147, and will be the subject of separate board reports as appropriate.

*Department of National Defence (DND):*

In April 2006, the Board approved the entering into an arrangement with DND to share a portion of the new training facility. The City's Facilities and Real Estate Division is in the process of seeking City Council approval at its July meeting for the lease agreement required in this regard, given that the City will be the owner of the completed facility. Assuming that City Council approves the agreement, DND has requested that a project management agreement between the Service and DND also be prepared. To this end, the City Solicitor has commenced discussions with DND's solicitor to negotiate such an agreement to ensure that the interests of both parties in the facility are adequately covered during its construction.

Financial Implications:

The authority being requested in this report allows for the spending of funds for the construction services component of this project. In effect, it allows the Service to reimburse Eastern for construction work performed by the various sub-contractors. Funding is available in the Service's 2006-2010 capital program (New Training Facility Project) for these expenditures.

Conclusion:

A new training facility for the Service was approved by the Board as part of the Service's 2006-2010 capital program. An up-to-date net project budget for the facility, including a contribution from DND, was approved by the Board at its April 2006 meeting. This budget included funding for various requirements, including architectural/design services, construction management services, permits, construction services, furniture and contingency.

The contract for architectural/design services was awarded by the Board to Shore Tilbe Irwin & Partner Architects, at its June 2005 meeting (BM #P194/05 refers). At its January 2006 Board meeting, the Board approved Eastern Construction as the construction manager for the facility.

The construction management approach being used to build the new training facility, requires the construction manager to develop an estimate to build the facility and to oversee and be responsible for all construction services required to build the facility, within the cost estimate developed. This report requests authority to use the funds required for the construction services

component of the project, and to enter into an agreement with Eastern for this purpose. The will allow Eastern to start tendering the work and allows the Service to reimburse Eastern for the work completed by the various sub-contractors.

Toronto City Legal was consulted in the preparation of this report.

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

**The Board approved the foregoing and requested that, as the project progresses, the Board be provided with semi-annual reports which detail the status of the project including the status of the receipt of the necessary approvals, the degree to which the project is adhering both to the schedule and to the cost estimates established for the project.**

**Amendment:**

**At its meeting on August 10, 2006, the Board agreed to amend the foregoing Minute by indicating that, with regard to recommendation no. 1, any necessary approval by the Department of National Defence would not delay the project.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P210. TIME RESOURCE MANAGEMENT SYSTEM – UPGRADE TO  
VERSION 5.0**

The Board was in receipt of the following report June 23, 2006 from William Blair, Chief of Police:

Subject: TIME RESOURCE MANAGEMENT SYSTEM UPGRADE TO VERSION 5.0

Recommendation:

It is recommended that:

1. The Board approve engaging Workbrain Incorporated on a sole source basis to provide professional services required to upgrade the Time Resource Management System (TRMS) at a maximum cost of \$1.810 million (M) which includes applicable taxes;
2. The Board authorize the Chair to execute the agreement and related documentation with Workbrain, pending approval as to form by the City Solicitor; and
3. The Chief, or his designate, notify the City Chief Financial Officer and Treasurer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03.

Background:

An upgrade of Service's Time Resource Management System (TRMS) to Workbrain Version 5.0 is included in the Service's approved 2006 – 2010 capital program. The Service uses TRMS as its time and attendance system. The original TRMS implementation was approved by the Board (Board minute #P290/01 refers) and had a total cost of \$4.5M. TRMS, which went live in August 2003, collects and processes time and attendance specific data, administers accrual bank data, assists in paid duty administration and in the deployment of members.

Upgrading TRMS is required to provide additional functionality to the Service and to ensure that the system is properly supported in future. Upgrading enterprise software to new releases is common practice which ensures continued vendor support for fixes to the system, changes in regulatory requirements, access to new technologies and enhanced functionality, and forces regular assessment of customizations.

Comments:

A detailed review of high level requirements has been conducted by the Enterprise Resource Management Systems (ERMS) and Information Technology Services (ITS) areas of the Service.

*Alternatives Considered:*

Several alternatives to proceeding with the TRMS upgrade were considered, which included:

- Continuing with TRMS in its current state;
- Going to market for a new Time and Attendance solution; and
- Upgrading TRMS to the most current version;

Continuing with TRMS in its current state is not practical as Workbrain Incorporated will discontinue support for our current version, as part of the current version lifecycle.

The cost of going to market for a new time and attendance system would likely exceed \$4 million in addition to the dedicated internal resources required for implementation. This amount is based on the original cost to implement TRMS combined with estimated software licensing fees for a new time and attendance solution. Therefore, based on cost alone, this is not a feasible solution.

Consequently the most feasible option would be to upgrade TRMS to the most current version of the Workbrain system. The current TRMS solution has functionality that was developed specifically for the Service such as parade sheets for deployment of members, administration of paid duties and processing of court cards. Other time and attendance systems do not have this functionality which is very specific to policing.

The ERMS Unit functionally supports TRMS and the Human Resources Management System (HRMS). TPS does not have the in-house expertise to complete an upgrade of this complexity. Therefore, professional expertise from Workbrain is required to work with ERMS and ITS staff and subject matter experts from other areas of the Service to upgrade TRMS.

*Upgrade Benefits:*

The upgrade will result in significant changes to the operational capabilities and appearance of TRMS. The improvements to be achieved from upgrading TRMS will include the following:

- Reduction in support costs by developing a clear delineation of custom programming code and Workbrain core programming code;
- Reduction of custom programming code by utilizing more robust functionality in the new product version;
- Increased performance and stability of the TRMS application;
- Defined support model where updates to system configuration will be performed by in-house personnel;
- Ability to quickly react to business rules changes with little vendor involvement (e.g. Collective Agreement changes);

- Much improved reporting ability by utilizing Cognos Business Intelligence. Cognos is a popular and accepted reporting tool which will enable the Service to develop more sophisticated reports from TRMS data in addition to being able to react more quickly to one time *ad hoc* reporting requests. In addition, Cognos will facilitate offloading Information Technology's effort and reduce reporting backlog by enabling ERMS personnel to develop reports through drag-and-drop formatting; and
- Enhanced system functionality based on new features available in Workbrain V.5.0.

#### *Upgrade Project Phases:*

The phases of the TRMS upgrade project include:

- Discovery and Design;
- Build, Configure, Test and Go-Live;
- Training;
- Report Authoring Software;

The Discovery and Design phase will take 10 to 13 weeks to complete and provide information for the planning and implementation of the remaining phases of the project.

The deliverables and completion criteria for the Build, Configure, Test and Go Live phases of the TRMS upgrade project will be established from the Discovery and Design of the TRMS upgrade and will include upgrade documents (technical specifications, risk management strategies, training strategy etc.), Statement of Work for Build, Configure, Test and Go Live project phases, project governance documentation and an element matrix detailing upgraded TRMS functionality.

As part of the TRMS upgrade, a training strategy and report authoring strategy will be developed.

The estimated duration of the upgrade project is fourteen months. Based on an August 1, 2006 start for the project, it is anticipated that TRMS Version 5.0 will be live in October 2007 with a one to two month period of Go-Live support from the vendor.

#### *Sole Source Selection:*

Representatives from Workbrain Incorporated have a high level of skill and expert knowledge of their software, and have a good understanding of the Service's business processes. This will minimize risk and better ensure progress toward successful completion of the TRMS upgrade without disruption. Very few professional firms in the market offer Workbrain upgrade services and, to date, none of these firms has performed an upgrade to Workbrain Version 5.0. Any product requirements that are part of this upgrade (e.g. maintenance licensing, product support etc.) will require involvement from Workbrain. There are no Workbrain re-sellers. Therefore, issuing a request for proposal for the upgrade would increase the upgrade project risk without offering any offsetting benefit.

In addition, Workbrain's previous experience with TPS policies and processes will ensure continuity of resources. Workbrain has committed to providing the required services at a preferred hourly rate below current market standards. As a result, it is in the Service's best interest to sole source the professional services required to complete the upgrade to Workbrain Incorporated.

Financial Implications:

The TRMS upgrade is an approved project in the Service's 2006-2010 capital program at a total amount of \$2.668M. Of this funding, \$250,000 has been utilized in 2005 for knowledge transfer activities and preparation of the technical infrastructure required for the upgraded TRMS version. The professional services requirements from Workbrain Incorporated are summarized in the following table. These amounts reflect a 10% discount from Workbrain's standard pricing.

<b>Service to be provided</b>	<b>Gross Cost (includes all taxes)</b>	<b>Net Cost (excludes GST)</b>
Discovery and Design	\$480,000.00	\$448,598.13
Build, Configure, Test and Go-Live	\$1,210,000.00	\$1,130,841.12
Training for project staff	\$20,000.00	\$18,691.59
Report Authoring Software	\$100,000.00	\$93,457.94
<b>Total Sole Source Funding to Workbrain Inc.</b>	<b>\$1,810,000.00</b>	<b>\$1,691,588.78</b>

The remaining funding included in the approved TRMS Upgrade capital project will be utilised for other required components of the upgrade. The following table summarizes other upgrade project components and related costs:

<b>Other TRMS Upgrade Project Components</b>	<b>Gross Cost (includes all taxes)</b>	<b>Net Cost (excludes GST)</b>
Project Management	\$240,750.00	\$225,000.00
Staff Backfill	\$175,480.00	\$164,000.00
Computer Hardware	\$187,250.00	\$175,000.00
TPS TRMS User Training	\$173,768.00	\$162,400.00
<b>Total Cost</b>	<b>\$777,248.00</b>	<b>\$726,400.00</b>

The Project Management Services will be provided by a firm (Katalogic Inc.) experienced in managing similar upgrade projects, including time and attendance projects with other police organizations in the province of Ontario. This firm was chosen through the request for proposal (RFP) process (RFP #1064900-06). The RFP was released by TPS' Purchasing Support Services Unit on January 16, 2006. Appropriate TPS personnel from Human Resources and Information Technology Services reviewed the four proposals received. The submissions were evaluated independently using a weighted matrix format, and based on the following criteria:

1. Project Management Experience with PeopleSoft Upgrades
2. Project Management Experience with Time and Attendance System Upgrades
3. Project Management Approach
4. Cost

The final ranking of the various firms were:

1. Katalogic Inc.
2. Howard Goshulak and Associates Consulting Inc.
3. RIS, The Applications Support and Maintenance Company
4. Shore Consulting Group

Based on the evaluation performed, Katalogic received the highest overall score and will be providing project management expertise specific to time and attendance and HRMS upgrades. They will be following the TPS Project Management Methodology and will be governed by the TPS Project Management Office. The level of experience that Katalogic will provide specific to time and attendance system upgrades is not available in-house.

There will be the requirement to backfill current staff positions so that members currently providing operational support can be assigned to the TRMS upgrade project full time.

Additional computer hardware will be required as a result of delivering additional functionality. Specifically, the addition of the report authoring software to facilitate development and presentation of reports will require additional computer hardware.

A TRMS user training strategy will be developed as part of the discovery and design. There are over one thousand TRMS users that will require upgraded TRMS training. The training approach will be determined based on the additional functionality in the upgraded TRMS.

The total net cost of the TRMS upgrade will be \$2.418M inclusive of all applicable taxes and rebates.

#### Conclusion:

The current version of TRMS is nearing the end of its product lifecycle. TPS acquired the current version over four years ago and an upgrade to the current version is included in the Service's approved 2006-2010 capital program.

Sole sourcing Workbrain to provide the necessary resources for the TRMS upgrade is being recommended.

Workbrain is:

- the only vendor of the TRMS solution
- experienced provider of professional services specific to TRMS; and
- experienced with TPS' policies, procedures and the original TRMS implementation.

The cost of the original TRMS implementation was approximately \$4.5M. Upgrade costs of complex enterprise software solutions are usually one half to two thirds the cost of the original solution implementation. The proposed TRMS upgrade cost falls within these parameters. In addition, Workbrain will be providing services at a 10% discounted rate.

Upgrading TRMS to the most current Workbrain version is necessary and will ensure that TRMS remains current and supportable by the vendor. It also reduces support costs and positions the Service to continue taking full advantage of the robust functionality in TRMS.

Deputy Chief Keith Forde, Human Resources Command, will be available at the meeting to answer any questions the Board may have.

**The Board approved the foregoing and requested that the Chief of Police explore and report back to the Board as to whether the contract with Workbrain can require that five years of support is provided for the new version of TRMS and whether Workbrain is willing to provide a discount in excess of the 10% which they have already offered.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P211.           REQUEST FOR CHANGE IN REPORTING PROCESS – ANNUAL  
REPORT ON RACE RELATIONS PROGRAMS**

The Board was in receipt of the following report May 10, 2006 from William Blair, Chief of Police:

Subject:           ANNUAL REPORT RACE RELATIONS PROGRAMS

Recommendation:

It is recommended that:

- 1)       the Board agree that for the year 2006 only, the Board receive the Annual Race Relations Report in October 2006, and;
- 2)       that commencing in 2007, the Annual Race Relations Report be provided to the Board in the month of June each year.

Background:

At its meeting on March 26, 1999, the Board received a report on the Toronto Police Service's Race Relations Plan (Board Minute #P160/99 refers). In the report, the Service advised the Board that a report would be submitted to the March Board meeting each year to provide highlights of race relations efforts across the Service and to update the Board on the status of the Race Relations Plan.

The Board received the third and final report at its meeting on March 27, 2002 on the status of the three-year Race Relations Plan (Board Minute #P83/02 refers). At the same meeting, the Board approved a motion that the Service continue to submit annual reports on the results of initiatives developed by the Service to address issues regarding race relations.

Accordingly, the 2004 Annual Race Relations Report was prepared and submitted to the Board at its February 4, 2005 meeting (Board Minute #P115/05 refers).

Comments:

The Board and the Service are in the process of developing a strategic plan to support and operationalize the 2006-2008 Service Priorities, which includes a number of goals and strategies that directly or indirectly support positive race relations.

Under the direction of Deputy Chief Forde, Human Resources Command (HRC) is in the process of developing a Strategic Plan for 2006-2008 that will include a number of goals and strategies that directly or indirectly support positive race relations.

The Board/Service Joint Working Group on Race Relations has recently developed a new Policy on Race and Ethnocultural Equity to support positive race relations. It will then develop a plan of action to fully implement these policies within the Service (Board Minute #P384/05 refers).

These three separate but related processes will be strategically integrated and coordinated to form the basis of the updated 2006-2008 Race Relations Plan.

In June 2006, the 2006-2008 Race Relations Plan will be implemented. It is recommended that the Board agree to receive a full report on the Service's Race Relations Plan in October 2006, the next required reporting date.

In the interim, the Service is continuing to develop the 2006-2008 Race Relations Plan, create new initiatives and continue existing programs in support of increasing access, equity, effectiveness and positive race relations inside the Service and between the Service and the diverse communities that comprise Toronto.

The 2006-2008 Race Relations Plan will be designed to focus less on "outputs" and more on accomplishing progressive, equitable outcomes. The new plan will be a comprehensive, coordinated and committed approach to managing diversity by improving individual and organizational cultural competencies.

The following is a brief overview of the strategic framework of the 2006-2008 Race Relations Plan including a summary of some of the new initiatives and strategies that will cascade down in a coordinated, integrated process starting with the Service Priorities, then the Human Resources Command Strategic Plan, and then the new policy from the Board/Service Joint Working Group on Race Relations.

### **1. 2006-2008 Service Priorities**

The Service Priorities were designed to reaffirm the commitment of both the Board and the Service to the community policing and to delivering services that do not discriminate, internally or externally, on the basis of race, sex, place of origin, sexual orientation, age, disability or socio-economic status.

The Service Priorities are founded on a commitment to accountability and transparency to our City's diverse communities through the provision of equitable, non-biased policing services and by building a Service that is representative of those we serve. Accountability and non-biased policing services are central to all that we strive to achieve now and in the coming years.

The following is a list of six the (6) Service Priorities for 2006-2008:

- Community Partnerships

- Safety of Vulnerable Groups
- Community Safety & Security
- Traffic Safety
- Service Delivery
- Human Resources

## **2. Human Resources Command Strategic Plan**

The following are excerpts from the “draft” Human Resources Command (HRC) Strategic Plan for 2006-2008. The HRC Strategic Plan will ensure that all members of the TPS are able to conduct their daily duties in a professional, non-biased, and safe work environment. In turn, the community will become the beneficiary of a more ethical and effective work force. One of the key components of the HRC strategy is the new “*brand statement*” to firmly establish and market the new direction of the Service. The following brand statement will become the operative philosophy of HR: “*Excellence through People and Partnerships.*”

Achievement of the 2006-2008 HRC Strategic Plan goals will ensure that the HRC supports the Service Priorities and the Board’s new Race Relations Policy. The HRC strategic goals for 2006-2008 are:

- Ensure a professional, bias-free, healthy work environment
- Maximize member performance and potential
- Ensure that the membership of the Service represents the diversity of the community
- Develop and enhance partnerships through community mobilization
- Position the Service as a leader in human resources
- Establish the Service as an “employer of choice”

## **3. Board/Service Joint Working Group on Race Relations – Race Relations Policy**

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

The Race and Ethnocultural Equity Policy was prepared by the Joint Working Group following extensive research and reviews of similar policies in other jurisdictions across North America and around the world and was presented to the Board for approval on December 15, 2005 (Board Minute #P384/05 refers).

Under the direction of the Chief, the Service will operationalize the Board policy on Race and Ethnocultural Equity in a manner that will be in support of race relations goals, objectives and measurements of the Service Priorities and the HRC Strategic Plan. The main strategic goals for the Board’s Race Relations Policy are:

- Service Delivery

- Professional Development
- Professional Conduct
- Supervision & Accountability
- Recruitment, Selection and Promotion

There will be a number of specific race relations goals and strategies developed in support of the Service Priorities, the HRC Strategic Plan and the Board's Race Relations Policy. The following are potential Race Relations strategic elements (this list is not exhaustive):

- Ethnic & Community Media Strategy
- Hate Crime Enforcement & Education
- Diversity & Cultural Competence Training in all In-Service Courses
- Professional Standards & Human Resources Systems to ensure Bias-Free Conduct
- Access & Community Mobilization Programs for Ethnic/Minority Communities
- Recruiting & Hiring Initiatives to Increase Service Diversity
- Creation of Ethics & Equity Advisor for the Office of the Chief
- Employee Wellness, Accommodation & Retention Programs
- Employment System Review (staff development, promotions, etc.)
- Creation of Human Rights & Employment Equity Unit
- Newcomer Outreach Program for Toronto's New Immigrant Community
- Expansion and Enhancement of the Consultative Committees

The strategic management processes of both the Board and Service are mutually supportive in design and intent. They will be further supported by an alignment of human resources, administration, budget and operations. The goals and objectives will be reflected in the evaluations of all members, at all ranks and across all commands. The operationalization of the priorities and policies will result in more than mere statements, documents and activities – the focus will be on changing the culture of the organization such that the Service will:

- operationalize diversity vs. value diversity
- achieve organizational vs. individual cultural competence
- reward those who contribute to positive race relations and sanction those who do not
- reflect the community in all ranks, functions and positions

#### Conclusion:

The process of coordinating, integrating and aligning these three processes will build the strategic framework for the 2006-2008 Race Relations Plan as well as determine the initiatives and metrics to assess the effectiveness of the outputs and outcomes.

During this period of revitalization and review, the Service continues to move forward on issues related to diversity management and race relations. Once the 2006-2008 Race Relations Plan has been fully designed, implemented and assessed, a more comprehensive Board report will be provided to give greater insight into the true efforts of the Service in the area of race relations.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P212. ADMINISTRATION AND FINANCIAL REPORTING OF PAID DUTIES**

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

Subject: ADMINISTRATION AND FINANCIAL REPORTING OF PAID DUTIES

Recommendation:

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

Background

At its meetings of April 24, 2006, the Board approved the following motions (Board Minute #P101/06 refers):

- That the Chief of Police provide a report to the Board with respect to the process used to administer paid duties, including: the process employers use to acquire paid duty officers; the process for identifying officers to do paid duty work; how health and safety (officer fatigue) and other supervisory considerations are applied to the management of paid duties; the administrative fee process; how paid duty income is accounted for within the Service and reported out to officers; the collective agreement provisions governing paid duty rates; and whether the number of paid duty hours performed by an officer is monitored and whether any analysis is conducted to determine if the level of paid duty hours performed by an officer impacts the officer's ability to continue to perform his/her regular duties including court attendance.
- That the report in Motion No. 1 also include statistical data for 2005, broken down by rank and years of service to assist the Board in understanding the number of hours officers spend on paid duties over and above regular duties.

General Administration of Paid Duties

Service Procedure 20-01 "Paid Duties" governs the Service's administration of paid duty requests. The *Police Services Act*, Service Procedures, and the Uniform Collective Agreement govern paid duties, and compliance with Procedure 20-01 ensures that paid duties are equitably distributed and that officer conduct at paid duties is in accordance with these authorities. The Unit Commander of each division is responsible for developing a unit specific policy to ensure

paid duties are distributed in a fair and consistent manner. Paid duties are monitored by Unit Commanders to ensure compliance with this procedure.

All requests for a paid duty are made through the Service's Centralized Paid Duty Office (CPDO). The Unit Commander of the division in which the paid duty is requested, or the CPDO as the Unit Commander's designate, may approve paid duty requests, provided that the nature of the employment or business activity is not incompatible or inconsistent with the *Police Services Act*, Board Policies, Service Governance, as well as the *Retail Business Holidays Act*. Additionally, paid duties are not performed on behalf of an employer or union in relation to a labour dispute, at a function likely to promote a confrontation between participating groups, as a bodyguard service, and for a money escort. Paid duty assignments must be a minimum of three hours in length.

