



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 17, 2009 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on June 18, 2009, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on July 17, 2009 with the exception of Minute No. P186/09 which was amended. Details of the amendment are noted in Minute No. P186/09.

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JULY 17, 2009** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

**Dr. Alok Mukherjee**, Chair  
**Mr. Frank Di Giorgio**, Councillor & Member  
**Mr. Hamlin Grange**, Member  
**The Honourable Hugh Locke, Q.C.**, Member  
**Mr. Adam Vaughan**, Councillor & Member

**ABSENT:**

**Ms. Pam McConnell**, Councillor & Vice-Chair  
**Ms. Judi Cohen**, Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P192.           MOMENT OF SILENCE**

The Board observed a moment of silence in memory of Ontario Provincial Police Constable Alan Hack of the Elgin County Detachment who died while on duty on July 06, 2009.

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TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P193. INTRODUCTION**

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

Promotions:

Ms. Ann-Marie Henry, Manager, Human Resource Management Systems  
Staff Inspector Kathryn Martin  
Inspector Joanna Beaven-Desjardins  
Sergeant Filippo Bevilacqua  
Sergeant Roger Caracciolo  
Sergeant Elizabett Cordeiro  
Sergeant Roberto DiGiacomo  
Sergeant Kenny Lee  
Sergeant Paul Lentsch  
Sergeant Mandeep Mann  
Sergeant Neil Rambharack

Appointments:

Ms. Sie-Wing Khow, Counsel, Legal Services  
Mr. Jun Liu, Senior Telecom Engineer, Telecommunications Services  
Ms. Jacqueline Thompson, Assistant Manager, Medical Advisor Services

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**#P194. NEW 11 DIVISION FACILITY DESIGN**

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

Subject: NEW 11 DIVISION FACILITY DESIGN

Recommendation:

It is recommended that the Board receive this report and presentation on the design of the new 11 Division facility.

Financial Implications:

The new 11 Division facility design meets the operational needs of the Service and retains a heritage component of the existing building at 2054 Davenport Road. Maintaining a heritage component in the new facility results in an estimated additional cost impact of \$2.5M on the new 11 Division facility capital project, as the Service did not anticipate nor provide for the cost of retaining any heritage features in the new facility. The Service will incorporate the additional cost in its 2010-2014 capital program request.

Background/Purpose:

The purpose of this report to present the Board with the results of new 11 Division facility design process.

Discussion:

The Board's involvement and participation in the process for constructing new facilities was detailed in a report to the Board at its meeting of August 21, 2008 (Min. No. P 226/08 refers).

*Key Tasks Completed to Date:*

Key tasks completed to date on the new 11 Division facility project and the Board's involvement, are summarized below.

- capital project approved by the Board
- details of site acquisition (2054 Davenport Road) provided to the Board for information
- project charter provided to the Board for information
- selection of Architect approved by the Board
- selection of Construction Manager approved by the Board

The hiring of an architect and construction manager for the project enabled the start of the design process for the new 11 Division facility.

*Design process and results:*

City Council in considering the purchase of the 2054 Davenport Road property for the new 11 Division, adopted a motion to establish an advisory working group to be involved in the facility design process. The advisory working group included a City Planning staff, a representative from City Urban Design, the local Councillor from Ward 17 and four representatives from the local community. The advisory working group's role was to identify, consider and provide input/options to the facility design team, on heritage features that should be considered during the design process. The new 11 Division facility design team was chaired by the Service and included police operational staff, City Facilities & Real Estate staff, the architect and two community representatives. The architect worked with the facility design team to design the facility, taking into account operational requirements, community considerations, and input on heritage features from the advisory working group.

A number meetings were held by both the advisory working group and the facility design team to produce a design that would meet the operational needs of the Service, incorporate heritage features of the current building and remain within the approved capital budget of \$26.9M for the new 11 Division project. This proved to be a challenging exercise, as retaining heritage features involves a different approach to construction, is more labour intensive and more costly, depending on the nature and extent of heritage components to be retained. Various options were considered throughout the design process. The advisory working group and facility design team reached consensus on a design that met the operational requirements of the Service and also retained certain heritage features of the existing building. However, in order to incorporate these heritage features into the design and construction of the new facility, an estimated additional cost of \$2.5M is required, as the current cost estimate for this capital project did not anticipate nor provide for any heritage features.

Conclusion:

The design of the new 11 Division facility at 2054 Davenport Road has been approved by the Command, and is being presented to the Board for information. The design is a reasonable compromise that meets the Service's operational needs, takes into account community input and incorporates a heritage component of the exiting building, which was an important issue for the community. The Service will incorporate the estimated additional cost to retain the heritage component in its 2010-2014 capital program request.

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

**Mr. Tom Kyle, Stantec Architecture Ltd., was in attendance and delivered a presentation to the Board on the design of the new 11 Division facility at 2054 Davenport Rd.**

**Following the presentation, Mr. Kyle and Mr. Angelo Cristofaro, Finance and Administration, and Mr. Enrico Pera, Facilities Management, responded to questions by the Board.**

**The Board received the foregoing report.**

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**#P195. BOARD POLICY – CLOSED CIRCUIT TELEVISION PROGRAM**

The Board was in receipt of the following report July 02, 2009 from Alok Mukherjee, Chair:

Subject: BOARD POLICY – CLOSED CIRCUIT TELEVISION (CCTV) PROGRAM

Recommendation:

It is recommended that the Board approve the attached policy entitled “Closed Circuit Television (CCTV) Program.”

Financial Implications:

There are no financial implications arising out of the recommendation contained in this report.

Background/Purpose:

At its meeting of May 21, 2009, the Board considered a report from Chief Blair entitled “Closed Circuit Television (CCTV) Pilot Project Evaluation” as well as a written submission from Professor Rosemary Gartner, Centre of Criminology, University of Toronto, and a number of deputations from members of the public (Min. No. P119/09 refers.)

At this time, the Board approved a number of recommendations, including the following:

- 2. THAT with respect to Recommendation #2 as contained in the report the Board request that a three-year phased implementation plan be prepared by the Chief for Board approval which includes specific plans as to how the CCTV program would continue including a timeframe, deployment, performance indicators and methodology as well as the evaluation of the program;**
- 4. THAT the phased implementation plan be subject to a new Board policy that will be drafted based on the principles, rationale and objectives contained in the current Board policy entitled, “Closed Circuit Television (CCTV) Pilot Project.”**

Discussion:

As a result, the attached policy has been drafted for Board approval. The principles, rationale and objectives that formed the basis of the pilot project remain the same for the CCTV program that will be phased in over a three-year period, according to an implementation plan to be developed by the Chief.

