



The following draft Minutes of the meeting of the Toronto Police Services Board held on November 15, 2010 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 21, 2010, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 15, 2010.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 15, 2010** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice-Chair
Mr. Hamlin Grange, Member
Mr. Frank Di Giorgio, Councillor & Member

ABSENT:

Ms. Judi Cohen, Member
Mr. Adam Vaughan, Councillor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P290. INTRODUCTIONS

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

Promoted to the rank of Staff Superintendent:
Cyril Fernandes

Promoted to the position of Senior Administrator, Civilian Recruitment, Employment Unit:
Ms. Joanne Gooding

Promoted to the rank of Sergeant:
Mark Cioffi
Renee Foley
Alessandro Ionta
Barbara Kohl
Stephen Matthews
Andrew McCall
Harlen Tinney

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P291. NEW TORONTO POLICE COLLEGE – PROJECT CLOSE-OUT
REPORT**

The Board was in receipt of the following report October 29, 2010 from William Blair, Chief of Police:

Subject: NEW TORONTO POLICE COLLEGE - PROJECT CLOSE-OUT REPORT

Recommendation:

It is recommended that the Board receive this report on the close-out of the new Toronto Police College project, and the requested presentation on project management.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. The approved capital budget for the new Toronto Police College project was \$76.5 Million (M) gross and \$66M net. Included in the net amount were recoveries from the Department of National Defence of \$10.2M and a \$0.3M grant from the Green Municipal Fund. The final project cost was \$85,000 under budget.

Background/Purpose:

The Service's project management framework requires the completion of a close-out report for all major projects. The project close-out report documents the final results of the project and provides:

- confirmation that project objectives and deliverables were successfully completed;
- an analysis of project performance in terms of budget, schedule and use of resources;
- a summary of lessons learned; and
- any outstanding items that need to be resolved.

The submission of this report to the Board was delayed due to the fact the Service had to wait for confirmation that the Green Municipal Fund grant would be received. This confirmation was only recently received from the City.

Discussion:

The construction of a new Toronto Police College was a complex project involving unknown site conditions, the requirement to achieve the first Leadership in Energy and Environmental Design (LEED-silver) certified facility for the Service and the City, a state-of-the-art firing range and a partnership arrangement with the Department of National Defence (DND).

The Service's project team dealt with all of the complexities and delivered the project on schedule and on budget. Details on the project deliverables, budget and schedule are provided in this report. In addition, as with most projects, there were lessons learned that can assist the Service with future projects. These lessons are also summarized in this report.

Project Management Framework/Project Steering Committee:

The use of a formal project management framework was adopted by the Service in 2006, to help ensure large facility and information technology projects are properly managed and successfully implemented. This framework requires the establishment of a project steering committee, comprised of senior Service members and key stakeholders, to provide oversight and guidance to the project. It also requires the completion of a project charter that documents the project deliverables, in and out-of scope items, known or anticipated risk and mitigation strategies, cost estimates and related assumptions, schedule, and the role and responsibilities of project team members.

While the project management framework was introduced after the new Toronto Police College project was already underway, it nonetheless proved effective in ensuring the project remained on course, and achieved its objectives from a scope, schedule and budget perspective. It also approved key decisions and ensured that various issues that arose during the project were properly considered and effectively addressed.

The Board, at its meeting of May 20, 2010, approved the following motion (Min. No. P143/09 refers):

“Given the significance of the green and environmental components in the new training facility project, the Board requested that a comprehensive visual presentation be provided at a future Board meeting. Mr. Tony Veneziano, Chief Administrative Officer, agreed to coordinate the presentation and indicated that the topics would include: budget, scope, schedule and lessons learned.”

The Service will be delivering a presentation at the November 15, 2010 Board meeting in response to the Board's request.

Project Scope and Deliverables:

This project originally commenced in 1996 with a scope of constructing only a firing range with concurrent renovations at the C.O. Bick College facility. The project evolved through various iterations, and ultimately the Service determined that the new facility would be a combined learning and firing range, replacing the current C.O. Bick College and divisional firing ranges.

This was a significant change from the initial project scope and resulted in a major adjustment to the cost estimate and schedule for the project. In addition, in 2004, the DND approached the Service and expressed an interest in a partnership arrangement at the new facility. The Service was receptive to the partnership and proceeded to include the DND requirements in the project

scope with a full cost recovery from the DND for their portion of the facility as well as any shared space.

The design of the facility was developed from information gathered through discussions/tours of various other police agencies (both in Canada and the United States), the armed forces and educational institutes (e.g. police colleges, universities, colleges, training institutes). Further, in 2006, the Board directed that the project be constructed to achieve LEED-silver certification.

The revised scope for the new Police College was significantly different than the original firing range proposed in 1996 and included:

- a 285,000 square foot (SF) facility on 16.4 acres;
- two 50 meter firing ranges with 30 positions in each;
- 28 classrooms with a capacity of 30 students in each room;
- a tactical village and closed quarter battle house;
- two gymnasiums and an auditorium; and
- a DND facility of 24,000 SF.

A 15 position 100 meter firing range was deleted by the Service in order to stay within the cost estimate amount approved by the Board.

The design phase of the new Toronto Police College project commenced in the second quarter of 2005, substantial completion was achieved in early 2009, and staff moved into the new facility in July 2009.

All aspects of the project scope were achieved.

Project Schedule:

The project schedule reflected a construction start of March 2007, substantial completion by December 2008 and a move in date of September 2009. Construction started in March 2007. However, due to a labour disruption in the summer of 2007 and a harsh winter in 2008, substantial completion was not achieved until January 2009. The project team was, however, able to more than make up the time lost to the labour disruption and harsh winter and advance the occupancy date to July 2009, two months ahead of schedule. This required the Service to compress the time to equip the facility with infrastructure, furniture and equipment.

Project Budget:

The final project cost was \$85,000 below the approved net budget of \$66M. As previously indicated, the new Toronto Police College project went through various scope iterations and resulting cost estimate adjustments. However, once the final scope was developed and the corresponding budget approved by the Board and City Council, the Service was able to manage the project to the scope and deliver it slightly below the approved budget. During the life of the project there were many challenges and unforeseen circumstances which required the project

team to reprioritize/defer work and reallocate estimates within the approved budget to complete the project.

Project cost estimates in the early stages of the project were not adjusted for inflation, or when cash flow changes occurred, and this resulted in significant increases when the adjustments were eventually made. This was a past practice for capital projects, but was changed in 2006. Total cost estimates for projects are now reviewed annually as part of the capital budget process, and inflation and other key cost factors are now considered whenever cash flows are adjusted.

Lessons Learned:

The new Toronto Police College was a unique and complex project, and various lessons were learned that will assist the Service to mitigate risks on future projects.

(i) Partnership Arrangements

Lesson: Know your potential partner's approval process, including key requirements, steps, and how long the approval process will take; know who the decision makers are; obtain an appropriate financial commitment upfront to maintain leverage in the transaction and reduce the risk to the Service.

The DND approached the Service in 2004 and expressed an interest in locating one of its facilities, through a partnership arrangement, at the site of the new Toronto Police College. As the partnership presented potential benefits for the Service, the City and the Federal government, Service and City staff commenced discussions with DND representatives. Due to the nature of the DND work and assignments, the DND representatives dealing with the partnership agreement changed many times during the project. In addition, while a letter of intent with respect to its interest and partnership in the project was provided by DND in 2004, no financial commitment was requested or provided by DND.

Despite continuous assurances from the DND representatives, it became very apparent, as the partnership arrangement neared completion, that the DND representatives at the project meetings did not have the authority to make decisions or bind the DND to an agreement. The DND approval processes also became clearer to the Service, and proved to be very onerous and lengthy and required many steps within the Federal Government. While senior Federal government officials provided assurance that the transaction would be approved (and it eventually was), the lack of an agreement and/or firm financial commitment from DND created significant uncertainty and a potential financial risk for the Service, the City and the Board. However, in order to avoid significant schedule delays and costs, project construction had to be started (including the DND portion of the facility), before the agreement with the DND was finalized.

Consequently, when dealing with a third party in a potential partnership arrangement it is important that:

- the respective approval processes are clearly outlined and understood by all parties;
- the appropriate staff are involved in the discussions and negotiations, and the key decision makers known;
- a financial commitment is obtained upfront from the potential partner to increase leverage for the Service in negotiating and completing the agreement, and to reduce the risk to the Service in the event an agreement cannot be reached; and
- an agreement is established and signed prior to any commitments being made, or that adequate financial surety is provided by the partner towards the transaction.

(ii) Property History

Lesson: Ensure all possible due diligence is completed to ensure, as best possible, all site conditions are known upfront before tenders are let and construction commences.

The former owner of the 70 Birmingham site did not disclose the history of the property as it predated their possession. An in-depth review of the property, conducted by the Service and the City, uncovered a link with two adjacent properties and found that there had been substantial development on the property for support services to the adjacent properties. In addition, there was a substantial amount of underground structure from past buildings that had since been demolished and remained on the property, including an underground sanitary line.

The City of Toronto on behalf of the Service was required to enter into a third party agreement with the adjacent property owners and was unable to obtain site plan approval from the City until the third party agreement was in place. This issue impacted the project from both a cost and schedule perspective.

To the extent possible, it is therefore important to obtain all of the history of a property (e.g. previous buildings on the site, site functions, and links to adjacent properties) as these could help identify unknown conditions, so that the potential impact of these conditions on construction and project cost is better known upfront in the project.

(iii) LEED Certification

Lesson: A very onerous and intensive process. Must ensure key players in the project from the architect to the construction manager have the necessary knowledge and expertise on what is required to obtain the various credits. Process must be continually and properly managed throughout project design and construction to increase the likelihood of obtaining the level of certification being targeted.

The new Toronto Police College project was the first Service and City of Toronto facility to achieve LEED-silver accreditation. As a result, there was a significant amount of learning during the project on the LEED requirements and how to approach the construction of a LEED certified building. This learning will greatly assist the Service in preparing for LEED-silver certification for other new facilities being constructed.

There are four levels of LEED certification (listed below) and the Board has directed that all new facilities constructed by the Service obtain the LEED-silver level which requires achieving 33 to 38 points.

- Certified - 26 to 32 points
- Silver - 33 to 38 points
- Gold - 39 to 51 points
- Platinum - 52 to 70 points

LEED has identified areas where the points are to be achieved. These are summarized below along with the maximum points for each category.

- Sustainable sites - 14 points
- Water efficiency - 5 points
- Energy & Atmosphere - 17 points
- Materials & Resources - 14 points
- Indoor Environmental Quality - 15 points
- Innovation & Design process - 5 points

Attaining LEED credits is an intensive process, requiring a significant amount of information and documentation. LEED points are obtained throughout the project and if certain points are at risk of not being achieved, then action is required to obtain other points in order to achieve the requirements. It is therefore important that all key personnel in the project have the necessary knowledge and expertise on LEED certification. In addition, the process must be properly managed and work on credits monitored, so that corrective action can be taken if some credits are at risk of not being achieved.

Other

The Board, at its meeting of June 18, 2009, approved the following motion (Min. No. P135/09 refers):

“the Board expressed concern about the cost of audio visual equipment being significantly higher than the estimate for this component of the project, and asked that the Chief report to the Board on where the additional funds to cover the cost discrepancy will be found.”

The Service indicated that the response to the Board’s request would be provided in the project close-out report.

The new Toronto Police College project budget included \$570,000 for audio/visual equipment. This estimate was included in the approved project budget as an allowance, due to the limited information available at that time and recognizing that it would be impacted by operational requirements and final design. Once the detailed audio/visual requirements were identified, a Request for Quotation was issued. The lowest quotation meeting the specifications was \$270,000 more than the estimate provided. Since the quote was higher than the estimate, the

Service reprioritized its audio visual requirements so that the critical teaching and presentation needs would be met within the estimate of \$570,000 and the remaining requirements would only be implemented if funding became available within the overall project budget. As a result of savings in other project items, the additional audio/visual requirements of \$270,000 were able to be met and have been implemented.

Conclusion:

The new Toronto Police College facility project evolved from various concepts which resulted in scope, cost estimate and schedule changes. In addition, a DND component was included in the project, which involved extensive negotiations between the Service, City and DND. Once the final scope for the project was approved along with the budget and schedule, the Service managed the project on that basis. The Service's project management framework was introduced during the project. This included the establishment of a steering committee, confirmation of the project manager, the identification of clear responsibilities and accountability, change order processes, etc. The project management framework assisted in monitoring, executing and controlling the project. While various lessons were learned during this project, all project deliverables were achieved and the project was completed on schedule and on budget.

The new Toronto Police College is a world class facility that will meet the Service's training needs well into the future. It is also representative of a successful partnership with another level of government, and is the first LEED-silver certified facility built by the Service and the City of Toronto. Many external agencies, across Canada and the United States have shown an interest in learning about the facility and the processes that were followed to complete the project.

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

The following persons were in attendance and delivered a presentation to the Board:

- **Mr. Tony Veneziano, Chief Administrative Officer;**
- **Mr. Angelo Cristofaro, Director of Finance and Administration;**
- **Mr. Michael Ellis, Manager, Facilities Management; and**
- **Mr. Enrico Pera, Senior Project Coordinator, Facilities Management.**

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

Following the presentation, Messrs. Ellis and Pera responded to questions by the Board.

The Board received the foregoing report and extended its thanks to the Service members for the comprehensive report and presentation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P292. REVIEW OF TORONTO POLICE SERVICES BOARD POLICIES

The Board was in receipt of the following report November 03, 2010 from Alok Mukherjee, Chair:

Subject: REVIEW OF TORONTO POLICE SERVICES BOARD POLICIES

Recommendations:

It is recommended that:

- (1) the Board approve the amendments to the policies as listed in Appendix A to this report; and
- (2) the Board delete the policies as listed in Appendix B to this report.

Financial Implications:

There are no financial implications arising from the approval of this report.

Background/Purpose:

Over the past year, Board staff have conducted a comprehensive review of all Toronto Police Services Board policies, with the objective of ensuring that all policies are consistent, accurate, user-friendly and that they reflect the guiding principles of the Board. It is also important that Board policies be accessible to members of the public and members of the Service and that they be organized in such a way that they are easily searched.

As part of this review, a new policy template was developed. This template was designed to display pertinent information in a clear, simple and straight-forward way. A section called "derivation" was added to the template to indicate policies that were required under Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) as well those arising from the Rules Review conducted by the Board in 2007.

The policy review was extremely comprehensive and detailed. Every policy was reviewed to ensure references to legislation were correct, and that references to government Ministries and other organization and individuals were accurate and up-to-date. In addition, all corresponding Board Minutes were reviewed to ensure that the appropriate Board Minute and approval dates were included in policies and that the policies fully captured that which was contained in the Minutes.

Minor changes and edits were made throughout all policies; these were issues of spelling, grammar and style. A uniform Style Guide was created to ensure that language used in policy development was consistent and clear.

Review Categories

As part of this review, all policies were divided into the following categories. The list containing the policies is appended to this report as Appendix A.

Minor Edits

The majority of the policies fit into this category. These policies required minor changes in terms of grammar, spelling, legislative references, titles and similar edits but required no substantive changes.

Checked Factually

These were policies that required a review of limited, concrete facts, for example, as against the language in the *Police Services Act* or to ensure reporting requirements were accurately reflected, or needed to be checked against current practices. No substantive changes were made to policies in this category.

Revised

In this category, policy titles were changed and new language was drafted to make the policy more understandable. In some cases, substantive changes were made to policies. In all cases, policies were reviewed to ensure that the new language was consistent with the original Board Minute creating the policy.

Both the former and the revised versions of these policies are appended for your information.

Deleted

As part of the review, a number of policies were deleted. Reasons for Board policies being deleted included situations in which there was a duplication of policies; in some cases, the policies were completely identical, in others, the body was identical while the title was different. There were also administrative “policies” that were not, in fact, policies, but rather, administrative practices followed by Board staff. There were some policies that were created but never approved by the Board; these were also deleted.

Internal Tracking Sheet and Board Policy Manual

As the review was being done, an internal tracking sheet was created. This tracking sheet is a record of all changes that were made to each policy, including the rationale for the changes. The tracking sheet also provides additional background information that may be useful to those conducting research into Board policies.

Once the Board has approved all of the new policies, it is intended that Board staff will create a policy manual that would provide easy access to all of our policies for Board Members, Board staff, Service members and members of the public, through both the Intranet and the Internet. A series of themes to divide policies into more easily searchable topic areas is also being developed. This will allow people searching for policies to find them more effectively. An archive of all original polices will also be kept on file in the Board office.

As a result of this review, Board staff have identified mechanisms to ensure that, in future, new policies are drafted in a way that includes all relevant information, using simple and uniform language. In addition, the way in which policies are organized and maintained will be standardized. In addition, all policies will be reviewed on a regular basis in addition to any review requirements particular to specific policies.

New Policies

It should also be noted that there are currently a number of policies under development or undergoing substantive revisions. These include the following:

- Human Rights and Accommodation policy and the new policy for complaints to reflect the recent legislative changes creating the Office of the Independent Police Review Director (OIPRD);
- Use of Force;
- Coroner's Inquests; and
- Board Members Appointment Criteria.

These new policies will be developed in keeping with the new template and guidelines for policy development that have been drafted as part of the policy review.

Conclusion:

The Board policy review is a significant and valuable initiative that will ensure that Board policies are clear, understandable, consistent and accessible. The new policy development and archiving process will allow members of the public, the Board, and the Service to more readily understand policies and their origin and to search Board policies more quickly and easily.

The policies attached for approval will supercede any prior versions in existence. It is, therefore, recommended that:

- (1) the Board approve the amendments to the policies as listed in Appendix A to this report; and
- (2) the Board delete the policies as listed in Appendix B to this report.

The Board approved the foregoing report and extended its appreciation to Board staff for their work in completing the comprehensive review of the Board policies.

Appendix A

Policy Name	Action
Absence of Chief, Deputy Chiefs and Chief Administrative Officer	Revised
Acceptance of Gifts by Board Members	Minor Edit
Annual Review: Reports Required **New title** Annual Review - Reports Required by the Board	Minor Edit
Awards	Revised
Benefits Entitlement of the Chair **New Title** Board Chair: Benefits	Minor Edit
Board Member Expense and Travel Reimbursement	Revised
Board Members - Code of Conduct	Minor Edit
Board Members - Conduct Complaints	Minor Edit
Board Members - Media Policy **New Title** Board Members: Media Relations	Revised
Board Members – TPA Endorsement	Revised
Board Members: Training Required **New Title**Board Members: Training Requirements	Checked factually
Board Property	Revised
Chief Administrative Officer	Minor Edit
Chief of Police	Minor Edit
Civil Proceedings for Injured Workers	Revised
Civilian Members	Checked factually
Civilian Promotions and Appointments	Checked factually
Closed Circuit Television (CCTV) Pilot Project	Minor Edit
Closed Circuit Television (CCTV) Program	Minor Edit
Community Consultative Groups	Minor Edit
Conduct of Service Members	Minor Edit
Conflict of Interest	Minor Edit
Copyright or Trademark **New Title** Copyright, Trademark and Intellectual Property	Minor Edit
Delegation - Use of Crest	Checked factually

Policy Name	Action
Delegation of Appointments **New Title** Delegation: Appointments and Promotions	Minor Edit
Deputy Chiefs of Police	Minor Edit
Destruction of Adult Fingerprints, Photographs and Records of Disposition	Minor Edit
Disclosure of Information to Individuals Pursuant to the Vulnerable Sector Screening Program - Police Reference Check Program **New title** Vulnerable Sector Screening Program - Police Reference Check Program	Minor Edit
Donations and Sponsorship	Revised
Effective Management – Auditing	Minor Edit
Environmental Policy **New title** Environmental Responsibility Policy	Minor Edit
Fees for External Legal Counsel	Minor Edit
Grievance Settlements	Minor Edit
Legal Indemnification Claims	Minor Edit
Litigation	Minor Edit
Occupational Health and Safety	Revised
Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress	Minor Edit
Political Activity of Police Officers	Minor Edit
Process to Appoint Chief of Police, Deputy Chiefs of Police or Chief Administrative Officer	Minor Edit
Race and Ethnocultural Equity Policy	Minor Edit
Rank Structure	Checked factually
Recognition of Culturally Significant Days	Minor Edit
Re-Employment of Former Service Members as Consultants or on Contract	Checked factually
Release of Statistics **New title** Collection Use and Reporting of Demographic Statistics	Revised
Search and Detention of Transgendered People	Minor Edit
Secondary Activities	Minor Edit
Secondments	Revised
Special Fund	Minor Edit

Policy Name	Action
Uniform Promotions and Appointments	Checked factually
Uniforms, Working Attire and Equipment	Minor Edit See - Police Uniforms (Adequacy Regulation)
Victims and Witnesses Without Legal Status	Minor Edit