The Unit Commander of the division within which the paid duty occurs ensures that an analysis into the number of officers required to effectively and safely police the event is completed, and, where appropriate, that an investigation into the requesting premise is conducted. The Unit Commander shall then, based on the findings of any analysis or investigation conducted in support of that application, determine whether the paid duty request will be approved and the appropriate number of police officers required to effectively and safely police the event. The Unit Commander shall retain the final determination on the number of personnel required and may refuse paid duty policing service where there are overriding safety concerns.

Police officers, as per Service Procedure 20-01, shall ensure that the paid duty does not interfere with regular duties and that no portion of the paid duty overlaps with regular duty. In keeping with health and safety concerns, officers are not permitted to work in excess of fifteen and a half hours (15 ½ hrs), in combined paid duty and regular duty, in a twenty-four hour period. As well, officers shall not perform a paid duty or any number of paid duties exceeding 12 hours in a 24-hour period, where the 24-hour period commences at the start of the first paid duty.

Unit Commanders, as part of their managerial responsibilities, monitor the performance of all officers assigned to their respective division, including those who are performing paid duties within their division. Upon commencing duty, all officers, including those performing paid duties, are paraded by a Sergeant and/or Staff Sergeant. Additionally, Unit Commanders ensure, when practicable, that paid duty officers performing paid duties within the unit's jurisdiction are visited by a supervisory officer.

The Service monitors the performance of officers at paid duties, as well as those officers who may appear to be performing a higher than average number of paid duties. Attached to this document are summaries of paid duties performed for 2005, sorted by rank and years of service (Appendix A refers). As articulated within the paid duty procedure, years of service has no bearing on the distribution of paid duties by the CPDO, or within the divisional paid duty system; this is further illustrated in the charts provided in Appendix A. Additionally, summaries of paid duties performed for 2005, sorted by hours and rank, has also been provided (Appendix B refers). This second set of summaries clearly identifies that there are very few officers within the Service that are performing a higher than average number of paid duties; these officers are

readily identifiable and are monitored by the Service, in keeping with health and safety considerations.

### Financial Administration and Reporting of Paid Duties

The expenses associated with a paid duty are the responsibility of the client. Payment in full for the officers' services is made to each officer upon completion of the paid duty. The client can pay the officer directly by cash or cheque, or may mail a cheque to the officer's Unit. The paid duty officer is responsible for providing the client with a completed copy of a "Paid Duty Request" form as an invoice. The client can arrange an account with The Police Credit Union (TPCU) where they deposit funds into an officer's account prior to the paid duty.

Officers, upon reporting off duty from their paid duty, apprise the Officer in Charge of the division in which they performed the paid duty of the details of the paid duty, including payment received. Officers, when receiving a cash payment, document the specifics of the payment, and whenever possible, have a witness to the payment received sign their memorandum book.

An administrative fee of 15% is charged on the total cost of police officers of each paid duty. In addition, 7% GST is applied to the administrative fee and/or the use of any police equipment. Generally, the administrative fee, police equipment rental fee, and GST will be invoiced separately at a later date. These fees are not paid to the officer(s) or deposited to TPCU. However, for major events where TPCU option is used, all fees will be deposited in advance.

The client is responsible for notifying the CPDO by fax, of any changes to the details of a paid duty (i.e. location, date, time). In a situation where it is necessary to cancel a paid duty, the client must notify the CPDO by fax at least twelve (12) hours prior to the paid duty start time. Where a client has failed to provide the CPDO with at least 12 hours notification of a cancelled paid duty, the client is billed a 3-hour minimum charge, along with associated fees and taxes.

The hourly paid duty rates are established by the Toronto Police Association (the Association), and are in accordance with the terms of the Uniform Collective Agreement. The current hourly rates of pay are as follows:

Constable	\$58.00 (minimum \$174.00)
Sergeant	\$66.00 (minimum \$198.00) (required when in charge of 4 or more police officers)
Staff Sergeant	\$73.00 (minimum \$219.00) (when in charge of 10 or more police officers)
Staff Sergeant	\$75.00 (minimum \$225.00) (when in charge of 15 or more police officers)

Paid duty hours worked by the officers are recorded in the Time Resource Management System (TRMS) time and attendance system by the units to which the duties are assigned. The

officers must parade on and off according to the paid duty procedures. The time entry is made by the members of the various units who have access to the TRMS system (typically station duty operators or clerical staff).

The hours are captured on the paid duty statement which details the customer name, date of the duty, hours worked and amount paid to the officer. The officer is paid directly by the customer at the end of the duty, or through TPCU, if special arrangements have been made with the customer through Financial Management.

The administrative staff with access to the TRMS paid duty system can print the paid duty statement at any time during the year for the officer to review. Administrative staff are provided approximately 4 weeks into the following fiscal year during which time they can/should make any changes to the paid duty statements. Changes can arise as a result of incorrect badge number, hours entered into the system, customer name, etc. Any changes are reported to Financial Management who then alters the customer billing accordingly.

At the end of January of the following fiscal year, the paid duty system is frozen from further entry/change by Financial Management. The paid duty statements are printed for each officer, with a copy to be retained in Payroll Services. A flat file for the Canada Revenue Agency (CRA), for tax purposes, is prepared at this time and provided by Payroll Services to the CRA contact by February 28 (the T4 filing deadline). Officers are provided with the paid duty statement which is used for the taxation of the duty income.

The Service does not report paid duty earnings on either a T4 or a T4(A). Currently, the Service only uses the T4(A) for retiring allowances and severance pay. The Service has been dealing with the CRA for many years on the reporting mechanism. Reporting went from a T4 to a T4(A) to a paid duty statement as a result of many years of discussions with both the CRA and the Association. The results of the “Jane Baptist” Tax Court of Appeal case left the reporting mechanism as a matter of discussion between the Association, the Service and CRA. The end result, namely, the paid duty statement, was agreed to many years ago by the CRA, but only verbally. TPS has been providing the paper document to the officers and an EXCEL flat file to the CRA since this decision was made. No other information has been received from the CRA.

At the Service, officers are paid directly by the customer, or are paid by TPCU once the customer has sent one cheque to TPCU. Where the officers are paid directly by the customer, the Service provides a separate invoice for the administrative fee to the customer, which is paid at a later date. Where the payment is administered through TPCU, a complete invoice, with both officer fees and the Service administrative fee, is sent to the customer. TPCU distributes the officer payment, and then forwards a cheque with the remaining amount to cover the administrative fee.

The current administrative rate of 15%, which was approved by the Board in 1996, is sufficient to cover additional potential liabilities placed upon the Board as a result of officers performing paid duties. The Service periodically reviews the appropriateness of all Service fees. In determining the validity of the current paid duty administrative rate, the Service took into

account all staff support involved in administering the paid duty function, including the Centralized Paid Duty Office, Financial Management and time spent by divisional support staff. Additionally, the Service considered the impact of Workers Safety Insurance Board costs, Legal Indemnification costs, Employee Health Tax and the cost of writing off uncollectible accounts.

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

**The Board received the foregoing report and requested that an analysis be undertaken of the costs of administering paid duties, including costs related to human resources, finance, the Central Paid Duty Office, Unit Commanders activities, etc. to determine if 15% is an adequate administrative charge and that the results of this analysis be reported to the Board during its consideration of the 2007 operating budget request.**

## 2005 Summary of Paid Duties – Appendix A

### Constable (Uniform/Plainclothes/Training)

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	1,216	126,403	\$6,952,165.00
6-10	570	53,806	\$2,959,330.00
11-15	161	23,701	\$1,303,555.00
16-20	274	29,887	\$1,643,785.00
21-25	99	14,870	\$817,850.00
26-30	195	29,565	\$1,626,075.00
31-35	164	29,127	\$1,601,985.00
36-40	6	1,725	\$94,875.00
<b>TOTALS</b>	<b>2,685</b>	<b>309,084</b>	<b>\$16,999,620.00</b>

### Summarized Constable Statistics

Years of Service	Minimum Hrs Worked <sup>1</sup>	Maximum Hrs Worked <sup>2</sup>	Avg. Hrs Per Member <sup>3</sup>	Median Hrs <sup>4</sup>
1-5	3	827	104	78
6-10	3	609	95	64
11-15	3	1,190	148	78
16-20	3	892	109	62
21-25	3	673	150	108
26-30	3	1,029	152	114
31-35	3	1,005	178	118
36-40	43	635	288	230

### Top 5 Constables - Number of Paid Duty Hours Worked

Hours	Years of Service
1190	11-15
1029	26-30
1005	31-35
955	31-35
946	31-35

<sup>1</sup>Minimum hrs worked: the lowest number of hours worked by members in each years of service classification

<sup>2</sup>Maximum hrs worked: highest number of hours worked by members in each years of service classification

<sup>3</sup>Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

<sup>4</sup>Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median

### Sergeant/Detective

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	2	117	\$7,371.00
6-10	3	186	\$11,718.00
11-15	36	1,449	\$91,287.00
16-20	103	4,303	\$271,089.00
21-25	61	2,128	\$134,064.00
26-30	69	2,754	\$173,502.00
31-35	46	2,368	\$149,184.00
36-40	2	113	\$7,119.00
<b>TOTALS</b>	<b>322</b>	<b>13,418</b>	<b>\$845,334.00</b>

### Summarized Sergeant/Detective Statistics

Years of Service	Minimum Hrs Worked <sup>1</sup>	Maximum Hrs Worked <sup>2</sup>	Avg. Hrs Per Member <sup>3</sup>	Median Hrs <sup>4</sup>
1-5	36	81	59	59
6-10	7	144	62	35
11-15	5	194	41	27
16-20	3	261	42	22
21-25	3	225	35	19
26-30	3	245	40	20
31-35	4	467	53	24
36-40	52	61	57	57

### Top 5 Sergeant/Detectives - Number of Paid Duty Hours Worked

Hours	Years of Service
467	31-35
261	16-20
255	16-20
245	26-30
225	21-25

<sup>1</sup>Minimum hrs worked: the lowest number of hours worked by members in each years of service classification

<sup>2</sup>Maximum hrs worked: highest number of hours worked by members in each years of service classification

<sup>3</sup>Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

<sup>4</sup>Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median

### Staff/Detective Sergeant

Years of Service	Number of Members performing Paid Duties	Hours	Amount Earned
1-5	0	0	\$0.00
6-10	0	0	\$0.00
11-15	2	76	\$5,320.00
16-20	10	369	\$25,830.00
21-25	12	469	\$32,830.00
26-30	15	334	\$23,380.00
31-35	14	190	\$13,300.00
36-40	2	72	\$5,040.00
<b>TOTALS</b>	<b>55</b>	<b>1,510</b>	<b>\$105,700.00</b>

### Summarized Staff/Detective Sergeant Statistics

Years of Service	Minimum Hrs Worked <sup>1</sup>	Maximum Hrs Worked <sup>2</sup>	Avg. Hrs Per Member <sup>3</sup>	Median Hrs <sup>4</sup>
1-5	0	0	0	0
6-10	0	0	0	0
11-15	33	43	38	38
16-20	5	107	37	14
21-25	5	115	39	23
26-30	4	100	22	13
31-35	4	38	14	13
36-40	7	65	36	36

### Top 5 Staff/Detective Sergeant - Number of Paid Duty Hours Worked

Hours	Years of Service
115	21-25
107	16-20
102	16-20
100	26-30
85	16-20

<sup>1</sup>Minimum hrs worked: the lowest number of hours worked by members in each years of service classification

<sup>2</sup>Maximum hrs worked: highest number of hours worked by members in each years of service classification

<sup>3</sup>Avg. Hrs per member: calculated based on the total number of paid duty hours divided by the total number of members that worked those paid duty hours

<sup>4</sup>Median hours: the number of hours in the middle of the set of hours; that is, half the hours members worked performing paid duties have values greater than the median, and half the hours have values that are less than the median



## Summary of Paid Duties by Rank for calendar year 2005 – Appendix B

### Police/Training/Plain Clothes Constables

Paid Duty Hours per Member	Num of Members	PerCent of Ttl Mbrs*	Total Hours	PerCent of Ttl Hrs**	Dollars***	PerCent of Ttl Dollars****
1-99	1573	51.37%	66599	20.55%	\$3,662,945.00	20.41%
100-199	673	21.98%	96384	29.75%	\$5,301,120.00	29.53%
200-299	244	7.97%	58835	18.16%	\$3,235,925.00	18.03%
300-399	97	3.17%	32961	10.17%	\$1,812,855.00	10.10%
400-499	43	1.40%	18784	5.80%	\$1,033,120.00	5.76%
500-750	43	1.40%	24518	7.57%	\$1,348,490.00	7.51%
750-1000	9	0.29%	7779	2.40%	\$427,845.00	2.38%
Greater than 1000	3	0.10%	3224	1.00%	\$177,320.00	0.99%
<b>TOTAL</b>	<b>2685</b>	<b>87.69%</b>	<b>309084</b>	<b>95.39%</b>	<b>\$16,999,620.00</b>	<b>94.70%</b>

### Sergeant/Detective

Paid Duty Hours per Member	Num of Members	PerCent of Ttl Mbrs*	Total Hours	PerCent of Ttl Hrs**	Dollars***	PerCent of Ttl Dollars****
1-99	282	9.21%	6,930	2.14%	\$436,590.00	2.43%
100-199	32	1.05%	4,418	1.36%	\$278,334.00	1.55%
200-299	7	0.23%	1,603	0.49%	\$100,989.00	0.56%
300-399	0	0.00%	0	0.00%	\$0.00	0.00%
400-499	1	0.03%	467	0.14%	\$29,421.00	0.16%
500-750	0	0.00%	0	0.00%	\$0.00	0.00%
750-1000	0	0.00%	0	0.00%	\$0.00	0.00%
Greater than 1000	0	0.00%	0	0.00%	\$0.00	0.00%
<b>TOTAL</b>	<b>322</b>	<b>10.52%</b>	<b>13,418</b>	<b>4.14%</b>	<b>\$845,334.00</b>	<b>4.71%</b>

### Staff/Detective Sergeant

Paid Duty Hours per Member	Num of Members	PerCent of Ttl Mbrs*	Total Hours	PerCent of Ttl Hrs**	Dollars***	PerCent of Ttl Dollars****
1-99	51	1.67%	1,081	0.33%	\$75,670.00	0.42%
100-199	4	0.13%	424	0.13%	\$29,680.00	0.17%
200-299	0	0.00%	0	0.00%	\$0.00	0.00%
300-399	0	0.00%	0	0.00%	\$0.00	0.00%
400-499	0	0.00%	0	0.00%	\$0.00	0.00%
500-750	0	0.00%	0	0.00%	\$0.00	0.00%
750-1000	0	0.00%	0	0.00%	\$0.00	0.00%
Greater than 1000	0	0.00%	0	0.00%	\$0.00	0.00%
<b>TOTAL</b>	<b>55</b>	<b>1.80%</b>	<b>1,505</b>	<b>0.46%</b>	<b>\$105,350.00</b>	<b>0.59%</b>

### TOTALS

Total Members Working Paid Duties	<b>3062</b>
Total Number of Paid Duty Hours	<b>324007</b>

<b>Total Dollars</b>	<b>\$17,950,304.00</b>
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\*This information represents a percent of the total members that performed Paid Duties inclusive of all ranks.

\*\* This information represents a percent of the total hours of members that performed paid duties inclusive of all ranks.

\*\*\* The dollar calculation is based on \$55/hr for PC; \$63/hr for Sergeant/Detective; \$70/hr for Staff/Detective Sergeants.

\*\*\*\* This information represents a percent of the total dollars of members that performed paid duties inclusive of all ranks.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P213. REVIEW OF EXISTING POLICIES REGARDING GIFTS AND  
DONATIONS**

The Board was in receipt of the following report May 12, 2006 from William Blair, Chief of Police:

Subject: REVIEW OF EXISTING POLICIES REGARDING GIFTS AND DONATIONS

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its March 23, 2006, meeting, the Toronto Police Services Board approved a report from Chair Alok Mukherjee, recommending “*that the Board request the Chief to review the adequacy of existing policies and procedures in providing financial control of the receipt by Service members of gifts, funds and/or subsidies from outside sources and preventing any conflict of interest or appearance of conflict in the receipt of such items.*” (Board Minute #P79/06 refers).

As requested, a review of Service Governance pertaining to the above Board Minute was conducted. In performing this review, this topic was analyzed on two levels:

1. The receipt by Service members of gifts, funds and/or subsidies from outside sources and preventing any conflict of interest or appearance of conflict in the receipt of such items;
2. The acceptance of donations to the Service and preventing any conflict of interest or appearance of conflict of interest.

Members are strictly prohibited under the “Standards of Conduct” and Rule 4.5.4 from soliciting, or accepting a donation, reward, special favour, consideration, promise, gift, gratuity, or contribution of any kind from any person, organization or corporation without the authorization of the Chief of Police (Chief). Any contravention of this prohibition would be a discipline matter and addressed accordingly.

With regard to the acceptance of donations to the Service, this research indicates that the Service Governance in place today is a result of numerous reviews and careful consideration.

In February 1992, in response to a request from the Board, Mr. Albert Cohen, City of Toronto-Legal Services Division, submitted a report identifying the criteria the Board should consider if

they adopt the policy of analyzing each proposed donation on an individual basis. This would allow the Board and Service to consider the facts in each situation and make an informed decision on those facts (Board Minute #108/92 refers). The criteria identified were as follows:

- “(a) the identity of the donor – this could include consideration of whether the donor is engaged in some ongoing charitable or philanthropic activity, the donor’s reputation in the community and the donor’s relationship with the Force and the Board. ...*
- (b) the nature of the proposed donation – this would involve an assessment of the intended purpose for, the value of the donation and any terms and conditions that might affect the use of the donation.*
- (c) the utility of the proposed donation – this would require an assessment of the needs of the Board and the Force to determine whether the donation will prove useful.”*

Mr. Cohen’s report was received by the Board and the policy identified above was adopted.

Board minutes indicate that as further donations were presented for consideration, additional amendments were made to the policy addressing aspects which had not been considered at the time of writing.

In July 1994, due to an increase in the number and different types of donations offered by the community and corporate enterprises, a new donation policy, which better reflected the Board’s position on accepting donations, was approved (Board Minute #332/94 refers). This policy identified the following criteria for the acceptance of donations:

- “ • the donation shall be of direct benefit to the community in the form of improved policing service*
- there shall be no condition as to the manner or location in which the donation is to be used*
- there shall be no direct benefit to the donor other than a formal recognition for the donation*
- preference is to be given to accepting donations from non profit, community based organizations*
- where donations are accepted from commercial enterprises, there shall be no advertising or other terms which suggests an endorsement of the product, service or enterprise by Metropolitan Toronto Police nor any other preference to the donor*
- Metropolitan Toronto Police shall not be required to allocate resources in order to utilize the donation other than in accordance with the corporate priorities regularly established by management*
- the donation and its terms otherwise comply with all administrative requirements, such as compatibility, insurability etc.*
- donations valued at more than, \$1,000 shall be accepted only with the approval of the Board; donations valued at \$1,000 or less may be accepted with the approval of the Chief of Police provided that the donations are in compliance with the other terms of this policy”.*

The Service's "Donations" procedure was amended to reflect this new Board policy, and the criteria contained therein. This procedure was published on Routine Orders in January 1995 for the information of all members.

The need for further amendments to this procedure were identified during a comprehensive review conducted by the Service in 1997. This process identified the need to update the procedure to better reflect the philosophies contained within the *Beyond 2000 Final Report* and include controls to properly administer the process and minimize any risk to the Service.

In March 1998, the Chief submitted a report to the Board recommending the following 5 amendments to the donations procedure: (Board Minute #113/98 refers)

***Amendment No. 1***

*Include a definition of a donation.*

***Rationale:*** *To provide members with a clearer understanding as to what items are considered donations.*

***Amendment No. 2***

*Amend the current Board policy regarding the acceptance of donations by increasing the value requiring Board approval from \$1,000 to \$1,500. (Board policy adopted as per Board Minute 332/94)*

***Amendment No. 3***

*Amend the current Board policy regarding the acceptance of donations by giving Unit Commanders approval authority for items valued less than \$1,500.*

***Rationale (2 & 3):*** *A review of donations received and accepted by the Board revealed that mountain bikes were a common item. Mr. Mike Smith, Manager, Fleet & Materials Management indicated that a mountain bike meeting Service specifications costs about \$1,100. Therefore, raising the value to \$1,500 reflects the value of donations routinely accepted.*

*In light of empowerment, transferring the approval authority from the Chief of Police to unit commanders would be in keeping with the corporate direction of the Service. All requests will be evaluated against consistent criteria identified in the directive ensuring that the integrity of the Service is maintained and that control is exercised in the acceptance of donations.*

***Amendment No. 4***

*A central directory be maintained by the Executive Officer (including donations not accepted).*

***Rationale:*** *This administrative control, at a minimum, will capture information such as the name of the donor, the item being donated, approximate value of the donation, the originating unit and whether the donation was accepted. A semi-annual review of the central directory will be conducted and reported to the Chief of Police. Problems could readily be identified and addressed in a timely fashion.*

***Amendment No. 5***

*The requirement that if the item donated is equipment, a computer, furniture, etc., the appropriate unit be contacted to ensure the item meets Service specifications prior to the item being accepted.*

***Rationale:*** *To ensure that Service standards are maintained.”*

The Board approved the above-mentioned amendments and the motion that the semi-annual reviews of the central directory prepared for the Chief also be provided to the Board for their information.

In 2005, as part of the Service’s regular procedure review process, the Donations Procedure underwent further revisions. At this time, in addition to providing further clarification to existing content, Rules 4.5.1 “Soliciting Subscriptions Or Other Contributions” and 4.5.8 “Donations”, were incorporated into this procedure. This procedure is still in effect as of this date.