Conclusion:

Therefore, it is recommended that the Board approve the attached policy entitled “Closed Circuit Television (CCTV) Program.”

**The Board approved the foregoing report.**



**TORONTO POLICE SERVICES BOARD  
POLICY AND DIRECTIONS**

<b>TPSB POL-XXX</b>	<b>Closed Circuit Television (CCTV) Program</b>
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<b>X</b>	<b>New</b>	<b>Board Authority:</b>	<b>Min. No. P103/07</b> <b>Min. No. P119/09</b>
	<b>Amended</b>	<b>Board Authority:</b>	
	<b>Reviewed – No Amendments</b>		

**BOARD POLICY**

The use of closed circuit television (CCTV) in the public domain has increased significantly over recent years. CCTV can be a valuable tool as part of a comprehensive crime management plan to overtly observe public areas and detect and deter crime.

The use of CCTV provides a number of potential benefits for community safety. However, any program that includes the use of CCTV must also consider the privacy rights of individuals. In addition, it is important to recognize the need for members of involved communities to have meaningful and ongoing input into the use of CCTV in their neighbourhoods.

It is, therefore, the policy of the Toronto Police Services Board that the Chief of Police shall develop procedures governing the use of CCTV by the Toronto Police Service that:

- Include the rationale and objectives for the use of CCTV by the Service.
- Contain appropriate measures to ensure that individuals' privacy and human rights are safeguarded.
- Recognize the importance of ongoing public consultation in the design, implementation and evaluation of the project through the use of a variety of mechanisms to gather feedback from the community.
- Ensure that all records and stored video related to the CCTV project are under the control of the Service.
- Establish a reasonable retention period for recorded images, having regard to investigative requirements as well as privacy concerns.
- Ensure that sufficient public notification is given before, during and after installation of any CCTV camera.
- Provide for regular independent evaluation of the program.

**REPORTING REQUIREMENTS:**

**LEGISLATIVE REFERENCE**

<b>Act</b>	<b>Regulation</b>	<b>Section</b>
Police Services Act R.S.O. 1990 as amended		31(1)(c)
<i>Freedom of Information and Protection of Privacy Act R.S.O 1990</i>		
<i>Municipal Freedom of Information and Protection of Privacy Act R.S.O 1990, Chapter M.56</i>		

**BOARD POLICIES:**

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

**SERVICE GOVERNANCE:**

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

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**#P196. REPORT ON ISSUES IDENTIFIED BY THE COMMITTEE OF THE  
BOARD AND A DEPUTANT ABOUT TORONTO POLICE SERVICE  
POLICY (FILE NO. 2007-EXT-0466)**

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

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

Recommendations:

It is recommended that: the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

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

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

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

#### Discussion:

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

Following are the responses to the areas of concern.

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

Response to item 1:

Agree in part.

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

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

#### Historical Sexual Assaults

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

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

Response to item 2:

Agree in part.

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

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

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

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

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

Response to item 3:

Agree.

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

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

Response to item 4:

Agree in part.

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

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

Response to item 5:

Agree.

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

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

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

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

Response to item 6:

Agree.

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

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

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

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

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

Response to item 7:

Agree in part.

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

#### Historical Sexual Assaults

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



Conclusion:

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

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

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

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

**The Board deferred consideration of the foregoing report to its August 2009 meeting and requested the Chief to review the report in light of the considerable gap between the Board's recommendations and the responses contained in the report.**

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**#P197. RELOCATION OF THE TORONTO POLICE CONTRACT POUND,  
TOWING DISTRICT NO. 6 OPERATED BY A TOWING SERVICE LTD.**

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

Subject: RELOCATION OF THE TORONTO POLICE CONTRACT POUND, TOWING DISTRICT NO. 6, OPERATED BY A TOWING SERVICE LTD.

Recommendations:

It is recommended that the Board:

- (1) approve the relocation of the towing District No. 6 Contract Pound effective September 1, 2009; and
- (2) after the completion of an inspection of the proposed site and upon the recommendation of the Unit Commander of Traffic Services, authorize the Chair to execute an agreement with A Towing Service Ltd. to amend the current towing contract to reflect the change in pound location, 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:

At its meeting held on April 17, 2008, the Board approved the awarding of the police towing and pound services contract for towing District No. 6 to A Towing Service Ltd. (Min. No. P98/08 refers). As required by the contract, A Towing has notified the Unit Commander of Traffic Services in writing and dated June 1, 2009, of its intention to change the pound location.

Appended to this report is a proposal by A Towing to relocate its police pound facility from the location approved in the towing and pound services contract.

Discussion:

A change in the location of a contracted pound facility is covered in Section 42 of the towing and pound services contract. This section states that:

*The Operator shall provide ninety (90) days advance notice in writing to the Unit Commander of its intention to change the location of the Operator's Pound, which change in location shall only be permitted upon approval of the Board.*

A Towing Service Ltd. holds the current towing and pound services contract for towing District No. 6, and owns the property that is currently being used for the storage of vehicles that are towed under this contract. A Towing has purchased another pound site, and has proposed to move its police pound to this location. The proposed pound site is located at 185 Bartley Street. The new location is approximately one block north of the existing facility, in close proximity to the intersection of Victoria Park Avenue and Eglinton Avenue East.

This location is within the geographical boundaries of towing District No. 5, which is permitted under the contract which states that:

- (c) *In the case of operators bidding on the contract for District 6, their pound must be located within either District 5 or District 6.*

Conclusion:

The proposed pound location will be inspected by members of Traffic Services prior to the move to ensure that it meets the requirements specified in the towing and pound services contract. Any major deficiencies which would render this site unacceptable as per the conditions of the contract will be reported to the Board in writing.

Staff at Toronto City Legal have been consulted regarding the preparation of this report and concur with the content.