Adequacy Standards Regulations

Administration and Infrastructure		
AD-001	Adequacy Standards Compliance	Minor Edit
AD-002	City Council Protocol	Minor Edit
AI-001	Framework for Business Planning **New Title** Board Business Plan	Minor Edit
AI-002	Skills Development and Learning	Minor Edit
AI-003	Equal Opportunity, Discrimination and Workplace Harassment	Minor Edit
AI-004	Communicable Diseases	Minor Edit
AI-005	Use of Auxiliaries	Minor Edit
AI-006	Use of Volunteers	Minor Edit
AI-007	Management of Police Records	Minor Edit
AI-008	Marked General Patrol Vehicles	Minor Edit
AI-009	Safe Storage of Police Service Firearms	Minor Edit
AI-013	Speed Detection Devices	Minor Edit
AI-014	Secure Holster	Minor Edit
Crime Prevention		
CP-001	Problem-Oriented Policing	Minor Edit
CP-002	Crime Prevention	Checked factually
Emergency Response		
ER-001	Preliminary Perimeter Control and Containment	Minor Edit
ER-002	Tactical Units	Minor Edit
ER-003	Hostage Rescue Teams	Minor Edit
ER-004	Major Incident Command	Minor Edit
ER-005	Crisis Negotiators	Minor Edit
ER-006	Explosives	Minor Edit
ER-007	Ground Search	Minor Edit
ER-008	Emergency Plan	Minor Edit
ER-009	Underwater Search and Recovery Units	Minor Edit
Law Enforcement		
LE-001	Community Patrol	Minor Edit
LE-002	Communications Centre	Minor Edit
LE-003	Crime, Call and Public Disorder Analysis	Minor Edit
LE-004	Criminal Intelligence	Minor Edit
LE-005	Arrest	Minor Edit

LE-006	Criminal Investigation Management	Minor Edit
LE-007	Hate/Bias Motivated Crime	Minor Edit
LE-008	Hate Propaganda	Minor Edit
LE-009	Joint Forces Operations	Minor Edit
LE-010	Internal Task Forces	Minor Edit
LE-011	Search of Premises	Minor Edit
LE-012	Search of Persons	Minor Edit
LE-013	Police Response to Persons who are Emotionally Disturbed or have a Mental Illness or a Developmental Disability	Minor Edit
LE-014	Court Security	Minor Edit
LE-015	Informants and Agents	Minor Edit
LE-016	Prisoner Care and Control	Minor Edit
LE-017	Traffic Management, Enforcement and Road Safety	Minor Edit
LE-018	Witness Protection and Security	Minor Edit
LE-019	Stolen or Smuggled Firearms	Minor Edit
LE-020	Collection, Preservation and Control of Evidence and Property	Revised
LE-021	Elder and Vulnerable Adult Abuse	Minor Edit
LE-022	Officer Note Taking	Minor Edit
LE-023	Bail and Violent Crime	Minor Edit
LE-024	Domestic Violence Occurrences	Minor Edit
LE-025	Supervision	Minor Edit
LE-026	Missing Persons	Minor Edit
LE-027	Physical and Sexual Abuse of Children	Minor Edit
LE-028	Criminal Harassment	Minor Edit
LE-029	Offences Involving Firearms	Minor Edit
LE-030	Property Offences Including Break and Enter	Minor Edit
LE-031	Drug-Related Offences Other Than Simple Possession	Minor Edit
LE-032	Illegal Gaming	Minor Edit
LE-033	Prisoner Transportation	Minor Edit
LE-034	Sexual Assault Investigations	Minor Edit
LE-035	Waterways Policing	Minor Edit
LE-036	Child Pornography **New Title** Child Pornography Investigations	Minor Edit
LE-037	Found Human Remains	Checked factually
LE-038	Fraud and False Pretence Investigation	Minor Edit
LE-039	Homicide **New Title**Homicide and Attempted Homicide Investigations	Minor Edit
LE-040	Parental or Non-Parental Abductions	Minor Edit

	New Title Parental or Non-Parental Abduction Investigations	
LE-041	Proceeds of Crime	Minor Edit
LE-042	Robbery **New Title** Robbery Investigations	Minor Edit
LE-043	Vehicle Theft **New Title** Vehicle Theft Investigations	Minor Edit
LE-044	Youth Crime	Minor Edit
LE-045	Suspect Apprehension Pursuits	Minor Edit
LE-046	Sex Offender Registry	Checked factually
Public Order Maintenance		
PO-001	Public Order Unit	Minor Edit
PO-002	Police Action at Labour Disputes	Minor Edit
Victims' Assistance		
VA-001	Victim Assistance	Minor Edits

Appendix B

Policy Name	Action
Minutes, Agendas and Meetings	Deleted
Board Members - Remuneration	Deleted
Budget - Financial Compliance Reporting	Deleted
Delegation - Chair to Retain Legal Counsel	Deleted
Human Resources Strategy	Deleted
Inquest Counsel	Deleted
Labour Relations Counsel	Deleted
Police Uniforms (Adequacy Regulation – Covered under Board policy on Uniforms, Working Attire and Equipment)	Deleted
Process for Requests for Legislative Change	Deleted
Records Retention Schedule	Deleted
Special Investigations Unit	Deleted
Board - Community and Public Meetings	Deleted
Tracking	Deleted
Use of Force (Adequacy Regulation merged with Board policy)	Deleted

Note: electronic copies of the attachments are not available.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P293. RESPONSE TO THE JURY RECOMMENDATIONS FROM THE
CORONER'S INQUEST INTO THE DEATH OF ALWY AL-NADHIR**

The Board was in receipt of the following report September 28, 2010 from William Blair, Chief of Police:

Subject: RESPONSE TO THE JURY RECOMMENDATIONS FROM THE CORONER'S
INQUEST INTO THE DEATH OF ALWY AL-NADHIR

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

A Coroner's Inquest into the Death of Alwy Al-Nadhir was conducted in Toronto during the period between March 22, 2010 and April 20, 2010. Corporate Planning (CPN) was directed to prepare a Board report in response to the jury recommendations. As a result of the inquest, the jury directed three recommendations to the Toronto Police Service (Service).

The following is a summary of circumstances of the death and issues addressed at the Coroner's Inquest into the Death of Alwy Al-Nadhir, as delivered by David Evans, M.B., B.S., FRCSC, Presiding Coroner.

Summary of Circumstances of the Death:

Mr. Alwy Al-Nadhir was an eighteen-year-old youth who had a history with multiple involvements with police in Toronto. On the evening of October 31st 2007 Mr. Al-Nadhir and a friend elected to go out dressed in masks, as it was Halloween and using a replica handgun they would attempt to rob people. In front of the entrance to the swimming pool in the Riverdale Park they were robbing at "gun" point two young men having already robbed the third member of the group. A Toronto Police Services patrol car with two officers who were on special patrol and looking out for robberies in parks on Halloween night in the division, happened to investigate

the park and on their way into the park the officers saw the robbery in progress and proceeded to intervene with their guns drawn, as one of the masked robbers had a gun trained on the victims. When confronted by the police the robbers turned, the individual with the gun surrendered, throwing the gun away and laying down on the ground. The other robber later identified as Mr. Alwy Al-Nadhir attempted to run away and was intercepted by one of the police officers. There was a short tussle during which the officer felt he was losing control of his firearm and fired the weapon. Mr. Al-Nadhir suffered a gunshot wound to the upper chest and was transferred to St. Michaels Hospital where he died on the operating table at 2332 hrs on October 31st 2007.”

The jury heard evidence from 20 witnesses and 30 exhibits were tendered as evidence over a period of 10 days.

The jury deliberated for one day prior to delivering their verdict.

Discussion:

CPN was tasked with preparing the responses to the three jury recommendations from the Coroner’s Inquest into the Death of Alwy Al-Nadhir.

Service subject matter experts from Detective Services and the Toronto Police College (TPC) contributed to the responses contained in this report.

Response to the Jury Recommendations:

Recommendation #1

Current policy/practice must be updated to ensure that when a person in police custody has been seriously injured and needs to be taken to hospital for treatment, Toronto Police Service must promptly notify the person’s family members of the situation. If no policy exists, we recommend that one be established.

Response:

The Service does not agree with this Recommendation.

The Special Investigations Unit (SIU) is legislated to investigate the circumstances of serious injury or death that may have resulted through criminal offences committed by a police officer. The police role is to review the policies of, or services provided by the Service and the conduct of its police officers. The position of the SIU is that there not be police contact with the injured party/deceased person’s next of kin and consider this to be their responsibility. The Service concurs with the position adopted by the SIU and therefore no amendment to existing Procedure 13-16 Special Investigations Unit is required.

Recommendation #2

The Centre of Forensic Sciences and the Toronto Police Service, in consultation with the Province, should consider whether it would be appropriate to adopt a uniform method for determining the Trigger Pull Weight on standard police-issued firearms to ensure consistent and equivalent results in Trigger Pull Weight measurements.

Response:

The Service is in compliance with this Recommendation.

The Service utilizes a common and accepted practice of “standard armourer weights” to measure trigger pull. An alternate method which is used by the Centre of Forensic Sciences uses a digital force gauge to measure trigger pull. Both are accurate and acceptable. Procedures in testing have been noted which could cause variations within each method and are not particular to one method or another. The Service has an experienced certified armourer on staff at the TPC who is qualified to ensure Service firearms are in keeping with Ministry required standards.

Recommendation #3

The Ontario Police College/Toronto Police Service should consider providing more opportunities for scenario based training for officers and new recruits to reinforce learned policing principles for application in real-life situations.

Response:

The Service is in compliance with this Recommendation.

The In-Service Training (IST) Section of the TPC provides scenario-based training for all Service members except Senior Officers, Emergency Task Force and members exempted from Use-of-Force requirements (e.g. medical restrictions). This type of training is commonly referred to as Dynamic Simulation Training (DST) and it forms an integral component of the 2-day IST course that each officer must complete every 12 months. There have been efforts over recent years to expand and enhance the quantity and quality of DST training. Some highlights include:

1. The replacement of the outdated C.O. Bick College with the new TPC in July 2009. This is a state-of-the-art facility with significantly improved DST related training environments. It includes a fully enclosed, indoor practical area outfitted with a modular room system that can be configured to replicate any number of typical policing locations. It also provides an outdoor, streetscape-like practical area that allows for all-weather training under diverse conditions.

2. The introduction (2009) of a new DST related training format involving non-projectile based ammunition. Serving as an additional training delivery method, in concert with traditional non-lethal dye-marking cartridges based projective training, non-projectile firearms training is performed outdoors and does not require the typical, sensory dampening use of protective helmets and heavy clothing. By being able to see, hear and speak clearly and wear a standard working uniform, officers performing non-projectile based training benefit from the effects of enhanced realism.
3. The creation of a 2-day IST – Investigative variant (2010) to provide DST training to non-frontline members of the Service that previously only received a limited one day use-of-force certification course. The effect of this change is that an additional (approx.) 1500 officers will now receive DST training.

Conclusion:

As a result of the Coroner's Inquest into the Death of Alwy Al-Nadhir and the subsequent jury recommendations, the Service has conducted reviews of Service Governance, programs, training and current practices.

In summary, the Service is in compliance with recommendation #2 and #3. The Service does not concur with Recommendation #1 as this issue falls under the purview of the SIU.

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

The Board approved the foregoing report and agreed to forward it to the Chief Coroner for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P294. RESPONSE TO TORONTO CITY COUNCIL – DELEGATION OF
PARADES AND THE ISSUANCE OF PERMITS**

The Board was in receipt of the following report October 18, 2010 from William Blair, Chief of Police:

Subject: RESPONSE TO THE CITY COUNCIL REGARDING: DELEGATION OF
PARADES AND THE ISSUANCE OF PERMITS

Recommendations:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board forward a copy of this report to City Council for its information.

Financial Implications:

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

Background/Purpose:

At its meeting on May 11 and 12, 2010, City Council considered a report from the City of Toronto Manager, Traffic Planning/Right of Way Management, Transportation Services on a report titled, *Delegation of Regulation of Parades and the Issuance of Permits for City Council*.

Following consideration of this report, City Council recommended that:

- (1) City Council delegate to the Toronto Police Services Board, the authority to regulate parades on highways in the City of Toronto and to prevent the obstruction of highways during parades, including the authority to issue permits for parades.
- (2) City Council request that the Toronto Police Services Board, in carrying out its delegation authority pursuant to recommendation (1) above, act by way of by-law and that such by-law be drafted by the Toronto Police Services Board in consultation with the General Manager of Transportation Services.

Discussion:

A working group consisting of members of City of Toronto Legal Services, the City of Toronto Traffic Planning/Right of Way Management, Toronto Police Special Events, and Toronto Police Legal Services was formed to review City Council's authority to delegate to the Toronto Police Services Board the authority to regulate and issue permits for parades.

Although a series of meetings have taken place to date ongoing discussions in relation to this matter are still required.

Conclusion:

In summary, this report provides a brief overview of the actions being taken by the Service in cooperation with the City of Toronto regarding the City Council's recommendations pertaining to the Delegation of Regulation of Parades and the Issuance of Permits for City Council. A further report will be provided to the Board outlining the Service's position in relation to this matter when it becomes available.

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

Mr. Albert Cohen, City of Toronto – Legal Services Division, responded to questions about this report.

The Board received the foregoing report and agreed to forward a copy to the City of Toronto – Public Works and Infrastructure Committee for information.



City Clerk's Office

Ulli S. Watkiss
City Clerk

Secretariat
Marilyn Toft
Council Secretariat Support
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e-mail: mtoft@toronto.ca
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In reply please quote:
Ref.: 10-PW32.7

May 17, 2010

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

Dear Dr. Mukherjee:

**Subject: Public Works and Infrastructure Committee Item 32.7
Delegation of Regulation of Parades and the Issuance of Permits
(Ward: All)**

City Council on May 11 and 12, 2010, considered this Item, and a copy is attached for your information or appropriate action.

Yours truly,

COPY

for City Clerk

M. Toft/csb

Attachment



Considered by City Council on
May 11, 2010
May 12, 2010

Public Works and Infrastructure Committee

PW32.7		Adopted		Ward: All
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Delegation of Regulation of Parades and the Issuance of Permits

City Council Decision

City Council on May 11 and 12, 2010, adopted the following:

1. City Council delegate to the Toronto Police Services Board the authority to regulate parades on highways in the City of Toronto and to prevent the obstruction of highways during parades, including the authority to issue permits for parades.
2. City Council request that the Toronto Police Services Board, in carrying out its delegated authority pursuant to Recommendation 1 above, act by way of by-law and that such by-law be drafted by the Toronto Police Services Board in consultation with the General Manager of Transportation Services.

Committee Recommendations

The Public Works and Infrastructure Committee recommends that:

1. City Council delegate to the Toronto Police Services Board the authority to regulate parades on highways in the City of Toronto and to prevent the obstruction of highways during parades, including the authority to issue permits for parades.
2. City Council request that the Toronto Police Services Board, in carrying out its delegated authority pursuant to Recommendation 1 above, act by way of by-law and that such by-law be drafted by the Toronto Police Services Board in consultation with the General Manager of Transportation Services.

Origin

(April 1, 2010) Report from General Manager, Transportation Services

Summary

To report on the regulation of parades and to seek Council authority to delegate to the Toronto Police Services Board the authority to regulate parades and issue permits for them. Historically, the Toronto Police Service has issued parade permits pursuant to By-law No. 71, being a by-law "To regulate parades on highways, and for preventing the obstruction thereof during parades or public demonstrations". The authority for By-law No. 71 was previously contained in section 235, paragraph 1 of the former *Municipal Act*, which paragraph authorized boards of commissioners of police to pass by-laws for the regulation of parades and

processions, preventing the obstructions of highways during public processions or public demonstrations and various other matters involving traffic and use of roads. However, when *Municipal Act, 2001* came into force, repealing the old Municipal Act, it did not contain a similar authority.

Background Information (Committee)

PW32.7-Delegation of Regulation of Parades and the Issuance of Permits - Staff Report
(<http://www.toronto.ca/legdocs/mmis/2010/pw/bgrd/backgroundfile-29124.pdf>)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P295. PAID DUTY RATES – JANUARY 1, 2011

The Board was in receipt of the following report October 26, 2010 from Alok Mukherjee, Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2011

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated October 22, 2010, with respect paid duty rates effective January 1, 2011.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background/Purpose:

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

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

Police Services Board records indicate that as at January 1, 2010, the rate for all classifications of constables was \$65.00 per hour. The attached notice advises the Board that there will be no increase in the 2011 paid duty rates and that the 2010 rate of \$65.00 per hour will remain in effect.

Conclusion:

I, therefore, recommend that the Board receive the attached notification from the Toronto Police Association dated October 22, 2010, with respect paid duty rates effective January 1, 2011.

The Board received the foregoing report.



**TORONTO
POLICE
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Edward Costa
*Director
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Mike Abbott
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Administrative Services*

Dan Ross
*Director
Uniform Field Services*

Rondi Craig
*Director
Uniform Field Services*

October 22, 2010

SENT BY FAX - 416-808-8082

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

Dear Ms. Campbell:

Re: 2011 Paid Duty Rates - No Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be no increase in the 2011 hourly paid duty rates. The following 2010 rates will remain in effect for 2011.

January 1, 2011

Constables (All classifications) **\$65.00**
(minimum \$195.00)

REQUIREMENTS FOR PAID DUTY SUPERVISION:

Sergeants **\$73.50**
(When in charge of 4 or more police officers) (minimum \$220.50)

Staff Sergeants **\$82.00**
(When in charge of 10 or more police officers) (minimum \$246.00)

Staff Sergeants **\$84.00**
(When in charge of 15 or more police officers) (minimum \$252.00)

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

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION

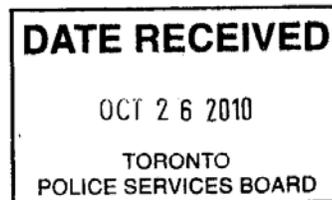
Douglas Corrigan

Douglas Corrigan
Vice President

DC:hb

- c. Mr. Bill Blair, Chief of Police
- W, Ryzek, Labour Relations Analyst
- A. Ashman, Director, Human Resources Management
- TPA Board of Directors

[Vice President 2011 Pd Duty PSB]



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P296. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY TO SEPTEMBER 2010**

The Board was in receipt of the following October 28, 2010 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY 1, 2010 TO SEPTEMBER 30, 2010

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Discussion:

This quarterly update report is for the period from July 1 to September 30, 2010 and corresponds to additional information provided in the confidential agenda.

Accident and Injury Statistics

From July 1 to September 30, 2010, 330 members reported that they were involved in 379 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional and/or first aid. Only lost time and health care incidents were duly reported as claims to the Workplace Safety and Insurance Board (WSIB). Furthermore, during this same period, 59 of the noted incidents were recurrences previously approved as WSIB claims. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups which could range from specialist's appointments to surgery. As of the date of this report, 119 were lost time claims and in 32 incidents, our members were attended to by a health care professional/worker.

It must be noted that a workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 379 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 102 arrest incidents involving suspects
- 9 vehicle incidents (member within vehicle as driver or passenger)
- 9 bicycle accidents (falls)
- 33 assaults
- 31 cuts/lacerations/punctures
- 19 traumatic mental stress incidents
- 6 slips and falls
- 179 communicable diseases & possible exposures
- 0 inhalation of other substances.

As a Schedule 2 Employer, the Toronto Police Service paid \$79,913.83 in health care costs for civilian members and \$269,368.49 in health care costs for uniform members for the third quarter. The costs represent a decrease of 4% for civilian members and an increase of 0.2% for uniform members from the second quarter of 2010. There are no trends that can be determined as the changes are modest and not overly significant.

Critical Injuries

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

For the third quarterly reporting for 2010, there were four “Critical Injury Incidents” reported to the Ministry of Labour. All four critical injury incidents were confirmed by the MOL to be “Critical Injury Incidents” as defined in Regulation 834, which resulted from a cause in a workplace.

Communicable Diseases & Possible Exposures

As part of the Communicable Disease Exposure Surveillance Program, members of Occupational Health and Safety (OHS) reviewed the following number of exposure reports during the months indicated. It must be noted that the majority of these reports did not result in claim submissions to WSIB; however, there is an obligation to ensure that the surveillance program maintains its administrative requirements and that there is a communication dispatched to members of the Service from a qualified “designated officer” from the Medical Advisory Services team.

Disease	July	August	September	Q3 Total
1. Hepatitis A, B, & C & HIV	13	16	11	40
2. Influenza (including	0	0	0	0

A/H1N1)				
3. Tuberculosis (TB)	3	2	3	8
4. Meningitis (All)	0	5	0	5
5. Lice and Scabies	6	2	2	10
6. Other*	24	36	56	116
Total	46	61	72	179

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

As a result of the Central Joint Health and Safety Committee meeting of March 29, 2010, OHS will be conducting a review of a matter that may be of concern in the City of Toronto, that being bed bugs. OHS reports that there were 5 exposures to bed bugs in the first quarter, 5 exposures during the second quarter and 21 exposures in the third quarter. OHS will continue to monitor the exposures for the remainder of 2010.

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

Currently, the Service has 373 certified members comprised of 234 worker representatives and 139 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and higher.