In addition to Service Procedure 18-08, “Donations”, the “Standards of Conduct”, which is issued to all members, contains a section entitled “Donations and Solicitation of Donations” that reinforces the key principles contained in the procedure.

In regard to financial controls, as noted above, depending on the monetary value of the donation, there are approval processes in place. All donations must be approved by either a Unit Commander or the Board.

In addition to the approval processes, the central directory maintained by the Chief’s Executive Officer includes a record of all donations accepted as well as those declined. Semi-annual reviews of this directory are conducted and provided to the Chief and the Board for their information and review. This process was put in place to ensure problems could be identified and addressed in a timely manner.

The Service recognizes that the 2 issues addressed in this Board letter must be governed in such a way as to ensure the highest level of integrity, impartiality, and fairness, in order to prevent any perception of favouritism or special treatment for a specific segment of the community. As noted above, Service members are strictly prohibited from soliciting, or accepting a donation, reward, special favour, consideration, promise, gift, gratuity, or contribution of any kind from any person, organization or corporation without the authorization of the Chief.

Also, as indicated through the research provided above, the current Procedure 18-08, ‘Donations’, has evolved from numerous reviews and careful consideration. As new issues surrounding donations presented themselves, they were addressed by both the Service and the Board and the policies and procedure related to donations were amended appropriately.

**Conclusion:**

The current Service Governance is adequate in providing financial control of the receipt by Service members of gifts, funds and/or subsidies from outside sources as well as donations to the

Service and preventing any conflict of interest or perception thereof. As in the past, if new circumstances identify themselves, Service Governance will be amended accordingly, with the goal of obtaining the highest level of integrity.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P214. RIPP RESTRAINT HOBBLE**

The Board was in receipt of the following report May 31, 2006 from William Blair, Chief of Police:

Subject: RIPP RESTRAINT HOBBLE

Recommendation:

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

Background:

At its meeting on January 11, 2006, (#P22/06 refers), the Board approved an extension of six (6) months, for an evaluation and subsequent report of the RIPP Restraint Hobble. This evaluation is meant to report on the inquest recommendations into the death of Nicholas Blentzas, which included the recommendation that:

“The Board requested the Chief to further investigate and report to the Board on the usefulness of a “Ripp Restraint Hobble” as a device to assist police officers in restraining violent individuals without placing them in the prone position and the costs associated with the implementation of the use of this device.”

As summarized in the previous board report submitted on January 11, 2006, (#P22/06 refers), the Officer Safety Section of the Training and Education Unit has confirmed the following information through actual testing.

Ripp Restraint Hobble:

The RIPP Restraint Hobble is a restraint strap made of 700 lb. polypropylene webbed belting with a bronze snap. Similar devices are made by other manufacturers. There is a self-locking

alligator clip that holds the strap tight when pulled. The manufacturer reports that the strap is intended for use on ankles, knees and elbows (for de-handcuffing potentially violent subjects). The manufacturer also claims that the strap allows for transporting subjects in a seated, upright position while preventing them from kicking at vehicle doors or windows.

Test Summary:

During the period of February 2006 to May 2006, members of the Officer Safety Section, Training and Education Unit conducted background research and physical testing, including scenario based exercises, in evaluating the Ripp Restraint Hobble with the following results:

1. The strap will not prevent individuals from being placed or placing themselves in the prone position.
2. Prior to the strap being placed over a subject's feet, the subject must be under physical control defeating the intended purpose of the strap.
3. The successful application of the strap is completely situational and dependent on several impact factors. This is not an exhaustive list of factors, but the successful use of the strap would be dependent on:
  - a) the number of officers involved;
  - b) the size of the officers compared to the subject;
  - c) the condition of the subject (excited delirium); or
  - d) whether the use was a planned occurrence.
4. The subject will have to be restrained in the best position of disadvantage before application, which is usually the prone position.
5. Unless the officers are substantially bigger or stronger than the subject it would be unlikely that two officers could apply the strap.
6. Due to its size, officers would not be able to carry the strap on their duty belt. It would be carried in the trunk of the police vehicle. This would mean that in an emergency situation the strap would not be readily available.

When dealing with a violent individual it is important for multiple officers to simultaneously control the upper and lower body. A subject's legs are the strongest part of the body. Trying to control the legs of violent individual, who is capable of exhibiting large amounts of strength, would be a difficult task.

Members of the Officer Safety Section tested the RIPP Restraint Hobble in multiple scenarios. During testing the officers had a difficult time placing the restraint on an individual. If multiple officers are used to control an individual, it is important to be aware of positional asphyxia, and recognize that the weight of multiple officers on an individual could induce a serious medical condition.

Accessibility to the device is a concern. It is important for officers to have timely access to the restraint. The ability to place the restraint with the carrier or pouch on an officer's duty belt with

all the current equipment is not feasible. A location within the scout car would likely be the only practical placement of the device, but access when needed was identified as an issue.

A recommended purpose of the RIPP restraint device, per the manufacturer, is if an in-custody individual who is transported in the rear of a patrol vehicle, attempts to kick out the rear windows of the scout car. This device is intended to stop this action from occurring.

Testing of the device was conducted as directed by the manufacturer's manual. The subject's legs were secured around the ankle and the strap was fed through a hole on the plastic screen inside the scout car. The individual was handcuffed properly to the rear. When the strap of the Ripp Restraint Hobble was held by an officer in the front without any slack on the strap, the device did provide some leg control on an individual. However, if the individual in the rear began to struggle violently, it was difficult to maintain control of the strap. The strap has a clip to secure the device, but one of the problems encountered was finding a suitable location within the scout car to attach this clip. As mentioned, the strap seemed to offer some leg control when tightened, but if any slack occurred the prisoner had the ability to either break a window with their feet or position themselves onto their stomach. This concern was replicated in various testing scenarios.

The testing conducted by members of the Officer Safety Section found that individuals still have the ability to manoeuvre onto their stomachs even with the device securing the legs. The device provided only a limited amount of control with a non-violent individual. Testing also concluded that when an individual begins to kick out or becomes violent it is difficult to maintain control.

#### Cost:

The cost of the Ripp Restraint Hobble is \$15.00 each, plus shipping costs. Equipping 200 uniform police cars with the product, including a suitable carrier, will cost approximately \$4,048.00 dollars. The adoption of this device will require approximately 90 minutes of initial training for each of about 3,200 front-line uniform officers. Annual refresher training will be approximately 20 minutes long. This training would likely be incorporated within the Advanced Patrol Training Program.

#### Conclusion:

Subsequent to the Board's request for information on the specific usefulness of the Ripp Restraint Hobble as a device to assist police officers in restraining violent individuals without placing them in the prone position, the testing conducted by the Officer Safety Section concluded that once the individual is, or later becomes violent, this device offers very limited to no use for this purpose. Due to the findings of this evaluation, the Service does not support the use of the Ripp Restraint Hobble as specified.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P215. EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE  
PROCESS: STATUS REPORT ON RECOMMENDATIONS**

The Board was in receipt of the following report June 16, 2006 from William Blair, Chief of Police:

Subject: EVALUATION OF THE EFFECTIVENESS OF THE CONSULTATIVE  
PROCESS: STATUS REPORT ON RECOMMENDATIONS

Recommendation:

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

Background:

At its meeting of December 15, 2005, the Board received a report from the Chief of Police on the Evaluation of the Effectiveness of the Consultative Process. The report contained seven recommendations (Board Minute #P387/05 refers). The Board approved the report noting that four of the seven recommendations be amended, insofar as they were directed specifically to the Chief of Police.

Community consultation is an integral component of community policing. A key element of community mobilization is an effective and efficient level of consultation undertaken with the broadest cross section of community stakeholders. Partnerships based on mutual respect, trust and strategic direction lends itself to successful outcomes in identifying, prioritizing and solving community problems.

The following status report contains a current update on the implementation of the four recommendations contained in the board report of December 15, 2005 (Board Minute #P387/05 refers).

Recommendation #3:

*That the Deputy Chief, Human Resources Command, charge the Community Mobilization Unit with the responsibility to guide, assist and co-ordinate the CAC, CCCs and CPLCs in focused exercises to*

- *review and establish mission statements, mandates and activity standards,*

- *revise the community consultative manual to include a requirement for the annual evaluation of committee performance including achievement of goals, training, and adequacy of funding, and,*
- *benchmark best practices.*

Recommendation #4:

*That the Director of Public Information provide training and assistance to each of the consultative groups in the development of a community communications strategy, the issuing of media releases and the development of an internet web presence linked to the Toronto Police web site.*

Recommendation #5:

*That the Unit Commander, Training and Education, develop a training module for members of the consultative committees that includes community policing, problem solving, crime prevention and diversity awareness.*

Update:

The key component in addressing each of these recommendations will always be continued, productive partnerships, which will address the needs of the community and the Service in an atmosphere of mutual respect and understanding. To begin the implementation process in a timely and effective manner, an Implementation Steering Committee was established comprised of one representative from each of the following:

- Community Police Liaison Committees
- Community Consultative Committees
- Chief's Advisory Council
- Chief's Youth Advisory Council
- Training and Education Unit
- Public Information Unit
- Community Mobilization Unit
- Field / Divisional Policing Command

The Implementation Steering Committee, chaired by a senior officer from the Community Mobilization Unit, will concentrate on focused exercises involving members from all three levels of the consultative process, as well as identified Service members. Hence, the objective of the Implementation Steering Committee will be to direct the successful implementation of the recommendations noted previously by utilizing input from involved stakeholders. A consultative process consistent with Service priorities, the principles of community mobilization and community expectations is the desired outcome.

The inaugural meeting of the Implementation Steering Committee was held on Thursday, June 1, 2006. The purpose of this meeting was to address the strategic direction of the implementation process, as well as address some of the recommendations. Subsequently, the Implementation

Steering Committee will conduct structured focus group meetings scheduled for commencement during the months of June and July, whereby it will meet and discuss the recommendations with Community Police Liaison Committee and Community Consultative Committee co-chairs, various members of the Chief's Advisory Council and Chief's Youth Advisory Council, as well as senior and Command officers involved in the consultative process.

The input received as a result of these focused exercises will be evaluated for effectiveness and possible implementation of the recommendations in the last quarter of 2006.

**Implementation Status: Recommendations #3, #4, and #5 - Ongoing**

Recommendation #7:

*That the Deputy Chief, Human Resources Command, ensure that evaluation of the community consultative process is included in the annual Work Planning and Performance Development (WPPD) for senior officers assigned to work with consultative committees.*

Update:

Staff Planning and Development is currently conducting a review of the Service's evaluation and promotional processes. Pending the final outcome of this review, and to address Recommendation #7 in the short term, an internal direction through Human Resources Command (see Appendix A) has been disseminated to all senior officers involved in the Service's consultative process. This direction asserts inclusion of community consultation activities and/or planned strategies into their 2007 Work Planning and Performance Development (WPPD).

Upon completion of the Staff Planning and Development review, a permanent mechanism to evaluate senior officers, as it relates to the consultative process, will be implemented within the WPPD with a target start date in the first quarter of 2007.

**Implementation Status: Recommendation #7 - Ongoing**

Conclusion:

The successful implementation of the above mentioned recommendations, through structured and focused exercises involving both community and Service members in an atmosphere of mutual respect and understanding, will enhance the overall effectiveness of the consultative process within the Service.

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

**The Board received the foregoing.**



INTERNAL CORRESPONDENCE

TPS 649/91

Appendix 'A'

TO: Staff Superintendents FROM: Deputy Chief Keith Forde,  
and Directors Human Resources Command  
DATE: 2006/05/23  
YYYY/MM/DD

RE: Work Planning & Performance Development: Direction

As you know, Human Resources Command is beginning to review the way members of the Toronto Police Service are evaluated. In the long term, part of this review will ensure that the Work Planning & Performance Development (WPPD) process for senior officers remains relevant to the tasks and challenges faced by sworn and civilian senior officers across the Service.

Even before this review is complete, all senior officers (and their managers) must ensure that all WPPDs *reflect the duties actually carried out* by each senior officer. This can be done by the senior officer and first-level manager in the early stages of the annual WPPD process.

The Police Services Board has asked that we give special emphasis to the relationships between senior officers and consultative committees. For this reason, I am asking that you ensure that WPPD exercises undertaken within your command area include (where appropriate) an appraisal of senior officers' effectiveness within the Service's community consultative process.

This will not be relevant to all senior officers, but it will be important for those who deal regularly with an element of the Service's consultative process (one of the Chief's Advisory Committees, a Consultative Committee or a CPLC). It will also be applicable to senior officers who deal with formal or informal community groups, committees or organizations with which the Service or individual units consult.

While the placement of this issue on the WPPD form is up to you, you may find it easiest to place it under Section I ("Planned Strategies").

Keith Forde, Deputy Chief of Police,  
Human Resources Command

cc. Command Officers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P216. MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF  
PRIVACY ACT COMPLIANCE – PROGRESS REPORT**

The Board was in receipt of the following report May 15, 2006 from William Blair, Chief of Police:

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

Recommendation:

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

Background:

At its December 16, 2004 meeting, the Board was informed of business process changes that have been initiated by Records Management Services – Information Access to improve compliance rates in relation to requests for information under the *Municipal Freedom of Information and Protection of Privacy Act* (Board Minute #P406/04 refers). Compliance rate refers to the delivery of disclosure through the Freedom of Information (FOI) process within 30 days of receipt of a request for information.

In an effort to improve compliance rates, the Quality Assurance Unit was tasked with conducting an audit of the Freedom of Information Unit to identify factors that hinder disclosure within the 30 day requirement and to develop appropriate recommendations to address such compliance barriers (Board Minute #P406/04 refers).

The implementation of Phase I of the audit resulted in significant improvements in terms of compliance rates, as the streamlining of administrative tasks and realignment of staffing functions increased the overall efficiency of the unit.

The 2005 Annual Municipal Freedom of Information and Protection of Privacy Act Statistical Report presented to the Board at the January 11, 2006 meeting identified an overall Service compliance rate of 74% for 2005. This percentage includes requests received in 2005 as well as files carried over from 2004, and reflects a substantial improvement over the 2004 rate of 32% (Board Minute #P26/06 refers).

Phase II of the audit report addresses issues pertaining to the unit's mandate, management and decision making processes, and overall structure in order to increase the unit's effectiveness and reduce risk of exposure on behalf of the Service (Board Minute #P396/05 refers). The results of

Phase II have been presented to the Executive Review Committee, along with a proposed implementation schedule for the recommended deliverables.

To date, the following recommendations incorporated into Phase II of the audit have been accomplished:

1) Freedom of Information Unit Mandate

The mandate for the Freedom of Information unit has been revised to ensure that it accurately reflects the functions and responsibilities carried out in the unit, as well as the supportive role of the unit in terms of the administration of the Freedom of Information legislation and accountability within the Service. It is currently moving through the approval process.

2) Relocation of the Freedom of Information Unit

Facilities Management has commenced plans to relocate the Freedom of Information Unit to be in close proximity to Records Management Services. A floor plan has been completed and modifications to the new location are expected to begin later this year. The Manager, Records Management Services, and the Coordinator of the Freedom of Information Unit have liaised with Facilities Management regarding the configuration and appearance of the new office site to ensure that all requisite features are incorporated into the design.

The relocation of the unit will facilitate on-going communication between the Freedom of Information Coordinator, the Assistant Manager – Information Access, and the Manager of Records Management Services.

3) Job Description - Freedom of Information Coordinator

The Manager, Records Management Services, has reviewed the job description pertaining to the Freedom of Information Coordinator and has incorporated appropriate revisions to reflect job duty amendments and the primary responsibility to ensure compliance within the 30-day legislated time limit.

4) Freedom of Information Training Manual

The Freedom of Information Training Manual has been revised and updated in accordance with current policies, procedures, and legislative requirements. Reference material has been included in relation to the handling of routine requests from the public. Updates and additions to the Training Manual will continue as needed.

5) Staff Development and Succession Planning

With the recent hiring of two replacement Disclosure Analysts, staffing within the unit will stabilize and development and training opportunities can be optimized. Succession planning strategies will be initiated as the constant turnover of staffing within the entire Records

Management Services is expected to decline with the elimination of any remaining temporary clerical positions.

#### 6) Disclosure Analyst Training

One of the most senior analysts currently assists with formal training of new analytical staff. In addition, other experienced analysts assist new staff on a continual basis by responding to queries and providing instructional support.

#### 2006 Disclosure Requests

During the first quarter of 2006, there has been a notable increase in the volume of requests received in the Freedom of Information Unit. Specifically, from January 1 to March 31, 2006, there was a 27% increase (160 additional files) in the number of requests for disclosure in comparison to the same time period the previous year. Toronto Police Service counterparts in the City of Toronto and provincially, the Ministry of Community Safety and Correctional Services, are experiencing similar increases in the volume of FOI requests.

Of these additional requests, approximately 5 to 7% can be classified as contentious, complex, or voluminous. These types of files are labour intensive, requiring extensive research and dedication from an experienced analyst. The balance of the files is assigned to the Fast Track Team to ensure every effort is made to achieve compliance within the 30 day requirement.

It is anticipated that the increasing volume of disclosure requests will continue throughout 2006 and will have an impact on compliance rates, as existing staff continue to struggle with significant caseload demands. As well, the number of experienced analysts within the unit has declined due to resignations, retirements, and the transfer of temporary members to permanent positions within the Service.

As noted in (6) above, experienced analysts must direct a portion of their time to providing training, guidance, and advice to newer members in order to ensure minimum risk of exposure on behalf of the Service.

Phase I of the audit of the Freedom of Information unit concentrated on process improvements and efficiencies. It is, therefore, unlikely that levels of compliance of approximately 80% are sustainable without additional staff as the opportunities for processing improvements and enhanced efficiencies within the unit have been exhausted.

Phase II of the audit recommendations are focussed toward management and governance of the Freedom of Information processes rather than efficiencies.

A further progress report will be submitted to the Board in December 2006 assessing the impact of initiatives currently underway to maintain an acceptable Service compliance rate and improve the overall effectiveness of the Freedom of Information Unit.

#### Conclusion:

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P217.           ARBITRATION AWARD – CARIBANA SCHEDULING GRIEVANCE**

The Board was in receipt of the following report May 25, 2006 from William Gibson, Director, Human Resources Management:

Subject:        **ARBITRATION AWARD REGARDING THE CARIBANA SCHEDULING  
GRIEVANCE**

Recommendation:

It is recommended that: the Board receive this report and a copy of the Award of Arbitrator William Kaplan regarding the Caribana Scheduling Grievance.

Background:

On April 13, 2005, the Toronto Police Association filed a grievance alleging that changes to the Compressed Work Week for the Caribana festival violated the provisions of the uniform collective agreement.

The Board took the position that the current language provided the Chief with the discretion to make changes to shift schedules to meet the requirements of the Service.

The arbitrator agreed with the Board and dismissed the grievance. The arbitrator affirmed that the Chief can make changes to shifts where it can be demonstrated that a change is necessary because of service demands, public safety and/or manpower issues.

It is recommended that the Board receive this report and a copy of the award of Arbitrator William Kaplan.

Ms. Maria Ciani, Manager, Labour Relations and I will be in attendance to answer any questions the Board may have regarding this matter.

**Ms Maria Ciani, Manager, Labour Relations, presented a summary of the arbitration decision. The Board received the foregoing.**

**IN THE MATTER OF AN ARBITRATION**

**BETWEEN:**

**Toronto Police Services Board**

**and**

**The Toronto Police Association**

**(Caribana Scheduling Grievance)**

**Before:** William Kaplan  
Sole Arbitrator

**Appearances**

**For the Board:** Michael Hines  
Hicks Morley  
Barristers & Solicitors

**For the Association:** Mark Wright  
Sack Goldblatt Mitchell  
Barristers & Solicitors

Eli Gedalof  
Sack Goldblatt Mitchell  
Barristers & Solicitors

This matter proceeded to a hearing in Toronto on June 20 & 21, 2005,  
February 1, 2006 and May 9, 2006.

## **Introduction**

The Toronto Police Services Board (hereafter “the Board” or “the employer” and the Toronto Police Association (hereafter “the Association”) are parties to a collective agreement. That collective agreement provides for a compressed work week for many members of the Association, mainly those police officers with front line duties. This compressed work week provides the employer on the one hand, and the Association and its members on the other, with certainty as the schedule is, in effect, permanently fixed and runs without regard to weekends and statutory and other holidays. Under the compressed work week schedule, every day is treated the same, and the schedule runs in fixed cycles. This schedule has been in place for many years and its operation is well understood by the parties. There have, historically, been disputes arising under the compressed work week schedule. However, those disputes have largely centered on Association assertions that changes to the compressed work schedule attract call back pay.

The dispute in this case relates to the decision of the Chief of Police to make a number of changes to the compressed work week schedule for the period July 25 to July 31, 2005 in order to respond to the extraordinary policing

demands associated with Caribana. While some further details will be provided below, suffice it to say that the Chief decided, in order to meet those policing demands, to change the compressed work week schedule largely through the institution of a number of eight hour shifts. The result of this decision was that many police officers on that compressed work schedule lost scheduled days and weekends off. Only modest overtime compensation was earned by some officers. One platoon in particular, "A", was most adversely affected losing what would have been an extra long holiday weekend.