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

**The Board approved the foregoing report.**



## Your Complete Towing Service

89 Sunrise Avenue  
Toronto, Ontario  
M4A 1A9

Tel: 416-656-4000  
Fax: 416-656-3065

June 1, 2009

Superintendent Earl Witty  
Unit Commander – Traffic Services  
9 Hanna Avenue  
Toronto, Ontario  
M6K 1W8

RE: Request to relocate the District 6 Police Pound

Dear Superintendent Witty:

Please consider this letter as a formal request for permission to relocate the current District No. 6 Police Pound located at 89 Sunrise Avenue to a new location one block north at 185 Bartley Drive. This new location is properly zoned, licensed, and is compliant with all aspects of the contract in both District No. 5 and District No.6.

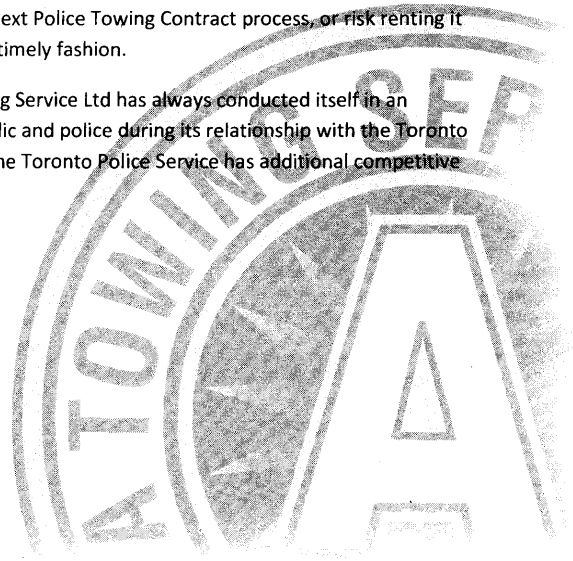
Given the difficulty encountered by the Toronto Police Service in obtaining multiple competitive bids for the current District No. 5 Police Towing Tender, A Towing purchased a 3 acre property with a 17,000 square foot building and outdoor storage in excess of the required 90,000 square feet. Despite our best efforts, this location was not ready for the previous bidding process and the necessary licenses were obtained after the closing date of the RFQ.

This has placed A Towing in the position of either moving our operation to 185 Bartley Drive in order to ensure the yards availability for tender during the next Police Towing Contract process, or risk renting it and not being able to guarantee its availability in a timely fashion.

I am sure that your inquiries will show that A Towing Service Ltd has always conducted itself in an exemplary fashion in its dealings with both the public and police during its relationship with the Toronto Police Service. This move would help ensure that the Toronto Police Service has additional competitive options available during the next contract process.

Thank you,

Alex Anissimoff  
President  
A Towing Service Ltd.



1276675

TYPE OF BUSINESS: PUBLIC GARAGE

LICENCE FOR: OIL;REPAIRS;CAR SALES OVER 10;CAR STORAGE OVER 10

**THIS LICENCE MUST BE POSTED IN A CONSPICUOUS PLACE**

Licence No.: B68-3951269

Issue Date: 29-MAY-2009

Expiry Date: 29-MAY-2010

Issued To: A TOWING SERVICE LTD

185 BARTLEY DR  
NORTH YORK, ON M4A 1E6

  
Jim Hart  
Executive Director

ISSUED PURSUANT TO AND SUBJECT TO THE PROVISIONS OF CHAPTER 545  
OF THE CITY OF TORONTO MUNICIPAL CODE

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**#P198. ANNUAL REPORT – 2008 ENHANCED EMERGENCY PREPAREDNESS**

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

Subject: 2008 ANNUAL REPORT - ENHANCED EMERGENCY PREPAREDNESS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 18, 2006, the Board agreed to receive annual progress reports on Enhanced Emergency Management (Min. No. P20/06 refers). This report will provide an overview on the progress of the Toronto Police Service (TPS) efforts in the area of Enhanced Emergency Management for the period of March 1, 2008 to February 28, 2009.

Discussion:

The Enhanced Emergency Management program commenced shortly after September 11, 2001. The primary focus of this initiative is to concentrate on the following components:

- Emergency Management Planning
- Chemical, Biological, Radiological and Nuclear (CBRN) – Joint Team
- Heavy Urban Search and Rescue (HUSAR) – Joint Team
- Public Health Emergencies, Preparations and Response
- Counter Terrorism

The TPS Enhanced Emergency Management program includes TPS partnerships with the Toronto Fire Service (TFS) and Emergency Medical Services (EMS), along with a group of broader external agencies and community stakeholders which include but are not limited to: Municipal (specifically the City Office of Emergency Management), Provincial and Federal agencies, non-governmental organizations, the private sector, etc. These partnerships and collaborative efforts utilize community mobilization techniques designed to increase both TPS and community emergency preparedness capacity.

The following is an overview of the some of major developments in the Enhanced Emergency Management program in 2008 and 2009.

## **1. Emergency Management Planning**

From its post 9-11 inception, the TPS Enhanced Emergency Management program was primarily the function of and unit mandate for the TPS Public Safety & Emergency Management (PS&EM). The PS&EM oversaw emergency preparedness and business continuity for the TPS.

However, emerging best practice shows that organizations must take on a more enterprise wide approach to emergency preparedness and emergency management. No one person or even unit can enhance the capacity of the TPS to mitigate, plan/prepare, respond to, and facilitate the recovery from, all emergencies and disasters that may impact the City of Toronto. Just as no one person/unit can handle crime management, financial management or risk management. All such major issues require a “whole of Service” approach at the strategic, operational and tactical levels.

Therefore, the TPS has significantly enhanced its emergency planning capacity by the creation and full implementation of the TPS Emergency Preparedness Committee (EPC). The EPC was established by Deputy Chief Warr within the Specialized Operations Command in January of 2008.

The committee is chaired by Operational Services Staff Superintendent Peter Sloly. The EPC is mandated to increase the emergency preparedness and business continuity capacity of the entire Toronto Police Service. The EPC serves as the corporate focal point for emergency preparedness/business continuity research, training and other related capacity building initiatives. The EPC also creates risk management, audit/accountability and organizational learning systems. Finally, the EPC develops new and/or enhances existing emergency preparedness related policies, procedures and practices.

In 2008, the EPC researched and recommended that the TPS formally adopt the Incident Management System (IMS) principles for emergency preparedness; planning, mitigating, responding to and recovering from emergency incidents. In 2009, the EPC adopted the Incident Command System (ICS) structure for emergency management to enhance command, control, coordination and communication. The EPC now mirrors and utilizes the same strategic, operational and tactical principles of incident management and incident command.