Other Occupational Health and Safety Matters

- Influenza A/H1N1

In the third quarter, there were no Injured on Duty reports (IODs) received from members regarding possible exposures to Influenza A/H1N1 and no known occupational-related cases reported within the Service.

During the fourth quarter of 2010, the Service in partnership with Toronto Public Health will be carrying out a community seasonal flu vaccination clinic at Headquarters on November 17, 2010. The Service will also be carrying out a number of seasonal flu vaccination clinics for Service members in partnership with Toronto Emergency Medical Services from November 23 to December 9, 2010.

- Respiratory Protection Program

The Service's Respiratory Protection Plan Working Group, chaired by OHS, has drafted a Respiratory Protection Program procedure and Emergency Scene/Respiratory Hazard Assessment Form. During the fourth quarter, the draft Respiratory Protection Program procedure

and Emergency Scene/Respiratory Hazard Assessment Form will be reviewed by the Public Safety and Emergency Management unit and Corporate Planning prior to being finalized.

Ontario Police Health and Safety Association

A meeting of the Ontario Police Health and Safety Association was hosted by the Greater Sudbury Police Service on September 9, 2010. No members of the Toronto Police Service were available to attend.

The two main topics were electrical safety and pandemic routine practices and infection control.

Section 21 Committee

The Ministry of Labour Section 21 Committee for the police sector was held on September 10, 2010 in Toronto. This Committee is appointed by the Minister of Labour under Section 21 of the *Occupational Health and Safety Act*.

Items of note in the agenda included:

- Police Section 21 Committee – Review of the Terms of Reference. The revised Terms of Reference will be sent out with the minutes and also as a background document for Guidance Note #9 “Violence and Harassment Prevention at Police Facilities” when it is distributed across the province through an All Chiefs Memorandum.
- Ergonomics in Police Work – Final Advisory. This advisory will be sent for Ministry of Labour Approval and then distributed through an All Chiefs Memorandum.
- Guidance Notes/Advisories – The Section 21 Committee is seeking out an appropriate website to post all up to date guidance materials developed by the Police Section 21 Committee.

Toronto Police Service Occupational Health and Safety Awareness Day

The Board and the Central Joint Health and Safety Committee designated the first Wednesday in October of each year as the *Toronto Police Service Occupational Health and Safety Awareness Day*. The third annual Toronto Police Service Occupational Health and Safety Awareness Day seminar was scheduled for Wednesday, October 6, 2010 at the Toronto Police College.

Bill 168 Workplace Violence and Harassment

Occupational Health and Safety finalized the Workplace Violence Risk Assessment form (TPS 697) to be used by units to assess the risk of violence that may arise from the nature of the workplace, type of work or conditions of work. Unit Commanders or designates are currently completing the Workplace Violence Risk Assessment (RA) forms and are required to update the RA's as often as necessary to protect the members under their command.

A copy of the risk assessments are being provided to their local joint health and safety committees and to OHS. OHS will compile the Workplace Violence Risk Assessment forms from all units and present them on a regular basis to an as yet to be formed security committee. The security committee will be comprised of representatives from OHS, Facilities Management and Professional Standards.

Ministry of Labour Orders, Charges & Issues

The Ministry of Labour issued orders or charges at two units during the third quarter of 2010:

- 1) The Ministry of Labour issued an order to the “owner” of No. 13 Division building to update the site asbestos record at least once every 12 months. The City of Toronto responded as the owner of No. 13 Division building and provided the Ministry of Labour with the 2008, 2009 and 2010 asbestos reports.
- 2) The Marine Unit received four orders from the Ministry of Labour relating to the Sunnyside lifeguard facility. Two of the orders were in response to the potential for falls and two of the orders dealt with housekeeping. The housekeeping issues and one of the two fall issues have been addressed by the Unit Commander of the Marine Unit. The remaining order dealing with fall protection above the 10 foot level is being dealt with by the City of Toronto engineers. This remaining issue should be completed by the start of the 2011 swim season.

Conclusion:

In summary, this report will bring the Board up-to-date on matters relating to occupational health and safety issues for the third quarter in 2010.

The next quarterly report for the period of October 1 to December 31, 2010 will be submitted to the Board for its meeting in January, 2011.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P297. ANNUAL REPORT: 2010 ENVIRONMENTAL PERFORMANCE AND
ACHIEVEMENT REPORT**

The Board was in receipt of the following October 29, 2010 from William Blair, Chief of Police:

Subject: ANNUAL ENVIRONMENTAL PERFORMANCE AND ACHIEVEMENT
REPORT - 2010

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 17, 2007, the Board approved its Environmental Policy (Min. No. P186/07 refers). One of the policy's requirements is that the Chief report "annually to the Board on the effectiveness of the Service's environmental performance and achievements".

Further, the Board, in considering the 2009 year-end capital variance report, approved the following motion at its March 25, 2010 meeting:

"THAT the next capital variance report include a comparison of the operating costs between the new training facility constructed with energy and environmental cost-savings designs and the previous older and smaller facility".

At that meeting, the Board was advised by the Chief Administrative Officer that the response to the Board's request would be provided in the annual environmental report (Min. No. P68/10 refers).

This report provides information on the environmental initiatives since the last annual report provided to the Board at its meeting of November 19, 2009 (Min. No. P311/09 refers), and responds to the Board's request for a comparison of the operating costs of the new training facility to the previous training facility.

Discussion:

The Toronto Police Service (TPS) has reported on its environmental initiatives in the areas of Facilities (FCM), Fleet and Materials Management (FMM) and Information Technology Services (ITS) for the past four years. All previously reported initiatives are ongoing, where possible and practical, and have become “best practises” for the TPS.

Current Initiatives

The following environmental initiatives have been completed within the past year.

- Energy Initiatives at the Toronto Police College - the Toronto Police College which opened in September 2009 is currently operating at an annual cost of \$8.96±/SF compared to an annual cost of \$9.69±/SF at the old C.O. Bick facility. While the data is satisfactory for comparative purposes, there were circumstances in 2009 (e.g. boiler replacement, City labour disruption, etc.) that had an impact on total operating costs. It is therefore expected that future data will provide a better reflection of the actual operational costs.

Utility costs have been affected significantly by the relocation to the new facility. While neither the old or new facility was in full operation during 2009, the City of Toronto adjusted data indicates that the Toronto Police College is using approximately 30% less electricity and 60% less natural gas per square foot annually than the C.O. Bick College. Water consumption remains roughly the same. Overall, utility costs have been reduced by approximately 42% per square meter. This equates to an estimated \$400,000 annual cost avoidance.

- TPS Headquarters (TPS HQ) was converted from a conventional heating/cooling system to deep lake cooling in 2009. At the same time, a number of other initiatives were underway at TPS HQ, all of which have now been completed, including:
 - the upgrading of the data centre air conditioning units;
 - further installation of building automated lighting controls and occupancy sensors;
 - boiler retrofit/upgrade to higher efficiency units;
 - building automation system upgrade;
 - retrofit/upgrade of various building equipment to higher efficiency units; and
 - the upgrading of the TPS HQ emergency generator/UPS system to provide full building coverage and 100% redundancy.
- The projected TPS HQ annual building operating cost for 2010 is \$5.97±/SF compared to \$6.83±/SF in 2009. It is difficult to attribute the reduction in annual operating costs to any one initiative. However, the conversion to the deep lake heating/cooling system had a major effect. The most significant reduction was in natural gas consumption of about 50% (due to less humidification in the building) or about \$300,000. However, this saving was partially offset by an increase in chilled water of \$140,000. The overall energy consumption for TPS HQ has decreased by over three (3) million kilowatt-hours since 2005.

- The TPS Intelligence facility underwent major renovations and these concluded in December 2009. The building heating/ventilation/air conditioning (HVAC) system was modernized and rationalized, lighting and associated control systems were updated, low flow water technology equipment was installed, the fire alarm/suppression system was upgraded and the use of natural light was increased in the building. The projected annual operating cost for the facility in 2010 is \$3.55±/SF compared to \$6.75±/SF in 2009 (actual). A reduction in the utility costs is a major contributing factor in this reduction. Utility costs have been reduced by 11%±.
- The City, in cooperation with the TPS, has also completed upgrades to the HVAC systems at the 31 Division, Emergency Task Force and a partial upgrade at 54 Division. The new equipment is more efficient to operate, however data on comparable costs is not yet available.

Ongoing Initiatives

The following environmental initiatives were previously implemented and are ongoing.

- Waste Diversion Program - the TPS, in conjunction with the City, introduced the Waste Diversion Program in 2007. The waste diversion data (provided by the City) for 2010 will not be available until mid-2011 and will be reported in November 2011. The 2009 data, which were not available for the last report, are now available, and show that the TPS diversion rate was 45% in 2009, a decline from 50% in 2008. FCM will continue to work with the City and field personnel to identify problem areas and improve the diversion rate.
- ITS is continuing its upgrade of computer equipment and has adopted a policy where energy efficiency is a consideration during the equipment selection process.
- FMM has an ongoing green fleet initiative program. Items identified for further consideration/study include:
 - further rationalizing and right sizing of the fleet;
 - continued review of new vehicle technology; and
 - assessment of new motorcycle technology.

Future Initiatives

- LEED-silver certification is being implemented in both the new 11 Division and 14 Division facilities, which are currently under construction. Both facilities will incorporate geothermal heating/cooling systems, heat reclaim technology, green roof technology energy efficient equipment and “green cleaning” methodology. The adoption of “green cleaning” methodology will be a first for the TPS and the City, and the new 11 Division facility will be the test site for this initiative. Additionally, due to favourable ground water conditions and storm water management requirements, 14 Division will utilize a “gray water” management system for site irrigation purposes.

- TPS Facilities Management is currently working with the Toronto Renewable Energy Office to identify potential TPS sites for future photovoltaic system installations. This follows the initial trial installation at 9 Hanna Avenue in 2008. Sites currently under consideration and being evaluated include the Toronto Police College and the new Property and Evidence Management facility. If these buildings are deemed suitable, technology upgrades will be instituted and will be tied directly into the Ontario Power Generation grid. There will be no direct cost or benefit to the TPS.
- The City, in cooperation with the TPS, will continue with the retrofit of HVAC and other mechanical/electrical systems in TPS facilities. The equipment to be installed will be more energy efficient than the equipment currently in operation. Currently, programs are being developed for 12D, 41D, 54D, PSU, FMM (Cranfield Garage), and TPS HQ.
- The City, in cooperation with the TPS, is planning to install a “green roof” on the 52D facility during ongoing building repairs.
- FMM will be installing an automated fuel management system in 2011 at all TPS facilities equipped with fuel pumps. While the program will not provide direct benefits, one of the most common sources of environmental pollution is the leaking of underground fuel storage tanks. The implementation of this system will provide an early warning (amongst other efficiencies) should a storage tank develop a leak, thereby avoiding a costly clean-up.

Conclusion:

This is the TPS’s fourth annual environmental report, in accordance with the Board’s environmental policy. Progress is being made to enhance the environmental sustainability of our facilities and other assets.

During 2010, the Service has taken further action to become more energy efficient and environmentally responsible. Many of the Service’s facility environmental initiatives are implemented by and or involve City Facilities Management staff, and an effective working relationship has been established in this regard.

The Service will continue to work with City staff to identify and examine opportunities that will benefit the environment and potentially reduce costs. In some instances, the potential opportunities identified may involve upfront expenditures in order to achieve future cost and or environmental benefits. Each initiative will therefore be evaluated taking into account the funds required to implement the initiative, the environmental benefits, any cost savings, and operational considerations.

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

cont...d

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and provided a summary of the environmental initiatives that are in place or are underway within the Service. Mr. Veneziano also said that the Service strives to be a progressive organization that protects the environment in a fiscally responsible way.

The Board discussed technology that is now available which allows electricity to be purchased at a low rate and then stored for use at a later time. Mr. Veneziano said he would determine whether or not the Service can take advantage of the new technology.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P298. TORONTO POLICE SERVICE – 2010 CAPITAL BUDGET VARIANCE
REPORT ENDING SEPTEMBER 2010**

The Board was in receipt of the following November 03, 2010 from William Blair, Chief of Police:

Subject: 2010 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2010

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$75,000 from the New Training Facility project to the In-Car Camera (ICC) project;
- (2) the Board approve a transfer of \$136,000 from the Digital Video Asset Management System II (DVAM II) project to the ICC project;
- (3) the Board approve a transfer of \$108,000 from the Human Resource Management System (HRMS) Additional Functionality project to the ICC project;
- (4) the Board forward a copy of this report to the City's Budget Committee for information and approval of recommendations no. 1, 2 and 3; and
- (5) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year.

The gross available funding for 2010, including carryover from 2009 and changes approved by the Board at its May 2010 meeting (Min. No. P143/10 refers) was \$90.3M, with net debt funding of \$57.9M. Subsequently, the Department of National Defense (DND) had a change order of \$0.1M with respect to the New Training Facility. This increased gross funding to \$90.4M, with no impact on net debt funding.

As of September 30, 2010, the Service is projecting a total gross expenditure of \$77.5M, compared to \$90.4M in available funding (a spending rate of 86% for 2010). From a net debt perspective, the Service is projecting a total expenditure of \$48.3M, compared to \$57.9M in available funding (a spending rate of 83%). The projected (net) under-expenditure for 2010 is \$9.6M. This amount is still required and will be carried forward to 2011.

Background/Purpose:

At its special meeting of December 8, 2009, City Council approved the Toronto Police Service's 2010-2019 capital program. Subsequently, the Board approved a revised capital program at its December 17, 2009 meeting (Min. No. P357/09 refers). Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as at September 30, 2010.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2009 as well as those projects that have or will be starting in 2010. The 2010 budget reflected in Attachment B includes the adjustments approved in the June 2010 variance report (Min. No. P220/10 refers), as well as the additional funding of \$0.1M from DND. Attachment B also provides some comments on the status of each project. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

Key Highlights/Issues:

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

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

The following provides a summary of key highlights/issues on certain projects within the 2010-2019 Capital Program.

- New Training Facility (Gross \$76.4M, net \$66.0M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

The new training facility project is complete, and occupancy occurred in August 2009. Funding in the amount of \$0.2M was carried forward to 2010 in order to accommodate items that were originally within the scope of the project but were deferred to address other critical priorities.

All conditions related to the Green Municipal Fund (GMF) grant have been achieved and the Service will be receiving grant funding of \$300,000. This grant funding has been accounted for in the final project status. A close-out report for this project will be provided to the Board at its November 15, 2010 meeting.

This project has been completed slightly under budget, and the Service is requesting approval to transfer \$75,000 of the under expenditure to the In-Car Camera Project.

- Digital Video Asset Management System (DVAMS) II (\$5.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

DVAMS II extended network-based digital video data file technology to acquire, transport, index, search, disclose, archive and purge digital video assets over a secured network-based system.

This project has been completed, on schedule and under budget, and has achieved the original goals and objectives. The project close-out report is anticipated in the first quarter 2011.

The Service is requesting approval to transfer \$136,000 of the under-expenditure in this project to the In-Car Camera Project.

- HRMS – Upgrade and Additional Functionality (\$0.3M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

The approved funding is to upgrade to the most current version of PeopleSoft (v.9.1) and implement additional functionality within the HRMS application. The carry forward amount of \$108,000 was allocated for the purchase of a server for development and quality assurance

purposes, as well as for the hiring of a consultant to assist in the planning and preparation of the additional functionality. The purchase of a server for this project is no longer required as an existing server has been identified that can meet the requirements. Consulting services required will now not be engaged until 2011. The Service is therefore requesting approval for the transfer of \$108,000 to the In-Car Camera Project. The remaining 2010 funding of \$0.3M will be carried forward to 2011. It is anticipated that the required work for this project can be completed with the remaining funding in 2011. The upgrade portion of the project is expected to be completed by the end of the first quarter of 2011. The additional functionality work will start immediately following the upgrade and conclude in 2011. This additional functionality will further improve the Service’s ability to manage its workforce and recruitment activities, as well as recruit internal and external candidates.

- In-Car Camera (\$9.8M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e. servers, data storage and upgraded network).

The original capital budget request of \$11M, for this project, was reduced in 2007 by \$2.4M to \$8.6M to help the Service meet the City’s capital budget debt targets. In 2008, \$0.9M was transferred to the ICC project from other capital projects that came in under budget, to bring the total revised ICC budget to \$9.5M.

The Service is now requesting approval to transfer \$319,000 to the ICC project from various projects (DVAMS II, New Training Facility and HRMS additional functionality) that have either been completed under budget or that no longer require the funds. The additional funding for the ICC project is required to cover additional cost pressures from networking, installation and integration with DVAMS, as well to potentially increase the number of cameras that can be installed as part of this project.

The Service continues to target the installation of ICCs in 400 front-line patrol cars. To date, ICCs are fully operational in 190 cars. Installation is in process on another 70 cars at Divisions 33, 43 and 41.

Planned 2010/11 Installations

Seq	Location	Start Date	Scheduled Completion Date	Actual/ In progress
1	Division 13		Complete	19/19
2	TSV		Complete	34/34
3	Division 52		Complete	19/19
4	Division 51		Complete	25/25
5	Division 14		Complete	27/27
6	Division 53		Complete	19/19
7	Division 23		Complete	22/22
8	Division 22		Complete	25/25
9	Division 33	July 2010	Nov 2010	14/21
10	Division 43	Aug 2010	Dec 2010	6/23
11	Division 41	Sept 2010	Jan 2011	3/26
12	Division 31	Oct 2010	Feb 2011	
13	Division 32	Nov 2010	Feb 2011	
14	Division 11	Dec 2010	Mar 2011	
15	Division 55	Jan 2011	April 2011	
16	Division 54	Feb 2011	April 2011	
17	Division 42	Mar 2011	May 2011	
18	Division 12	April 2011	June 2011	

The project is also in the process of a major upgrade of the ICC system that includes taking receipt of the next generation cameras and upgrading the software on all ICC servers and TPS workstations. This has placed a significant work load on the project team.

Integration with DVAMS has been rescheduled to take place in the first half of 2011. As a result of the rescheduling of the ICC/DVAMS integration, it is projected that \$2.2M will be carried forward to 2011.

- 14 Division (\$34.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

The prequalification of the major construction tenders continues. Interior demolition and abatement of the existing school building on the property has been completed. Demolition of the existing building commenced the second week of October and is expected to continue for approximately six weeks. The next major construction activities include the shoring of the site and excavation. Construction of the facility is expected to commence in late November 2010.

The preliminary construction schedule identified substantial completion for May 2012 and move in for September 2012. The construction completion date will impact the total amount of ISF funding that the City will receive, but is not expected to impact the project budget at this time.

Currently, the project is projected to be on schedule and on budget. However, it is important to note that the project is still in the preliminary stages. As the major construction tenders are awarded, the project cost estimate will become more certain and any impacts will be reported to the Board. It is estimated that \$0.8M will be carried forward to 2011.

- Property and Evidence Management Facility (\$35M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

A site for the Property and Evidence Management Unit (PEMU) has been acquired and the remaining \$13.5M in this project will be spent on construction, fixtures, security system and various other equipment required to ensure the PEMU is operational.

A Steering Committee has been established for this project, and a project charter is in the process of being finalized.

The Service is currently in the process of engaging a prime consultant for this project. Some design work and security system installation will be completed in 2010. Of the available funds in 2010, it is estimated that \$1.4M will be carried forward to 2011. Currently, the project is projected to be on schedule and on budget. However, once the design phase and tendering process are complete, the cost estimate will become more certain and any impacts will be reported to the Board.

- State of Good Repair (\$16.6M over five years)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funds for the on-going maintenance and repair of Police-occupied buildings and is managed by the Service's Facilities Management Unit. The scope of the work includes renovations estimated to cost under \$1M (e.g. space reconfiguration, flooring replacement, window coverings, and painting) and Occupational Health & Safety renovations.

Of the available \$2.8M funding, \$0.9M will be carried forward to 2011. Some of the work that was planned for in 2010 (such as Communication Room HVAC, range retrofit and various other small renovations) was delayed due to preparations required for the G20 Summit, and will be completed in 2011.

Conclusion:

The Service's capital projects are proceeding well. However, some projects have experienced some delay due to the assignment of project team members to the G8/G20 Summits.

The Service is projecting a total gross expenditure of \$77.5M, compared to \$90.4M in available funding (a spending rate of 86% for 2010). The projected net debt-funded expenditure for 2010 is \$48.3M, or 83% of the \$57.9M approved debt funding. The projected (net) under-expenditure for 2010 is \$9.6M. This amount is still required and will be carried forward to 2011.

Surplus funds from projects completed under budget or that no longer require the level of funding previously estimated, are being recommended for transfer to the ICC project.

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

The Board approved the foregoing report and agreed to forward a copy to the City of Toronto – Budget Committee and the City's Deputy City Manager and Chief Financial Officer for information.