When the impact of the scheduling change become known, the Association raised its concerns and filed a grievance. In brief, the Association takes the position that the employer must be held to a standard of reasonableness in making changes to negotiated collective agreement provisions such as the agreed-upon compressed work week schedule. In the Association's view, the employer's actions in this case did not meet that reasonableness test. For its part, the employer takes the position that the Chief's action were reasonable in the circumstances and that there is no basis, none whatsoever, to conclude otherwise. That being the case, the employer submits that the grievance must be dismissed. The employer, however, also took the position, based on a

review of authorities and the particular and unique provisions of the collective agreement, that there was no arbitral jurisdiction to review the decision of the Chief of Police, the parties having agreed in the collective agreement that this discretionary decision was beyond arbitral oversight. Having carefully considered these latter submissions, and having regard to the authorities; in particular, the decision between these parties: *The Metropolitan Toronto Police Services Board and The Metropolitan Toronto Police Assn. (Grievance re Shift Schedule -31 Division)*, unreported decision of Jackson dated December 20, 2000) (affirmed by the Div. Ct. March 25, 2003), (hereafter “the Jackson award”), I am of the view that this is a proper case for arbitral review as set out in the Jackson award and that the employer’s submission that the Chief’s decision is not subject to review is not sustainable.

### **The Collective Agreement**

Article 5:02 provides:

Subject to the requirements of the Service, in the discretion of the Chief of Police:  
(a) The normal tours of duty will be as follows ...  
provided that the Chief of Police shall continue to have the right to change the starting time of a tour of duty.

...

APPENDIX “B”  
ACCORD ON COMPRESSED WORK WEEK

...

### 3. WORKING CONDITIONS

The implementation of the Cycle is not intended to increase premium pay of members affected nor to reduce their regular salary but is intended to rearrange their working schedule as set out in paragraph 2. To that end for members assigned to the Compressed Work Week Cycle this Accord takes precedence over the terms of the uniform collective agreement and during the term of this Accord the following articles of the collective agreement shall bear the interpretation as set out below:

(a) Sub-clause 5:01(a), (b), (c) and (d) are inapplicable

...

(d) Sub-clause (a) of 5:02 shall be amended in accordance with the Cycle as set out in paragraph 2 hereof provided, however, that the Chief of Police in his/her discretion shall continue to have the right to change the starting time of a tour of duty, including the right to vary the starting time of a tour for overlapping at four times.

### **Background**

In anticipation of Caribana 2005, the employer and the Association met to discuss the scheduling requirements. The Caribana festival is an annual summer event celebrating Caribbean and other cultures involving, among other things, music, outdoor concerts, food, dance, costumes and a parade. Officially, the festival, quite possibly the largest Caribbean festival in North America, lasts two weeks. However, festival activities and attendance are concentrated over a four-day period straddling the weekend. In 2005, that four-day period was over the July long-weekend, July 25-31. In anticipation of the policing challenges posed by the festival, discussions were held with the Association in November 2004 and January and February 2005.

Different scheduling models and approaches were canvassed. There is agreement between the parties that in order to insure public and officer safety additional police must be deployed during the peak period.

Ultimately, a routine order was issued changing the compressed work week. On April 13, 2005, a grievance was filed alleging that the changes to the compressed work week violated the collective agreement as they constituted an impermissible "exercise of discretion of the Chief of Police, in that they alter the Compressed Work Week Schedule in a manner which is not necessary in order to meet the requirements of the Service and improperly interferes with the schedules of certain members, including the members in A platoon, who stand to lose highly valuable weekend days off and family time during the summer." To be sure, members of "A" platoon were the most adversely affected by the scheduling change losing one of only three scheduled summer weekends off. The adjustments to the schedules of the other platoons were less severe. And, as noted above, there were some minimal overtime opportunities.

With respect to the Chief's decision, Sergeant Warren Wilson, the person in charge of scheduling, testified about his work in Special Event Planning.

Suffice it to say that Sergeant's Wilson evidence establishes that following a review and consultation with officers involved in policing Caribana in previous years, a great many options were considered in order to determine how best to meet the policing challenges. In his evidence, Sergeant Wilson reviewed those options. The one most favoured by the Association would have resulted in significant overtime compensation to meet desired staffing levels as it did not, without voluntary callback, generate sufficient human resources. It also involved, among other things, deploying many officers who were not on the compressed work week schedule, officers working Monday-Friday mostly in various administrative capacities.

The Association's preferred choice, which while it did not affect the compressed work week schedule, did not make a lot of sense to the Chief for a number of operational reasons one of which included the obvious benefits in ensuring that frontline police officers, already equipped with radios and used to working together, continued to work together in this challenging policing environment. Deploying non-front line police officers did not, in management's view, make much sense. Incurring unnecessary overtime expenses added a further disincentive. Materials introduced into evidence canvass the detailed pros and cons of the different options.

### **Argument**

In the Association's submission, applying the conclusions of the Jackson award, the Chief did have discretion to amend the compressed work week schedule, but that discretion had to be exercised for a *bona fide* requirement of the service and must not be in bad faith or otherwise unreasonable. This was the standard, Association counsel argued, that was set out in the Jackson award, a decision that was upheld by the Divisional Court when judicially reviewed.

The Jackson award, Association counsel observed, dealt with an issue identical if not very similar to the one here: an Association challenge to the decision of the Chief to change the compressed work week schedule.

Arbitrator Jackson concluded that the Chief did have the discretion to change the compressed work schedule to meet the requirements of the service, a point the Association conceded. Arbitrator Jackson, however, went on to make the following comments:

But this is not to argue that the Chief's discretion is unlimited. Clearly, it is limited to applications for purposes of "requirements of the service." That condition is satisfied in this case; the evidence was consistent that all parties acknowledged that the need to adapt the shift system was genuine and, while there was some debate as to whether or not the needs of the service might have been satisfied with fewer detectives on duty (that is, as there would be under the six-week cycle), there was no question that, at the heart of the matter, lay the needs of the service.

...

Under the language of the collective agreement, the Chief of Police has some degree of discretion which can be applied to the Compressed Work Week. However, there are some limits, the first of which is that discretion must be exercised for *bona fide* requirements of the service. . . . As well, the Chief's discretion must be exercised in a non-capricious, non-arbitrary, and good-faith manner (at 40, 43).

In this case, the Association did not disagree that additional officers were necessary during the peak period. What it took issue with was revising the compressed work week schedule, something of great importance to members of the Association and their families, when other viable alternatives were available. The alternative the Association preferred was redeploying some officers who were not on the compressed work week, but who worked regular days, and suggested that any shortfall be made up through voluntary callback. This would have been, in the Association's view, a better way to balance the interests of everyone concerned, especially given the disproportionate and negative effects of the rescheduling on the members of "A" platoon, and to a somewhat lesser degree, "C" platoon.

The operative principle, in the Association's view, given the importance of the compressed work week schedule, should be "minimal impairment." To the extent possible, the Chief, in exercising his or her discretion should, the Association argued, be governed by this principle. In the Association's view, implementation of this principle in this case would have and should have led

to its preferred alternative being chosen. Obviously, it was too late to change the 2005 schedule. However, the Association asked that I issue a declaration of collective agreement breach.

In management's view, the collective agreement was clear: the Chief had the discretion, where he or she was of the view that it need be exercised, to change the shift schedule to meet the requirements of the service. As noted above, in the Board's view, the Chief's discretion was not even reviewable, given the language of the collective agreement. However, for the reasons that follow, I find that this submission is not tenable. With respect to review of the Chief's decision, in management's submission arbitrators should not substitute their views for those of the employer. Was the decision in this case reasonable and taken for *bona fide* purposes? If the answer to that question was yes, then the work of the arbitrator was over. And this, employer counsel argued, was exactly such a case.

With respect to the various alternatives considered by the Chief, the one chosen, in management counsel's view, was the one that made the most sense providing as it did, the maximum number of qualified officers at the lowest cost. Redeploying Monday-Friday officers was not a sensible

alternative to deal with this most difficult policing challenge. Employer counsel also observed that officers on a Monday-Friday schedule also enjoyed scheduling predictability.

Very simply, employer counsel argued, the decision in this case was rational. It was *bona fide*. It was reached after consultation with the Association. Relevant factors were considered and no irrelevant factors were considered. The fact that the Chief did not give paramountcy to one factor identified by the Association; namely, recognition of a supposedly governing principle of “minimal impairment” was not, in management’s view either here or there. There was no such principle agreed to by the parties in any event. What the parties had agreed to was that the Chief could exercise discretion to change the schedule. The decision was, in short, a proper exercise of the Chief’s discretion and in the interests of the requirements of the service. It should not, therefore, employer counsel concluded, be interfered with. And to the extent there was arbitral review, it should be limited, employer counsel argued, to determining if there was bad faith or an improper purpose. If neither could be found, the grievance, counsel argued, must be dismissed.

**Decision**

Having carefully considered the evidence and arguments of the parties, I am of the view that this grievance must be dismissed.

It is well-established in the authorities that the Chief may change the schedule. It has been done in the past and it was done in this case. The collective agreement requires that the exercise of discretion be subject to the requirements of the service. In this case, there is no doubt whatsoever that changes were required to meet the policing challenges of Caribana. Indeed, the Association does not dispute this. The only real issue in this case is whether the exercise of discretion was somehow tainted, unreasonable, irrational, or made in bad faith.

Employer counsel invited me to conclude, having reviewed a number of authorities, that the exercise of discretion described herein was somehow beyond arbitral review. With the greatest of respect, this is not a conclusion I can reach. The law is settled between these parties as set out in the Jackson award, quoted above, a decision which was confirmed by the Divisional Court. The Jackson award sets out the principles to be applied in a review exercise of this kind. In applying those principles to these facts one is

inevitably led to the conclusion that the exercise of discretion was not only, as conceded, required for the service, but that it was not tainted in any way by the kind of factors identified in the Jackson award and other authorities that might lead to the questioning of the exercise of discretion. The evidence establishes that the decision was completely *bona fide*. It was made after consultation with the Association. It was made following a careful review of the alternatives. The fact that the Association's preferred alternative, which did not interfere with the compressed work week schedule but which involved significant additional overtime expenditures and deployment of Monday-Friday personnel, was not chosen does not vitiate the decision.

There is nothing about the Chief's exercise of discretion, and the balancing of interests attendant thereto, that requires that the Association's desired outcome be given preference. There may very well be disputes between these parties as to which of the alternatives are to be preferred in a case of this kind. But the fact is that the collective agreement gives the Chief the discretion, where the requirements of the service demand, to make the decision, to choose among options where they exist. That is what happened here. There was nothing improper about the process leading to the exercise of the discretion or about the decision itself.

Accordingly, and for the foregoing reasons, the grievance is dismissed.

DATED at Toronto this 17<sup>th</sup> day of May 2006.

*"William Kaplan"*

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William Kaplan, Sole Arbitrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P218. RADIO REPLACEMENT PROJECT (2006)**

The Board was in receipt of the following report June 26, 2006 from William Blair, Chief of Police:

Subject: Radio Replacement Project (2006)

Recommendation:

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

Background:

At the Toronto Police Services Board meeting on June 15, 2006, the Board approved a revised 2006-2010 capital program for the Service, which included funding totalling \$35.5 million (M) for a radio replacement project, commencing in 2006. The Board also approved the transfer of funds totalling \$8.43M from other capital projects that have either been completed or delayed, to fund the 2006 portion of this project. The \$8.43M is included in the \$35.5M total estimated cost for this project.

Comments:

The Radio Replacement Project is predicated on the need to purchase new radio equipment for front line police officers. The average age of the equipment currently in use is 14 years and will increase to 18 years by the time this project is completed in 2011. Many critical replacement parts are no longer available from the original manufacturer, or other sources. As a result, the Toronto Police Service has had to “cannibalize” (or strip usable parts) from our inventory of spare radios in order to service front line equipment. This process can not continue indefinitely, as our level of usable spare radio equipment has been severely reduced.

*Vendor of Record:*

At the Police Services Board meeting of April 7, 2005, the Board approved Motorola Canada Inc. (Motorola) as the vendor of record for the supply of voice radio communication equipment and parts for a three year period commencing April 15, 2005 and ending April 14, 2008 (Board Minute #P120/05 refers).

This vendor of record arrangement was sole-sourced to Motorola since the current radio infrastructure restricts the Service to using only Motorola radios. This dependency on Motorola

will continue until the radio infrastructure is replaced (expected to occur in 2012). City Fire Services and Emergency Medical Services are in a similar situation.

*Functionality Required:*

A team comprised of representatives from the various Commands has been established to review and determine the functionality required for the radios, so that the Service only buys the functionality it needs.

Conclusion:

It is essential that the Toronto Police Service move forward with the Radio Replacement Project. Acquiring the radios in 2006 accelerates the purchase of a portion of the radios, which are in need of replacement. It also assists the Service in achieving the revised capital targets approved by the Board and City Council, by effectively reducing the financial requirements in the years 2007 to 2010.

The radios will be purchased from Motorola Inc., in accordance with the vendor of record arrangement approved by the Board in April 2005. Under By-law 147, I have the authority to proceed with the purchase without Board approval. However, because the radio replacement project was only recently (June 2006 meeting) approved by the Board, I felt it appropriate to advise the Board that we are now proceeding with this large purchase.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P219. NO. 51 DIVISION CAPITAL PROJECT – FINAL COST UPDATE**

The Board was in receipt of the following report June 23, 2006 from William Blair, Chief of Police:

Subject: 51 DIVISION CAPITAL PROJECT – FINAL COST UPDATE

Recommendation:

It is recommended that the Board receive this report.

Background:

One of the Service's most significant capital projects in recent years was the construction of the new 51 Division. This report provides the Toronto Police Services Board (the Board) with a final financial analysis of this project, including the total project cost. It also addresses a recommendation from the Service's Quality Assurance Unit's review of the Board's Financial By-Law No. 147. In conjunction with this review, Quality Assurance examined and analyzed financial documentation and other available information related to the construction of the new 51 Division. One of the recommendations arising from this review is to "update the total project cost amount for the 51 Division project to include the expenditures charged to other capital accounts ... [and to] ... include any accompanying explanation of the reasons related to the adjustments."

Comments:

During the early 1990s, the Service went through a detailed exercise to review the condition of all facilities with respect to Occupational Health and Safety and Employment Equity issues. At that time, a detailed long-term facilities plan was developed, which has been used to prepare the facilities component of the Service's capital program submissions. The first division to be replaced under this long-term facilities plan was 51 Division.

Site selection for 51 Division began in 1997. However, it was not until 2000 that a site was selected. That site (the current one for 51 Division) had significant historical and environmental issues, and it was not until 2002 that construction of the new facility began. The facility was completed in 2004 and has been operational since May 2004.

Due to the long delays and site-specific issues related to this division, capital budget estimates changed over several years. The final budget for 51 Division was approved in the 2004-2008 capital budget program at an amount of \$18.6M. The final total expenditure for 51 Division,

including the resolution of all legal matters, is \$24.2M. The difference of \$5.6M was absorbed through savings in capital and operating accounts throughout the years of the project.

This report addresses the shortcomings in capital project monitoring, accounting for expenditures and fund transfers, and reporting specifically relating to the 51 Division project. The experience and deficiencies regarding the management of the 51 Division project has prompted the Service to improve its monitoring and control of capital projects as well as the reporting of expenditures.

The issues identified with respect to the 51 Division project, and the corrective actions taken, are outlined below.

*Final Project Cost:*

The final cost of 51 Division, including the resolution of all legal matters, is \$24.2M. The cost breaks down as follows:

<b>Category of Spending</b>	<b>Expenditures (\$Ms)</b>
Consulting costs (design, architecture)	0.7
Construction	21.0
Construction management fees	0.4
Security	0.6
Furniture & equipment	0.8
Legal settlement	<u>0.7</u>
<b>TOTAL</b>	<b>\$24.2</b>

From a funding perspective, the final cost of \$24.2M was absorbed as follows (individual items are discussed below):

<b>Source of Funding</b>	<b>Expenditures (\$Ms)</b>
51 Division Capital Project (including \$340,000 for legal settlement)	\$18.6
Costs recorded in Service's previous Financial System	2.2
Costs charged to other facility projects	1.4
Costs charged to unused liabilities/accruals	0.8
Furniture & equipment purchases from reserve	0.8
Legal settlement (\$750,000, less \$340,000 included in 51 Division Capital Project)	<u>0.4</u>
<b>TOTAL</b>	<b>\$24.2</b>

It has been the Service's practice to absorb additional cost requirements by using under-expenditures in other accounts (capital or operating). As a result, when it became apparent that 51 Division's capital funding would be insufficient to cover all costs, the Service used under-expenditures from other capital projects and operating accounts to cover the over-expenditure. However, the budget for the 51 Division project was not increased by transferring funds from

these various accounts, and the costs were incorrectly charged to these accounts instead of the 51 Division capital project.

The additional \$5.6M that was required for this project above the approved capital budget for 51 Division was addressed as follows:

- \$2.2M was charged to the 51 Division capital project in the Service's previous financial management system, when the transition from that legacy system to SAP was completed. The City, however, did not transfer this expenditure to the 51 Division project. Although the City failed to transfer the expenditure to SAP (the Service's current financial system), it has always been considered part of the total project expenditures. Furthermore, since the City maintained the expenditure, it was assumed the City also maintained the budget for this amount. As such, neither the budget nor the expenditure was reflected in the Service's current financial system (SAP), effectively understating the cost.
- \$1.4M was charged to other facility projects. As mentioned above, 51 Division was part of the Service's long-term facilities (LTF) plan. It was originally identified as a sub-project under the LTF umbrella. Therefore, some expenditures that could not be funded through the \$18.6M capital budget for 51 Division were charged to 11 Division. Funds were available in 11 Division, as the start of that project was delayed. The Service also allocated some funds from the "State of Good Repair" project to 51 Division.
- \$0.8M was charged to unused liabilities and vendor accruals. At the end of each year, the Service estimates the amount of work done on each capital project, and sets up a liability account to fund these costs (this is in line with municipal accounting practices). These liabilities are estimates, and actual expenditures may be higher or lower than what was anticipated. It has been the Service's practice to utilize any savings from unused liabilities to offset unexpected pressures, such as the 51 Division capital project over expenditures.
- \$0.8M was charged to the Service's Vehicle and Equipment Reserve. This reserve is currently funded through the OMERS Type 3 surplus as well as operating budget contributions made for specific items (e.g., vehicle replacement). Construction of the new 51 Division was in progress, so furniture in the original 51 Division was not replaced at the time that all other Service Divisions received replacement items. Furniture replacement for 51 Division was therefore funded from the Vehicle and Replacement Reserve.
- \$0.75M was spent to resolve a legal matter between the Service/City and Lockerbie and Hole Contracting Ltd. This matter was resolved on April 28, 2005. \$338,000 was funded from the 51 Division capital budget. The remaining portion of the settlement was funded from other TPS vendor over-accruals.

Current Budgeting and Monitoring Practice:

As mentioned above, the total expenditure for 51 Division exceeded the capital budget for that project, and savings in other accounts were used to address this funding shortfall. However, the method used did not result in the additional expenditures being charged to the 51 Division project. Consequently, the project appeared to be on budget when it was really \$5.6M overspent. The over-expenditure was offset by other budget savings.

Several steps have now been taken to improve the overall management of capital projects. These steps include:

*a. Inclusion of future-year inflation in costs:*

Historically, the Service was not stringent in identifying and budgeting for future inflation. Furthermore, if a facility project was delayed (e.g., land was not identified in the expected timeline), cashflow was not adjusted for inflation. Inflation can be significant in construction projects and impacts the overall capital program and cashflow requirements.

Currently, each budget estimate for construction-related costs reflects the impact of inflation over the estimated life of the project. If the project is delayed, the estimated total cost of the project and annual cashflows are updated, taking into account inflation and other factors.

*b. Annual capital budget updates:*

Historically, it has been the Service's practice to obtain capital budget approval for each project as it occurs. Any subsequent expenditure pressures were dealt with through the identification of savings in other areas.

The Service now revisits the status of each capital project annually, even after it has been approved and committed to by Council. Any significant variances will be identified and reported on through the annual capital budget process. Any additional funding will be requested as required, and funding for other projects adjusted accordingly, to stay within the approved capital targets.

*c. Improved monitoring and control (budget):*

Historically, the line-by-line budget for each facility project was not revisited on an on-going basis. This created a situation where issues were not immediately known, and made effective management of the project difficult.

Each capital project is now broken down by very detailed expenditure items, and expenditures are tracked on a monthly basis. Communication has been significantly improved between Facilities Management and Budgeting & Control (e.g., monthly project meetings), to ensure any issues are identified in a timely manner, so that timely corrective action can be taken.

*d. Improved monitoring and control (accounting):*

Financial Management has now dedicated an Accounts Payable clerk to capital expenditures. This ensures that one individual is aware of on-going issues related to capital projects.

*e. Improved reporting:*

The Service has revised its capital variance report to include information for both the current year, and the project as a whole. All known, relevant information will be provided on a quarterly basis to the Board. Any funding shortfalls will be covered by appropriate budget transfers from accounts that are under spent. These transfers will obtain the necessary prior approvals, and all expenditures related to a capital project will be charged to that project.

Conclusion:

The 51 Division budget was approved at \$18.6M. For various reasons, including delays in the project, costs arising from the specific site selected, and unforeseen legal costs, final project costs were \$24.2M. The difference of \$5.6M was absorbed through savings in other capital and operating accounts during the project. However, the way the funding shortfall was accounted for resulted in the cost of the capital project appearing to be on budget (\$18.6M) when the cost was really \$5.6M higher.

The experience from 51 Division has led the Service to improve its monitoring, control and reporting of expenditures. Up until that time, once a capital project was approved, the Service took on the responsibility of managing within that budget, addressing any shortfalls through surpluses in other areas. It has become clear with the final analysis of 51 Division that it is important to regularly monitor and report on anticipated project costs, as well as to highlight and obtain Board approval, as necessary, for increased costs.

During the 51 Division project, the Service implemented a new financial system (SAP) and a new Financial Control By-Law (#147). The Service also enhanced its processes and procedures for capital projects. Capital project budgets are now more detailed (i.e., with line items), are monitored and controlled at the line item level. Project managers are accountable for meeting budgets and schedules. The Service is also in the process of enhancing its capital variance reporting process to provide better project information to help achieve the foregoing.