Under the ICS structure the EPC has established the following sub-committees: Public Information, Occupational Health and Safety, Operations, Planning, Logistics, and Finance and Administration. The EPC is comprised of internal representatives from each command within the Service. PS&EM plays an integral role in the EPC as their members are active in each of the sub-committees. Membership on this committee is and will continue to be determined by the position of the individual within the organization, not by the individual themselves.

The EPC meets on the first Friday of every month while sub-committees meet at least once per month. There is a master task list matrix which is prioritized, actioned and audited on a monthly basis to ensure full accountability and continuous improvement. The EPC also ensures that the TPS is in compliance with the Provincial Counter Terrorism Plan, Ministry audits and any applicable components of the Federal Counter Terrorism Plan.

In addition, the EPC is contributing positively to the promotion of emergency preparedness by working closely with our external stakeholders to provide hands on learning opportunities. The EPC meets with external stakeholders once per month. Additionally, the EPC partnered with our external stakeholders to organize a very successful Emergency Preparedness Symposium in November of 2008. The theme of the symposium was “Planning to Recover from an Emergency” with an emphasis on the least effective aspect of emergency management, “recovery”. A second symposium is scheduled for this fall. The theme for the 2009 symposium is “Communication”.

In short, the EPC is creating a Service-wide emergency preparedness culture that emphasizes relevance, readiness and resiliency for all members and all units of the Toronto Police Service, while also improving the emergency preparedness capacity of our external partners.

Since the inception of the EPC the importance of emergency preparedness has been raised throughout the TPS. The actual TPS emergency management activities have been better coordinated and communicated. Internal feedback indicates that the TPS response to emergency incidents is becoming increasingly more effective.

### *External Partnerships*

The TPS has executive standing on many external emergency preparedness entities at the local, provincial and national levels. These entities include but are not limited to:

1. The Joint Operations Steering Committee (JOSC) which comprised of Deputy Chief level representation from the TFS, EMS and the TPS. This group meets to facilitate and harmonize emergency operations between the three major emergency response agencies which include but is not limited to; CBRN, HUSAR, Pandemic Planning, Provincial Nuclear Emergency Response Plan (PNERP) and the Provincial Liquid Emergency Response Plan (PLERP).
2. The City of Toronto Emergency Management Program Committee (TEMPC) which consists of executive level members of all City boards, agencies and commissions to enhance City wide emergency preparedness, while also being able to provide strategic level emergency management response.
3. The Ontario Association of Chiefs of Police Emergency Preparedness Committee which is mandated to ensure an integrated Ontario police service approach to preparing for large scale events.
4. The Canadian Association of Chiefs of Police Emergency Preparedness Committee which is mandated to develop an integrated national framework for emergency management.



5. The Canadian Association of Chiefs of Police Counter Terrorism Committee which is mandated to harmonize the work of Canadian Law Enforcement Agencies in identifying, preventing, deterring and responding to terrorism and other national security threats.

There are many other external emergency preparedness, emergency management, public order management, business continuity and counter terrorism committees/working groups that the TPS has standing on and is actively participating in.

### *Business Continuity*

The EPC is mandated to enhance TPS business continuity to ensure that the TPS can continue to deliver core policing services in emergencies (i.e. 2003 Northeast Blackout). PS&EM maintains responsibility for overseeing the maintenance of Operational Continuity Plans (OCP) for each TPS unit. It is the responsibility of each unit commander to develop and maintain their unit specific portion of the OCP in a current state of readiness. The OCPs provide a framework to assist with evacuations, business continuity and an order return to a state of normalcy.

To further enhance TPS business continuity, a program was introduced by the PS&EM in 2008 to test the operational preparedness of all units within the Service. PS&EM personnel randomly test units (2-3 per month) to ensure that the OCP exists and that it can be effectively executed. Operational and facility deficiencies are identified and then addressed. This exercise is intended to emphasize the importance of the OCP, the operational necessity for persons in authority to be familiar with the contents and that an acceptable and optimized level of police service can be delivered in an emergency.

### *Incident Management & Incident Command*

In 2008, the Ministry of Correctional Services and Community Safety (MCSCS) enacted a doctrine that recommends IMS as the emergency preparedness model in Ontario. As mentioned earlier, the TPS has already formally adopted IMS as its emergency preparedness model and ICS as its emergency management model.

In 2008, the TPS established a cadre of ICS trained incident commanders. This cadre consists of 20 ICS accredited senior officers who are capable of assuming incident command whenever called upon to do so. This cadre has completed training to the ICS 400 level course which represents the highest level of ICS training available in Canada.

The senior officers who comprise the Incident Command Cadre (ICC) range in rank from superintendent to inspector. An on-call program designating a primary and secondary incident commander is in place to ensure coverage 24 hours a day, 7 days a week, and 365 days a year. When the Duty Inspector is factored in, the TPS now has the operational capacity to activate a total of three ICC teams in the event of a multi-site incident.

The ICC enables the TPS to quickly deploy highly trained and experienced incident commanders to multiple emergency sites occurring simultaneously within the city at any given time. It also allows for equally qualified “relief” resources, should the duration of an event last for several days or weeks. These ICC members were/will be effectively deployed at the following events:

- 2008 Secord Avenue explosion and fire
- 2008 Sunrise Propane explosion
- 2009 West End Blackout (11, 13 and 14 Divisions)
- 2009 Tamil Demonstrations
- 2009 H1N1 Pandemic
- 2008 and 2009 Caribana Parade/Downtown Plan
- 2010 Vancouver Winter Olympics
- 2010 G8 Conference

**NOTE:** All of the events outlined above will result in the creation of After Action Reports which are submitted to the EPC for review and implementation of any recommendations contained within. These reports provide a method of evaluating our performance and contribute significantly to the overall learning experience for all members of the TPS.

The TPS has enhanced its own practice of ICS by developing the roles of the investigative and intelligence functions within the existing model. The TPS effectively used enhanced investigative functions in the 2008 Sunrise Propane Explosion and the enhanced intelligence function in the 2009 Tamil Demonstrations.