2010-2019 BOARD-APPROVED CAPITAL PROGRAM (\$000s)

Attachment A

Project Name	Plan to end of 2009	2010	2011	2012	2013	2014	Total 2010-2014 Request	Total 2015-2019 Forecast	Total 2010-2019 Program	Total Project Cost
On-Going Projects										
In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
State-of-Good-Repair - Police	0	2,019	1,535	3,632	4,642	4,814	16,642	21,700	38,342	38,342
Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
Property & Evidence Management Storage	258	23,000	5,000	5,000	2,000	0	35,000	0	35,000	35,258
Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
Total On-Going Projects	22,220	59,040	49,911	31,966	11,312	5,804	158,034	21,700	179,734	201,954
New Projects										
911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
Fuel Management System	0	697	0	0	0	0	697	0	697	697
5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
Electronic Document Management	0	0	0	0	0	50	50	450	500	500
Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
Anticipated New IT Projects	0	0	0	0	0	0	0	10,566	10,566	10,566
Total New Projects:	0	5,350	4,755	487	636	15,823	27,050	164,344	191,394	199,896
Total Debt-Funded Projects:	22,220	64,391	54,665	32,453	11,948	21,627	185,084	186,044	371,128	401,851
Total Reserve Projects:	88,397	17,620	22,497	24,685	20,810	18,078	103,689	102,621	206,310	294,707
Total Gross Projects	110,617	82,010	77,163	57,138	32,758	39,704	288,773	288,665	577,439	696,558
Funding Sources:										
Vehicle and Equipment Reserve	(88,397)	(17,620)	(22,497)	(24,685)	(20,810)	(18,078)	(103,689)	(102,621)	(206,310)	(294,707)
ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)				(17,283)	0	(17,283)	(17,283)
Funding from Development Charges	(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(8,510)	(17,864)	(18,916)
Total Funding Sources:	(89,449)	(29,955)	(32,529)	(25,975)	(22,230)	(19,638)	(130,326)	(111,131)	(241,457)	(330,906)
Total Net Request	21,168	52,056	44,633	31,163	10,528	20,067	158,447	177,534	335,981	357,150
5-year Average:							31,689	35,507	33,598	
City Target:		39,056	44,633	34,163	14,528	26,067	158,447	177,534	335,981	
City Target - 5-year Average:							31,689	35,507	33,598	
Variance to Target:		(13,000)	(0)	3,000	4,000	6,000	(0)	0	(0)	
Variance to Target - 5-year Average:							(0)	0	(0)	

2010 Capital Budget Variance Report as at September 30, 2010 (\$000s)

Attachment B

Project Name	Carry Forward from 2009*	2010 Budget	Available to Spend in 2010	2010 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Proj'n)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
<u>Facility Projects:</u>										
New Training Facility	164.2	93.6	257.8	257.8	-	76,418.5	76,418.5	-	Please refer to the body of the report.	Green
Intelligence / Special Investigation Facility	558.4	0.0	558.4	558.4	-	6,149.0	6,149.0	-	Project complete; close out report anticipated before year-end	Green
New Property & Evidence Management Facility	0.0	23,000.0	23,000.0	21,852.1	1,147.9	35,000.0	35,000.0	-	Please refer to the body of the report.	Green
2nd Floor space optimization	0.0	2,675.0	2,675.0	1,600.0	1,075.0	2,675.0	2,675.0	-	On budget and on schedule.	Green
11 Division (excludes cost of land)	1,899.5	17,215.0	19,114.5	19,105.0	9.5	29,444.0	29,444.0	-	On budget and on schedule; project cost estimates continue to be monitored and updated as required.	Green
14 Division (excludes cost of land)	263.6	7,048.0	7,311.6	6,503.0	808.6	34,923.0	34,923.0	-	Please refer to the body of the report.	Green
<u>Information Technology Projects:</u>										
In-Car Camera	1,798.8	2,400.0	4,198.8	2,000.0	2,198.9	9,851.0	9,851.0	-	Please refer to the body of the report.	Green
Digital Video Asset Management II	567.0	0.0	567.0	567.0	-	5,535.0	5,535.0	-	Please refer to the body of the report.	Green
HRMS Additional Functionality	0.0	346.0	346.0	0.0	346.0	346.0	346.0	-	Please refer to the body of the report.	Yellow
Acquisition and Implementation of the New RMS	249.4	1,564.0	1,813.4	1,224.1	589.3	24,618.0	24,618.0	-	On budget and on schedule. Once the statement of work phase is complete, Board approval will be requested for contract award.	Green
911 Hardware/Handset	0.0	757.0	757.0	300.0	457.0	1,177.0	1,177.0	-	Project is on budget; It was scheduled to be completed in 2010; however, due to workload related to G20 Summit the implementation is delayed to 2011	Yellow
Replacement of Voice Mail	0.0	1,222.0	1,222.0	0.0	1,222.0	1,222.0	1,222.0	-	Project is on budget; implementation delay due to workload related to G20 Summit	Green
Fuel Management System	0.0	697.0	697.0	100.0	597.0	697.0	697.0	-	There was a delay with getting the RFP out. Implementation will commence once a vendor has been selected and approved. Pending results of the RFP, project is on budget	Green
Radio Lifecycle Replacement	-31.5	5,448.0	5,416.5	5,061.2	355.3	35,533.0	35,533.0	-	Project is on budget and on schedule.	Green
RICI Replacement	160.8	0.0	160.8	160.8	-	174.0	174.0	-	Project is on budget and on schedule.	Green
<u>Replacements / Maintenance / Equipment Projects</u>										
State-of-Good-Repair - Police	798.2	2,019.0	2,817.2	2,043.9	773.3	n/a	n/a	n/a	Please refer to the body of the report.	Green
Power Supply-Fire/EMS/TPS	18.5	-	18.5	18.5	-	618.0	618.0	-	City-managed project.	n/a
Total Debt-Funded Projects	6,446.8	64,484.6	70,931.4	61,351.7	9,579.8					
<u>Lifecycle Projects (Vehicle & Equipment Reserve)</u>										
Vehicle Replacement	-2,495.0	8,067.0	5,572.0	5,572.0	0.0	n/a	n/a	n/a	On budget and on schedule.	Green
IT-Related Replacements	746.0	10,703.0	11,449.0	8,929.4	2,519.6	n/a	n/a	n/a	Projected under spending due to timing of acquisition. Will be carried forward to 2011.	Green
Other Equipment	1,157.3	1,300.0	2,457.3	1,736.1	721.2	n/a	n/a	n/a		Green
Total Lifecycle Projects	-591.7	20,070.0	19,478.3	16,237.5	3,240.7					
Total Gross Expenditures:	5,855.1	84,554.6	90,409.7	77,589.2	12,820.5	Percent spent:		85.8%		
<u>Less other-than-debt funding:</u>										
Funding from DND- New Training Facility	-220.7	-93.6	-314.3	-305.6	-8.8	n/a	n/a	n/a		
Funding from Green Grant and Insurance - NTF	-332.5	0.0	-332.5	-331.1	-1.4	n/a	n/a	n/a		
Funding from Developmental Charges	0.0	-3,914.0	-3,914.0	-3,914.0	0.0	n/a	n/a	n/a		
Infrastructure Funding	0.0	-8,421.0	-8,421.0	-8,421.0	0.0	n/a	n/a	n/a		
Vehicle & Equipment Reserve	591.7	-20,070.0	-19,478.3	-16,237.5	-3,240.7	n/a	n/a	n/a		
Total Other-than-debt Funding:	38.5	-32,498.6	-32,460.1	-29,209.1	-3,251.0					
Total Net Expenditures:	5,893.6	52,056.0	57,949.6	48,380.1	9,569.5	Percent spent:		83.5%		

* carryforwards from 2009 have been adjusted to reflect transfers recommended in this report

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P299. INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO
THE G20 SUMMIT – ACCOUNT FOR PROFESSIONAL SERVICES**

The Board was in receipt of the following report October 28, 2010 from Alok Mukherjee, Chair:

Subject: INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE
G20 SUMMIT (ICR) - ACCOUNT FOR PROFESSIONAL SERVICES

Recommendation:

It is recommended that the Board approve payment of an account dated October 22, 2010 in the amount of \$24,008.99 and that such payment be drawn from the Special Fund.

Financial Implications:

This is the first account to be submitted by Justice Morden. The balance of the Special Fund as at September 30, 2010 is \$574,739.00.

Background/Purpose:

At its meeting on September 23, 2010, the Board approved the appointment of Justice John W. Morden to conduct the Independent Civilian Review into Matter Relating to the G20 Summit (ICR). The Board also approved the use of the Special Fund as the source of funding for the ICR (Board Minute P271/10 refers).

Discussion:

Justice Morden has submitted an account for the period September 23, 2010 to October 14, 2010. A detailed statement is included on the in-camera agenda of the Board's November 15, 2010 meeting for information. The account is in the amount of \$24,008.99.

Conclusion:

I recommend that the Board authorize payment in the amount \$24,008.99. of for professional services rendered by Justice Morden.

The Board approved the foregoing report noting that a detailed statement of account was considered during the in-camera meeting (Min. No. C347/10 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P300. COLLISION REPORTING CENTRE CONTRACT

The Board was in receipt of the following report September 19, 2010 from William Blair, Chief of Police:

Subject: COLLISION REPORTING CENTRE CONTRACT

Recommendations:

It is recommended that:

- (1) the Board enter into an agreement for the provision of an East Collision Reporting Centre facility with Toronto East Accident Support Services Limited for a period of ten years, beginning on January 4, 2011, with an option for a further five years, to be exercised at the sole discretion of the Board;
- (2) the Board enter into an agreement for the provision of a West Collision Reporting Centre facility with North York Accident Support Services Ltd for a period of ten years, beginning on January 4, 2011, with an option for a further five years, to be exercised at the sole discretion of the Board;
- (3) the Board request an extension of the current contract with Toronto West Accident Support Services for a period of up to four months, commencing January 4, 2011, and ending no later than May 4, 2011, for the operation of the current West Collision Reporting Centre; and
- (4) the Board Chair be authorized to execute the agreements identified in recommendations #1, #2 and #3, subject to approval as to form by the City Solicitor.

Financial Implications:

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

Background/Purpose:

The Collision Reporting Centre (CRC) concept was developed in order to establish a method for the public to report a reportable property damage collision that was more economical and efficient and safer than police attendance at the scene. When directed to attend a CRC, motorists are provided with a safe and comfortable environment in which to report a collision to the police and may also immediately receive advice and assistance from his or her insurance company.

This process is facilitated by the CRC operator, who provides the facility in which the program operates. The CRC operator facilitates the contact between the insurer and motorists for the provision of insurance-related services following a collision. There is no cost to the police or the public for the program or the services offered. With the exception of police resources, the cost to operate the facility is entirely borne by the CRC operator who benefits from the participation of the insurance industry through fees paid for services. Utilization of insurance industry services at the CRC is entirely at the choice of motorists reporting a collision.

When compared with police attendance at the scene of a collision, the CRC process permits a quicker restoration of traffic flow, reduces the potential for secondary collisions and allows for effective and efficient use of policing resources.

Discussion:

History of the Current Agreements

Since 1992, the Service has participated in the CRC program through various phases of implementation.

At its meeting of May 6 1993, the Board approved a six month CRC pilot project involving the Service, private enterprise and the insurance industry, which commenced in March 1994 (Min. No. P265/93 refers).

At its meeting of December 15, 1994, the Board received a report from the Service summarizing the success of the pilot project. This report highlighted the history, rationale, results and cost savings of the CRC program. The Board approved recommendations in this report to enter into an agreement with North York Accident Support Services Ltd. (NYASS) to operate the North CRC (NCRC) and to issue a request for proposal for two additional CRCs. (Min. No. P573/94 refers). The agreement to operate the NCRC for ten years was made effective January 3, 1995, with an option for a further five years, to be exercised at the sole discretion of the Board.

After a public tendering process and evaluation of qualified bids, the Service made recommendations to the Board to enter into agreements with Toronto East Accident Support Services Ltd. (TEASS), and Toronto West Accident Support Services Ltd. (TWASS), to operate the East and West CRCs, respectively. Agreements were approved for a period of ten years, beginning on September 5, 1995, with options for a further five years, to be exercised at the sole discretion of the Board.

At its meeting held on November 8, 2004, the Board received a report from the Chief of Police regarding the option to renew all three CRC contracts for the term of five years. As a matter of convenience to the Board, in order to facilitate exercising the option for renewal and the issuance of a request for proposal (RFP) at the end of the option period, all three contracts were renewed until January 3, 2010. The Board approved this recommendation at its meeting held on December 16, 2004, (Min. No. P402/04 refers).

Due to the numerous provincial highways that run through City of Toronto boundaries, the Ontario Provincial Police (O.P.P.) entered into similar agreements with the operators of the ECRC and WCRC and shared the CRC facilities with the Toronto Police Service. In early 2009 members of Traffic Services (TSV) and the O.P.P. entered into discussions on issues relating to each Service's contract renewal. At that time the O.P.P. advised that it was working towards a sole source solution. Upon consultation Purchasing Support Services (PUR) agreed that, subject to Board approval, this might be an acceptable solution for the TPS as well.

In late October 2009, members of TSV were advised that the O.P.P. position had changed. The O.P.P. had elected to extend its contract on a month-by-month basis, while engaging in a procurement process for a CRC operator which will involve the issuance of a new request for proposal. Implementation of the O.P.P. procurement process is targeted for the 2010-2011 fiscal year.

At its meeting of December 17, 2009 the Board received and approved recommendations to extend its current three CRC agreements for one year to permit the TPS an opportunity to conduct a thorough procurement process for operation of CRCs in the future (Min. No. P358/2009 refers).

Request for Proposal #1114755-10

The development of the RFP document began in early 2010 with the collaboration of members from TSV, PUR and staff in the City of Toronto, Legal Division. The original agreements and RFP were reviewed along with data and experience collected from fifteen years of the Service's participation in the CRC program. This information was utilized to identify the requirements to be addressed in the current RFP.

The most significant change between the proposed future CRC program over the current model is a shift from three facilities to two. This decision was based on operational needs and was reviewed against usage trends over the existence of the program to ensure minimal impact to the public. Geographic areas were identified that would centrally locate the two CRCs to facilitate use across the city with locations in both the East and the West. The RFP allowed a proponent to initially propose to provide CRCs outside of the geographic areas identified in the RFP. However, the RFP provided that the successful bidder would be contractually bound to make arrangements to re-locate a CRC that was outside the designated areas to within those areas within five years of the start date of the contract.

The RFP was issued on July 8, 2010, and closed on August 4, 2010. A total of ten copies were issued. Eight were mailed out to a list of potential vendors and two were picked up from Headquarters. Of the ten possible vendors there were two responses received. A proposal was received to operate the ECRC from TEASS. A proposal was received to operate the WCRC from NYASS. It should be noted that both responses were from the companies currently under contract with the Board to operate the East and North CRCs.

A committee was formed with members from TSV to conduct thorough evaluations of both proposals. At the conclusion it was found that the proposal for the ECRC from TEASS had met all terms and conditions of the RFP.

The proposal from NYASS indicates that it would operate the new WCRC facility at 113 Toryork Drive. This location is outside the required boundaries identified in the RFP. NYASS understands that it will be contractually bound to move the CRC to a location within the required boundaries within five years of the contract start date. It has indicated a willingness to undertake an exhaustive search for a property that would meet the requirements to bring them into compliance within the five year window.

Extension of WCRC Agreement and Transition

The timing of the current contract expiry and initiation of the new contract with the proposed reduction to two CRCs comes at the busiest time of the year for the CRC program. The winter driving months produce the highest monthly volumes for collisions reported at the CRCs. These high volumes, the reduction to two facilities, the renovations and restructuring required at the remaining facilities to align them with the requirements of the new contract and to accommodate the increase in staffing due to the reduction and the public's current familiarity with the existing three CRC locations, could cause some inconvenience and confusion for the public that uses them.

It is recommended that the Board approve a short extension of up to four months to the current WCRC agreement to allow the Service to plan a smooth transition of operations, decommissioning of the current WCRC facility and a communication strategy to ensure that members of the public, private industry and the Service are all fully aware of the changes.

Conclusion:

The Toronto Police Service remains committed to participating in the CRC program from which it realizes operational and economic efficiencies while providing a safe and effective service to members of the community.

The procurement process utilized to arrive at the recommendations in this report was fair and equitable and conducted in conjunction with PUR in accordance with Service policy and procedures and in light of advice from staff in City of Toronto Legal Division.

The contents of this report have been reviewed and approved by staff in the City of Toronto Legal Division.

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

Superintendent Earl Witty, Traffic Services, was in attendance and responded to questions about this report.

The Board inquired about opportunities for cost-recovery of the police resources given that the Toronto Police Service is providing a service for which the collision report centre operators and representatives of the insurance industry receive financial benefits. Chief Blair said that the current system is very efficient and that the Service always looks at new opportunities to be more economical.

Chief Blair also said that when one collision reporting centre closes, the two remaining centres will operate 24 hours a day, seven days a week and will be accessible from all parts of the city. There will be no change in the level of police resources assigned to the collision reporting centres as there will be a similar overall workload.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P301. PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES**

The Board was in receipt of the following report October 20, 2010 from William Blair, Chief of Police:

Subject: PRE-QUALIFIED GENERAL CONTRACTORS FOR CONSTRUCTION
SERVICES

Recommendation:

It is recommended that the Board approve the five (5) pre-qualified general contractors listed below for the provision of construction services for a three (3) year period commencing on January 1, 2011 and concluding on December 31, 2013.

1. A.G. Reat Construction Company Limited;
2. Stracor Incorporated;
3. West Metro Contracting Incorporated;
4. Elite Construction Incorporated; and
5. BECC Construction Group Limited

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. The construction services required by the Toronto Police Service (TPS) are funded from the operating and capital budgets, and are for major renovation projects and not new construction.

Background/Purpose:

The TPS currently has five (5) pre-qualified general contractors for the provision of construction services. A list of pre-qualified contractors enables the TPS to more expeditiously award construction work required. The current pre-qualified general contractors' agreement expires on December 31, 2010.

The purpose of this report is to establish a new list of pre-qualified vendors for a three year period starting on January 1, 2011.

Discussion:

On September 28, 2010, Purchasing Support Services issued a Request for Proposal (RFP) #1116520-10 to select pre-qualified general contractors for construction services. The RFP closed on October 20, 2010. Fifteen (15) responses were received, and one (1) was disqualified. The qualified respondents were:

1. A.G. Reat Construction Company Limited;
2. West Metro Contracting Incorporated;
3. M.J. Dixon Construction Limited;
4. Stracor Incorporated;
5. SKS contracting Limited;
6. Chart Construction Management;
7. Cosar GC PM;
8. Elite Construction Incorporated;
9. HN Construction Limited;
10. Alpeza General Contracting Inc.;
11. BECC Construction Group Limited;
12. The Atlas Corporation;
13. The Michael Thomas Group; and
14. Marant Construction Limited.

The intent of the RFP is to identify contractors who can provide construction services required by the TPS from time to time. Having pre-qualified contractors allows the TPS to avoid the administrative burden of tendering every renovation project to the full market and enables projects to be completed in a more efficient manner. The construction services required are tendered on a project by project basis, and the pre-qualified contractors have the opportunity to bid on each project. The work is, therefore, still subject to a competitive bidding process.

The appropriate TPS personnel have reviewed the RFP submissions. The submissions were evaluated independently using the following weighted criteria:

- annual value of construction (15 points);
- past projects (15 points);
- successful completion of similar projects (25 points);
- financial references (15 points);
- management skills (25 points);
- qualifications of key personnel (25 points);
- completion of projects on schedule and on budget (20 points); and
- client references (10 points).

Conclusion:

A list of pre-qualified contractors enables the TPS to more expeditiously award construction work required.

As a result of a competitive purchasing process conducted by the TPS, the following five (5) firms are being recommended as the pre-qualified list of construction contractors:

1. A.G. Reat Construction Company Limited;
2. Stracor Incorporated;
3. West Metro Contracting Incorporated;

4. Elite Construction Incorporated; and
5. BECC Construction Group Limited

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P302. RENTAL OF PHOTOCOPIERS

The Board was in receipt of the following report October 25, 2010 from William Blair, Chief of Police:

Subject: RENTAL OF PHOTOCOPIERS

Recommendation:

It is recommended that the Board approve Toshiba of Canada Ltd. to provide the Toronto Police Service with the rental of digital plain bond paper photocopiers for a three-year period commencing January 1, 2011 and ending December 31, 2013, at a cost of \$0.0112 cents per copy (plus taxes), including rental costs, toner costs, and service calls (between 8:00 hours and 16:00 hours), and with the option to renew for an additional two (2) one-year periods at the Board's discretion.

Financial Implications:

The cost of \$0.0112 cents per copy (plus taxes) proposed by Toshiba of Canada Ltd. is equal to the current cost being paid by the Service. Based on an estimated number of 24,000,000 copies per year, the annual cost for the rental of photocopiers is estimated at \$270,000 plus taxes, and a total of \$810,000 plus taxes for the three year term. Funds for this purpose are provided for in the Service's annual operating budget.