As a result of the problems identified with respect to the handling of and accounting for the over-expenditure in 51 Division, action has been taken to improve the management of capital projects. Specifically:

- cost estimates are now reviewed at least annually to ensure the estimates are up-to-date;
- all expenditures related to a capital project are charged to the project the expenditure pertains to; and
- any additional funding required to cover over-expenditures in a project will be transferred from other capital projects, and appropriate approvals will be obtained.

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, Finance and Administration, responded to questions.**

**The Board received the foregoing report and requested a further report which provides a financial analysis, including the budgeting and the accounting of expenditures related to the following completed Capital Projects: e-mail replacement, implementation of SAP Financials, Time Resource Management System (TRMS), MDT replacement and the centralized Drug Squad facility project.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P220. TORONTO POLICE SERVICES BOARD – 2006 OPERATING BUDGET  
VARIANCE REPORT AS AT MAY 31, 2006**

The Board was in receipt of the following report June 23, 2006 from Alok Mukherjee, Chair:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICES BOARD AS AT MAY 31, 2006

Recommendation:

It is recommended that:

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

Background:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Services Board Operating Budget at a net amount of \$1,784,600. This was previously reported as \$1,851,600; however, the previous variance report did not reflect a \$67,000 deferral of budgeted expenditures from 2006 to 2007 and 2008.

Comments:

Due to the timing associated with the preparation of a variance report, Board deadlines precluded the timely tabling of a variance report for the month of April 2006. Accordingly, the May 2006 variance report is provided for the Board's information.

As at May 31, 2006, it is anticipated that year-end expenditures will be within the approved budget and therefore no variance is projected. The following chart summarizes the variance by category of expenditure and details by category are provided below. It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to May 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$716.9	\$334.3	\$716.9	\$0.0
Non-Salary Expenditures	<u>\$1,067.7</u>	<u>\$200.0</u>	<u>\$1,067.7</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$1,784.6</u></b>	<b><u>\$534.3</u></b>	<b><u>\$1,784.6</u></b>	<b><u>\$0.0</u></b>

*Salaries & Benefits (including Premium Pay)*

Expenditures to date are consistent with the estimate and therefore no year-end variance is projected.

*Non-salary Budget*

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services. It should be noted that many of these expenditures are not charged to the Service until the end of the year. No variance is anticipated in these accounts at this time.

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. At this point in time the actual spending does not reflect any concerns; however, this will be monitored closely and reported in the monthly variance reports.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P221. TORONTO POLICE SERVICE – 2006 OPERATING BUDGET  
VARIANCE REPORT AS AT MAY 31, 2006**

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

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT MAY 31, 2006

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, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29, 30, 2006, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$751.6 Million (M).

Comments:

Due to the timing associated with the preparation of a variance report, Board deadlines precluded the timely tabling of a variance report for the month of April 2006. Accordingly, the May 2006 variance report is provided for the Board's information.

The following chart summarizes the variance by category of expenditure. Year-to-date expenditure information, as requested by the Board at its meeting on May 18, 2006 (Minute No. P157 refers), has been included in the chart.

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to May 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$712.0	\$284.4	\$710.5	(\$1.5)
Non-Salary Expenditures	\$84.1	\$27.8	\$84.1	\$0.0
Total Gross	<u>\$796.1</u>	<u>\$312.2</u>	<u>\$794.6</u>	<u>(\$1.5)</u>
Revenue	<u>(\$44.5)</u>	<u>(\$27.8)</u>	<u>(\$44.0)</u>	<u>\$0.5</u>
<b>Total</b>	<b><u>\$751.6</u></b>	<b><u>\$284.4</u></b>	<b><u>\$750.6</u></b>	<b><u>(\$1.0)</u></b>

As at May 31, 2006, a year-end surplus of \$1.0M is anticipated.

*Salaries & Benefits (including Premium Pay)*

Uniform separations for 2006 are currently projected to be 240, compared to the budget of 200 and actual experience of 231 in 2005. Since the March variance report was prepared, separations have continued to occur earlier than anticipated. Total separations continue to be monitored closely, and continue to be projected at 240. Due to the accelerated hiring for the Safer Communities Program (discussed below), the Service will not be able to fully backfill the increased separations until later in the year. Therefore, at this point in time, uniform salaries are projected to be underspent by \$2.5M.

Court security spending is projected to be overspent by \$1.5M. Court Services staffing is comprised mostly of full time Court Officers who are supplemented by part time Court Officers. Due to a trend towards longer pre-trial hearings and an increase in trial hours per day, Court Services has been compelled to use more part time Court Officers for longer periods of time to ensure Court Security. In addition, Judges are more security conscious and have the authority to suspend court proceedings if they believe that there is inadequate security. This has also resulted in additional court security pressures. The projected year-end over-expenditure is based on year-to-date spending patterns and on the assumption that recent high profile cases will be prosecuted during 2006.

The premium pay budget for 2006 was reduced by \$0.5M from the 2005 level. I have reiterated the importance of controlling premium pay expenditures to all unit commanders. The Service will continue to strictly enforce the monitoring and control of premium pay to achieve the revised funding level. After the first five months of 2006, actual spending patterns are in line with the revised budget and at this time no variance is projected. However, premium pay is subject to the exigencies of policing and uncontrollable events that could have an impact on expenditures.

The Service also continues to closely monitor spending in the benefits category. Early indications are that the medical and dental benefit accounts will be underspent by the end of the year and therefore a \$0.5M favourable variance is projected at this time.

### *Non-salary Expenditures*

Expenditures in this category are projected to be on budget.

It should be noted that the recent increases in gasoline prices may result in additional spending pressures. At this time, no variance for gasoline is projected. However, this account will continue to be monitored closely. For every one cent increase in the price of gasoline, the full-year impact on the Service is \$50,000.

### *Revenue*

An unallocated \$1.5M budget reduction was made at the time of budget approval by City Council. The Service had already made reductions to its operating budget submission and therefore was unable to identify further reductions. As a result, miscellaneous revenue was arbitrarily increased by \$1.5M to accommodate the budget reduction by City Council. Current revenues (excluding this reduction and excluding grants) are projected to be on budget, resulting in an overall \$1.5M shortfall in the revenue category (excluding grants).

### *Safer Communities Partnership Program*

The 2006 operating budget includes \$1.9M net funding for the hiring of an additional 204 police officers under the Safer Communities Partnership Program. The funding is comprised of \$6.3M for salaries, outfitting and recruiting costs. The Service is currently on target to hire the additional staff.

These costs are partially offset by grants from the Province. Grant funding (originally estimated at \$4.4M) has been re-evaluated, in conjunction with the Province. Total grant funding is now estimated at \$5.4M in 2006, resulting in a favourable variance of \$1.0M in the Safer Communities Grant Program.

### Conclusion:

As at May 31, 2006, a favourable variance of \$1.0M is projected. Lower salary and benefit expenditures and higher than estimated grant funding have offset pressures related to court security and an unallocated budget reduction. Expenditures and revenues will continue to be closely monitored throughout the year, and any changes to the projected variance will be reported on at future Board meetings.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P222. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2006 OPERATING BUDGET VARIANCE REPORT AS AT MAY 31, 2006**

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

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE PARKING ENFORCEMENT UNIT AS AT MAY 31, 2006

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, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$32.7 Million (M).

Comments:

Due to the timing associated with the preparation of a variance report, Board deadlines precluded the timely tabling of a variance report for the month of April 2006. Accordingly, the May 2006 variance report is provided for the Board's information.

The following chart summarizes the variance by category of expenditure. Year-to-date expenditure information, as requested by the Board at its meeting on May 18, 2006 (Minute No. P157 refers), has been included in the chart.

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to May 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over- Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$28.3	\$10.9	\$28.3	\$0.0
Non-Salary Expenditures	<u>\$4.4</u>	<u>\$1.7</u>	<u>\$4.4</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$32.7</u></b>	<b><u>\$12.6</u></b>	<b><u>\$32.7</u></b>	<b><u>\$0.0</u></b>

*Salaries & Benefits (including Premium Pay)*

Staff attrition is in line with the anticipated levels included in the 2006 approved budget. Benefits are also trending to be within the approved budget amounts. As a result, no variance is projected in this category.

*Non-salary Expenditures*

Expenditures in this category are projected to be on budget.

Conclusion:

As at May 31, 2006, it is anticipated that year-end expenditures will be within the approved budget and therefore no variance is projected.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P223.       RESPONSE TO A TORONTO CITY COUNCIL REQUEST FOR A  
REPORT – SPECIAL ATTENTION TO SPEED ENFORCEMENT ON  
MOUNT PLEASANT ROAD**

The Board was in receipt of the following report June 08, 2006 from William Blair, Chief of Police:

Subject:       RESPONSE TO CITY COUNCIL REQUEST REGARDING SPECIAL  
ATTENTION TO SPEED ENFORCEMENT ON MOUNT PLEASANT ROAD

Recommendation:

It is recommended that:

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

Background

At its meeting on February 14, 2006, City Council adopted the following recommendations:

- 1) the maximum speed limit of sixty kilometres per hour on Mount Pleasant Road, between Jarvis Street and Inglewood Drive be rescinded;
- 2) a maximum speed limit of sixty kilometres per hour on Mount Pleasant Road, between Crescent Road and Inglewood drive be introduced;
- 3) a maximum speed limit of fifty kilometres per hour on Mount Pleasant Road, between Jarvis Street and Crescent Road be introduced; and
- 4) the appropriate City officials be authorized and directed to take whatever action is necessary to implement the foregoing, including the introduction in Council of any Bills that are required.

City Council also requested that the Toronto Police Services Board put Mount Pleasant Road, between Jarvis Street and Crescent Road, under special attention for enforcement and report back to Council in six months, through the Works Committee.

As a result of the foregoing, the speed limit on Mount Pleasant Road between Jarvis Street and Crescent Road was effectively reduced from 60 kilometres per hour to 50 kilometres per hour. Several signs announcing the change to the speed limit were posted on March 8, 2006.

Special Attention for Enforcement

Traffic safety remains a top priority for the Toronto Police Service. One of the goals specified in this priority is to “increase enforcement related to aggressive driving and speeding offences.”

All speed-related traffic enforcement efforts undertaken by the Toronto Police Service are initiated with the goal of reducing the incidence of death and injury associated with motor vehicle collisions. Speed is a major contributing factor in determining collision severity. Speed enforcement conducted by uniform police officers is a proven method of both educating the public and heightening public compliance with respect to the relevant by-laws.

In keeping with our goal, and in consideration of Council’s specific direction to provide “special attention for enforcement” on Mount Pleasant Road, officers from Traffic Services and No. 53 Division have been directed to regularly attend Mount Pleasant Road and monitor motorists’ compliance with the newly amended speed by-law.

Between April 1 and May 11, 2006, 72 radar/laser enforcement activities were conducted, with 608 provincial offence notices issued for speeding.

Officers detailed to this initiative conducted their enforcement at various times of the day on Mount Pleasant Road between Jarvis Street and Crescent Road, monitoring either north or south-bound traffic. Due to the physical nature of this particular roadway, there are few locations at which officers can quickly and safely pull over offending motorists. In many instances officers must follow offenders with the intent of pulling them over further down the road in order to accomplish the vehicle stop safely. This type of enforcement is more time consuming, but is absolutely essential in order to guarantee the safety of the officer, the offender and other roadway users.

Over the course of the summer months, officers from both Traffic Services and No. 53 Division will continue their enforcement efforts on Mount Pleasant Road. Specifically, Traffic Services will detail officers to enforcement duties along Mount Pleasant Road twice per week, and No. 53 Division has initiated an ongoing speed enforcement assignment with respect to this location whereby officers will randomly attend and conduct speed enforcement activities during the summer. These “special attention” initiatives will be reviewed at the end of August 2006.

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.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P224. MONTHLY PROGRESS REPORT: DEPLOYMENT OF ADVANCED  
TASERS BY FRONT-LINE SUPERVISORS**

The Board was in receipt of the following report June 02, 2006 from William Blair, Chief of Police:

Subject: MONTHLY PROGRESS REPORT: DEPLOYMENT OF ADVANCED  
TASERS TO FRONT-LINE SUPERVISORS

Recommendation:

It is recommended that: the Board receive the following progress report on the deployment of advanced Tasers to front-line supervisors.

Background:

At its meeting of April 24, 2006, the Board directed that once the roll-out of TASERS for use by front-line supervisors in No. 31, 42 and 52 Divisions has commenced, the Chief of Police provide the Board with monthly reports on the progress of the roll-out, including an update on training issues (Board Minute #P117/06).

The following information is provided in response to this request.

Officer Training:

The training for the advanced Tasers commenced on February 13, 2006, and was completed on March 29, 2006. Sixty-five (65) front-line supervisors, including three supervisors assigned to TAVIS, were trained by a certified instructor at the Charles O. Bick College and received a minimum of eight (8) hours of training, in accordance with the guidelines established by the Ministry of Community Safety and Correctional Safety (the Ministry).

No training issues were identified.

Roll-Out to Front-Line Supervisors:

The roll-out to front-line supervisors in No. 31, 42, 52 Divisions and the TAVIS Rapid Response Team officially commenced on March 30, 2006 and will conclude on June 30, 2006.

Incidents of Taser Deployment:

At the time of writing this report the Taser was deployed a cumulative total of 20 times, since the roll-out began, within the defined categories of Taser usage which follow:

*Demonstrated Force Presence: A spark is demonstrated or the laser sighting system is activated. This illustration of the Taser’s capability is utilized in order to gain compliance of the subject. At no time does the Taser and/or its darts make contact with the subject.*

The Taser was deployed in demonstrated force presence eight (8) times for operational calls. Five of these subjects were mentally ill persons. Three of the subjects were in crisis.

*Drive Stun Mode: The Taser, when deployed in the “drive stun” mode, may leave signature marks on the skin. When the Taser is deployed in the “dart mode” the subject is likely to receive minor skin punctures. As each of these injuries is anticipated with the deployment of the Taser, they are not included under the classification of “injury” for the purposes of this report.*

The Taser was deployed in the drive stun mode seven (7) times for operational calls. All of these incidents were for subjects exhibiting assaultive behaviour. One incident involved a person in possession of a shotgun.

*Full Deployment: Darts are fired at a subject.*

The Taser was fully deployed five (5) times for operational calls. Three of the incidents involved subjects armed with a weapon capable of causing serious bodily harm or death to the involved officers. One of the deployments successfully incapacitated a dangerous dog.

No unexpected injuries were sustained as a result of the deployments.

The following chart reflects the division in which the deployments took place for both the divisional and TAVIS Rapid Response Team supervisors.

<b>Division</b>	<b>No. of Deployments</b>
31	2
42	6
52	10
<b><i>Division Total</i></b>	<b><i>18</i></b>
<b>TAVIS Rapid Response Team</b>	
31	1
52	1
<b><i>TAVIS Rapid Response Team Total</i></b>	<b><i>2</i></b>
<b><i>Project Total</i></b>	<b><i>20</i></b>

Deputy Chief Keith Forde of Human Resources Command will be in attendance to respond to any questions, if required.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P225. QUARTERLY REPORT - COMPRESSED WORK WEEK SCHEDULING  
COMMITTEE: MARCH – MAY 2006**

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

Subject: QUARTERLY STATUS REPORT: MARCH 2006 - MAY 2006 –  
COMPRESSED WORK WEEK SCHEDULING COMMITTEE

Recommendation:

It is recommended that: the Board receive the following status report on the Compressed Work Week Scheduling Committee for information.

Background:

At its meeting of December 15, 2005 (Board Minute #P408/05 refers), Chief of Police William Blair was directed by the Board to report quarterly on the progress and workings of the Compressed Work Week Scheduling Committee. This report is in response to that direction.

The Compressed Work Week Scheduling Committee is a joint committee of the Toronto Police Services Board and the Toronto Police Association. The committee was struck in accordance with Schedule 1 of the Memorandum of Agreement in the 2005 – 2007 Collective Agreement between the Toronto Police Services Board and the Toronto Police Association. The mission of the Compressed Work Week Scheduling Committee is to jointly study the possibility of a new Compressed Work Week (CWW) system, including the possible modification or continuation of the current CWW system and attempt in good faith to develop one or more alternatives to the existing CWW schedule in accordance with the principles set out in paragraph 8 of Schedule 1.

General Information:

The Compressed Work Week Parent Committee has been meeting on a regular basis since its inaugural meeting of January 26, 2006.

Discussions during the Parent Committee meetings include process issues and the selection criteria and responsibilities of a Subject Matter Expert (SME).

The Parent Committee has prepared a formal Request for Proposal (RFP) for the selection of the SME. The RFP has been approved by the Co-Chairs of the Parent Committee and forwarded to Purchasing Support Services for tender. The closing date for bidding on the RFP is June 2, 2006.

The CWW joint-committee has been meeting on a bi-weekly basis and is presently reviewing analysis and research including but not limited to:

1. Occupational health and wellness issues including the effects of shift work and the impact of CWW and rotational shifts on absenteeism, officer fatigue, physical and mental health, risk management and quality of life issues, and
2. The impact of the current CWW and other CWW models and rotational shift schedules on deployment, work performance, community needs, operational and organizational demands, training, court, calls for service and the financial impact on the Service.

The CWW joint committee will be reporting their research and recommendations in writing to the Parent Committee on September 5, 2006.

Deputy Chief Kim Derry, Divisional Policing Command will be in attendance to answer questions from Board members.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P226. QUARTERLY REPORT – ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (“ECOPS”): FEBRUARY – APRIL 2006**

The Board was in receipt of the following report May 15, 2006 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (ECOPS) - FEBRUARY - APRIL 2006

Recommendation:

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

Background:

At its meeting on September 23, 2004, the Board requested that the Chief of Police provide the Board with quarterly reports detailing the status of the Enterprise Case and Occurrence Processing (eCOPS) Project (Board Minute #P329/04 refers).

The Board has also requested that these quarterly reports include a financial summary outlining the costs associated with the on-going maintenance of the eCOPS records management application (Board Minute #P310/05 refers).

Database Upgrades:

As reported to the Board at its December 15, 2005 meeting, database upgrades are required in order to optimize system performance and support future development of the eCOPS application (Board Minute #P402/05 refers). The conversion to DB2 Version 8.2 in November 2005 resulted in a significant improvement to application speed, which is expected to be further enhanced with the upgrade to Websphere Version 5.1.

Unanticipated technical challenges have arisen during the planning phase for the Websphere Version 5.1 upgrade; therefore, the proposed implementation date has been deferred until June 25, 2006. The Websphere implementation will not have any impact from the user perspective as the upgrade does not incorporate any changes to application functionality. Further infrastructure upgrades will be evaluated as 2006 progresses.

eCOPS Release Version 2.2.1:

The patch release, eCOPS Version 2.2.1, was designed primarily to address critical errors that impact the field, as well as to correct Uniform Crime Reporting (UCR) mapping codes for firearm related offences, person relationships, and other minor offences. This release was successfully implemented on March 19, 2006, as scheduled, followed by the rollout to the mobile workstations.

#### eCOPS Training:

Training for supervisory officers has recently concluded, although training sessions will continue to be offered for newly promoted officers and those who have been reassigned to positions that will require them to validate and approve occurrences entered into eCOPS.

#### Divisional Quality Control Pilot Project:

As reported to the Board at its February 16, 2006 meeting, the transfer of the data entry function from Records Management Services to the field, combined with the numerous technical challenges encountered during the on-going progression of the eCOPS Project, has resulted in significant data integrity issues that impact Service statistical reporting accuracy and crime analysis capabilities (Board Minute #P25/2006 refers).

Staffing for quality control functions in Records Management Services was based on delivering high level validation by sampling and did not allow for daily, high volume detailed review and correction of all occurrence reports.

In an effort to cope with resource challenges and maintain data integrity on behalf of the Service, responsibility and accountability for data verification (monitoring, checking, and correcting occurrences, including CPIC and UCR transactions) must be transferred to the field. Records Management Services' staff will subsequently perform additional quality control functions by sampling and checking the validations that have already been performed at the field level. The transfer of the quality control function for eCOPS entries and specific CPIC validations to Divisional Quality Control Liaisons will allow Records Management Services' staff to shift their focus to meeting federal CPIC validation requirements.

A pilot project initiated by Records Management Services is on-going in 14 and 31 Divisions to test and evaluate the impact of this transfer of responsibility. Training and detailed reference guides have been provided to designated Divisional Quality Control Liaisons with on-going support from eCOPS and CPIC specialists within Records Management Services. The Divisional Quality Control Liaison will be responsible for reviewing the following occurrences in order of priority:

- CPIC Priority Validation Occurrences
- eCOPS Dashboard Occurrences
- All Other eCOPS Occurrences

It is anticipated that the quality control function will be rolled out to divisions Service-wide in June 2006, following the conclusion of the pilot.

Financial Summary:

eCOPS Support Operating Costs

Unit	2006 Budget Amount	March 31, 2006 Year-to-Date Figures	Annual %
<u>eCOPS On-going Support Costs – Base</u>			
Information Systems	272,378.69	95,010.09	35%
Systems Operations	69,241.95	17,310.49	25%
Customer Service	68,790.54	17,197.64	25%
TOTAL	\$410,411.18	\$129,518.22	32%

eCOPS Quarterly Releases – Enhancements

Information Systems	815,774.60	177,028.23	22%
Systems Operations	41,930.50	10,482.63	25%
Customer Service	22,930.18	5,732.55	25%
TOTAL	\$880,635.28	\$193,243.41	22%

eCOPS Total Resource Costs

Information Systems	1,076,042.26	272,038.32	25%
Systems Operations	111,172.46	27,793.11	25%
Customer Service	91,720.72	22,930.18	25%
TOTAL	\$1,278,935.44	\$322,761.61	25%

Source: Financial Summary prepared by Information Technology Services

Planning for 2006:

Information Technology Services will continue to focus on preparations for CPIC Renewal, Phase I, in order to meet the deadlines specified by the Royal Canadian Mounted Police (RCMP). Phase I impacts the format of the queries received from the RCMP. The original target date of October 2006 for the implementation of Phase I has been tentatively postponed to November 2006 as the RCMP evaluates compliance expectations for all participating agencies.