### *Critical Infrastructure*

During the first quarter of 2008, PS&EM created a Critical Infrastructure section within the unit that is comprised of one sergeant and two constables specifically tasked to:

- Coordinate security and threat assessments to enable target hardening at critical infrastructure locations and Potential Terrorist Targets (PTT) using Crime Prevention Through Environmental Design (CPTED) principles;
- Enhance existing partnerships with critical infrastructure sectors to identify and address elements of critical infrastructure protection and response; and
- Strengthen Toronto’s ability to deal with emergencies involving critical infrastructure.

PS&EM, the TPS Intelligence Division and the Toronto Office of Emergency Management continue to work together to ensure that critical infrastructure, economic activities and the core city services are maintained, protected and/or restored (if impacted by an emergency incident).

### *Emergency Preparedness Training & Practical Exercises*

The EPC has secured additional funding and equipment to facilitate emergency management training. In 2008, the Command approved PS&EM to work in partnership with Information Technology Services (ITS) for the purchase of the Joint Emergency Planning and Response

System (JEPRS) software which enables more effective training for and management of emergency events and large scale planned events.

PS&EM continues to organize and participate in a variety of joint training and education opportunities. This includes joint emergency management training with the City Office of Emergency Management. This training provides TPS personnel with the Provincial Basic Emergency Management (BEM) certificate upon successful completion of the required courses.

The following three basic emergency management courses are included as part of this training:

- Basic Emergency Planning
- Incident Management System
- Emergency Operations Centre

In addition to the above mentioned training, PS&EM also coordinated the following;

- Specialized training for members of the Public Order Unit
- Basic Search and Rescue training for supervisors and specially selected constables
- Scribe training for individuals supporting an Incident Commander
- Incident Command System training for specially selected TPS members (Incident Command Cadre, Emergency Preparedness Committee members etc).

During 2008, the staff of PS&EM participated in the following training courses at the Canadian Emergency Preparedness College in Ottawa. In addition to the direct participation of the staff of PS& EM in these training courses, a total of 13 TPS members also received comprehensive training in the areas outlined below:

- Emergency Site Management
- Emergency Operations Centre
- CBRN (multiple levels)

The following is a summary of the training exercises that PS&EM has been involved with in 2008 and 2009:

- Exercise Lights Out (Operational Continuity exercises at 32, 53 and Drug Squad)
- Health Guard (Pandemic Plan Exercise)
- Exercise Rising Trefoil (Joint CBRN Dirty Bomb Exercise)
- Forensic Radiation Exercise (Joint CBRN team)
- City Hall Mailroom Exercise (White Powder Exercise)
- Greater Toronto Airport Authority (Counter Terrorism & Plane Crash Exercises)
- 2008 Environmental Disaster (Table Top Exercise)

## **2. Chemical, Biological, Radiological and Nuclear (CBRN) – Joint Team**

The EPC oversees the TPS strategy in relation to CBRN related emergency preparedness. PS&EM have specific operational and tactical responsibility to ensure we have a Toronto CBRN ready response and that we can assist other jurisdictions with such events.

The three emergency services components (TFS, EMS and TPS) of the Joint CBRN Team Managers operate from the PS&EM offices situated at 4610 Finch Avenue East. This situation provides for better communication and enhanced interoperability between the three agencies. Consolidating the team managers at one location has also proven to be beneficial in the scheduling and delivery of training to emergency services personnel from all three primary response agencies.

At the present time the police component consists of four full-time members. The TPS is capable of mounting an integrated CBRN response including intervention within the warm and hot zones. The TPS CBRN Team components include PS&EM, Forensic Identification Services, Emergency Task Force, Marine Unit and divisional personnel.

The TPS CBRN Team developed a support protocol with the TPS Intelligence Division to provide trained CBRN members as a part of VIP security details for dignitaries visiting Toronto. The TPS CBRN Team also facilitated a support protocol with the TPS Drug Squad Clandestine Laboratory Investigative Team and the Marijuana Grow Operations Team to provide trained CBRN members to assist with operational, explosive, chemical and “booby trap” detection to improve member safety and greatly reduce the risk to public safety.

The TPS CBRN project manager remains actively involved in the development and delivery of the National First Responders Training Programme in conjunction with the Federal Government, Defence Research and Development Canada (DRDC) and the CBRN Research and Technology Initiative (CRTI). These programs have established a national standard with respect to CBRN training and equipment usage for municipal emergency response organizations.

The TPS Team provides a variety of CBRN training to TPS and non-TPS personnel (other emergency responders and related groups). The training ranges from Basic CBRN Awareness to Live Agent training at the Canadian Armed Forces Base in Suffield, Alberta.

During the time period covered by this report, the TPS CBRN Team was deployed on 64 occasions. The CBRN Team have also been utilized to deal with the increase in numbers and the complexity of clandestine laboratories discovered by police drug units in the Greater Toronto Area. For example, on April 29, 2008, during the execution of a search warrant, a significant laboratory was discovered in an industrial complex in Mississauga. The laboratory, believed to be the largest in Canadian history, contained in excess of eighty 50 gallon barrels of chemicals used in the production of methamphetamine, as well as hundreds of trays of drying drugs and millions of finished tablets ready for distribution. This was a TPS led investigation due to the fact that the Peel Regional Police Service does not have a Clandestine Laboratory Team.

### **3. Heavy Urban Search and Rescue (HUSAR) – Joint Team**

The Heavy Urban Search and Rescue Team – Canada Task Force 3 (CANTF3) is a Toronto Fire Services led initiative that is comprised of representatives from all emergency services and Toronto Water. This team has TPS components from PS&EM and the Police Dog Services (PDS). In 2008, a TPS member was appointed as one of the four HUSAR Team Incident Commanders. The team is operationally supported by the Provincial Emergency Response Team (PERT) from the Ontario Provincial Police (OPP).

At the present time, five TPS members are trained for the search management and technical search components. This includes three new members who commenced training in February 2007 and continue their development. There were two retirements from the Team in 2008. The additional three members will help address succession planning requirements for the TPS component of the team. There is no special pay cost to the TPS for this training as a result of the availability of federal funding in support of this initiative.

In 2008, the EPC was approached for assistance in the expansion of the PDS component of the HUSAR program. During this reporting period, the PDS component was expanded to include five search and rescue dogs and one cadaver dog. This represents an increase of three search dogs and two handlers over the previous reporting period. The increase in handlers at PDS was necessary to address succession planning. Funds from the City of Toronto HUSAR budget were utilized to facilitate the canine purchases.