Background/Purpose:

The Board, at its meeting of November 17, 2005 (Min. No. P371/05 refers), approved Toshiba of Canada Ltd. (Toshiba) for the rental of digital photocopiers for a 36 month term, with the option to renew for an additional two one-year periods at the Board's discretion. The two one-year renewal options have been exercised by the Board (Min. Nos. P285/08 and P280/09 refers), and the current contract expires on December 31, 2010.

The purpose of this report is to establish a new contract for photocopying services for a three year period starting January 1, 2011.

Discussion:

A request for quotation (RFQ) #1116870-10 for the rental of digital plain bond paper photocopiers was issued by Purchasing Support Services on September 7, 2010. The Service received six (6) submissions to the RFQ and these were reviewed by appropriate Service staff.

The RFQ also requested costing on different options for service calls (i.e. weekdays only, weekdays plus weekends and weekdays plus after hours). The six respondents to the RFQ were:

- 4 Office;
- Pitney Bowes;
- Ricoh;
- Sharp;
- Toshiba; and
- Xerox

Toshiba provided the lowest cost meeting all requirements, including for the various service call options. The cost for service calls (weekdays only from 8:00 hours to 16:00 hours) is the lowest and is consistent with the current arrangement. The Service has not experienced any significant issues with the current service call schedule and is therefore recommending that the current arrangement be maintained.

Conclusion:

The current agreement for the rental of photocopiers expires on December 31, 2010. Following a RFQ process, Toshiba is being recommended as the successful vendor to provide the Service with the rental of photocopiers for a three (3) year term commencing January 1, 2011 and ending December 31, 2013. Two (2) additional one-year options can also be exercised with Board approval.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P303. MAYHEW AND ASSOCIATES – SUPPLY AND INSTALLATION OF
FURNITURE – ONE YEAR EXTENSION OPTION**

The Board was in receipt of the following report November 02, 2010 from William Blair, Chief of Police:

Subject: MAYHEW AND ASSOCIATES – ONE YEAR EXTENSION OPTION

Recommendation:

It is recommended that the Board approve the first option year extension of the current contract with Mayhew and Associates for the supply and installation of furniture, commencing January 1, 2011 and ending December 31, 2011, and under the same terms and conditions.

Financial Implications:

The Service's lifecycle replacement of furniture is funded from the Service's Vehicle and Equipment Reserve, through contributions from the operating budget. The estimated annual lifecycle replacement requirement is \$750,000. Any additional furniture requirements are included in either capital or operating budget requests and obtained based on budget approval.

Background/Purpose:

This report provides information on the Service's recommendation to exercise the first option year extension with Mayhew and Associates (Mayhew).

Discussion:

Mayhew is the current Board-approved vendor of record for the supply and installation of furniture (Min. No. P376/07 refers). The current agreement with Mayhew is for a three year period, expiring on December 31, 2010, and contains two one-year options at the discretion of the Board.

The Service has been satisfied with the performance of Mayhew with respect to the quality of the furniture, their service, the added value in design layouts and the manufacturer's commitment to environmental concerns in the production of furniture. Therefore, the Service is recommending approval of the first option year of the contract.

Conclusion:

The current agreement with Mayhew expires on December 31, 2010 and includes an option to extend for two additional one-year periods. The Service has been satisfied with the performance of Mayhew over the term of the current contract, and Mayhew's pricing structure will remain the same in the option year. As a result, the Service is recommending that the Board approve the option to extend the current agreement with Mayhew for one year.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P304. ELECTRICAL SERVICES – VENDOR OF RECORD

The Board was in receipt of the following report October 25, 2010 from William Blair, Chief of Police:

Subject: ELECTRICAL SERVICES - VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve Steven and Black Electrical Contractors Limited as the vendor of record for the provision of electrical services for the period January 1, 2011 to December 31, 2013.

Financial Implications:

The average estimated annual expenditure for electrical services is \$140,000, and funding for this purpose is included in the Toronto Police Service's (TPS) annual operating budget and capital state-of-good-repair project.

Background/Purpose:

The TPS currently has a vendor of record for the provision of electrical services. This is a common industry practice and allows the TPS to get necessary electrical work done in an expedient manner.

Barragar Russell is the current supplier of electrical services. The current contract with Barragar Russel expires on December 31, 2010.

The purpose of this report is to establish an electrical services vendor of record for a three year period starting on January 1, 2011.

Discussion:

On September 28, 2010, Purchasing Support Services issued a Request for Proposal (RFP) #1116519-10 to select a vendor of record for the provision of electrical services. The RFP closed on October 20, 2010 and two (2) responses were received. The responses were from Baragar Russell and Stevens and Black Electrical Contractors Limited. The submission from Baragar Russell was disqualified as it did not meet the mandatory requirements. The submission from Stevens and Black Electrical Contractors Limited was reviewed by the evaluation committee based on the evaluation criteria below:

- vendors experience with past projects of a similar nature (25 points);
- qualifications of assigned personnel (25 points);
- information provided in relation to the work required (20 points);
- vendor's compliance with financial requirements (15 points); and
- reference letters provided by the vendor (10 points).

Stevens and Black Electrical Contractors Limited has met the TPS requirements and is recommended as the vendor of record.

Conclusion:

The TPS requires a qualified electrical contractor to be available to perform necessary electrical work that cannot be tendered due to time constraints or, because of its nature, cannot be adequately specified. Examples of such work include: the relocation of electrical outlets/switches; failures requiring immediate attention; and emergency repairs. The establishment of a vendor of record provides the TPS with the ability to access the required electrical services when needed and at pre-determined rate.

As a result of a competitive purchasing process conducted by the TPS, Stevens and Black Electrical Contractors Limited is being recommended as the vendor of record for the provision of electrical services.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P305. HANDYMAN SERVICES – VENDOR OF RECORD

The Board was in receipt of the following report October 25, 2010 from William Blair, Chief of Police:

Subject: HANDYMAN SERVICES – VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve Amaida Construction as the vendor of record for the provision of handyman services for the period January 1, 2011 to December 31, 2013.

Financial Implications:

The average estimated annual expenditure for handyman services is \$150,000, and funding for this purpose is included in the Toronto Police Service's (TPS) annual operating budget.

Background/Purpose:

The TPS currently has a vendor of record for the provision of handyman services. This practice allows the TPS to get necessary work done in an expedient manner.

Amaida Construction Limited is the current supplier of handyman services. The current contract with Amaida Construction Limited expires on December 31, 2010.

The purpose of this report is to establish a vendor of record for handyman services for a three year period starting on January 1, 2011.

Discussion:

On September 28, 2010, Purchasing Support Services issued a Request for Proposal (RFP) #1116518-10 to select a vendor of record for the provision of handyman services. The RFP closed on October 20, 2010 and four (4) responses were received. The respondents were:

- Kramer Incorporated;
- Amaida Construction Limited;
- SKS Contracting Limited; and
- Cosar GC PM.

The submissions were subsequently reviewed by the members of the evaluation committee, using the following evaluation criteria:

- vendors experience with past projects of a similar nature (25 points);
- qualifications of assigned personnel (25 points);
- information provided in relation to the work required (20 points);
- vendor's compliance with financial requirements (15 points); and
- reference letters provided by the vendor (10 points).

The committee's evaluation resulted in Amaida Construction Limited scoring the highest and being recommended as the vendor of record.

Conclusion:

The use of a handyman allows a quick response for emergency repairs. The work performed includes: damage repairs; occupational health and safety related work; minor repairs; and small painting and drywall jobs. The establishment of a vendor of record provides the TPS with the ability to access the required services when needed and at a pre-determined rate resulting in a more efficient and effective delivery of service.

As a result of a competitive process conducted by the Service, Amaida Construction Limited is being recommended as the vendor of record for the provision of handyman services.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P306. LOCKSMITH SERVICES – VENDOR OF RECORD

The Board was in receipt of the following report October 20, 2010 from William Blair, Chief of Police:

Subject: LOCKSMITH SERVICES - VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve Able Lock Service Limited as the vendor of record for the provision of locksmith services for the period January 1, 2011 to December 31, 2013.

Financial Implications:

The average estimated annual expenditure for locksmith services is \$100,000, and funding for this purpose is included in the Toronto Police Service's (TPS) annual operating budget.

Background/Purpose:

The TPS currently has a vendor of record for the provision of locksmith services. This practice allows the TPS to get necessary work done in an expedient manner.

Action Locks is the current supplier of locksmith services. The current contract with Action Locks expires on December 31, 2010.

The purpose of this report is to establish a vendor of record for locksmith services for a three year period starting on January 1, 2011.

Discussion:

On September 28, 2010, Purchasing Support Services issued a Request for Proposal (RFP) #1116517-10 to select a vendor of record for the provision of locksmith services. The RFP closed on October 20, 2010 and two (2) responses were received. The respondents were Kramer Incorporated and Able Lock Service Limited.

The submissions were subsequently reviewed by the members of the evaluation committee, using the following evaluation criteria:

- vendors experience with past projects of a similar nature (25 points);
- qualifications of assigned personnel (25 points);
- information provided in relation to the work required (20 points);

- vendor's compliance with financial requirements (15 points); and
- reference letters provided by the vendor (10 points).

The committee's evaluation resulted in Able Lock Service Limited scoring the highest and being recommended as the vendor of record for the provision of locksmith services.

Conclusion:

The establishment of a vendor of record for locksmith services enables a quick response to emergency repairs required. It provides the TPS with the ability to access the required services when needed and at a pre-determined rate.

As a result of a competitive process conducted by the TPS, Able Lock Service Limited is being recommended as the vendor of record for the provision of locksmith services.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P307. SERVER HARDWARE, SOFTWARE AND MAINTENANCE SERVICES –
VENDOR OF RECORD**

The Board was in receipt of the following report November 03, 2010 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE AND
MAINTENANCE SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve Agilysys Canada Inc. as the vendor of record, for the period January 1, 2011 to December 31, 2011, for:
 - the supply of computer server hardware, software and components,
 - the provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products,
 - professional technical services required;
- (2) the Board approve IBM Canada Ltd. as the vendor of record for the provision of hardware maintenance, training for new hardware and technologies, including technical expertise house-call services, for the period January 1, 2011 to December 31, 2015; and
- (3) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The estimated cost of the Service's current server lifecycle replacement plan is \$4.8M in 2011, and will be funded from the Vehicle and Equipment Reserve. Provisions to meet these requirements are included in the Service's annual operating budget. The lifecycle replacement plan enables the Service to replace and augment the existing aged equipment with modern supportable equipment.

The estimated maintenance cost (software and hardware) for the current inventory of installed base equipment, associated software and professional services is \$3.7M in 2011. Funding for this purpose is included in the Service's annual operating budget request.

The actual cost of equipment acquisition as well as maintenance costs for both hardware and software will change as new hardware and software products are added to meet projects and/or operational requirements, or as systems are discontinued, and/or equipment consolidated.

Background/Purpose:

The Toronto Police Service (TPS) requires a reliable and cost-effective supply of equipment, maintenance and services to maintain its infrastructure in a state of good repair, in order to support its use of information technology and ensure business requirements are met.

The TPS has an installed base of 505 servers as part of its computing infrastructure. These servers provide the core computing resources linking all workstations with local services, centralized information repositories and external agencies (such as the Royal Canadian Mounted Police). As well, these servers form the basis of TPS security and network management systems.

The TPS technology strategy for computing server hardware and software is based on an “open” and standards based architecture. An “open” and standards based architecture provides the necessary flexibility to allow multiple third party vendor applications to integrate. The selection of IBM X-Series Intel based servers and IBM P-Series Unix–AIX based server platform replacement programs meet the demands for information technology and services for daily policing and support activities.

The current vendor of record agreements for server hardware equipment, hardware and software maintenance and ad hoc professional services expire on December 31, 2010. While these agreements could have been extended for another year with the Board’s approval, it was decided that it would be in the best interests of the Service to go through a procurement process for these requirements.

The purpose of this report is to establish vendors of record for the acquisition of required computer server hardware, software and components, as well as hardware and software maintenance, and professional services.

Discussion:

On September 17, 2010, a Request for Proposal (RFP) (#1116575-10) was issued by the Service’s Purchasing Support Services unit to select a vendor(s) of record for the acquisition and maintenance of IBM P-Series Unix-AIX based servers, IBM X-Series Intel based servers, related server hardware, related server software, and technical consulting and training in support of the Service’s information systems technology strategy.

RFP Process:

Respondents had the option to submit responses to all or selected components of this RFP.

The RFP was intended to identify a vendor or vendors who:

- can provide the breadth of new technology, support and services that are required by the TPS, and at competitive rates;
- is an authorized reseller of IBM equipment and capable of providing timely supply of equipment, software and services; and
- is capable of assisting the TPS with the challenges of implementation, operation and support of a complex environment.

Responses to the various equipment, maintenance and services requested in the RFP, were to be provided based on the following four options:

- One year contract;
- Three year contract with the option to renew for two additional 12 month periods;
- Four year contract with the option to renew for one additional 12 month period; and
- Five year contract.

The criteria and weighting for the evaluation of the proposals were as follows:

- Proponent Stability (15%);
- Proponent's Record of Performance (15%);
- Understanding of Requirements (15%);
- Value Added Services (5%); and
- Cost (50%).

The RFP process resulted in three responses to the various components of the RFP from:

- Agilysys Canada Inc.;
- IBM Canada Ltd.; and
- Softchoice Corporation.

Proposal Evaluation Process:

Responses to the various components of the RFP were reviewed and evaluated by an evaluation team comprised of Information Technology Services staff.

The Service would have preferred to recommend the award of multi-year vendor of record agreements for all of the requirements requested, to avoid the administration and time to conduct an RFP annually for these requirements. However, based on the responses to the RFP, with the exception of the hardware maintenance component, the costs proposed beyond one year were not satisfactory to the Service and did not provide sufficient incentives to warrant a longer award.

The Service would have also preferred keeping the contract term the same for all of the components requested, so that they are all aligned with the on-going server lifecycle replacement program. However, the cost proposed by the recommended vendor (IBM) for a five year term was significantly lower (close to \$400,000) than its cost proposal for a one year term, and

therefore the Service could not justify going with the one year term simply to be consistent with the other recommended awards.

The Service is therefore recommending one year awards for all of the components except for hardware maintenance services, which is being recommended for five years.

Details on the results for each component of the RFP are provided below.

Acquisition of Hardware, Software and Server Components:

The RFP requested costs for representative configurations of hardware, software and components in common use by the Service. The actual configurations to be purchased are dependent on project requirements and budget approvals. Additionally, operational needs and requirements in maintaining server hardware in a state of good repair will require purchases of components such as disk, memory and other component upgrades to meet the demands for information technology and services for daily policing and support activities. The proposals were evaluated based on the ability to configure and provide a reliable source for IBM server equipment.

Two compliant proposals (Agilysis and Softchoice) were submitted for this component. Based on the evaluations, the submission from Agilysis Canada Inc. achieved the highest score, and was also the lowest cost.

Agilysis Canada Inc. is therefore being recommended as the vendor of record for the supply of this equipment for the period January 1 to December 31, 2011, at an estimated cost of \$4.8M.

Software Maintenance and Upgrade Protection for Installed Equipment:

The RFP requested costs for the maintenance of software and upgrade protection for all existing components of the TPS infrastructure.

Only one compliant bid was received for this component of the RFP. The proposal from Agilysis Canada was evaluated and met all of the requirements specified.

Agilysis Canada Inc. is therefore being recommended as the vendor of record for the supply of software maintenance for the period January 1 to December 31, 2011, at an estimated cost of \$2.2M.

Professional Technical Services:

The Service requires ad hoc technical services to analyze and resolve complex problems as they arise in the server infrastructure. These technical services require an in-depth knowledge of the system software components.

Three compliant proposals were submitted. Based on the evaluations, the submission from Agilysis Canada Inc. achieved the highest score and was also the lowest cost.

Agilysys Canada Inc. is therefore being recommended as the vendor of record of these technical services at an estimated cost of \$40,000.

Hardware Maintenance and Related Services for Installed Equipment:

The RFP requested costs for the maintenance of hardware.

Three (3) proposals were received, two (2) of which were compliant. Based on the evaluation of the proposals from IBM and Agilysys, IBM Canada achieved the highest score and was also the lowest cost.

IBM's cost proposal for a five year term was significantly lower than its cost for a one year term, and provides savings of close to \$400,000 based on the current inventory of installed equipment.

IBM Canada Ltd. is therefore being recommended as the vendor of record for the supply of hardware maintenance for a five year term commencing on January 1, 2011 and ending on December 31, 2015, at an estimated annual cost of \$1.1M, based on the current inventory of equipment.

Conclusion:

This report requests approval for the selection of vendors of record for the supply of computer server hardware, software and components, software maintenance and upgrade protection, hardware maintenance, and ad hoc professional technical services required.

Based on the responses received, the Service cannot justify recommending more than a one year term for these requirements, with the exception of hardware maintenance for which the recommended vendor (IBM) provided sufficient financial incentive for a five year commitment.

The Service is therefore recommending that Agilysys Canada be approved as the vendor of record for the supply of server equipment, software and components, software maintenance and professional services for a one year period ending on December 31, 2011. IBM Canada is recommended as the vendor of record for hardware maintenance for a five year period ending on December 31, 2015.

Managing the server lifecycle replacement program along with the related hardware and software services required is a complex process, as equipment is continually added, deleted, consolidated and replaced. It is therefore important that the procurement of this equipment and related services are aligned with the Service's lifecycle replacement program.

A revised RFP for the components of the current RFP that are being recommended for a one year term only will be issued in 2011. In the interim, the Service will review the current RFP and revise it as required to better ensure that proposals received are competitive and offer a reasonable level of cost certainty and incentives, so that a multi-year agreement for these requirements can be justified and realigned with the contract term for hardware maintenance services.

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

The Board approved the foregoing report.

Amendment:

The foregoing Minute was amended by the Board after the Chief of Police provided a report to the Board at its April 07, 2011 meeting which indicated that the correct name of the company to act as the vendor of record should have been Agilysys Inc. and not Agilysys Canada Inc. A copy of the April 07, 2011 Minute with regard to this amendment is attached.

ATTACHMENT

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011

**#P86. AWARD OF CONTRACT – CORRECTION TO COMPANY NAME –
AGILYSYS INC. – SERVER HARDWARE, SOFTWARE &
MAINTENANCE SERVICES**

The Board was in receipt of the following report March 14, 2011 from William Blair, Chief of Police:

Subject: AWARD OF CONTRACT - CORRECTION TO COMPANY NAME

Recommendation:

It is recommended that the Board amend Recommendation No. (1) in Board Minute No. P307/10 to reflect the award of the contract to Agilysys Inc. rather than Agilysys Canada Inc.

Financial Implications:

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

Background/Purpose:

At its meeting held on November 15, 2010 (Min. No. P307/10 refers), the Board awarded a contract to Agilysys Canada Inc. to act as the vendor of record for the supply of computer server hardware, software and components, the provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products, and professional technical services required, for the period January 1, 2011 to December 31, 2011.

Discussion:

In the course of finalizing the contract, staff in the City's Legal Services Division noted that the recommendation in the report to the Board incorrectly reflected the company name as Agilysys Canada Inc., instead of the correct name, Agilysys Inc.

Conclusion:

In order to clarify the record and ensure that the Board Minute correctly reflects the proper name of the successful vendor, Min. No. P307/10, from the meeting held on November 15, 2010, needs to be amended, accordingly.

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

The Board approved the foregoing report and will amend the original Minute (Min. No. P307/10) accordingly.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P308. TORONTO POLICE SERVICE – 2010 OPERATING BUDGET
VARIANCE REPORT ENDING SEPTEMBER 2010**

The Board was in receipt of the following report October 29, 2010 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING SEPTEMBER 30, 2010

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its March 9, 2010 meeting, approved the Toronto Police Service's 2010 operating budget at a net amount of \$888.1 Million (M) (Min. No. P58/10 refers). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at the same amount.

The Service has since been notified by City Finance staff of a further \$0.1M allocation from the Insurance Reserve Fund to the Service's 2010 operating budget. As a result of the reallocation, the Service budget has been restated upwards by \$0.1M to a total of \$888.2M. However, this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City.

The purpose of this report is to provide information on the Service's 2010 projected year-end variance as of September 30, 2010.

Discussion:

In its previous variance report to the Board, for the period ending July 31, 2010, the Service projected a \$2.3M unfavourable variance. As at September 30, 2010, the Service is projecting to be on budget by year end. The following chart summarizes the current projected year-end variance by expenditure and revenue category.

Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$642.7	\$470.0	\$644.2	(\$1.5)
Premium Pay	\$48.5	\$30.7	\$48.2	\$0.3
Benefits	\$160.6	\$119.5	\$160.2	\$0.4
Materials and Equipment	\$22.9	\$17.1	\$21.2	\$1.7
Services	\$92.4	\$49.9	\$91.9	\$0.5
Total Gross	\$967.1	\$687.2	\$965.7	\$1.4
Revenue	(\$78.9)	(\$54.5)	(\$77.5)	(\$1.4)
Total Net	\$888.2	\$632.7	\$888.2	\$0.0

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. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

The Service's budget includes a one-time unspecified reduction of \$5.9M. The budget also includes \$1.8M in additional funding specifically directed to hire 42 additional officers for the Transit Policing unit, resulting in an overall net reduction of \$4.1M. These additional officers were hired in the August 2010 recruit class. Adjustments to the Human Resources (HR) Strategy for 2010 will result in savings of \$1.6M. The remaining one-time reduction required to be achieved in 2010 is \$2.5M (\$5.9M less \$1.8M for the transit unit officers, less \$1.6M from the adjustment of the 2010 recruit classes), and has been reflected as "other revenue."

Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

An unfavourable variance of \$1.5M is projected in the salary category, which is \$0.2M more than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$489.2	\$360.2	\$492.0	(\$2.8)
Civilian Salaries	\$153.5	\$109.8	\$152.2	\$1.3
Total Salaries	\$642.7	\$470.0	\$644.2	(\$1.5)

The Service's hiring plan for recruits is structured to ensure that the Service's average deployed strength is as close as possible to the approved deployed target strength, taking into consideration projected separations for the year and the three available intake classes to the Ontario Police College (OPC). The August and December class sizes were adjusted to attain 2010 budget savings while ensuring that the average deployed strength projected for 2011 is as close as possible to the approved average deployment target of 5,588 plus 30 School Resource Officers, funded through the Toronto Anti-Violence Intervention Strategy.

The 2010 operating budget assumed total uniform separations (resignations and retirements) of 250. Based on current information, 2010 uniform separations are now projected to be 220. This remains unchanged from the previous variance report, although separations continue to occur later in the year than anticipated. Fewer and later separations have resulted in a projected \$2.8M unfavourable variance in uniform salaries.

Civilian salary budgets are projected to be \$1.3M favourable. A portion of the savings (\$0.4M) is a result of gapping savings in the court officer and communication operator salary categories. These positions are critical to operations and must be fully staffed at all times. Premium pay is used to ensure there is no staffing gap in these areas. As a result, the premium pay category reflects an offsetting shortfall. The remaining savings of \$0.9M are a result of additional gapping of other civilian staff where operationally feasible.

Premium Pay:

A savings of \$0.3M is projected in the premium pay category, which is \$0.7M more favourable than previously reported. This savings is mainly due to the deferral of many policing initiatives due to the staffing requirements of the G20 summit, resulting in projected savings of \$0.7M in uniform premium pay. This savings is partially offset by a projected shortfall in civilian premium pay. This shortfall is attributable to the requirement to address the staff vacancies in the Court Services and Communication Services units and is offset by the savings in the salary category.

Expenditure Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.4	\$8.7	\$12.4	\$0.0
Overtime	\$6.5	\$4.5	\$5.8	\$0.7
Callback	\$8.7	\$5.3	\$8.7	\$0.0
Lieutime Cash Payment	<u>\$20.9</u>	<u>\$12.2</u>	<u>\$21.3</u>	<u>(\$0.4)</u>
Total Premium Pay*	<u>\$48.5</u>	<u>\$30.7</u>	<u>\$48.2</u>	<u>\$0.3</u>

* Approx. \$5.7M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

No other variances are currently projected in the premium pay category. Premium pay is subject to the exigencies of policing, and uncontrollable events can have an impact on expenditures.

Benefits:

An under-expenditure of \$0.4M is projected in the benefits category, which is \$0.3M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$37.3	\$21.3	\$36.5	\$0.8
OMERS / CPP / EI / EHT	\$97.1	\$78.0	\$97.7	(\$0.6)
Sick Pay / CSB / LTD	\$13.8	\$11.7	\$13.8	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$12.4</u>	<u>\$8.5</u>	<u>\$12.2</u>	<u>\$0.2</u>
Total Benefits	<u>\$160.6</u>	<u>\$119.5</u>	<u>\$160.2</u>	<u>\$0.4</u>

Based on year-to-date expenditures, medical/dental costs are indicating a \$0.8M favourable variance. This is offset by OMERS expenditures, which continue to trend \$0.6M unfavourable, in part due to the number and make-up of year-to-date and anticipated separations. The increase in projected savings in the “other” category is based on an analysis of year-to-date spending.

Materials and Equipment:

Expenditures in this category are projected to be \$1.7M under spent, which is \$0.7M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.6	\$7.1	\$9.7	\$0.9
Uniforms	\$4.7	\$4.3	\$4.2	\$0.5
Other Materials	\$5.2	\$4.0	\$4.9	\$0.3
Other Equipment	<u>\$2.4</u>	<u>\$1.7</u>	<u>\$2.4</u>	<u>\$0.0</u>
Total Materials & Equipment*	<u>\$22.9</u>	<u>\$17.1</u>	<u>\$21.2</u>	<u>\$1.7</u>

* Approx. \$0.8M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The \$0.9M surplus in the “vehicles” category is mainly attributed to savings projected in the gasoline account, due to lower-than-budgeted fuel prices experienced in the first nine months of the year. Gas prices can fluctuate and therefore will continue to be monitored.

Projected savings in the “uniforms” category are based on several factors. The issuance of clothing related to G20 has reduced the volume of standard replacements required, primarily in the Public Order area. In addition, some equipment items are currently under review regarding what type of equipment should be issued (for example, the province has been reviewing standards for body armour). As a result, the Service is keeping replacement issuance at a minimum wherever possible, in anticipation of potential future changes.

Projected savings in the “other materials” category are based on an analysis of in-year spending for a variety of accounts.

Services:

Expenditures in this category are projected to be \$0.5M under spent, which is \$0.3M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.5	\$0.6	\$0.0
Uniform Cleaning Contract	\$2.1	\$1.9	\$2.1	\$0.0
Courses / Conferences	\$2.7	\$0.9	\$2.5	\$0.2
Clothing Reimbursement	\$1.5	\$0.7	\$1.5	\$0.0
Computer / Systems Maintenance	\$12.6	\$11.0	\$12.6	\$0.0
Phones / cell phones / 911	\$6.7	\$4.7	\$6.7	\$0.0
Reserve contribution	\$29.6	\$14.2	\$29.6	\$0.0
Caretaking / maintenance	\$18.8	\$5.5	\$18.8	\$0.0
Other Services	\$17.8	\$10.5	\$17.5	\$0.3
Total Services *	\$92.4	\$49.9	\$91.9	\$0.5

* Approx. \$3.3M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Projected savings in the “courses / conferences” category are based on an analysis of in-year spending. Preparation for the G20 Summit affected members’ time to attend various courses. It had been anticipated that course attendance would increase in the latter half of the year. This increase has not materialized, and as a result, \$0.2M savings are projected in this area. Projected savings in “other services” is also based on year-to-date spending in several accounts.

Revenue:

An unfavourable variance of \$1.4M is projected in this category, which is \$0.5M more favourable than previously reported.

Revenue Category	2010 Budget (\$Ms)	Actual to Sep 30th/10 (\$Ms)	Projected Year-End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$8.6)	(\$6.5)	(\$8.6)	\$0.0
CPP and Safer Comm'y grants	(\$16.3)	(\$5.1)	(\$16.3)	\$0.0
Other Gov't grants	(\$14.4)	(\$14.4)	(\$14.8)	\$0.4
Fees (e.g., paid duty, alarms, ref.)	(\$9.9)	(\$7.3)	(\$10.3)	\$0.4
Secondments	(\$3.6)	(\$2.2)	(\$3.6)	\$0.0
Draws from Reserves	(\$13.8)	(\$6.8)	(\$13.8)	\$0.0
Other Revenues (e.g., pris.return)	(\$12.3)	(\$12.2)	(\$10.1)	(\$2.2)
Total Revenues	(\$78.9)	(\$54.5)	(\$77.5)	(\$1.4)

The favourable variance in “other government grants” category represents additional recovery related to the 2009 Repeat Offender Program (ROPE) grant (unchanged from the previous report). The favourable variance in the “fees” category is based on year-to-date activity in these accounts, and has increased by \$0.2M.

The “other revenue” budget includes the remaining \$2.5M unspecified one-time budget reduction. This reduction has been partially offset by a one-time recovery of prior years’ sales taxes of \$0.3M.

Conclusion:

As at September 30, 2010, the Service is projecting a zero variance by year end. This is \$2.3M more favourable than the \$2.3M shortfall reported to the September 2010 Board meeting (Min. No. 262/10 refers). The more favourable position is due to a variety of factors, including the impact of time spent preparing for and policing the G20 Summit, and the favourable net impact of the HST rebate. HST is a pressure for those expenditures where PST was not previously paid and, because of the HST rebate, a savings for those expenditures where PST was previously paid. The net impact of the HST rebate is beginning to be reflected in the projections, and is contributing to the more favourable position for the Service.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P309. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2010 OPERATING BUDGET VARIANCE REPORT ENDING
SEPTEMBER 2010**

The Board was in receipt of the following report October 26, 2010 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
PARKING ENFORCEMENT UNIT – PERIOD ENDING SEPTEMBER 30,
2010

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on December 17, 2009 (Min. No. P356/09 refers), approved the Toronto Police Service Parking Enforcement Unit (PEU) Operating Budget at a net amount of \$38.8 Million (M). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at \$39.5M. The increase was a result of added court rooms by the City, and resultant pressures on premium pay for the PEU, as discussed below.

The Parking Enforcement Unit's budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets.

The purpose of this report is to provide information on the PEU 2010 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2010 Budget (\$Ms)	Actual to Sep 30/10 (\$Ms)	Year-End Projected Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$25.48	\$18.72	\$25.48	\$0.00
Premium Pay	\$3.12	\$1.42	\$1.92	\$1.20
Benefits	\$5.94	\$2.73	\$5.94	\$0.00
Total Salaries & Benefits	\$34.54	\$22.87	\$33.34	\$1.20
Materials	\$1.48	\$0.70	\$1.48	\$0.00
Equipment	\$0.06	\$0.04	\$0.06	\$0.00
Services	\$4.94	\$3.19	\$4.94	\$0.00
Revenue	(\$1.51)	(\$0.38)	(\$1.51)	\$0.00
Total Non-Salary	\$4.97	\$3.54	\$4.97	\$0.00
Total Net	\$39.51	\$26.41	\$38.31	\$1.20

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.

As at September 30, 2010, a favourable year-end variance of \$1.2M is anticipated, unchanged from what had been reported in the previous variance report. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$1.2M is projected in this category, which is the same as previously reported.

PEU plans one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2010. Current trends indicate that the 2010 attrition will be in line with the levels assumed during the development of the 2010 budget.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are reviewed and approved by supervisory staff.

The 2010 premium pay budget was increased by \$1.7M by the City due to two anticipated pressures:

- (a) During 2009, the City experienced a significant increase in members of the public contesting parking infractions, resulting in an increased demand for, and backlog of, court cases. To address this backlog, the City opened several additional court rooms during 2009, resulting in increased court attendance by Parking Enforcement Officers, and therefore higher premium pay costs. The PEU 2010 operating budget was increased by \$0.9M to cover the expected increase in off-duty court attendance due to these additional court rooms; and
- (b) Parking Enforcement has very limited flexibility with respect to attendance at court. If court schedules are changed to enable members to attend court while on duty, there will be a decrease in enforcement while members attend court. If members do not attend court, parking infractions will be revoked. In order to maintain enforcement activities, City Council at its meeting of April 15 and 16, 2010, increased the PEU 2010 operating budget by \$0.75M to allow for the backfilling of PEU staff who are required to attend court on duty.

At this time, these pressures have not materialized to the extent anticipated. The uptake on call back (overtime) assignments required to maintain enforcement levels has been less than anticipated, and a surplus of \$1.2M is projected with respect to premium pay. Based on year-to-date issuance and the negative impact of the G20 on tag issuance, it is anticipated that tag issuance for the year could be about 1.5% less than what had been originally estimated. City Finance has been advised of the projected reduction in tag issuance.

Premium pay expenditures will continue to be monitored and reported in future variance reports.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As at September 30, 2010, Parking Enforcement is projecting a favourable variance of \$1.2M by year end.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P310. G8/G20 SUMMIT MEETINGS – PURCHASES USING A MODIFIED
PROCUREMENT PROCESS**

The Board was in receipt of the following report October 28, 2010 from William Blair, Chief of Police:

Subject: G8/G20 SUMMIT MEETINGS – PURCHASES USING A MODIFIED
PROCUREMENT PROCESS

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on March 8, 2010 (Min. No. P55/10 refers), approved a recommendation that the Chief of Police and the Chair provide reports to the Board's 2010 August meeting identifying goods/services procured and agreements entered into through a modified procurement process for the G8/G20. The Board, at its meeting on August 26, 2010 (Min. No. P237/10 refers), approved a time extension for the submission of the report to the October 2010 Board meeting. The Service requested a further time extension to year-end 2010 at the Board's October 21, 2010 meeting, in order to ensure all vendor invoices had been received and verified, such that the information provided to the Board was as complete and up-to-date as possible.

This report provides the information requested by the Board.

Discussion:

The G8/G20 Summits that took place in June 2010 required extraordinary expenditures for various types of equipment, supplies and services. Given the short time period to plan for this event and the need to obtain goods/services to meet critical timelines, it was difficult for the Service to meet the various requirements, and also comply with the terms of the Board's Financial Control By-law No. 147 as amended (the By-law). As a result, the Service recommended and the Board approved at its March 8, 2010 meeting, that the Chief of Police be authorized to make commitments and awards related to G8/G20 that would otherwise require Board approval in accordance with the By-law, and that the Chair be authorized to enter into any agreements with respect to G8/G20 as approved to form by the City Solicitor (Min. No. P55/10 refers).

Purchases Made that Normally Require Board Approval:

The table below summarizes purchases made, within the G8/G20 funding approved by City Council, which would otherwise have required Board approval in accordance with the By-law. These costs will be included in the billing submission to Public Safety Canada for reimbursement in accordance with the G8/G20 security agreement. Essentially the list includes purchases from specific vendors that exceed \$500,000. Other purchases for some of these items (e.g. hotel requirements) may have been made from other vendors, but were not reported as they were under \$500,000 and therefore within the Chief of Police's authority.

Vendor	Expenditure (\$)	Good/Service
Allen-Vanguard Corporation	2,246,478.89	Tactical safety head wear - helmets gas masks and eye shields (5200 units)
Aramark Canada Ltd.	851,209.66	Meals
Compass Group Canada (Beaver)	1,349,414.31	Meals
Delta Chelsea Inn	2,619,555.17	Hotel rooms, meals and meeting rooms
Eastern Developments Co-Tenancy	1,769,853.36	Lease of 629 Eastern Ave. site
Hyatt Regency Toronto on King	712,440.04	Hotel rooms and meeting rooms
Marriott Hotel	522,209.90	Hotel rooms
Metropolitan Hotel	546,264.00	Hotel rooms
Met-Scan Canada Ltd.	1,176,179.53	CCTV cameras, fibre optics and related equipment
Motorola Canada Limited	4,612,394.11	Radio rentals (2,500 units)
Renaissance Toronto Hotel	870,947.03	Hotel rooms
Toronto Transit Commission	501,492.43	Bus rentals

Due to the tight time lines and other considerations, these purchases were procured by various means, as summarized below.

Quotes for helmets, gas masks and eye shields were obtained from three vendors, but the selected vendor was the only vendor able to provide the quantities required in time for the Summit events.

A formal quotation process, following normal procedures, was used to procure meals required for officers. These meals were provided to members of the Toronto Police Service (TPS) and outside services directly assigned to G8/G20 activities during the G20 mobilization period. Members received boxed lunches and hot meals, depending on their assignment and location. During mobilization over 137,000 meals were provided.

The Eastern Avenue site was leased for the Service by the City's Real Estate Division, and used for prisoner processing, officer staging area and the storage of supplies, equipment and vehicles required for Summit security operations.

Due to time constraints and to better ensure compatibility with the Service's current fibre optic/CCTV cameras infrastructure, CCTV cameras and fibre optic cabling were procured from an existing vendor that has provided similar goods/services to the Service.

Additional radios were required for officers (from outside police services and the TPS) deployed to the Summits. The radios were rented from the Service's current vendor of record, but are included in this report as the vendor of record agreement is for the purchase (not rental) of mobile and portable radios.

Hotel rooms were secured through negotiations with the hotels in the downtown core that had space available and met the Service's proximity and operational requirements. Accommodations were required for personnel from outside police services, public order units, and TPS members whose G8/G20 duties were required on a 24/7 basis. Approximately 4,400 personnel were accommodated for up to 13 nights. Hotel requirements ramped up over a period of primarily 13 days, commensurate with the increase in staff mobilized over that period.

Buses were procured from the Toronto Transit Commission which provided a competitive quote that was less than private bus companies.

Other Purchases over \$500,000 and Remaining G8/G20 Purchases:

The Service made other purchases for the G8/G20 in excess of \$500,000 utilizing vendor of record agreements approved by the Board. Remaining purchases under \$500,000 were procured through a full or informal competitive procurement process, depending on the time available.

Agreements Entered Into by the Chair:

At its meeting on March 8, 2010, the Board authorized the Chair to enter into any G8/G20 agreements, as approved to form by the City Solicitor (Min. No. P55/10 refers). A summary of these agreements, as provided by the Board Office, is included in Attachment A to this report.

Conclusion:

The G8/G20 summits that occurred in June 2010 required various equipment, supplies and services to meet the public safety and security requirement of the Summits. Given the short time period to plan for this event and meet critical timelines, it was difficult for the Service to comply with all of the By-law requirements. As a result, the Service requested and the Board approved a modified procurement process for the G8/G20 requirements.

The Service, for the most part and wherever possible, followed the By-law and procurement procedures, by obtaining competitive quotations and using Board approved vendors of record to meet the various G8/G20 requirements. However, there were instances where procurement procedures could not be adhered to due to the specific nature/availability of the good/service required or time constraints. This report provides the Board with information on those purchases that normally would have been reported to the Board for approval.

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

Chief Blair advised the Board that he is in the process of completing a final report containing all actual costs, including line-by-line details, for the federal government and that a copy of the report will be provided to the Board for its meeting in January 2011.

Chief Blair also said that, contrary to recent media reports which left the impression that the Service was not fiscally responsible and that it did not follow proper procedures, all purchases were made as economically as possible and all contracts, with the exception of two, were part of a competitive process. The two untendered contracts went to existing vendors of record as they dealt with equipment, CCTV cameras, fibre optics and police communications radios, which had to be compatible with the Service's current infrastructure and systems.

The Board was advised that the Chief will submit a request for reimbursement to the federal government in the amount of approximately \$76.0M which is 38.7% lower than the projected budget of \$124.0M. Chief Blair said that the budget had been based on a worst-case scenario. Chief Blair emphasized that the \$76.0M in actual costs represents police resources and expenditures that occurred over a 13-day period and not solely for the three-day period of the G20 Summit.

The Board received the foregoing report.

Attachment A

Agreements Related to the G8/G20 Summits Signed by Chair Mukherjee under the Authority Granted by Board Minute P55/10 (March 8, 2010)

G8 Cost Contribution Agreement between Her Majesty the Queen in Right of Canada as represented by the Minister of Public Safety and Emergency Preparedness and the Toronto Police Services Board (“TPSB”) signed June 11, 2010;

Agreement between Ontario Power Generation Inc. and the TPSB dated April 14, 2010;

Memorandum of Understanding (“MOU”) between the Toronto Transit Commission and the TPSB dated June 15, 2010;

MOU between the TPSB and the Royal Canadian Mounted Police (“RCMP”) dated June 17, 2010;

Agreement between the Durham Regional Police Services Board and TPSB, not dated;

Reimbursement Agreement between Her Majesty the Queen in Right of Canada as represented by the Minister of Public Safety and Emergency Preparedness and the TPSB, signed August 3, 2010;

Her Majesty the Queen in Right of Ontario as represented by the Minister of Community Safety and Correctional Services operating as the Ontario Provincial Police signed August 3, 2010;

The Chief of Police on behalf of the Calgary Police Service signed June 16, 2010;

The Edmonton Police Service, as represented by the Chief of the Edmonton Police Service signed June 16, 2010;

Chatham-Kent Police Service signed July 6, 2010;

Greater Sudbury Police Service Board signed July 6, 2010;

Regional Municipality of The Regional Municipality of Halton Police Services Board signed July 6, 2010;

Regional Municipality of Peel Police Services Board signed July 6, 2010;

Durham Regional Police Services Board signed June 18, 2010;

The Regional Municipality of York Police Services Board dated June 17, 2010;

Alberta Health Services signed July 6, 2010;

Hamilton Police Service signed July 6, 2010;

Orangeville Police Service signed July 6, 2010;

Barrie Police Service signed June 16, 2010;

Guelph Police Service signed June 16, 2010;

London Police Service June 16, 2010;

The Regional Municipality of Niagara Police Services Board signed June 16, 2010;

Peterborough Lakefield Community Police Service signed June 16, 2010;

City of St. Thomas Police Service signed June 16, 2010;

RCMP signed June 14, 2010;

South Simcoe Police Service signed June 16, 2010;

Stratford Police Service signed June 16, 2010;

Waterloo Police Service signed June 16, 2010;

Windsor Police Service signed June 16, 2010;

Fredericton Police Force signed June 16, 2010;

Royal Newfoundland Constabulary as represented by the Chief of Police, signed June 16, 2010.