The domain code revision has also been prioritized for 2006, as changes to the domain code tables within eCOPS will allow designated Records Management Services' staff to add new UCR/CPIC codes, modify, and delete old codes, facilitating instant updates to the records management system. This will impact the accuracy of data captured at source and ultimately improve the integrity of statistical reports extracted from the eCOPS database.

Developers' resources are fully allocated for the balance of this year; therefore, there are no plans for additional functional enhancements to eCOPS during this period.

Conclusion:

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

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P227. QUARTERLY REPORT – MUNICIPAL FREEDOM OF INFORMATION  
AND PROTECTION OF PRIVACY ACT COMPLIANCE: JANUARY –  
MARCH 2006**

The Board was in receipt of the following report May 15, 2006 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT JANUARY 2006 – MARCH 2006: MUNICIPAL  
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT  
COMPLIANCE

Recommendation:

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

Background:

At its meeting on September 23, 2004, the Board made a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (BM# 284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period January 1, 2006 to March 31, 2006, divided into three categories as stipulated by the Board, are as follows:

Toronto Police Service  
Compliance Rates  
January 1 – March 31, 2006

30-Day	60-Day	90-Day or longer
76.71%	94.07%	98.07%
Requests to be completed during this time period: 674	157	40
Requests completed: 517	Requests completed: 117	Requests completed: 27
Requests remaining: 157	Requests remaining: 40	Requests remaining: 13

A total of 674 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received January 1, 2006 to March 31, 2006 is as follows:

Category	Total	Description
Individual / Public	466	- Personal
Business	254	- Witness contact information - Memobook notes re. accidents and occurrence reports - Clients' police reports
Academic / Researcher	0	
Association/Group	29	- Reports required for families in justice system - Reports on subject and on individuals - Reports on subjects requiring need for shelter
Media	4	- Minutes/briefing notes
Government	3	- Reports on individuals - Memobook notes re. incidents
Other	1	- Minutes/briefing notes - Occurrence report
Statistics	3	- Report on lost/stolen firearms - Community crime statistics

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected.

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

January 2006	72.25%
February 2006	79.74%
March 2006	70.83%

Conclusion:

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P228. ANNUAL REPORT – 2005 TRAINING PROGRAMS**

The Board was in receipt of the following report May 23, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2005 TRAINING PROGRAMS

Recommendation:

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

Background:

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 will describe training delivered by the Toronto Police Service during the year 2005 (Board Minutes 333/95 and 66/99 refer).

Response:

The 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 courses and e-learning, unit specific training offered only to members of a particular unit, and course tuition reimbursement at external learning institutions.

Effectiveness of Training:

Measuring the effectiveness of training is a complex and difficult process. Many external and internal variables affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect.

New training record software implemented at the end of 2002 provides significantly enhanced analysis capabilities. The unit works closely with Professional Standards, Corporate Planning and Human Resources to validate the information available.

In 2005, T&E held eight meetings with the training supervisors representing each of the Service's divisions and units. At these meetings, there was a discussion of the adequacy and effectiveness of Service training. The feedback received was generally positive. This

communication between T&E staff and the units ensures a high degree of satisfaction with the quality and relevance of training.

#### Compliance with Government Regulations:

Pursuant to Provincial Adequacy Standards Regulation 3/99, the Ministry of the Solicitor General must accredit certain highly critical police training. There are nine courses within these criteria, and the Service has been accredited to deliver all nine. Two other highly critical areas, Use of Force and Suspect Apprehension Pursuits, are subject to ongoing reporting and analysis as required by other Ontario Regulations.

Ontario Regulation 33/99 also requires every police service to have a skills development and learning plan. The Service's Skills Development Learning Plan has been in place since 2001 and was submitted to the Board for triennial review at the September 23, 2004 meeting (Minute No. P308/04 refers). The plan describes the training requirements for various positions within the Service and describes learning opportunities to meet the necessary standards.

An Inspection Team of Police Services Advisors from the Police Quality Assurance Unit, Police Support Services Branch, Policing Services Division and the Ministry of Community Safety and Correctional Services conducted an inspection of the Service over nine weeks between February and July of 2005. The Police Services Act and Regulations identify a number of areas where Ministry accredited training or equivalent competency is required and those areas were considered and reported on as follows.

The articulation of local training and development standards for all frontline supervisors and the high degree of compliance with their own standard was noted and validated by the Inspection Team. Training records for communicators and communications supervisors were found to be unclear and open to interpretations. These records have since been reviewed and corrected to remove ambiguity, as recommended by the Inspection Team.

The Inspection Team found evidence that the Service had treated, as a priority, the training of criminal investigators in accordance with prescribed Ministry standards. The Inspection Team also found that the Service has ensured a standard of training for sexual assault investigators that exceeds the requirements of the Adequacy and Effectiveness Regulation.

Police officers and supervisors are required to receive prescribed training consistent with the requirements of the Suspect Apprehension Pursuits Regulation. The Inspection Team concluded that the Service had taken sufficient steps to ensure officers who were most likely to engage in pursuits had completed the required training. The Inspection Team commended the Service for their finding that supervisors were reviewing pursuit reports and recommending appropriate remedial action, including refresher training.

Toronto Police Service training is fully compliant with all government regulations.

#### Quality of Training:

The Service evaluates training based on the four-level Kirkpatrick Hierarchy of Evaluation:

- **Reaction:** Did participants find the program positive and worthwhile? This question has many sub-parts relating to the course content including: format, the approach taken by the facilitator, physical facilities and audio-visual aids.

- **Learning:** Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit in order to determine changes.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the 'real-world'? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area of transfer that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables. Methods used to measure transfer may include: participant course surveys at the six-month mark; interviews with training co-ordinators and supervisors; and in-field training session observance of students by co-ordinators.
- **Impact of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, "Was the problem solved?"

The four categories of evaluation are carried out at different times during and after the program:

1. **Reaction:** occurs during and after the program.
2. **Learning:** occurs prior to, during, and at the end of a training program.
3. **Transfer:** occurs back in the 'real-world' within six to eight weeks.
4. **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard. All are evaluated on the reaction and learning categories. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis conducted only on selected programs from time to time.

During 2005 five Service training programs were selected for review based on their criticality and regulatory requirements:

1. Human Relations Training
2. Investigative Training
3. The Advanced Patrol Training (APT) Course – First Aid/CPR Component
4. Use of Force Training
5. Police Vehicle Operations

The results of these reviews are summarized below.

Human Relations Training:

In 2004, Training and Education created a new Human Relations Training Section (HRTS), staffed with one Staff Sergeant and six Sergeants. This section is dedicated to providing a strong training foundation for the Service in Ethics and Integrity, Diversity and Customer Service.

2005 saw the completion of ethics training for front line officers, delivered through the APT course. Delivered over two years in 2004 and 2005, close to 3,000 officers have received training in ethics as prescribed by the Ferguson Report.

Started in 2004 and still ongoing is the two day Ethics and Professionalism in Policing (EPiP) course. Close to 1000 non front line officers received their ethics training by way of this course in 2005. Perhaps the most remarkable thing about this training was that it was essentially delivered by four instructors, as early 2005 promotions were not replaced due to the staffing challenges faced by the Service. The EPiP training should be concluded in 2006.

In addition to Ethics training the HRTS is responsible for the design and delivery of diversity training for the Service. Diversity training has seen many differing incarnations throughout its history with the Toronto Police Service. 2005 saw the start of a new era in diversity training.

We are committed to the philosophy of community involvement in the development of our diversity training program. In order to ensure the needs and desires of the community are reflected in our training, representatives of the numerous diverse communities across the city have been solicited for their input to assist in the design of meaningful and relevant training. The HRTS hosted a community focus evening on May 31, 2005. The purpose was to bring together interested parties from the numerous diverse communities represented in the city of Toronto.

The evening was facilitated by independent chairs so as to ensure complete objectivity of purpose. The evening was an opportunity for the HRTS to educate many in the community as to the breadth and nature of our diversity training. It was also an opportunity for the community to share its ideas in regards to focus and emphasis. The results of the consultation were contained in a summary report authored by Mr. Andre Goh, of Ryerson University and have proved invaluable to the section in the design and creation of human relations training.

Members of the Investigative Training Section and the HRTS have been involved with the Women's Bathhouse Settlement Committee, and have attended ongoing meetings to address the terms of settlement, and recommendations involving the training of members of our Service. Committee members have been involved in enhancing current training in the Plainclothes Officers Course and assisting in the development of improved transgender search procedures and training.

In keeping with the philosophy of "top down" training; the HRTS, in conjunction with the Ontario Police College, hosted several Senior Officer training seminars under the broad heading of "Leading in Times of Change." These seminars have dealt with issues of a changing demographic, not only in the community, but within the organization. Many of the concepts discussed in these sessions will be delivered in future training to frontline officers ensuring consistency of training at all levels of the Service.

Mr. Justice George Ferguson also recommended that: “No member of the Service shall be promoted to a management or supervisory position unless he or she has successfully completed a designated course on management skills required in the higher rank, in addition to training in ethics and integrity.” This was fully implemented during 2005.

In addition, the section has ensured that diversity and ethical issues are incorporated in all Police training.

#### Investigative Training:

The Major Case Management Training regulation came into effect in January 2005. With the assistance of Information Technology, the Investigative Training Section designed and equipped a classroom to train officers in the “Power Case” software for Major Case Management. Newly designed training for officers involved in complex investigations commenced in April 2005.

A new Youth Crime Investigators Course was developed and delivered in 2005. This course deals with investigations involving youth and youth gangs. This course also deals with the victimization of children, which has been identified as one of the priorities of the Toronto Police Service.

The ‘24-7’ Lecture was a new lecture format developed by the Investigative Training Section during 2005 to provide updates to supervisors from all areas of the Service. The format includes twenty-four different speakers from inside and outside of the Toronto Police Service, each delivering a seven minute talk about current issues. Speakers included members from the community, legal and medical professionals and subject matter experts from within the Service.

This was an interesting and highly informative session for approximately one hundred supervisors from across the Service.

The "Did You Know" article appears every month in the Badge. It is an informative article dealing with subjects from the Investigative Training Section. Important case law decisions are forwarded to the Detective Sergeants of every division on a regular basis. This information is distributed to officers in the units, to keep them current on new legal decisions.

The Investigative Training Section has provided subject matter experts to sit on various committees for the Service including: Domestic Violence, Jane Doe Audit, Bathhouse Settlement Committee and the New Training Facility Committee. Members from the section also meet regularly with the Crown Attorney’s Office to identify training issues for Service members. Members involved with the joint training in the Sexual Assault Child Abuse Course also meet on a regular basis to discuss the training for police officers and social workers employed by the Children’s Aid Society.

#### The Advanced Patrol Training Course:

Police Officer training is increasingly highly regulated by provincial legislation and Service procedures. Some of this training (Use of Force and First Aid/CPR) must be repeated every

year. Other training need only be taken once. Until 1999, each new training requirement was treated as a separate entity. Individual training courses were created to address each issue as it arose. This approach was expensive, inefficient and very disruptive to frontline field units.

In 2000, the Training and Education Unit responded to this issue with radical changes to the way training was delivered to front line officers. We adopted a concept called “block training” using the APT course designed by the Ontario Police College. Block training combines all mandatory and other designated training courses into a single block of time and delivers the training as a more integrated package to each front line member every year. Members can be scheduled a year ahead so that the impact on the frontline is minimized.

The APT course began in January 2001 and includes compulsory and elective training modules that change in emphasis or content each year (see Table #1), provided by Training & Education, Officer Safety Section. The compulsory modules include annual mandatory re-qualification on Use of Force and First Aid/CPR and legislative and procedural updates. The elective modules provide the opportunity to address issues specific to Toronto such as diversity, crisis intervention, and ethics. The program also includes sessions on other significant training issues, such as human relations, gangs, domestic violence and dealing with emotionally disturbed persons.

Every year the program includes elements of the Crisis Resolution Course, the Policing and Diversity Course, and Ethical Deliberations Course as part of the block training. This means all front line officers will receive ongoing training on critical issues on an annual basis, rather than potentially only once in their entire career. This is a strategic and systematic training program based on well thought out risk management and workforce development principles, which meets legislated requirements and professional operational needs.

Table #1

Year	Topics
2001	Use Of Force & Firearms Re-qualification First Aid/CPR Re-qualification Policing and Diversity Domestic Violence & T.P.S. Procedures Mental illness - Dealing with the Emotionally Disturbed Mentally ill – Survival Panel Crisis Resolution & Tactical Communication Arrest Criminal Offences & Legislative Updates Traffic Law Building Search/ Containment (dynamic scenario training) High Risk Vehicle Stops (dynamic scenario training)
2002	Use Of Force & Firearms Re-qualification First Aid/CPR Re-qualification Drug Law, Enforcement and Procedures Crime Scene Protection

	<p>Law on Interviewing  Interviewing Techniques  Psychology of Survival  Wellness/ Fitness Pin Testing  Building Search (dynamic scenario training)  Clearing stairways &amp; halls/ room entry and tactical considerations (dynamic scenarios)</p>
2003	<p>Use Of Force &amp; Firearms Re-qualification  First Aid/CPR Re-qualification  Provincial Statutes  Law on Drinking and Driving  Incident Management and School Protocols  Dealing with youths in crisis, youth suicide and behaviour recognition  Hate Crime  Racial Profiling  Wellness and Nutrition – Fitness Pin Testing  “Active Attacker” Incidents, Police intervention and resolution  “Active Attacker” – Immediate Rapid Deployment tactics training  Use of Force Model – justification</p>
2004	<p>Use Of Force &amp; Firearms Re-qualification  First Aid/CPR Re-qualification  Organized crime  Booking and search of prisoners  Search without warrant  Front line response to CBRN/bomb calls  Articulate cause  Emotionally disturbed persons de-escalation techniques  Front line tactical review – high risk vehicle stops, containment, building searches  Rapid deployment tactical skills  Active attacker dynamic scenarios  Fair and equitable policing  Integrity Part 1 and 2  Fitness pin testing  Wellness lecture – stress</p>
2005	<p>Human Relations  Demographics, Human Rights    Values, Ethical Decision Making Model, Perceptual Screens and Ethical Deliberation Scenarios  Corruption and Misconduct Awareness  Tactical deployment from vehicles  Defensive tactics  Firearms Re-qualification  Dynamic simulation training  Emotionally Disturbed Persons “Not just another call” “Police response to persons with mental illnesses in Ontario”</p>

	Domestic Violence Critical incident aftermath occurrences Health and wellness Fitness pin testing Provincial statutes Gang awareness
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While the APT program has received very positive feedback from field officers, there have been problems with attendance due to operational policing demands. In order to reduce this impact, beginning in 2005 the APT program has been limited to a maximum of four ten hour days. This was achieved with the assistance of the St. John Ambulance by their standardising the length of annual First Aid/CPR re-certification.

Improved Use of Force Training for Criminal Investigators:

In the course of their duties, police officers are required to use force to protect the public and themselves. T&E believes that enhanced use of force, crisis intervention, and tactical training for front line officers (APT Course) has had a significant impact on ensuring officer and public safety by equipping officers physically and mentally to use the least amount of force required in any given situation. As a result of a number of incidents involving the Special Investigation Unit and plainclothes members of our Service, there was an identified need for similar training for non-uniform police officers. The Investigative Training Section met with members from the Emergency Task Force, Mobile Support Services, Professional Standards and Intelligence Services to develop training for the officers working in plainclothes that are routinely involved in high risk searches and apprehensions. A three day training course was developed to include operational planning, dynamic entries and high risk vehicle stops. This was well received.

Police Vehicle Operations:

Procedure 07-05 - Collisions Involving Service Vehicles is intended to reduce the number of “at fault collisions” in the Service by identifying members who appear to be having difficulties in the operation of a vehicles. These members are assessed by a Traffic Sergeant and/or given remedial training.

During 2005, the Service opened a highly advanced Police Vehicle Operations Training Facility on Toryork Road. This facility consists of two classrooms and paved areas designed for advanced driving skills training. In addition, the Toronto Police Service is the first police service in Ontario to adopt the use of a specially designed skid car to teach members advanced vehicle control techniques.

Summary of Toronto Police Service Training for the Year 2005:

To achieve the target of offering quality training that is delivered in a timely and efficient manner, T&E has put into place a learning system that is designed to meet the needs of all members of the Service. This learning system includes:

- A systematic Service wide training needs assessment;
- A training design and approval system to ensure that training needs are addressed by course offerings;
- A comprehensive and consistent evaluation system for training programs;
- A reporting system to allow management to assess the value and relevance of all training initiatives.

This system uses T&E courses supplemented by “Front line” training videos and “Roll Call” training bulletins delivered by unit training co-ordinators. T&E performs the necessary needs assessments and gap analysis to ensure training needs are met.

#### Tuition Reimbursements:

The Service reimburses members for 50% of the cost of tuition for designated university or college courses and approved seminars. During 2005, 274 course tuition fees were reimbursed for a total expenditure of \$76,754.75.

#### Summary of Training Delivered by T&E:

T&E is divided into seven training sections. Each of these Sections has a specific mandate and plays a key role in the delivery of quality training to uniform and civilian Service members.

The training staff are well qualified in their subject areas and in addition to training delivery, the Unit is responsible for supporting and administering training delivered by all other Service units. Starting in 2004, the command approved a comprehensive leadership development program for all Senior Officers, which included an on-line learning component. The initial phase of the on-line component consisted of a four-hour course entitled Managing Workplace Harassment developed by the law firm Hicks-Morley. The course material was adapted by T&E staff and the Human rights Co-ordinator to include Toronto Police Service Policies and Procedures. It was piloted with Inspectors and several other Senior Officers. The training was evaluated for content and ease of use. In total, 46 members completed the training and their feedback was very positive. As a result of the success of this pilot, T&E is exploring mechanisms to increase the amount of training which can be delivered by e-learning, (See Appendix A for the complete breakdown of this training).

#### Summary of Training Delivered by Specific Units of the Toronto Police Service:

In addition to the training offered by T&E, the following Units deliver significant amounts of training to police officers and civilian members of the Service:

- Parking Enforcement Unit
- Court Services
- Public Safety Unit
- Forensic Identification
- Marine Unit
- Mounted and Police Dog Services

- Communications Centre
- Emergency Task Force

This training is specific to members of that Unit, or falls within the particular expertise of members of that Unit. Each Unit has a training co-ordinator and instructors who have considerable operational and training expertise (See Appendix B for the complete breakdown of this training).

### Training Demands:

The demand for training opportunities within the Service continues to grow due to many factors. These factors include; workforce renewal training that is mandated by the Province to accredit members for specific jobs, training that is mandated by the Service in response to inquest or other civil remedies and training that is in response to current issues and themes that impact the Service. To ensure that training is prioritized and delivered to members of the Service in a timely and appropriate method, training is broken down and delivered according to the following priorities:

1. Training Required by Law, Service Standards or Provincially Mandated Training:  
This category of training includes, as examples, Use of Force Re-qualification, Management and Evaluation of Risk Investigations, Suspect Apprehension Pursuit, General Investigators, Sexual Assault Child Abuse, Ontario Major Case Management and Domestic Violence Investigators Courses.
2. Training Required to Enhance Public and Officer Safety:  
This category of training includes, as examples, the Booking Hall Officer Safety Course, Introduction to Plainclothes and Drugs, Interview and Tactical Firearms Courses.
3. Training Required to Allow Members to Perform Their Current Duties More Effectively:  
This category of training includes, as examples, Uniform and Civilian Professional Development, Crime Prevention Through Environmental Design and Instructional Techniques.
4. Training that is Desirable to Develop Members for Future Work Assignments:  
This training is supported by tuition reimbursement (off-duty course attendance).
5. Training for the Personal Development of Members:  
This training is the responsibility of the individual member (off-duty course attendance).

### Mandated Training:

Pursuant to Provincial Adequacy Standards Regulation 3/99 the Ministry of Community Safety and Correctional Services must accredit certain highly critical police training courses. Further more, the regulation requires every police service to have a Skills Development and Learning Plan. The Service "Skills Development Learning Plan" describes the skills or training requirements for various positions within the Service and assists members and supervisors to

acquire the skill development and learning opportunities they require to meet the necessary standards. There are nine courses with these criteria and the Service has been accredited to deliver all nine. In addition to provincially mandated training, the Board and Service have mandated courses, such as Policing a Diverse Community, which must be delivered by T&E to all members of the Service.

Conclusion:

The Toronto Police Service devotes considerable resources to meeting the learning requirements of police officers and civilian members. Training is carried out in a systematic and thorough manner to ensure it meets all legislative requirements and the needs of Service members. Ongoing evaluation and continuous improvement of curricula and training delivery ensures quality and relevance. This training increases our members' competence and confidence to make them more effective and responsive to community needs. The overall goal is to make the City of Toronto a safe place to live and work.