During this reporting period the HUSAR Team experienced four municipal deployments in Toronto. These deployments were smaller in nature than previous deployments and involved only City of Toronto team components. The provincial exercise – “Trillium Response” held in Thunder Bay, Ontario, included teams from Manitoba and Halifax. In January 2009, a final federal exercise for team instructors only was held in Manitoba.

No emergencies involving HUSAR occurred in Toronto during this reporting period.

### **4. Public Health Emergencies, Preparations and Response**

PS&EM along with the Occupational Health & Safety Unit (OH&S) liaise with the Toronto Office of Emergency Management and Toronto Public Health in order to mitigate any public health emergencies, including pandemic influenza. TPS members are continuously provided with valuable information in relation to public health emergencies on the PS&EM intranet site.

PS&EM and OH&S have completed a Public Health and Pandemic Response Plan, TPS Procedure 10-14 “Public Health Emergencies/Pandemic Response” and a vaccination strategy for members of the TPS. The selection, approval and acquisition of Personal Protective Equipment (PPE) and the associated logistics were completed in 2008. The City of Toronto has established a budget and will soon begin accumulating supplies, including anti virals, to be made available to all city employees through their respective agencies, boards, commissions and divisions. This course of action has been approved by the City of Toronto Budget Committee and was to be tabled at the Executive Committee in 2009.

The TPS has been appointed as the lead agency for both the Mass Fatalities and the Death Surge Plan for the City of Toronto. PS&EM is developing a plan in conjunction with the City of Toronto Office of Emergency Management and other key community stakeholders.

## **5. Counter Terrorism**

The EPC has commenced the following initiatives:

### *Chapter 10 Review*

A comprehensive review by the EPC of the Chapter 10 Service Procedures is currently underway. The majority of the procedures contained within Chapter 10 have been classified as Priority One Procedures. These involve incidents of low frequency and high risk which may result in loss of life to the public or a member of the Service. Such incidents are characterized by the need for immediate action. Some of the procedures contained within this Chapter include;

- Emergency Incident Response
- Incidents Involving Hazardous Materials
- Bomb Threats and Explosions
- Nuclear Emergencies
- Chemical/Biological/Radiological/Nuclear Agents Events
- Emergencies on TTC property
- Clandestine, Extraction and Hydroponic Drug Laboratories
- Counter Terrorism
- School Lockdowns

Any or all of the above procedures have the potential to be linked to a terrorist threat or activity. A comprehensive review of all of the procedures contained within this Chapter will help ensure the TPS is adequately prepared and trained in the event our city or province is targeted by a terrorist organization.

### *Expansion of the Active Shooter Capacity*

Prior to 2008, the TPS focussed its attention on training for active attacker/shooter situations in education facilities. The capacity of our officers in this area has been expanded to include shopping malls, concourses and private sector buildings. As part of our enhanced emergency preparedness in this area, the following steps have been undertaken:

- Tactical officers are on-call through a pager system
- An Operations Centre has been established within the confines of the Emergency Task Force building
- Seniors officers from our organization are liaising with their counterparts from European cities who have first hand experience with these types of situations
- Each tactical officer has been issued with additional magazines

In addition, the new TPS training facility currently nearing completion will provide realistic training facilities which will be used in conjunction with active attacker/shooter scenarios as part of the annual Crisis Resolution Officer Safety Course for all frontline officers.

### *Intelligence & Threat Assessments*

The timely gathering and dissemination of information within the organization is an essential component of the TPS Counter Terrorism strategy. In an effort to improve and enhance the quality of information being processed, each of the seventeen police divisions and other strategically identified units within the Service have a member designated to act as the unit Field Intelligence Officer. In addition, the TPS Intelligence Division has developed a new “security assessment” tool that incorporates existing threat assessment principles but enhances them using emergency preparedness principles of planning, mitigation, response and restoration.

### *Emergency Preparedness Review*

The EPC is now fully responsible for the current and short-term emergency preparedness capacity building within the TPS. A tremendous amount has been accomplished in a very short period of time but there is much more to accomplish in order to ensure that the TPS is properly prepared to deliver the appropriate level of response given the identified need.

In 2008, Deputy Chief Warr commissioned an Emergency Preparedness Review to examine, assess and review the practices the TPS is currently engaged in and to then make recommendations for the mid to long-term emergency preparedness capacity building requirements of the TPS. On January 12, 2009, the Emergency Preparedness Review Team became operational. The following are the goals and objectives of the review:

1. To further enhance the Service’s capacity to prepare and plan for, mitigate, respond to and recover from an emergency incident or a major planned event.
2. Advancing a “whole of Service” culture that ensures business continuity and emergency preparedness.
3. To enhance the ability of the TPS to function and coordinate efforts within a Unified Command Structure at the operational and strategic levels.

The review report will be complete in July of 2009, and the resulting recommendations will be presented to Command for the purpose of enhancing our state of emergency preparedness, readiness, relevance and resilience.

### Conclusion:

The Toronto Police Service recognizes the importance of emergency preparedness to the organization, other emergency service providers and our network of external stakeholder agencies. Our Service is quickly establishing a solid reputation as a leading authority in the fields of emergency preparedness, emergency management and business continuity.

There is still considerable work to be done and the nature of the threats continue to increase in frequency and complexity (both natural and man made). This report outlines some of the elements that are now in place for the progressive, comprehensive, whole of Service Enhanced Emergency Management strategy.

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

**In response to questions by the Board, Deputy Chief Tony Warr, Specialized Operations Command, and Staff Superintendent Peter Sloly, Operational Services, described how the Service measures its effectiveness in responding to emergency incidents, and provided examples of how the effectiveness is demonstrated in a qualitative and/or quantifiable form.**

**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 JULY 17, 2009**

**#P199. ANNUAL REPORT – 2008 TRAINING PROGRAMS**

The Board was in receipt of a report dated June 22, 2009 from William Blair, Chief of Police, pertaining to the 2008 annual review of training programs. A copy of the report is on file in the Board office.