Cape Breton Regional Police Service signed June 16, 2010;

Montreal Police Service signed June 16, 2010; and

Saskatoon Police Service on behalf of the Saskatoon Board of Police Commissioners, signed June 16, 2010.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P311. INTELLIGENCE FACILITY RENOVATIONS – PROJECT CLOSE-OUT
REPORT**

The Board was in receipt of the following report November 01, 2010 from William Blair, Chief of Police:

Subject: INTELLIGENCE FACILITY RENOVATIONS - PROJECT CLOSE-OUT
REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Service's project management framework requires the completion of a close-out report for all major projects. The project close-out report documents the final results of the project and provides:

- confirmation that project objectives and deliverables were successfully completed;
- an analysis of project performance in terms of budget, schedule and use of resources;
- a summary of lessons learned; and
- any outstanding items that need to be resolved.

Discussion:

The Intelligence unit (INT) has been located in a 70,500 square foot retrofitted warehouse facility since approximately 1983. Over the years, several minor and major renovations have been made at this facility to address space efficiencies, security, new squads and investigative requirements. These renovations, occurring at different times, have resulted in an inefficient use of space and the compartmentalization of various INT sub-units.

Project Scope and Deliverables:

The initial scope of this project included the design and construction renovations to re-align sub-units, amalgamate investigative teams, address overcrowding and better utilize space.

The initial scope changed during the project to include a fire suppression system in the computer room, and the relocation of the Hold-Up Squad and Crime Stoppers units from Police Headquarters for operational reasons and to help address office space issues at Headquarters. As a result of moving Hold-Up and Crime Stoppers to INT, there was a requirement to identify swing space to allow construction at INT without affecting operations. These changes in scope, while necessary, increased the cost of this project.

All aspects of the revised project scope were achieved.

Project Schedule:

The original project schedule reflected a start date in 2006. The start date was subsequently deferred to mid-2007, with construction completion by Q3 2009. Due to a re-sequencing of construction activities to accommodate the relocation of the Hold-Up and Crime Stoppers units from Headquarters to INT, actual project completion was impacted by approximately four months. The relocation of these two units complicated the renovations as potential swing space at INT was now being occupied by operational units. Consequently, there was no room to relocate staff during construction.

As a result of the loss of the swing space at INT, the Service identified 2126 Kipling (the old 23 Division) for swing space requirements. INT staff was temporarily relocated to this facility to allow a smoother construction process. However, additional costs were incurred to prepare the space at the Kipling site to meet INT's operational requirements.

Project Budget:

The INT facility renovation project was originally included in the 2005-2009 capital program to start in 2006. Actual approval of the project occurred in the 2007-2011 capital program at an estimated cost of \$4.8M (Min. No. P137/07 refers). This was a very high level estimate based on the area to be renovated, and without detailed consideration of the building complexities. Prior to commencing the INT renovations in 2007, the Service was faced with a funding shortfall in the Time Resource Management System (TRMS) upgrade capital project. As a result, the Board approved a transfer of \$0.235M from the INT project to the TRMS project (Min. No. P277/07 refers), reducing the capital budget estimated for the INT project to \$4.565M.

Once the detailed operational requirements were confirmed (including the scope changes), the actual space design determined and complexities of the facility identified, the Service requested bids on the work from the five Board-approved prequalified contractors. The lowest bid, which reflected the scope changes and phased construction approach, came in \$1.1M higher than the estimate. Cost reduction options were examined. However, there were no changes that could be made that would result in savings. The Service therefore requested and the Board approved a transfer of \$1.184M from two other capital projects (Automated Fuel System \$0.697M and Explosive Containment Vessel \$0.487M) to the INT project (Min. No. P20/09 refers). During the major construction portion of the project, further issues were encountered (e.g. need to enhance the building data communication cabling) resulting in a \$0.4M impact. To address these

needs, the Board approved a transfer from the State-of-Good-Repair capital project (Min. No. P316/09 refers). As a result of these transfers, the final revised approved budget for the INT project was \$6.149M.

The final cost for the INT project is \$6.1M, which is \$1.3M higher than the original cost estimate, and \$49,000 under the final revised budget.

Lessons Learned:

(i) Better Planning/Project Charter

Lesson: Ensure proper planning and due diligence (to the extent possible) is conducted upfront in the project lifecycle, in order to identify potential risks and problem areas, and develop better cost estimate assumptions. Develop a project charter at the inception of the project to document how the project will be managed.

The planning for this project, including the development of a cost estimate, was done at a high level based on a typical office renovation.

Better planning upfront in the project lifecycle and involving key stakeholders may have helped identify some of the building complexities and logistical issues, so that these could be taken into account in the development of the scope, schedule and cost estimates for the project.

(ii) Utilization of a Steering Committee

Lesson: A steering committee would have provided guidance and direction in addressing and managing the various logistical issues and scope changes that occurred during the project.

A steering committee was not established for this project, as the Service's project management framework had just recently been established. The scope changes (although operationally required), space allocation, moves and impact on staff could have been better managed with a steering committee. A project steering committee is now required and used for all major renovations as well as new construction projects.

Conclusion:

The INT facility renovation project was established to address issues of overcrowding, space utilization and overall building deficiencies. The original project estimate of \$4.8M was developed based on high level requirements and scope. During the project, the Service identified an operational need to relocate two units to the INT facility from Headquarters, which also helped address space issues at Headquarters. This change in scope resulted in a schedule impact of four months. The scope change also required a different approach to the construction process and the temporary relocation of staff, resulting in additional costs to the project. The tendering for the construction work resulted in the lowest cost submission being \$1.1M over the approved project budget. Other complexities and unknown conditions encountered during construction added further costs. As a result, the final revised project budget was \$6.149M (\$1.349M over the

original budget). The additional requirements were funded through transfers from other capital projects. The final cost for the project was \$49,000 under the final revised budget.

The renovations of the Intelligence facility was a very complicated construction project, due to the condition of the existing building and the nature of operations in this facility. The end result of the renovations is an energy efficient, technologically advanced facility that will meet the needs of the units and the Service into the foreseeable future.

While the cost to complete this project would not have changed significantly, the project would nonetheless have benefited from better upfront planning and the use of a steering committee. The lessons learned, although specific to this project, have already been implemented for other projects that the Service has undertaken.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P312. SEMI-ANNUAL REPORT: GRANT APPLICATIONS AND
CONTRACTS: APRIL TO SEPTEMBER 2010**

The Board was in receipt of the following report October 15, 2010 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: APRIL 1, 2010 TO SEPTEMBER 30, 2010 -
GRANT APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Grant funding fully or partially subsidizes the program for which the grant is intended. Any program costs not covered by grants are accounted for in the Service's capital and operating budgets.

Background/Purpose:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers). The Board also requested that a report be provided on a semi-annual basis, summarizing all applications and contracts signed by the Chair (Min. Nos. P66/02 and P145/05 refer).

Discussion:

During the current reporting period, April 1, 2010 to September 30, 2010, the Chair of the Police Services Board signed eleven (11) grant contracts. Appendix A provides the details of grant applications submitted by the Service. Appendix B provides the details of new grants awarded and/or contracts signed by the Chair of the Police Services Board.

In addition, the City of Toronto applied for and was awarded through the Federation of Canadian Municipalities Green Municipal Fund a \$2.0M low-interest loan and a \$0.3M grant for the new Toronto Police College project. As of September 30, 2010, the Service fulfilled all requirements under the contract and will receive the grant funding portion of the award when the loan is accepted by the City. The City has committed to accept the loan and is in the process of securing approval through the City's Debenture Committee.

As at September 30, 2010, the Toronto Police Service had a total of fourteen (14) active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M, annually)
- Safer Communities – 1,000 Officers Partnership Program (\$8.8M, annually)
- Toronto Anti-Violence Intervention Strategy (\$5.0M annually for 2 years ending June 30, 2011)
- Police Officers Recruitment Fund (\$2.8M annually for 5 years ending March 31, 2013)
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$0.35M annually for 2 years ending March 31, 2011)
- Youth In Policing Initiative (\$0.59M annually)
- Civil Remedies Grant – 55 Division Victim Support Room (\$24,500 - one-time funding)
- Civil Remedies Grant – Asset Forfeiture Training, HD Surveillance Cameras, Investigative Analysis Software, and Expert Training (\$154,800 – one-time funding)
- Civil Remedies Grant – Covert Identification (\$3,400 – one-time funding)
- Civil Remedies Grant – Commit to Kids (\$40,000 – one-time funding)
- Civil Remedies Grant – 3-D Laser Scanner System (\$69,000 – one-time funding)
- Proceeds of Crime – Threat to School Safety (\$100,000 – one-time funding)
- Proceeds of Crime – Forensic Accounting (\$100,000 – one-time funding)
- Reduce Impaired Driving Program (R.I.D.E.) Grant Program (\$0.17M annually)

Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the six-month period ending September 30, 2010, as well as the active grants in place as at the same date.

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

The Board received the foregoing report.

**Grant Applications
April 1, 2010 to September 30, 2010**

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>2011-2012 Civil Remedies Grant</p> <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding. Applications were signed by the Chief of Police. 	<p align="center">\$763,700</p>	<p>April 1, 2011 to March 31, 2012</p>	<p>The following thirteen applications were submitted under the 2011 – 2012 Civil Remedies Grant Program:</p> <ul style="list-style-type: none"> Organized Crime Enforcement 14 Division Radar Speed Display Board Crime Prevention Within Our Community Marine FLIR Tactical Equipment FLIR Infrared Camera Family Justice Centre Surveillance Image Processing Technology Crime Mobile Surveillance Asia Pacific Community Crime Prevention Initiative Field Intelligence Officer Cameras Secure Mobile Laptops

**New Grants Awarded or Contracts Signed
April 1, 2010 to September 30, 2010**

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>Community Policing Partnership (CPP) Program Grant</p> <ul style="list-style-type: none"> Funding provided for the purpose of maintaining the increased number of sworn officers of the Toronto Police Service for enhanced police visibility. 	\$7,500,000 Annual amount	April 1, 2010 to March 31, 2012	The Chair signed the contract in April 2010.
<p>Safer Communities – 1000 Officers Partnership Program - 2010-2012</p> <ul style="list-style-type: none"> Funding to enhance community policing and seven targeted areas identified by the Ontario government: youth crime, guns and gangs, organized crime and marijuana grow ops, dangerous offenders, domestic violence, protecting children from Internet luring and child pornography, and court efficiencies. 	\$8,800,000 Annual amount	April 1, 2010 to March 31, 2012	The Chair signed the contract in April 2010.
<p>Civil Remedies Grant Program – Asset Forfeiture Training, HD Surveillance Cameras, Investigative Analysis Software, and Expert Training</p> <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training and equipment. 	\$154,845.55	April 1, 2010 to March 31, 2012	The Chair signed the contract in August 2010.
<p>Civil Remedies Grant Program – Commit to Kids</p> <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding to develop an educational program/ materials. 	\$40,000	April 1, 2010 to March 31, 2011	The Chair signed the contract in August 2010.

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
Civil Remedies Grant Program – 3-D Laser Scanner System (LIDAR) <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision funding to purchase a LIDAR system. 	\$69,000	April 1, 2010 to March 31, 2011	The Chair signed the contract in August 2010.
Civil Remedies Grant Program – 55 Division Victim Support Room <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the creation of a victim support room in 55 Division 	\$24,480	April 1, 2010 to March 31, 2011	The Chair signed the contract in August 2010.
Civil Remedies Grant Program – Covert Identification <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the purchase of software to facilitate identification of fugitives 	\$3,444.10	April 1, 2010 to March 31, 2011	The Chair signed the contract in August 2010.
Reduce Impaired Driving Program (R.I.D.E.) <ul style="list-style-type: none"> A program to reduce impaired driving. 	\$173,429	April 1, 2010 to March 31, 2011	The Chair signed the contract in August 2010.
Proceeds of Crime – Threat to School Safety <ul style="list-style-type: none"> A program to build capacity in schools to identify and address threats of violence within the school 	\$100,000	April 1, 2010 to March 31, 2011	The Chair signed the contract in April 2010.
Proceeds of Crime – Forensic Accounting <ul style="list-style-type: none"> Funding to pay for Forensic Accounting Services for the purpose of identifying proceeds of crime. 	\$100,000	April 1, 2010 to March 31, 2012	The Chair signed the contract in May 2010.
Youth in Policing Initiative <ul style="list-style-type: none"> A program to provide summer employment opportunities for youth who reside in at-risk communities. 	\$589,000	Existing contract in effect until terminated.	The Chair signed the contract in August 2010. The 2010 contract was for 155 students.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P313. REQUEST FOR FUNDS – FITNESS EQUIPMENT

The Board was in receipt of the following report October 05, 2010 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: FITNESS EQUIPMENT AT THE NEW TORONTO ANTI-VIOLENCE INTERVENTION STRATEGY (TAVIS) RAPID RESPONSE TEAM AND OPERATIONAL SYSTEMS SUPPORT GROUP (OSSG) BUILDING

Recommendation:

It is recommended that the Board approve funding in the amount of \$6598.82 (representing one third of the cost) to purchase fitness equipment for the new Toronto Anti-Violence Intervention Strategy (TAVIS) Rapid Response Team and Operational Systems Support Group (OSSG) fitness room.

Financial Implications:

The Toronto Police Service (TPS) will not incur any financial implications as this request is being made in accordance with Board Policy # 15 - Fitness Facility and the balance of the cost will be shared equally by the Board, the Toronto Police Amateur Athletic Association (TPAAA) and uniform and civilian members of the new TAVIS Rapid Response Team and the Operational Systems Support Group (OSSG).

Background/Purpose:

The TAVIS Rapid Response Team and Operational Systems Support Group (OSSG) have moved into a new facility at 2126 Kipling Avenue, as of October 4th, 2010. Approximately 100 police officers and civilian personnel from the Service will be assigned to this new facility.

Fitness equipment is required by personnel endeavouring to maintain or improve their level of fitness. The fitness equipment purchased will be selected to perform both cardiovascular and muscular/strength exercises. The benefits to the Toronto Police Service in supporting fitness may include reduced absenteeism, an increase in productivity, job satisfaction and reduction of injuries.

Discussion:

As a result of the above, one third of the funding of this fitness equipment, in the amount of \$6598.82 is requested from the Special Fund. This request is being made in accordance with Board Policy #15 - Fitness Facility that states:

“To offset the cost for the fitness facilities, the Board will endeavour to obtain the maximum amount of government funding possible. The balance of the cost will be shared according to the Board’s current policy: 1/3 payable by the Board, 1/3 payable by the Toronto Police Amateur Athletic Association and 1/3 by the members.”

Description and Cost of Equipment:

(1) Treadmill – Nautilus T916 Premium	\$ 4,600.00
(1) Elliptical Trainer – Nautilus E916 Premium	\$ 3,980.00
(1) Spinning Bike – Schwinn IC Stationary Bike	\$ 850.00
(1) Functional Trainer including accessories	\$ 2,895.00
(1) Half Rack – York Elite	\$ 1,556.00
(1) Adjustable Bench – Nautilus	\$ 489.00
(1) Rubber plate set – York Olympic 300 lb grip set	\$ 420.00
Dumbbells – Set 5lb-70lb York Rubber hex dumbbells	\$ 1,092.00
(1) Rack – York 2 tier tray dumbbell rack	\$ 587.00
Mirrors	\$ 1,050.00
Above includes delivery and installation	
Sub Total:	<u>\$ 17,519.00</u>
HST:	\$ 2,277.47
TOTAL:	<u>\$ 19,796.47</u>

Conclusion:

The Toronto Police Service is committed to the health and overall well being of its members. The benefits of exercise are well documented and obvious. The fitness facility is required to ensure a healthier and more productive environment.

Deputy Chief Kim Derry, Divisional Policing Command will be present at the Board meeting to respond to any questions if required.

The Board approved the foregoing report.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P314. REQUEST FOR FUNDS – SENIOR OFFICERS’ ORGANIZATION
ANNUAL DINNER DANCE**

The Board was in receipt of the following report November 01, 2010 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: SENIOR OFFICERS’ ORGANIZATION ANNUAL
DINNER DANCE

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend the Senior Officers Organization Dinner Dance, to a maximum of seven tickets at the cost of \$62.50 each, for a total cost of up to \$437.50.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board’s Special Fund will be reduced by an amount not to exceed \$437.50. The current balance as at September 2010 is \$574,739.

Background/Purpose:

I am in receipt of correspondence dated October 22, 2010 from Mr. John Sandeman, Vice President of the Senior Officers Organization, regarding the Annual Senior Officers Organization Dinner Dance. This year’s event will be held on Saturday, November 20, 2010, at the Toronto Hilton Hotel, 145 Richmond Street West. A copy of Mr. Sandeman’s letter is attached for your information.

Conclusion:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend the Senior Officers Organization Dinner Dance, to a maximum of seven tickets at the cost of \$62.50 each, for a total cost of up to \$437.50.

The Board approved the foregoing report.



TORONTO POLICE SENIOR OFFICERS' ORGANIZATION

40 College Street, Toronto, Ontario M5G 2J3

President
Hugh Ferguson

October 22, 2010

Past President
Robert Qualtrough

All Members and Staff
Toronto Police Services Board

Vice President
John Sandeman

The Toronto Police Service Senior Officers' Organization Annual Dinner Dance will be held on November 20, 2010, at the Toronto Hilton Hotel (145 Richmond Street West). On behalf of the Senior Officers' Organization.

Treasurer
Jane Wilcox

Cocktails will be served at 6:00 p.m. and dinner will follow at 7:00 p.m. Attire for the evening is mess kit/business suit and evening/cocktail dress.

Secretary
Judy Sandford

Tickets are available at a cost of \$125 per couple.

Constitution & By Laws
Cyril Fernandes

If you would like to attend, please contact Mrs. Jackie Reid at (416) 808-8014 or at Jackie.Reid@torontopolice.on.ca. As well, please advise at that time if you have any special dietary requirements.

Civilian Director
Heather Thoms

The Senior Officers' Organization hopes that you can join us this year at what we believe will be a most enjoyable evening.

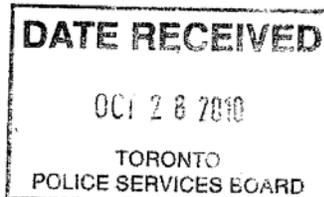
Uniform Director
Neil Corrigan

Sincerely,

Administration
Jackie Reid
&
Marguerite MacDonald

John Sandeman
Vice-President
Toronto Police Senior Officers' Organization

/jr



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**#P315. TORONTO POLICE SERVICES BOARD SPECIAL FUND: IMPACT OF
ONGOING COMMITMENTS**

The Board was in receipt of the following report October 15, 2010 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD SPECIAL FUND: IMPACT OF
ONGOING COMMITMENTS

Recommendation:

It is recommended that the Board determine that no additional discretionary expenditures will be approved from the Special Fund until the Chair reviews the status of the Special Fund and reports back to the Board in April 2011.

Financial Implications:

Given that the Board is committed to a number of expenditures from the Special Fund and that it is probable that projected revenues may not keep pace with commitments, it is anticipated that the Special Fund will incur a deficit balance in 2011.

Background/Purpose:

The Toronto Police Services Board Special Fund is created through the sale of unclaimed property. Section 132(2) of the Police Services Act states “the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest.” The Toronto Police Services Board uses its Special Fund to support co-operative community/Toronto Police Service initiatives and employee recognition programs (long service, awards for performance, etc), subject to funds being available. The Toronto Police Services Board has the sole legislated authority to expend the Special Fund.

Discussion:

As at September 30, 2010, the Special Fund balance is approximately \$574,739.00. In addition, it is anticipated that additional revenue from auction proceeds totalling \$42,000.00 will be deposited over the next two months. With respect to disbursements from the Special Fund, based on projections to the end of 2010, approximately \$316,100.00 will be disbursed from the Special Fund to meet commitments previously approved by the Board. These disbursements include funds earmarked to recognize members of the Service, including corporate awards, civilian long service recognition and corporate retirement functions. Based on projected expenditures, the Special Fund balance will be approximately \$300,639.00 at the end of the year. However, projections of 2011 expenditures show that the Special Fund could incur a deficit balance within the first half of 2011. Attached is a broad overview of revenue and expenditures for the period of October 2010 to December 2010.

One item of significance that contributes to the anticipated Special Fund deficit is the retention of a Reviewer to conduct an Independent Civilian Review of the policing of the G20 Summit (ICR) which was approved by the Board at its meeting of September 23, 2010, (Min. No. P271/10 refers). At this time, the Board also approved the Board's Special Fund as the source of funding for the Independent Civilian Review. Although the costs associated with the ICR (which is difficult to accurately predict) will be expended over 2010 to 2011, it is anticipated that this important and comprehensive review will have a considerable impact on the Special Fund balance.