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

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

**The Board received the foregoing.**

Appendix A

2005 Courses Delivered by Training & Education

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
OSS & FT	Court Officer Use of Force	TU0024	41	1	466	
OSS, TT, HRTS	Advanced Patrol Trg 2004	TU0021	39	4	2803	
OSS, HRTS	Use of Force 2004	TU0022	142	1	1918	
OSS	Booking Hall Officer Safety	TD0009	4	2	100	
OSS	Sabre O.C. Instructor	TD0007	1	1	33	
OSS	Expandable Baton	TD0002	2	0.5	14	
OSS	O.C. Spray	TD0003	2	0.5	14	
TT	Shotgun Re-qualification 2005	TU0023	47	1	590	
TT	MP5 Operator	TF0011	1	4	7	18
TT	Glock 27	TF0010	4	1	53	
TT	C-8 Carbine Operators	TF0023	1	4	16	
TT	Taser Instructor	TF0025	1	2	13	
INV	General Investigator	TC0011	11	10	326	
INV	Ontario Major Case Management (Transitional)	TC0101	7	14	53	
INV	Ontario Major Case Management (Full)	TC0102	3	10	27	
INV	Sexual Assault/Child Abuse	TC0004	5	10	118	
INV	Sexual Assault/Child Abuse Update	TC0027	3	3	49	
INV	Domestic Violence Investigator	TC0042	5	3	114	1
INV	Plainclothes Course	TC0005	6	4	150	
INV	Intro to Drug Investigation	TC0086	6	4	126	3
INV	Firearms Investigation	TC0081	1	3	42	
INV	Interview Techniques	TC0024	5	5	117	
INV	Investigative Team Safety	TC0075	2	1	14	
INV	Youth Crime Investigative	TC0016	2	3	47	
INV	Using the Internet as Invest Tool	TC0098	2	3	81	
INV	Major Incident Rapid Response	TM0016	1	8	38	
INV	Adv Search Warrant	TC0091	2	3	98	
INV	Death Investigator	TC0052	3	5	98	8
INV	Proceeds of Crime	TC0009	1	3	26	
L/O	First Aid & Cardio Pulmonary Resuscitation	TR0001	29	2	478	
L/O	CPR/First Aid Re-certification	TR0004	12	1	269	3
L/O	Inspector Development Program	TM0055	1	4	20	

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
L/O	Civilian Supervisory Skills	TM0013	2	10	54	1
L/O	Effective Presentation	TM0032	5	4	88	
L/O	Guest speaker	TM0053	1	1	11	
L/O	Professional Development Course	TM0038	2	4	49	
L/O	In Car Camera	TH0016	25	1	217	
L/O	Operational Supervision - Unit	TM0083	7	5	157	
L/O	Instructional Techniques Level I	TM0086	2	10	28	
L/O	Basic OHS	TO0001	1	3	17	
L/O	OHS Sector Specific	TO0002	1	2	17	
L/O	OHS for Supervisors	TM0045	2	1	28	
L/O	Front Line supervisors	P00093	3	10	93	8
L/O	Managing Work Place Harassment (on-line course)	TH0016	1	0.5	46	
ITS	CIPS	S00058	12	1	93	190
ITS	CPIC Weblink	S00050	18	1	162	
ITS	ECops (occurrences)	S00158	27	1	288	
ITS	ECops (Unified Search)	S00191	8	.5	35	
ITS	Netviewer	S00180	2	.5	15	
ITS	iMobile	S00057	33	.5	145	
ITS	Mobile Workstation	S00157	1	.5	6	
ITS	MS Word level 1 & 2	S00094	2	1	16	
ITS	Workstation Orientation	S00040	1	0.5	2	
ITS	Systems Application & Product (SAP)	S00162	6	1	55	
ITS	MS Excel Level 1	S00043	2	1	18	
ITS	MS Excel Level 2	S00044	1	1	10	
ITS	Workstation Orientation	S00040	4	1	12	
ITS	Access Level 1	S00011	1	2	5	
ITS	Access level 2	S00012	1	2	5	
TF	At Scene Collision Investigation	TT0001	3	10	55	
TF	Traffic Generalist	TT0017	10	5	221	
TF	Technical Collision Investigation	TT0002	1	10	12	
TF	Traffic Investigators Seminar	TT0009	1	5	43	
TF	Provincial Statutes	TT0020	10	5	217	
PVO	Vehicle Operations - Civilian	TV0001	8	1	8	
PVO	Vehicle Operations - Iv/Unify	TV0002	28	1	63	12
PVO	Vehicle Operations - Police	TV0003	9	2	16	1
PVO	M/C Operations – Class M	TV0005	3	4	10	3
PVO	M/C Operations - ClassM2	TV0006	6	8	23	
PVO	M/C Operations – Trainer	TV0010	3	4	6	
PVO	M/C Operations - Refresher	TV0013	38	1	127	2

SECTION	COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
PVO	Wagon Operations Course	TV0014	13	1	13	
PVO	Trailer Operations	TV0016	1	1	1	
PVO	Truck Operations	TV0019	11	1	14	
PVO	Vehicle Operations - Bicycle	TV0023	83	5	168	
PVO	Vehicle Operations - ATV	TV0025	2	1	8	
PVO	Vehicle Operations - Bicycle Instructor	TV0028	1	4	2	2
PVO	Motorcycle Operations M2 Exit	TV0033	8	1	18	
PVO	M/C Ops Re-qualification Course	TV0037	5	1	23	
PVO	Vehicle Operation Suspect Apprehension Pursuit (SAP)	TV0038	55	1	236	
RT/TT/OSS/ITS/HRTS	Recruit Training	TM0026	3	36	239	
RT	Uniform Coach Officers	TM0027	5	3	156	
RT/TT/OSS/ITS/HRTS	Police Officer Lateral Entry	TR0026	3	15	21	
HRTS	Ethics & Professionalism in Policing	TH0009	45	2	1130	
HRTS	Policing a Diverse Community	TH0007	7	3	210	
	<b>Overall Total:</b>		<b>924</b>	<b>317.5</b>	<b>12984</b>	<b>252</b>

Table Legend:

**OSS** - Officer Safety Section.      **HRTS** - Human Relations Training Section  
**TF** - Traffic Section                      **L/O** - Leadership/Outreach Section  
**TT** - Tactical Training Section        **RT** - Recruit Training Section  
**FT** - Fitness Section                      **ITS** - Information Technology Section  
**INV** - Investigative Section          **PVO** - Police Vehicle Operations

**2005 Frontline Videos Delivered by Training & Education**

Month Produced	Name of Frontline Videos
January	Live Wires*
February	Covert Operations
March	Answering the Call
	Workplace Safety
June	Crank'd on Meth* First Officer*
July	Police Response to a Track Level Emergency
August	Guns on the Street (Project P.E.A.C.E.)
September	Taser! Taser! Taser
October	Speed Measuring Devices* OMG Update*
November	In-Car Camera System

\* Produced by: The Ontario Police Training Video Alliance (OPTVA)

## 2005 Roll Call Videos Delivered by Training & Education

Month Delivered	Name of Roll Call Videos	Description
January	Outreach Training	How to access Roll Calls
	Missing Person	Search levels and when to apply them
	Impaired Driving	How to conduct an Impaired investigation
	Vehicle Impound	Towing vehicles to a MTO impound yard
	Domestic Violence	Bail conditions for accused persons
	Recruiting	Encouraging recruiting and information on where to direct interested persons' questions
February	Investigative Detention - Articulating Your Grounds	Understanding Investigative detention
	Investigative Detention - Note Taking Tow Cards - TPS Procedure 07-11	The importance of taking detailed notes
	Health and Fitness - Weight Loss - Cardio Training	The benefits of exercising
	Highway Traffic Act - Exemptions for Police in Emergency Situations	Exemptions for police officers under the HTA
	Tow Cards - TPS Procedure 07-11	When and how to properly complete a tow card
March	Source Management - Q & A	What is the Source management section
	Source Management - Level 1 & 2 Sources	Dealing with Confidential Sources
	Live Wires - Recognize the Potential Danger	Recognizing potential hazards
	Live Wires - Reduce the Risk	What to do if you encounter electrical hazards
	Impounding Located Stolen Vehicles - "Need to Know"	What to do if you recover a stolen vehicle
April	GangNet - Intelligence Database	Intelligence gathering
	Substance Abuse -Procedure 08-05	Recognizing substance abuse
	Compassionate Messages - Death Notification	How to deliver a compassionate message
	Health and Fitness - Resistance Training	The importance of exercising
May	Child and Family Services Act - Apprehension Without Warrant Child and Family Services Act - Warrants of Apprehension	The role of a Child Protection worker

	Multilingual Community Interpreter Services - Victims of Domestic Violence and Sexual Assault	How to access the MCIS and when they can be used
	Suspect Apprehension Pursuits - Three-part test	When to initiate a pursuit
June	Elder Abuse	Recognizing different types of abuse
	Injury Report	Changes in the IOD report
	Warrant	Child Apprehension warrants
	Workplace Safety	Recognizing dangers in the workplace
July	Occupational Health and Safety - Communicable Diseases	How to protect yourself
August	T.T.C. Track Level Emergency Response	What to do when your underground
September	School Lockdowns - Coordination of School and Police Practices	Notification needed for lockdowns
	eCOPS - Records Management	
October	X26 Advanced TASER - Operating in a TASER Deployment Situation	Introducing the taser to TPS
	Outlaw Motorcycle Gangs - Biker enforcement Unit (Ontario) Handbook	The availability of a intelligence handbook
	Speed Measuring Devices - Articulation	Collection of radar evidence
November	In-Car Camera System - TPS Pilot Project	Introducing the ICC System to the TPS
	Toronto Drug Treatment Court Program	The new DTC Program and its effects on the accused person
	Dog Owners' Liability Act - Bill 132 - As it relates to Pit Bulls	New Pit-bull laws and how to enforce them
December	Criminal Investigations - Domestic Violence – Situations Involving Children	Notifying CAS when dealing with a domestic situation
	TPS Service Governance - Standards of Conduct	Receiving gifts from the public
	Dog Owners' Liability Act - Bill 132 – Search/Seizure Without Warrant	Authority for search and seizure

Appendix B

**2005 Courses Delivered by Other Units**

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Parking Enforcement Unit  Course terms calculated as 1 day = 8 hours (.5 day = 4 hours) (.125 day = 1 hour) (.094 day = 45 min) (.063 day = 30 min) (.031 day = 15 min)	Parking Enforcement Officer Recruit	2	26	27	
	Police Vehicle Operations Training	14	1	27	
	Police Vehicle Operations Remedial	7	1	7	
	Motorcycle Annual Update	4	1	4	
	PEU Supervisor Orientation	1	1	14	
	Front-line PEO and Supervisor Update (disabled parking exemptions)	14	.031	397	
	Front-line PEO and Supervisor Update (municipal vehicle parking exemptions)	14	.125	397	
	Front-line PEO and Supervisor Update (towing authorization and towing refund prevention)	14	.063	397	
	Disabled Permit Investigations Presented by DLU Supervisor	14	.031	397	
	Supervisors' Workshop - Supervising for Public Trust	1	.25	16	
	Communications (one Platoon) (PEU Unit Policy affecting Communications)	1	.063	40	
	Police Officer (23, 32, 42, 54, 55 Division- Tag Issuance)	14	.063	307	
	Municipal Law Enforcement Officer Certification (Private Parking Enforcement Agencies)	24	1		630
	Municipal Law Enforcement Officer Certification (Works and Emergency Services)	1	1		9
	Municipal Law Enforcement Officer Certification (TTC)	3	.5		18
	Municipal Law Enforcement Agency Manager Training	3	.5		25
	Municipal Law Enforcement Officer Re-test for Certification	1	.25		12
	Municipal Law Enforcement Officer (TPA)	1	1		1
	Municipal Licensing and Standards Information Session	2	.125		42
	<b>Unit Total:</b>	<b>135</b>	<b>35.001</b>	<b>2030</b>	<b>737</b>

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS	
Court Services	Court Officer Recruit	2	25	47		
	DNA Data Bank Training	1	3	15		
	2004 Use of Force Training	45	.5	454		
	CPR	45	.5	454		
	Coach Officers	2	2	29		
	<b>Unit Total:</b>	<b>95</b>	<b>31</b>	<b>999</b>		
Public Safety	POU Basic Tactical Course	4	5	105	80	
	POU Commanders Course	1	5	3	17	
	Basic Search & Rescue	2	10	40	10	
	ARWEN Basic Course	1	1	10		
	ARWEN Requalification	5	1	25		
	POU Modular Training	11	2	530	40	
	Incident Management system	4	1	31		
	Basic Emergency Management	3	1	20		
	Emergency Operations Center	3	1	11		
	Awareness level HAMAT	5	.5	138		
	Auxiliary Crowd Theory	1	1	42		
	Auxiliary Search Trg – level 1	2	2	45		
	22 Div. Rovers Search Trg – Level 1	1	2		22	
	<b>Unit Total:</b>	<b>43</b>	<b>32.5</b>	<b>1000</b>	<b>169</b>	
	Forensic Identification Services	Uniform Scenes of Crime Officer	8	35	121	1
		Henry Fingerprint Classification Course	2	5	7	7
RICI Fingerprint / Livescan Course		15	2	21		
Livescan Follow-up Course (2hrs)		55	1	181		
<b>Unit Total:</b>		<b>80</b>	<b>33</b>	<b>330</b>	<b>8</b>	
Marine Unit	Airboat	4	.5	22	1	
	Ice Rescue Specialist - Refresher	4	3	32	2	
	River Rescue Refresher	4	2	25	2	
	Level 1 Coxswain's	3	15	22	8	
	<b>Unit Total:</b>	<b>15</b>	<b>20.5</b>	<b>101</b>	<b>13</b>	
Mounted & Police Dog Services	Basic Equitation	1	75	6		
	Introduction to Basic Equitation	2	10	16		
	Truck & Trailer A License	1	5	2		
	2 Horse Truck & Trailer License	1	2	6		
	PDS Basic Training	1	63	1		
	PDS Basic Training Re-Cert.	10	4	17	1	
	PDS Narcotic Detector Training Re-Cert.	0	4	0		
	PDS Explosive Detector Basic Training	0	0	0		
	PDS Quarry	3	2	11		
<b>Unit Total:</b>	<b>19</b>	<b>165</b>	<b>59</b>	<b>1</b>		

UNIT	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Communications Centre	Call Taker Training	2	25	20	
	Dispatch Training	1	25	14	
	Coaching & Mentoring	1	3	16	7
	Radio Training - Auxiliary	4	1	91	
	Radio Training – PC Recruit	15	1	226	
	Radio Training – Property Bur.	1	1	5	
	Pursuit Management	1	1	17	
	In Service Training	30	1	893	
	<b>Unit Total</b>	<b>55</b>	<b>58</b>	<b>1282</b>	<b>7</b>
Emergency Task Force	CBRN Live agent training in Suffield Alberta	2	5	40	36
	CBRN equipment and shooting drills CREW	4	4	120	
	Nuclear/Biological/Chemical/Radiological Hazards	6	6	100	
	Pre Police Explosive Technicians Course	3	10	3	
	Explosive Forced Entry (Teams)	6	1	100	30
	Tear Gas training	6	1	60	
	EDU Marine training	1	5	10	
	Pyro/SFX/Gunhandler Course	1	3	11	
	Night Exercises	6	1	80	
	Bus/Subway Exercises	6	1	80	
	Dynamic Entry Drug Squad training	1	1	12	
	Dynamic Entry	12	1	120	
	Active Attacker	6	1	60	8
	Less Lethal Force	10	1	100	
	Rapid Deployment	7	1	210	120
	Taser OPC training	1	1		50
	Taser	12	1	240	200
	Rappel	6	1	60	
	Rappel Instructor	2	5	15	5
	Master Rappel	1	5	6	6
	Basic Tactical Orientation Course	2	25	6	6
	Basic Sniper	1	10	7	2
	Advanced Sniper	1	5	6	2
	Hostage Rescue	6	1	60	
	Close Protection	6	1	60	
	Perimeter Control and Containment	6	1	60	
	High Risk Vehicle Stops	12	1	120	
	High Risk Vehicle Takedowns	12	1	120	
	High Risk Vehicle Assaults	6	1	60	
	Thermal Imaging training	6	1	60	
	Glock Qualification	30	1	300	
	MP5 Full Auto	12	1	120	
	EDP Scenario training	48	1	480	
	Stealth Maintenance training	48	1	480	
	Accuracy/Combat training.	45	1	450	
	Use of Force	8	1	77	
	<b>Unit Total:</b>	<b>348</b>	<b>108</b>	<b>3893</b>	<b>465</b>
	<b>Overall Total for Outside Units:</b>	<b>790</b>	<b>483</b>	<b>9694</b>	<b>1400</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P229. ANNUAL REPORT – IMPLEMENTATION OF INTERNAL AND  
EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 2005 TO  
MAY 2006**

The Board was in receipt of the following report June 12, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT ON THE IMPLEMENTATION OF INTERNAL AND  
EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 1, 2005 TO  
MAY 31, 2006

Recommendation:

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

Background:

At the Board meeting on May 24, 2001, the Board passed a motion requiring the Chief of Police to provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations emanating from specific sources as outlined below (Board Minute #139/01 refers). Audit & Quality Assurance is responsible for preparing an annual report outlining all on-going recommendations. Contained below is the annual report which presents ongoing recommendations from the Ontario Civilian Commission on Police Services (OCCPS), Chief's Administrative Reviews, Coroner's Jury Inquests, the City of Toronto Auditor General's Office and the Ministry of Community Safety and Correctional Services.

**Part I: Chief's Administrative Reviews**

There are no ongoing Chief's Administrative Review recommendations to report on during this time period.

**Part II: Coroner's Jury**

There was one Coroner's Inquest during this time period, which took place from July 18 to July 22, 2005, concerning a death in custody which resulted from drugs being ingested prior to arrest (Board Minute #P39/05 refers). The inquest resulted in two recommendations being directed to the Toronto Police Service. Recommendation #3 has been implemented. Following is an update on the remaining ongoing recommendation.

#### **Recommendation #4**

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

#### **Status: Ongoing**

*The Service continues to research and examine the feasibility, costs, and legal implications associated with the implementation of this recommendation. Although no specific timeline has been established, Corporate Planning, in conjunction with Legal Services, is actively working on the issues of signage, location of signage and funding.*

#### **Part III: Auditor General's Recommendations**

The status of recommendations originating from the Auditor General's Review of the Investigation of Sexual Assaults - Toronto Police Service are not included within this report as the Service has been reporting to the Toronto Police Services Board under separate cover.

The Auditor General's Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service resulted in 11 recommendations which have all been reported as implemented.

#### **Part IV: Ontario Civilian Commission on Police Services**

In July 1999, the Ontario Civilian Commission on Police Services issued a report containing a total of 28 recommendations, directed to the Board and the Chief of Police, which required a detailed response to each of its recommendations. In response, a report was submitted in May 2000 containing the 28 recommendations and 11 Board priorities (Board Minute #156/00 refers). Since many of the recommendations were in the process of being implemented, the Ontario Civilian Commission on Police Services requested that the Board provide periodic updates on results achieved (Board Minute #290/00 refers). The Audit & Quality Assurance unit was tasked with tracking the 28 recommendations for the Service. As of the 2005 Annual Report to the Board, there was one recommendation where the status was still listed as ongoing. Following is an update for this recommendation:

#### **Recommendation #6**

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

#### **Status: Ongoing**

*Currently, there is no date set for an audit of PSIS. The City of Toronto Auditor General stated that the audit of the PSIS system, at the present time, is not deemed to be a priority and as a result, is not in the workplan at this time. Furthermore, the Auditor General does not anticipate auditing this system in the near future, but reserves the right to conduct an audit at his discretion.*

## **Part V: Ministry of Community Safety and Correctional Services**

The Ministry of Community Safety and Correctional Services' Report on the Inspection of the Toronto Police Service resulted in 17 recommendations, of which 14 were directed to the Service. This report was tabled at the February 2006 Board Meeting and included responses to recommendations (Board Minute #P35/06 refers). Of the 14 recommendations initially tabled in this report, 10 are still ongoing. Following is an update for these recommendations:

### **Recommendation #2**

The Chief of Police ensure that unit-specific guidelines are systematically reviewed to ensure they remain consistent with legislation, Board Policies and Chief's Procedures.

#### **Status: Ongoing**

*Unit specific policies have been requested from all units for submission to Corporate Planning to review. Corporate Planning is developing criteria to review unit-specific policies and it is anticipated that the initial review will be completed by the end of 2006.*

### **Recommendation #3**

The Chief of Police ensure that as procedures are reviewed, the use of mandatory language, discretionary language, and references to "established practice" are considered, and that each instance is confirmed or amended as appropriate.

#### **Status: Ongoing**

*Corporate Planning is currently in the process of reviewing all Service Procedures. Part of this review encompasses the contents of this recommendation. This is an on-going activity for Corporate Planning and there is no formalized established timeline for completion.*

### **Recommendation #8**

The Chief of Police revise procedures on suspect apprehension pursuits to include:

- restrictions on the use of unmarked police vehicles required by section 9 of the Suspect Apprehension Pursuits Regulation (O. Reg. 546/99);
- a description of the types of police vehicles that can directly pursue a vehicle; and
- a requirement that officers notify the Communications Centre when they have taken the steps to discontinue a pursuit.

**Status: Ongoing**

*Corporate Planning is in the process of conducting research to examine this recommendation and meetings with stakeholders have been set. The anticipated date of completion for this recommendation is September 2006.*

**Recommendation #9**

The Chief of Police review the current procedures and practices regarding the transfer of control during inter-jurisdiction pursuits, determine the circumstances when control will or will not be transferred, enter into agreements with neighbouring police services and ensure procedures are consistent with the agreements

**Status: Ongoing**

*The protocol for joint radio operations during a suspect apprehension pursuit between Cobourg, the Ontario Provincial Police, York, Durham, Peel and Toronto is at each Service's Legal Department. Legal and Prosecution Services has been tasked with reviewing this document for our Service. The anticipated date of completion for this recommendation is December 2006.*

**Recommendation #10**

The Chief of Police revise the Criminal Investigation Management Plan (CIMP) to ensure, in compliance with the Regulation and Board Policy:

- it contains a list of occurrences for which a police officer is required to contact a supervisor as soon as practicable;
- it lists the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator; and,
- it (except as provided for in clause 11(c) of the Regulation) extends permission to a supervisor to assign responsibility to undertake or manage an occurrence listed in the plan to any police officer, whether or not he or she is a criminal investigator.