**The Board deferred consideration of the foregoing report to its August 2009 meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P200. ANNUAL REPORT – JUNE 2008 TO MAY 2009 – IMPLEMENTATION  
OF INTERNAL AND EXTERNAL RECOMMENDATIONS**

The Board was in receipt of the following report June 02, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT ON THE IMPLEMENTATION OF INTERNAL AND EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 1, 2008 TO MAY 31, 2009

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the Board meeting on May 24, 2001, the Board passed a motion requiring the Chief of Police to provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations emanating from specific sources (Min. No. P139/01 refers). Audit & Quality Assurance is responsible for preparing this annual report outlining all ongoing recommendations from the Ontario Civilian Commission on Police Services (OCCPS), Chief's Administrative Reviews, Coroner's Jury Inquests, the City of Toronto Auditor General's Office and the Ministry of Community Safety and Correctional Services.

Discussion:

*Part I: Chief's Administrative Reviews*

There are no ongoing Chief's Administrative Review recommendations to report on this period.

*Part II: Coroner's Jury Inquests*

A Coroner's Inquest, which took place from January 7 to January 25, 2008, concerned a death in custody resulting from drugs being ingested prior to arrest (Min. No. C64/08 refers). This inquest generated 12 recommendations, 2 of which were directed to the Toronto Police Service. A copy of the Coroner's Inquest report was requested to clarify the intent of one of the

recommendations and the Service was granted an extension to allow for its review (Min. No. P179/08 refers). The Service provided a response to these recommendations in a report dated July 25, 2008 (Min No. P256/08 refers). Recommendation 12 has since been implemented. Following is an update for the recommendation that remains ongoing.

#### Recommendation 9

It is recommended that the Toronto Police Service conduct formal debriefing sessions with all involved police officers following the completion of any Special Investigation Unit investigation after an incident involving a fatality while in custody.

Status: Ongoing

*Following clarification on the intent of this recommendation, it was forwarded to stakeholders for their review and response. Once this process is completed, Service Procedure 08-04, Critical Incident Stress will be reviewed in its entirety and a decision will be made regarding formal debriefing sessions with officers involved in a fatality while in custody.*

A Coroner's Inquest, which took place from November 5 to December 14, 2007, concerned a death resulting from a confrontation between a person with a knife and police officers (Board Minute #P416/07 refers). This inquest generated 12 recommendations, 9 of which were directed to the Toronto Police Service. The Service provided a response to these recommendations in a report dated May 6, 2008 (Min. No. P209/08 refers). The following updates address the one recommendation that remains ongoing.

#### Part III: Auditor General's Recommendations

The Review of the Investigation of Sexual Assaults - Toronto Police Service recommendations were last reported to the Board in a report dated February 25, 2009 (Min. No. P98/09 refers). The status of these recommendations continues to be reported to the Toronto Police Services Board under separate cover.

The Review of Police Training, Opportunities for Improvement recommendations were last reported to the Board in a report dated February 3, 2009 (Min. No. P2/09 refers). The status of these recommendations continues to be reported to the Toronto Police Services Board under separate cover.

The Review of Court Services generated 16 recommendations which were presented at a Board Meeting on July 24, 2008 (Min P194/08 refers). The Service's response to these recommendations were provided to the Board in a letter dated September 19, 2008 (Min. No. P282/08 refers). The following update addresses the one recommendation that remains ongoing.

#### Recommendation 11

That the Chief of Police review the recommendations contained in the report entitled "Review of Police Training, Opportunities for Improvement – Toronto Police Service" in order to ensure that the recommendations in the 2007 report which have relevance to court officer training are properly addressed.

Status: Ongoing

*A Court Services coach officer course was developed and delivered at the end of 2008. These courses are ongoing and all members involved in field training will be certified by the end of 2009. At that time, certification will become the standard requirement for coach officers. A mandatory Court Services supervisory course has also been developed. The first sessions commenced in early 2009 and will continue until all supervisory levels have received the course.*

The Review of Fleet generated four recommendations which were presented to the Board, along with the Service's response, at a meeting held on November 20, 2008 (Min. No. P305/08 refers). The following updates address the two ongoing recommendations.

#### Recommendation 1

That the Chief of Police consider the integration of the SAP financial information system and the fleet management system, taking into account administrative efficiencies to be gained from integrating the two systems.

Status: Ongoing

*A complete review is still underway and is expected to be completed by mid 2009. Based on the results of this review, a timeline will be established for the implementation of any integration opportunities.*

#### Recommendation 3

That the Chief of Police review projected costs of acquiring an automated fuel system. Factors such as staff related cost savings, the use of the City's existing pricing arrangements for installing fuel monitoring devices and the City's IT system support should be evaluated and included in the project's business case for review by senior management and the Toronto Police Services Board.

Status: Ongoing

*Due to City funding constraints and other priorities, the automated fuel system has been deferred in past programs and is being recommended for deferral in the 2009-2013 program. The current recommendation is to do the project in 2014. However, the Service supports this initiative and will review options (which will include discussions with City staff) to advance its implementation. The business case will take into account staff related cost savings and other factors, as appropriate.*

#### Part IV: Ontario Civilian Commission on Police Services (OCCPS)

There are no ongoing OCCPS recommendations to report on during this reporting period.

Part V: Ministry of Community Safety and Correctional Services

The Ministry of Community Safety and Correctional Services' Report on the Inspection of the Toronto Police Service was tabled at the February 2006 Board meeting and included responses to the recommendations directed to the Service (Min. No. P35/06 refers). Updates for the two ongoing recommendations are contained below.

Recommendation #14

The Chief of Police ensure that sexual assault protocols, as envisioned in Ministry Guideline LE-034, be developed between the Service and as many partners as is practicable, to ensure a co-ordinated and effective response to victims of sexual assault.

Status: Ongoing

*The Service has identified over 604 agencies/persons who are now receiving community warnings directly. The Service will continue to ensure that a release is done when a sexual assault occurs involving a stranger and when investigations are undertaken by the Sex Crimes Unit. Assignment of responsibility for these releases is being reviewed and will be discussed at the next Sexual Assault Advisory meeting scheduled for late June 2009.*

Recommendation #16

The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.