Given that one of the requirements of the Special Fund Policy is that the Special Fund must maintain a minimum balance of \$150,000 in order to meet its corporate recognition obligations, Board members should be cognizant of the considerable pressures that currently exist with respect to the Special Fund and manage any future discretionary spending prudently. In order to ensure that the Board continues its significant tradition of recognizing long and meritorious service, it is recommended that the Board decline to accept any further discretionary requests for financial assistance from the Special Fund.

The Board must exercise utmost restraint in any future discretionary expenditure. As funds become available, the Board will re-evaluate its position with respect to funding requests.

Conclusion:

Therefore, it is recommended that the Board determine that no additional discretionary expenditures will be approved from the Special Fund until the Chair reviews the status of the Special Fund and reports back to the Board in April 2011.

The Board approved the foregoing report noting that it will continue to recognize the importance of significant community programs.

Special Fund - Projection of Revenue and Expenditures to December 31, 2010

ESTIMATES		
Revenue up to December 2010	616,739.00	Auction Proceeds, less Unclaimed Monies and carry forward balance as at September 30, 2010
Disbursements	- 316,100.00	This includes partial ICR expense (\$100,000)
Balance as at December 2010	300,639.00	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P316. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: JULY - SEPTEMBER 2010**

The Board was in receipt of the following report October 20, 2010 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER 2010

Recommendation:

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

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Policy and Directions (Board Minute #P157/05) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 1 to September 30, 2010.

As at September 30, 2010, the balance in the Special Fund was \$574,739. During the third quarter, the Special Fund recorded receipts of \$31,475 and disbursements of \$261,339. There has been a net decrease of \$449,429 against the December 31, 2009 fund balance of \$1,024,168.

Auction proceeds have been estimated for the months of July to September 2010 as the actual deposits have not yet been made. The Property and Evidence Management Unit of the Service and Rite Auction Limited continued their partnership in 2010.

Funds expended this quarter include Board approved sponsorship and contributions to the following:

- The Gatehouse - Children and youth support program
- Scadding Court Community Centre – Summer program for youth in the Regent Park and Alexandra Park communities
- Victim Services Program
- Annual Scotiabank Caribana Gala

Board members are reminded of the following significant standing commitments which require monies from the Special Fund.

- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)
- Recognition of Board Members who complete their appointments
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

Conclusion:

As required by Toronto Police Services Board Policy and Directions (Board Minute #P157/05), it is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2010 THIRD QUARTER RESULTS WITH PROJECTIONS

PARTICULARS	2010						2009	COMMENTS
	PROJ.	JAN 01 TO MAR 31/10	APR 01 TO JUN 30/10	JUL 01 TO SEPT 30/10	OCT 01 TO DEC 31/10	JAN 01 TO DEC 31/10 TOTALS	JAN 01 TO DEC 31/09 ACTUAL	
<i>BALANCE FORWARD</i>	1,024,168	1,024,168	969,003	804,603	574,739	1,024,168	989,488	2010 projections are based on 2009 actual results with exceptions. Auction proceeds for the third quarter are based on estimates. Overhead is calculated as 37% of the proceeds. Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation. Police Community initiative payments are made at various times during the year based on Police Services Board approval. Major contributions to The Gatehouse, Mixed Company Theatre, Scadding Court Community Centre, etc. Award and recognition ceremonies for Police Officers, Civilians, Crossing Guards, and Auxiliary Members. Award and recognition ceremonies for Community Members/Citizens. Dinner tickets includes retirements as approved on BM 414/95 Pricewaterhouse Coopers will be conducting agreed upon procedures regarding internal controls. The budgeted fee is based on the new contract.
<u>REVENUE</u>								
PROCEEDS FROM AUCTIONS	205,000	51,465	83,005	14,248		148,718	205,065	
LESS OVERHEAD COST	(75,850)	(19,042)	(30,712)	(5,272)		(55,026)	(79,826)	
LESS RETURNED AUCTION PURCHASE	0					0	0	
UNCLAIMED MONEY	120,000	78,626	15,960	22,053		116,639	541,050	
LESS RETURN OF UNCLAIMED MONEY	(10,000)	(2,744)	(1,876)	(242)		(4,862)	(6,519)	
INTEREST	1,000	0	0	442		442	3,410	
LESS ACTIVITY FEE	(1,000)	(336)	(169)	(59)		(565)	(1,151)	
LESS CHEQUE ORDER	(200)	0	0	0		0	0	
SEIZED LIQUOR CONTAINERS	1,000	0	0	304		304	2,962	
<i>TOTAL REVENUE</i>	239,950	107,968	66,208	31,475	0	205,650	664,990	
<i>BALANCE FORWARD BEFORE EXPENSES</i>	1,264,118	1,132,136	1,035,210	836,078	574,739	1,229,818	1,654,478	
<u>DISBURSEMENTS</u>								
<u>POLICE COMMUNITY INITIATIVES</u>								
SERVICE								
CPCL & COMM. OUTREACH ASSIST	30,000	0	29,000	0		29,000	25,427	
UNITED WAY	8,000	0	0	0		0	8,000	
OTHER	20,000	0	8,900	1,000		9,900	20,017	
COMMUNITY								
VICTIM SERVICES PROGRAM	12,000	0	0	12,000		12,000	6,000	
VARIOUS ORGANIZATIONS	600,000	145,150	146,445	223,102		514,697	363,137	
TPAAA ASSISTANCE	10,000	200	2,970	0		3,170	96,000	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	60,000	11,533	23,788	11,897		47,218	41,763	
CATERING	10,000	0	3,524	1,440		4,964	13,248	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	3,000	0	1,018	0		1,018	3,320	
CATERING	8,000	0	2,254	0		2,254	8,357	
RECOGNITION OF BOARD MEMBERS								
AWARDS	100	0	117	0		117	0	
CATERING	2,200	0	2,016	0		2,016	0	
CONFERENCES								
BOARD	0	0	0	0		0	0	
COMM. POLICE LIAISON COMMITTEES	10,400	0	10,400	0		10,400	8,520	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	0		5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	10,000	0	0	10,000		10,000	10,000	
OTHER	0	0	0	0		0	0	
DONATIONS								
IN MEMORIAM	1,000	300	100	0		400	1,300	
OTHER	0	0	0	0		0	0	
DINNER TICKETS	7,000	450	75	1,900		2,425	7,861	
INTERNAL CONTROL REVIEW FEE	5,640	0	0	0		0	11,860	
<i>TOTAL DISBURSEMENTS</i>	802,840	163,133	230,608	261,339	0	655,079	630,310	
<i>SPECIAL FUND BALANCE</i>	461,278	969,003	804,603	574,739	574,739	574,739	1,024,168	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P317. MR. ANGELO CRISTOFARO, DIRECTOR OF FINANCE AND
ADMINISTRATION - CERTIFIED MUNICIPAL MANAGER**

The Board was in receipt of the attached correspondence, dated September 24, 2010, from Bruce Taylor, President, Ontario Municipal Management Institute, and Robert Herman, President, Ontario Association of Chiefs of Police, advising the Board that Angelo Cristofaro, Director of Finance and Administration, recently achieved the Certified Municipal Manager designation.

Mr. Cristofaro was in attendance and was congratulated by the Board on this achievement.

The Board received the foregoing correspondence.



Executive Committee

Bruce Taylor, CMM III
President
Corporate Safety & Project Manager
Clarington (Ret'd)

Lee Grant, CMM III Fire Service
Executive
1st Vice President
Deputy Fire Chief,
Oakville

David Ambaroski
2nd Vice President
Director, Urban & Regional Planning
Ryerson University

George Vachonencour, CMM III
Past President
CAO,
Wasaga Beach

Joe Taylor, CMM III Police Professional,
Emergency Mgt Professional
Chair, P&A Committee
Commander Dist #3, Halton Regional
Police Service

Craig Dart, CMM III Fire Tng Professional,
Fire Supervision Specialist
Vice-Chair, P&A Committee
ADistrict Chief, Health & Safety,
Toronto

Sara Aimes, CMM III
Clark
Collingwood

Teresa Piruzza
Manager, Ontario Works,
Windsor

Michael Schuster, CMM III
Commissioner, Social Services
Waterloo Region

Gayle Wood, CMM III
CAO
Lake Simcoe Region Conservation
Authority

Bill McKim
Executive Director



618 Balmoral Drive
Oshawa, ON L1J 3A7
(905) 434-8885

www.omml.on.ca omml@balmnet.ca

Chair Alok Mukherjee,
Toronto Police Services Board

September 24, 2010

On behalf of the Ontario Municipal Management Institute and the Ontario Association of Chiefs of Police, we are pleased to advise you of the achievement, of the Certified Municipal Manager designation, with the Police Civilian "enhancement", by a member of your staff.

Angelo Cristofaro
Director, Finance
recognized and awarded

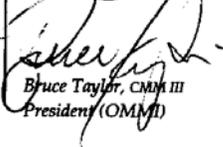
CMM III Police Executive

The CMM provides, a legally sanctioned, recognition of all education and work experience, with a framework to focus the member's career development. Over 1,600 local government administrators hold one, of four levels, of the CMM designation, across 30 professions. Accredited members represent all levels of management; from front-line Staff, Supervisors, Department Heads to CAO's in the local government sector.

The "Police Civilian" enhancements, were established to provide OACP members, and the police community, with a profession-specific recognition to accompany a member's CMM. All recipients have successfully met both the expanded education and job responsibility requirements as determined by the OACP.

We ask if you would have this award recognized at a Board meeting, or other appropriate function. Brief synopsis of our Association's mandates is provided.

Yours truly,


Bruce Taylor, CMM III
President (OMMI)


Robert Herman, CMM III Police Executive
President (OACP)

Executive Committee

Robert Herman, CMM III Police Executive
President
Chief, Thunder Bay

Matthew Turigian
First Vice President
Chief, Waterloo Region

Jennifer Evans
Vice President
Deputy Chief, Peel Region

Stephen Tanner, CMM III Police Executive
Vice President
Chief, Kingston

Bruce Hurdidge, CMM III Police Executive
Vice President
Deputy Chief, York Region

Robert Napier, CMM III Police Executive
Secretary-Treasurer
Deputy Chief, Kingston

Dan Parkinson, CMM III Police Executive
Past President
Chief, Cornwall

Ron Bain
Executive Director

www.oacp.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P318. LETTER OF APPRECIATION – ASSISTANCE PROVIDED BY THE
TORONTO POLICE SERVICE**

The Board was in receipt of the attached correspondence dated October 14, 2010 from Carol Allison-Burra, Chair, Kingston Police Services Board, extending appreciation to the Toronto Police Service for the assistance it provided to the Kingston Police Service in September 2010.

The Board received the correspondence from Chair Allison-Burra.



KINGSTON POLICE SERVICES BOARD

705 Division Street
Kingston ON K7K 4C2
613-549-4660, ext. 2291 (Telephone)
613-549-3111 (Facsimile)
kpsb@kpf.ca (E-mail)

October 14, 2010

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



Dear Alok,

With the passing of another weekend in late September during which the Kingston Police were required to manage the public safety risks inherent in yet another illegal street party, I wanted to send you a note to express our recognition of the impressive effectiveness of the Toronto Police Mounted Unit in helping to maintain public order.

As you may be aware, in recent years our community has been held hostage at this time of year by an annual gathering in a small residential area by those who have not developed an appreciation for the rights of others and have had their judgment further impaired by alcohol. As part of the operational plans to manage the risks to public safety and public order associated with having hundreds of such individuals from near and far congregate in a confined area, the Kingston Police have enlisted the assistance of other police agencies and special units, including the Toronto Police Service Public Safety Unit and Mounted Unit.

Chief Tanner has commented on the professionalism of all officers involved over the weekend, and we know in particular that the unique methods employed by your police service's highly trained mounted unit provided an effective deterrent to unruly behaviour. We are aware that members of our Emergency Response Unit have assisted the Toronto Police Service from time to time in coordinated widespread takedowns, and it is gratifying to see the level of cooperation amongst our police services towards common public safety goals.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Carol Allison-Burra".

Carol Allison-Burra
Chair

cc: S.J. Tanner, Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P319. LETTER OF APPRECIATION – FUNDING PROVIDED BY THE
TORONTO POLICE SERVICES BOARD**

The Board was in receipt of the attached correspondence dated October 21, 2010 from Bruce Burchart, Chair, Board of Directors, The Gatehouse, extending appreciation to the Board for the financial assistance it provided to The Gatehouse.

The Board received the correspondence from Mr. Burchart.



October 21, 2010

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

Dear Dr. Mukherjee,

On behalf of all of the children, families, youth, and adults who cross the threshold of The Gatehouse, thank you for your very generous support this year.

In May 2010, The Gatehouse faced the cold reality that without a serious change to our financial and business structure, we could not expect to continue delivering our services. In response, the organization built an interim Board to determine our future path, and to work on the key foundations which would allow us to have a future.

In September 2010, the Board renewed its commitment to the organization, announced that our doors were staying open, and we were able to announce significant improvements to the business fundamentals of The Gatehouse, including the much-improved financial picture which would not have been possible without the help of the Police Services Board. Thanks to the \$150,000 of core funding that you contributed to The Gatehouse, we were able to plan a future for the organization, including many core funding needs, but specifically in helping us to find a new strategic leader in the position of Executive Director.

An Executive Director is critical to The Gatehouse to forge the partnerships and programs we need to build a sustained organization, to build our profile in the community, and to manage our growth and development towards becoming a long-term service provider. We recognize the opportunity to help individuals who have suffered from child abuse is very broad, and in order to best leverage the resources we have, we need a leader who realizes a long-term plan for The Gatehouse by guiding our growth through deliberate and intentional day-to-day work. We are looking forward to bringing such a person on board.

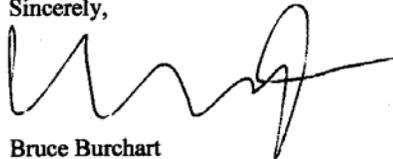
The core funding provided by the Toronto Police Services Board also helped us to retire existing debt, and to rebuild our mandated reserve fund – two key indicators for potential future funders. Through demonstrating financial responsibility, future funders can be more confident in granting us program-specific funding, knowing that the funding will be used appropriately.

Perhaps most significantly to the Toronto Police Services Board, we have targeted a portion of this funding to continue employing a staff person to coordinate the investigation room in our house which is used for children who are being assisted by Toronto Police Services, Children's Aid Societies, The Hospital for Sick Children, and other organizations. We have recognized the need to create materials and an outreach program to make sure that any individual working with a child reporting an incident of abuse knows the services that The Gatehouse has to offer.

The Gatehouse values our long-standing relationship with Toronto Police Services, and we are very appreciative that at a time when we needed you the most, you were willing to show your support in such a generous way. Your support sends a clear message to others of the importance to you of the work that we do. This message helps bring credibility to The Gatehouse in our other fundraising efforts. Your contribution helped us not only today, but also in building our future.

Thank you for your confidence in our work. We look forward to continuing to work together to help children, families, youth, and adults in their journey to recovery from child abuse.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bruce Burchart', with a long horizontal flourish extending to the right.

Bruce Burchart
Chair, Board of Directors
The Gatehouse

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P320. POLICE ACTIONS CAUSING DEATH

The Board was in receipt of the following correspondence dated November 03, 2010 from John Sewell, Toronto Police Accountability Coalition:

Subject: Police actions causing death

We wish to present a deputation at the November meeting of the Board on the issue of deaths at the hands of the Toronto police.

Toronto police have shot to death four men in the last seven months, three in the last month. This is an unacceptable level of harm done at the hands of the Toronto police - harm to the victim, to their family, to the wider community, and to the police officer and the service - and steps must be taken to ensure this activity does not continue.

Even if the Special Investigation Unit finds that the police officers involved were not at fault, there is no reason to conclude that police killing Toronto residents is acceptable. In our opinion the challenge is one that lies with the police: the police force must frame its actions so that officers are not put in the position where they are in such fear that they must discharge their guns. We are asking the Board to direct the Chief to take appropriate actions to make this change.

All four deaths could have been avoided.

Two deaths involved individuals in mental crisis: Weilaw Duda, on April 19, when he was shot to death in his car in the portlands; and Reyal Jensen Jardine-Douglas on August 30, when he was shot to death on the street after the police had been called by his parents who were concerned about his mental state. In both those cases officers on the scene should have called the Mobile Crisis Intervention Teams to de-escalate the situations, but they did not. In neither case was there a serious danger to the public or indeed to officers.

The other two deaths occurred after unexpected intervention by the police: Eric Osage on September 28 when the police raided his apartment at 2 am, waking him and his brother; and an unidentified man on October 13 in Parkdale during a visit from members of 14 Division Bail Compliance Unit. In both cases police could have taken less intrusive strategies to accomplish their objectives of talking to these individuals, thereby reducing the possibility that someone would be shot and killed.

We think Toronto Police should have as a goal for 2011 that no one suffer death at the hands of Toronto police during the year. This will only occur if police management is firm that police work must be structured in ways to minimize the creation of situations where police must pull

out their guns, and to maximize opportunities for the resolution of events through de-escalation. Management needs to be instructed by the Board that these kinds of changes are a priority if police are to meet this goal.

It is clear that more use must be made of the Mobile Crisis Intervention Teams to ensure they are a service available in all divisions, and to establish protocols which ensure they are quickly on the scene to respond with de-escalation tactics. We are pleased to work with the Board and police service to ensure that funding is available to hospital partners for these Teams, if that is where the problem lies.

We recognize that deaths cannot always be avoided by police as in the hostage taking in front of Union Station several years ago, where the police had no choice but to shoot the hostage taker if the hostage was to be saved.

But as we see with the most recent deaths, a different approach to police work would have not put officers in the situation where they thought they had no choice but to shoot.

We urge the Board to take the following action:

- a) Set a goal that during 2011 there will be no deaths at the hands of Toronto police; and
- b) Instruct the chief and senior management to change the delivery of police work to minimize the creation of situations where police must pull out their guns, and to maximize opportunities for the resolution of events through de-escalation.
- c) Instruct the chief to expand the Mobile Crisis Intervention Teams across all divisions, and review protocols to ensure Teams are called out quickly to attend incidents where de-escalation is the appropriate strategy.

Ms. Anna Willats, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board about the foregoing matter. Following the deputation, Ms. Willats responded to questions by the Board.

Chief Blair responded to some of the concerns raised by Ms. Willats and said that the Service is doing everything possible to minimize risks. Chief Blair recognized the importance of using Mobile Crisis Intervention Teams but emphasized that they are not critical incident response teams and that the Service must ensure that the site of a critical incident is rendered safe before members of a Mobile Crisis Intervention Team can enter.

Chief Blair also said that he submits reports, known as “section 11 reports” in each case where a death or serious injury has been caused by the police. The reports are prepared following the release of the results of Special Investigations Unit investigations in accordance with section 11 of Ontario Regulation 673/98 pursuant to the *Police Services Act*. Ms. Willats said that it would be helpful to learn more about the section 11 reports.

The Board advised Ms. Willats about its Mental Health Sub-Committee and offered her an opportunity to attend a future meeting.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's correspondence and Ms. Willats' deputation; and**
- 2. THAT the foregoing correspondence and Ms. Willats' deputation be referred to the Chief and to the Board's Mental Health Sub-Committee for consideration.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P321. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION - APPOINTMENTS**

The Board was in receipt of the following report November 10, 2010 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

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

Financial Implications:

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

Background/Purpose

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. 414/99 refers).

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

The Service has received a request from the TCHC, to appoint the following individuals as special constables.

Allen J. JOURNEAU
Karolina MARCHILDON
Alan George PRICE

Discussion:

The TCHC 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 TCHC property within the City of Toronto.

The agreement between the Board and the TCHC 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 being appointed as special constables for a five year term.

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

Conclusion:

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

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

The Board approved the foregoing report noting that the appointments were for new special constables who have replaced previous special constables.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

**#P322. LAST MEETING – MR. HAMLIN GRANGE AND COUNCIL MEMBERS
OF THE BOARD**

Chair Mukherjee noted that this would be the last regularly-scheduled public meeting for the year 2010 and that it would also be the last public meeting for Board member, Mr. Hamlin Grange. Chair Mukherjee also noted that, since the new Council and the new Mayor will determine who represents the City on the Board, it may be the last public meeting for Board members, Councillors Pam McConnell, Frank DiGiorgio and Adam Vaughan.

Chair Mukherjee extended appreciation to the four members for their leadership and the significant contributions they made during their terms on the Board.

A copy of Chair Mukherjee's speaking notes is on file in the Board office.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P323. IN-CAMERA MEETING – NOVEMBER 15, 2010

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice-Chair
Mr. Hamlin Grange, Member
Mr. Frank Di Giorgio, Councillor & Member

Absent: Ms. Judi Cohen
Councillor Adam Vaughan

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2010**

#P324. ADJOURNMENT

Alok Mukherjee
Chair