**Status: Ongoing**

*Corporate Planning is continuing to work with Detective Services on the revision of the Criminal Investigation Management Plan (CIMP) with regard to the content of this recommendation. The anticipated date of completion for this recommendation is September 2006.*

**Recommendation #11**

The Chief of Police revise the direction, for initial investigation of criminal offences, in the Criminal Investigation Management Plan (CIMP) to reflect the actual practices of the police service, or ensure compliance with service procedures.

**Status: Ongoing**

*Corporate Planning is continuing to work with Detective Services on the revision of the Criminal Investigation Management Plan (CIMP) with regard to the content of this recommendation. The anticipated date of completion for this recommendation is September 2006.*

### **Recommendation #13**

The Chief of Police revise procedures to: require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and, in compliance with the procedures set out in the Ministry's designated Ontario Major Case Management Manual; and, set out the steps for obtaining third party records.

#### **Status: Ongoing**

*Corporate Planning is continuing to work with Detective Services on the revision of the Criminal Investigation Management Plan (CIMP) with regard to the content of this recommendation. The anticipated date of completion for this recommendation is September 2006.*

### **Recommendation #14**

The Chief of Police ensure that sexual assault protocols, as envisioned in Ministry Guideline LE-034, be developed between the Service and as many partners as is practicable, to ensure a coordinated and effective response to victims of sexual assault.

#### **Status: Ongoing**

*This issue is being worked on by the Service's Sex Crimes Unit and it is anticipated that protocols will be developed by March 2007 following consultation with community reference groups. A permanent community reference group dealing with coordinated and effective responses to victims of sexual abuse is also expected to be in place at that time.*

### **Recommendation #16**

The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.

#### **Status: Ongoing**

*Implementation of this recommendation has been divided into four phases. Phase 1, the Drug Repository component of the Property and Evidence Management System (PEMS), was implemented on May 1, 2006. Phase 2, which involves the conversion of the Automated Control of Evidence system to PEMS, has already commenced and is expected to be completed by the first quarter 2007. Phase 3 involves making the PEMS application available to the Forensic Identification Services unit and the Guns and Gang Task Force. This process has commenced but requires enhancing security layers within the system which will take several months to complete. The last phase deals with the integration of the property system and the occurrence*

*reporting system. Currently, no major changes are anticipated to the occurrence reporting system. The integration of PEMS and eCOPS would require separate funding and approval as a new capital project.*

**Recommendation #17**

The Board and Chief of Police review the space restrictions at existing long-term secure storage facilities and consider the benefits of installing secure interim storage facilities in proximity to investigation areas and expanding the capacity at Forensic Identification Services.

**Status: Ongoing**

*This issue is currently being reviewed through the budgetary process by the Command to determine if funding will be available to address this concern.*

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**The Board received the foregoing and approved the following motion:**

**THAT the Board request the City of Toronto Auditor General to consider including the audit of HRMS and PSIS in his 2007 work-plan.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P230. ANNUAL REPORT – 2005 PROFESSIONAL STANDARDS**

The Board was in receipt of the following report April 21, 2006 from William Blair, Chief of Police:

Subject: PROFESSIONAL STANDARDS 2005 ANNUAL REPORT

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with a singular report to be submitted on a semi-annual basis (Board Minute 199/96 refers).

The Toronto Police Service Professional Standards 2005 Annual Report is appended.

Deputy Chief Jane Dick, Executive Command will be in attendance to answer any questions if required.

**The Board received the foregoing.**

## EXECUTIVE SUMMARY

The Toronto Police Service Professional Standards Report was designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparison, examination of trends, and a more comprehensive analysis of officer conduct and discipline. Revisions to the appropriate sections of the Professional Standards Report as required by the Toronto Police Services Board (Board) Policy Manual and subsequent Board motions have been incorporated into this report.

### *Highlights*

- One of the prime objectives of Professional Standards (PRS) is now being met by the Professional Standards Information System (PSIS) i.e. the early detection of at risk behaviour among Service members. During the past 12 months, 113 PSIS alert documents have been generated alerting Unit Commanders to possible at risk employees. The almost four fold increase in the number of reports generated since 2004 (32) results from the elimination of the data input backlog.
- The number of public complaints declined by 10% to 772 in 2005 from 862 in 2004. The 2005 classification of complaints included 544 about officer conduct and 22 about service and policy. Two hundred and six complaints did not meet the criteria set out in the Police Services Act (PSA) and were, therefore, not subject to investigation.
- Complaints of a serious nature accounted for approximately 11% of the total received in both 2004 and 2005. This is a great improvement from 2000 when they accounted for one quarter of the complaints received.
- Each year a percentage of complainants decide to withdraw their complaints prior to the completion of the investigation - 97 complainants in 2005 compared to 93 in 2004 withdrew their complaints. This decrease has been relatively consistent over the past three years.
- The PSA makes provision for the public to pursue their complaint if they are dissatisfied with the disposition at the Service level. The Ontario Civilian Commission on Police Services (OCCPS) has been set up to review decisions and, if appropriate, to recommend further investigation or order a hearing. OCCPS reviewed 159 decisions in 2005. Of this total they upheld the TPS decision for 124, had no jurisdiction for 7 and returned 17 for further review. Similar data for 2004 are: 156 decisions reviewed, 114 upheld, 9 no jurisdiction and 33 returned for further review. The figures for 2005 appear to be more positive than those for 2004.
- The proportion of complaints not concluded by year-end ranged from a low of 19% in 2001 to a high of 36% in 2004. For the current year the proportion not completed has decreased to 30%. Completion of complaints is not only dependent on timely investigation on the part of the TPS but also upon the number of requests made by the complainant to OCCPS for review of original classification and/or outcome.

- The number of complaints received and concluded within 90 days for 2005 was very similar to that reported for 2004 (i.e. 73% compared to 75%).
- The number of new Civil Litigation lawsuits increased slightly in 2005 (89) compared to 2004 (86). These numbers compare very favourably to 2003 when 117 new cases were brought against TPS.
- The number of PSA cases opened in 2005 is 22% lower compared to 2004. In addition, the number of PSA charges laid decreased by 18% in 2005 when compared to 2004.
- The Disciplinary Hearings office concluded 58 cases in 2005 compared to 55 cases in 2004.
- A similar number of cases in both 2004 and 2005 were withdrawn due to loss of jurisdiction (15). Thirteen cases in 2005 compared to 15 cases in 2004 were withdrawn at the request of the prosecution either because there was no prospect of conviction or because the officer had pled guilty to other PSA charges.
- A total of 2,267 Use of Force reports were submitted to the Service in 2005; however, this overstates the actual number of incidents attended by TPS officers by approximately 73%. There were only 1,307 incidents in 2005 where TPS officers were required to use force. The number of reports submitted was up by 6% from 2004, while the number of incidents was up by 3%.
- The Provincial Special Investigations Unit (SIU) invoked its mandate to investigate 44 incidents in 2005 compared to 37 in 2004. In 2005, 11 were terminated after an initial investigation found that they did not meet the threshold of the SIU mandate. Of the 33 remaining investigations, the SIU exonerated the officers involved in 31 investigations. None of the investigations led to an officer being charged criminally. Two investigations are still ongoing.
- During 2005, 175 Fail to Stop reports were submitted – a decrease of 17% over 2004. It is important to note that during 2005, TPS introduced 17 traffic safety initiatives compared to 25 in the previous year.
- In 2005, 15% of all suspect apprehension pursuits resulted in a personal injury compared to 8% in 2004. In total 40 persons in 2005 (25 pursued subjects, 2 officers and 14 uninvolved citizens) were injured. One of the pursued subjects died subsequent to injuries received during pursuit collisions. Comparable data for 2004 was 23 pursued subjects, 8 officers and 2 uninvolved citizens were injured; two of the pursued subjects died.
- Five hundred and fifteen TPS members received Service Awards, including two Medals of Merit, nine Merit Marks, 78 Commendations, 370 Teamwork Commendations, 32 Letters of Recognition and 24 Chief of Police Excellence Awards.

- The reduction in overall complaints may have been impacted by the implementation of the recommendations made by Judge Ferguson. Professional Standards has also presented over 80 training sessions in the area of ethics and professional conduct.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P231. ANNUAL REPORT – 2005 ANNUAL REPORT OF THE TORONTO  
POLICE SERVICE**

The Board was in receipt of the following report May 10, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2005 ANNUAL REPORT OF THE TORONTO POLICE  
SERVICE

Recommendation:

It is recommended that: the Board receive the 2005 Annual Report and that a copy be forwarded to Toronto City Council through the Policy and Finance Committee.

Background:

Each year, the Toronto Police Service prepares an annual report on activities during the previous year. The report provides highlights relating to Service Priorities, major Service initiatives and community events. The report is also available on the Toronto Police Service internet site, at [www.torontopolice.on.ca](http://www.torontopolice.on.ca).

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P232. ANNUAL REPORT – 2005 SERVICE PERFORMANCE OF THE  
TORONTO POLICE SERVICE**

The Board was in receipt of the following report May 10, 2006 from William Blair, Chief of Police:

Subject: 2005 SERVICE PERFORMANCE YEAR END REPORT

Recommendation:

It is recommended that: the Board receive the report on 2005 Service Performance.

Background:

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. Attached for the information of the Board is the 2005 Service Performance Year End Report. The first section of the report provides the results of the 2005 measurement of the 2002-2004 Service Priorities – which were carried over into 2005 – using the performance indicators set out in the 2002-2004 Business Plan (Board Minute # P340/04 refers). The second section of the report provides information on the two additional areas, public complaints and Service budget, required by Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

In summarising Service achievement for 2005, a goal was considered to have been achieved if **all** performance objectives/indicators were accomplished. Likewise, a goal was classified as having not been achieved if **none** of the performance objectives for the goal were reached. The Board will note that strict adherence to the definitions of “achieved” and “not achieved” were observed in the summation of Service achievement of the Service Priorities. A goal was considered partially achieved if some performance objectives for the goal were achieved.

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

For 2002-2005, 7 priorities were identified with 37 specific goals. Compared with data from the year prior to the beginning of the Business Plan period, during 2005, the majority of goals were achieved (16) or partially achieved (20). While one goal was considered ‘not achieved’ in terms of the performance objectives/indicators specified in the Business Plan, this does not mean that

no effort was put forth by the Service in this area. On the contrary, much work was done and is ongoing in efforts to achieve all the Service goals.

The goal considered 'not achieved' during 2005, was:

Priority: Drug Enforcement and Education

Goal: Broaden Service response to drug enforcement by increasing referrals to diversion programs.

The performance objective/indicator for this goal was the number of people arrested for drugs recommended for the Drug Treatment Court. This goal 'not achieved' as fewer people arrested for drugs were recommended for Drug Treatment Court in 2005 than in 2002. According to the Toronto Drug Squad, this decrease may have been the result of a number of factors, including the willingness of offenders to participate, the availability of the program to accept new referrals, and a lack of clerical support in maintaining program statistics during the early part of 2005.

At this time, the 2005 Service Performance Year End report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**Ms Carrol Whynot, Senior Corporate Planner, responded to questions. The Board received the foregoing report.**



## EXECUTIVE SUMMARY: 2005 SERVICE PERFORMANCE

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

Our current Priorities were presented in the 2002-2004 Business Plan. As a result of a decision of the Police Services Board in December 2004, the Priorities and goals were continued through 2005. Within each Priority, there were specific goals we wished to achieve and many strategies were used to help us work towards achieving our goals. These goals, along with the Performance Objectives/Indicators that were set to measure our success, are presented under each Priority in the pages that follow. The strategies, which are also shown, were written by operational units and submitted through the Senior Officers appointed by the Chief to coordinate Service efforts to addressing the Priorities.

The following tables summarise Service performance in 2005 relative to each of the goals within our Priorities.

## PRIORITY: YOUTH VIOLENCE AND VICTIMISATION OF YOUTH

Goal	Achieved	Partially Achieved	Not Achieved
In partnership with the school boards, work to encourage reporting by students of crimes occurring on school premises, particularly violent crimes.		√	
Increase education and outreach efforts targeting 'at-risk' youth to deter and prevent involvement in violent crimes.	√		
Increase enforcement activities and education initiatives to encourage the reporting of sexual exploitation of children and child abuse.		√	
Increase enforcement activities and prevention initiatives that focus on decreasing the victimisation of youth by robberies (in particular, those involving swarming) and sexual assaults.		√	
Focus on disbanding and disrupting the activities of youth street gangs.		√	

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

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

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

**PRIORITY: ORGANISED CRIME**

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

**PRIORITY: TRAFFIC SAFETY**

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



**PRIORITY: DRUG ENFORCEMENT AND EDUCATION**

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

**PRIORITY: HUMAN RESOURCE DEVELOPMENT**

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

**PRIORITY: SERVICE INFRASTRUCTURE**

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



**PRIORITY: COMMUNITY SAFETY AND SATISFACTION**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P233. QUARTERLY REPORT – DOMESTIC VIOLENCE STATISTICS:  
JANUARY – MARCH 2006**

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

Subject: REQUEST FOR EXTENSION - QUARTERLY REPORT: JANUARY -  
MARCH 2006, DOMESTIC VIOLENCE

Recommendation

It is recommended that: the Board approve an extension of one month for the submission of the Quarterly Report: January – March 2006, Domestic Violence.

Background

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

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

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

Recommendation #3:

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

**Update:**

TPS has been providing quarterly Domestic Violence Quality Control reports to the Ministry of Community Safety and Correctional Services (MCSCS) since 2002. TPS is currently involved in a review of the process for the purpose of enhancing the data reporting mechanism to

accommodate new MCSCS data collection guidelines. Due to the review process, the statistical data required to complete the Domestic Violence Quarterly Report is unavailable.

It is anticipated that this report will be completed and submitted for the August 10, 2006, Board meeting.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P234. ANNUAL REPORT – AUDITED FINANCIAL STATEMENTS OF THE  
TRUST FUNDS, MUSEUM RESERVE FUND AND BOARD SPECIAL  
FUND**

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

Subject: REQUEST FOR ONE MONTH EXTENSION TO SUBMIT THE AUDITED  
FINANCIAL STATEMENTS OF THE TRUST FUNDS, MUSEUM RESERVE  
FUND AND BOARD SPECIAL FUND

Recommendation:

It is recommended that the Board approve the request for a one-month extension to submit the audited financial statements of the Trust Funds, the Museum Reserve Fund and the Board Special Fund.

Background:

On an annual basis, the City of Toronto external auditors, Ernst and Young, perform a comprehensive financial audit of the Toronto Police Service accounts, including the Trust Funds, the Museum Reserve Fund and the Board Special Fund. At the conclusion of the audit work, Ernst and Young provide audited financial statements.

The Toronto Police Service Financial Management unit is responsible for reviewing the financial statements before they are finalized by the auditors. Ernst and Young can only provide these statements at the point when audit work has been substantially completed and the files and statements have been fully reviewed by the Audit Manager and Principal. The auditors have not yet provided these statements to Financial Management, as they are still in the process of being reviewed and finalized. As a result, the July deadline can not be achieved.

Therefore, it is recommended that the Board approve the request for a one-month extension to submit the audited financial statements of the Trust Fund, the Museum Reserve Fund and the Board Special Fund.

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

**The Board received the foregoing report and approved a two-month extension to submit the audited financial statements of the Trust Funds, the Museum Reserve Fund and the Board Special Fund.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P235. LETTER OF APPRECIATION WITH REGARD TO THE 2006 ABLE  
SCHOLARSHIP AWARDS BALL**

The Board was in receipt of the following letter (undated) from Chris Bullen, President,  
Association of Black Law Enforcers:



Association of Black Law Enforcers  
522 Oakwood Avenue, 2<sup>nd</sup> Floor, Toronto, Ontario. M6E 2X1  
Tel: (416) 652-5055 Fax: (416) 652-3011 Email: [info@ablenet.ca](mailto:info@ablenet.ca)  
Website: [www.ablenet.ca](http://www.ablenet.ca)

Dr. Alok Mukherjee  
Chair, Toronto Police Services Board  
40 College Street, 7<sup>th</sup> floor  
Toronto, ON M5G 2J3

Dear Sir:

On behalf of the members of the Association of Black Law Enforcers (ABLE), I would like to express my deeply felt appreciation to the Toronto Police Services Board for its participation in the 2006 ABLE Scholarship Awards Ball. In particular, I would like to thank the Board for its generosity as the sponsor of the group of young men and women who were celebrated as "Role Models" that evening. Your support is tangible evidence of civic leadership from which these youth might draw an example.

The Association of Black Law Enforcers is proud to recognize the Toronto Police Services Board for its history of commitment to our community.

A handwritten signature in black ink, appearing to read "Chris Bullen".

Chris Bullen, President  
Association of Black Law Enforcers



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P236. LETTER OF APPRECIATION WITH REGARD TO THE 44TH ANNUAL  
GENERAL MEETING AND CONFERENCE**

The Board was in receipt of the following letter May 31, 2006 from Bernie Morelli, President,  
Ontario Association of Police Services Boards:



**ONTARIO ASSOCIATION OF  
POLICE SERVICES BOARDS**  
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9  
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

May 31, 2006

Dr. Alok Mukherjee  
Chair  
Toronto Police Services Board  
40 College Street 7th Floor  
Toronto ON M5G 2J3



Dear Dr. Mukherjee,

On behalf of the Ontario Association of Police Services Boards (OAPSB) and the many delegates to our 44th Annual General Meeting and Conference in the Regional Municipality of Halton, I wish to express our sincere appreciation for the contribution your company/police services board made to the success of our event.

This was the fifth year in which the OAPSB worked with a host Police Services Board on the planning and execution of its annual conference. Because of the hard work of the Region of Halton Police Services Board, its conference planning team and police service staff, OPP staff, volunteers and the tremendous support of sponsors like you, this conference was considered by our delegates to be the most successful and informative of any previous conference! Everyone who came to the Region of Halton was very impressed by its northern hospitality, generosity and spirit.

I am sending this letter to you in order to personally thank you and your police services board for its tremendous support. The contributions of sponsors such as you truly made the difference to the success of our 44th Annual Conference and to the impression left with our delegates.

Just in case you did not see our newsletter, I have enclosed a copy for your information. You will note a little tribute to our sponsors on page 7 of this newsletter. These newsletters were provided to each delegate who attended the conference, when they registered. Signage was also provided at each event to acknowledge sponsors' contributions. We are also featuring a thank you to our sponsors in the June/July issue of our newsletter "Bulletin Board" for those members of our Association who were not able to attend the conference.

Your contribution made a real difference to the OAPSB's 44<sup>th</sup> Annual Conference in the Regional Municipality of Halton and as such I do hope you will consider sponsorship at future conferences.

Yours truly,

A handwritten signature in cursive script that reads "Bernie Morelli".

Bernie Morelli,  
President, OAPSB

encl.

c.c. Chair Ken Musgrave, Regional Municipality of Halton Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P237.           REQUEST FOR FUNDS – YOUTH IN POLICING SUMMER  
EMPLOYMENT PROGRAM LUNCHEON**

The Board was in receipt of the following report June 29, 2006 from Alok Mukherjee, Chair:

Subject:        REQUEST FOR FUNDS - YOUTH IN POLICING SUMMER EMPLOYMENT  
PROGRAM LUNCHEON

Recommendation:

It is recommended that the Board approve an expenditure from the Board's Special Fund of an amount not to exceed \$600.00, for expenses to be incurred for a Youth in Policing luncheon scheduled for Friday, August 4, 2006.

Background:

As part of the government's new strategy to address the growing needs of Toronto's youth community, the Toronto Police Services Board and the Toronto Police Service in collaboration with the Ministry of Children and Youth Services have created a summer youth employment program. There have been a total of 100 students selected for this program to be placed within most Toronto Police Service units.

On Friday, August 4, 2006, the Board will be hosting a mid-summer training session luncheon for the youth in support of this very important initiative. The amount not to exceed \$600.00 is requested from the Special Fund to facilitate our hosting of this event. It is expected that approximately 120 participants will attend, including 100 youth, Service members and any interested Board members.

It is, therefore, recommended that the Board approve the expenditure from the Board's Special Fund of an amount not to exceed \$600.00 for expenses incurred as a result of a Youth in Policing luncheon scheduled for Friday, August 4, 2006.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P238. NEW TRAFFIC SERVICES FACILITY – 9 HANNA STREET**

Mr. Tony Veneziano, Chief Administrative Officer, advised the Board that the occupancy of the new Traffic Services facility at 9 Hanna Street will likely be further delayed beyond September 2006. This delay has caused the Service to incur approximately \$100,000.00 in storage costs, to date. The Board was advised that the City of Toronto Legal Services has and continues to work towards expediting the finalization of the sale so that occupancy can proceed.

If occupancy cannot occur until 2007, the move into the facility may coincide with two other planned moves, 23 Division and the Organized Crime Enforcement Unit - Guns and Gangs Task Force. The Board was advised that the co-ordination of three moves in one year will be very challenging for the Service to manage. Moreover, the capital budget funds available for the move into the new facility cannot be carried over into 2007 and therefore this will cause a budget pressure.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P239. IN-CAMERA MEETING – JULY 10, 2006**

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

Chair Alok Mukherjee  
Vice-Chair Pam McConnell  
Ms. Judi Cohen  
Councillor John Filion  
Mr. Hamlin Grange  
The Honourable Hugh Locke

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2006**

**#P240.       ADJOURNMENT**

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Alok Mukherjee  
Chair