Status: Ongoing

*The implementation of this recommendation was divided into four phases. Phase 1 involved the elimination of a stand-alone program which occurred on May 1, 2006. Phase 2 involved conversion of the Automated Control of Evidence system to the Property and Evidence Management System (PEMS) which was implemented in May 2007. Phase 3 required the implementation of PEMS at the Gun and Gang Task Force and Forensic Identification Services. PEMS has been implemented at the Gun and Gang Task Force, but implementation at Forensic Identification Services has been deferred pending the Service-wide rollout of the Property Disposition Inquiry Tool. This rollout was deferred to the first quarter of 2009 as a result of the enactment of the Federal legislation governing the mandatory reporting of protected firearms, effective October 31, 2008. It is anticipated that the Service-wide rollout will occur during the third quarter of 2009. Phase 4, involving the development of the Service's Records Management System (eCOPS) and integration of PEMS and eCOPS will require separate funding as a capital project.*

## Part VI: Workplan for the Audit & Quality Assurance Unit

On July 24, 2008, the Board made a motion requesting that Min. Nos. P140/01 and P34/07 be reviewed. While conducting this review, Min. Nos. P115/00 and P211/00 were also reviewed as they were referenced in Min. No. P140/01 and provide historical context which is relevant to this issue.

Board Minute P115/00 formally approved a decision to transfer the Service's audit function to the City Auditor, which was made by the former Chief of Police, Julian Fantino. A transition team was appointed to examine the responsibilities of Service staff versus City Auditor staff and they presented their findings to the Board on May 1, 2000 along with the City Auditor's Annual Audit Workplan as it pertained to the Service (Min. No. P211/00 refers). To effect this transition, \$321,000 from the TPS budget was reallocated to the City Auditor's office.

The Service's Policing Standards Review Unit was renamed the Quality Assurance Unit and assumed responsibility for the newly mandated Provincial Adequacy Standards (Ont. Reg. 03/99). A workplan dealing solely with initiatives focusing on operational compliance with Adequacy Standards was developed and presented to the Board to provide assurance that there was no duplication of effort between the Service and the City Auditor's Office (Min. No. P140/01 refers).

On April 3, 2002, the City Auditor notified the TPS that, as a result of his forthcoming change to the role of Auditor General, his office would no longer be able to perform internal audit work for the Service. At that point, the TPS once again established its own audit unit with a mandate of assisting senior management in identifying, evaluating and assisting in managing risk-related issues from an operational perspective. The Service presented information on this revised audit role and reporting structure, along with the role of the Auditor General's Office and external audit organizations (Min. No. P251/06 refers). The Board then questioned the Auditor General on the feasibility of his office providing the TPS Board with audit services. At a Board meeting on January 25, 2007, the Auditor General responded to the Board's question regarding the feasibility of providing audit services to the Board (Min. No. P34/07 refers). The Board then made a motion requesting Audit & Quality Assurance Unit's workplan.

The Audit & Quality Assurance Unit performs internal operational audits and reviews. The results of these activities are reported directly to my office and Command. This reporting structure has been reviewed internally and deemed to be appropriate. Internal audit workplans contain operational issues for which I am responsible and will therefore continue to remain within the purview of the Office of the Chief of Police.

### Conclusion:

In summary, this report provides the Board with an overview of the ongoing internal and external recommendations for the period between June 1, 2008 and May 31, 2009 and addresses the Board's request for Audit & Quality Assurance's workplan.

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

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

- 1. THAT the Chief provide a further report on the implementation of the Board recommendations for the period between June 2008 and May 2009; and**
- 2. That the Chair and Chief meet to discuss the Chief's position on providing the workplan and reports of the Audit and Quality Assurance Unit to the Board as set out in the report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P201.       RATIFICATION OF BOARD DECISION – FACILITY SECURITY  
SYSTEM VENDOR OF RECORD AND MAINTENANCE CONTRACT  
FOR FACILITY SECURITY AND CAMERA SYSTEMS**

The Board was in receipt of the following report June 26, 2009 from Pam McConnell, Acting Chair:

Subject:       RATIFICATION OF BOARD DECISION – FACILITY SECURITY SYSTEM  
VENDOR OF RECORD AND MAINTENANCE CONTRACT FOR FACILITY  
SECURITY AND CAMERA SYSTEMS

Recommendation:

It is recommended that the Board ratify a decision made by a quorum of the Board on June 25, 2009 with regard to the approval of the recommendations contained in the attached report dated April 22, 2009 from the Chief of Police.

Financial Implications:

There are no financial implications associated with the recommendation contained in this report.

The financial implications related to the recommendations regarding the facility security system vendor of record and the maintenance contract for facility security and camera systems are outlined in the Chief's attached report.

Background/Purpose:

At its meeting on May 21, 2009, the Board was in receipt of a report dated April 22, 2009 from the Chief of Police containing recommendations for the facility security system vendor of record and a maintenance contract for facility security and camera systems.

Following a discussion regarding the Chief's report, the Board requested that Mr. Albert Cohen, City of Toronto – Legal Services Division, provide a confidential report with respect to the Board's concerns about the lack of bids during the Request for Proposals (RFP) process (Min. No. P136/09 refers).

The Board received the requested report from Mr. Cohen during its confidential meeting on June 18, 2009 and agreed to continue consideration of the Chief's recommendations at a public meeting (Min. No. C165/09 refers).



Discussion:

The facility security system vendor of record and the maintenance contract for facility security and camera systems are recommended for a period of three years commencing July 01, 2009 and concluding June 30, 2012, with two one year options at the discretion of the Board.

Given that the next regularly scheduled meeting of the Board will be held on July 17, 2009, an email/telephone poll of the two recommendations contained in the Chief's report was conducted subject to the Board ratifying the decision in public at the July 17, 2009 meeting.

On June 25, 2009 a quorum of the Board approved the Chief's report which recommended that Johnson Controls Ltd. be the vendor of record and be awarded the maintenance agreement. Details of the RFP process and results, the vendor of record and the maintenance agreement are set out in the Chief's report (attached).

Conclusion:

It is, therefore, recommended that the Board ratify a decision made by a quorum of the Board on June 25, 2009 with regard to the approval of the recommendations contained in the attached report dated April 22, 2009 from the Chief of Police.

**The Board approved the foregoing report.**

Report dated April 22, 2009 from the Chief of Police:

Subject: FACILITY SECURITY SYSTEM VENDOR OF RECORD AND MAINTENANCE CONTRACT FOR FACILITY SECURITY AND CAMERA SYSTEMS

Recommendations:

It is recommended that:

- (1) the Board approve Johnson Controls Ltd. as the Vendor of Record for the provision of equipment, design and installation services for facility security requirements for a period of three (3) years commencing July 1, 2009 to June 30, 2012, with two (2) one year options at the discretion of the Board; and
- (2) the Board approve Johnson Controls Ltd. to provide maintenance for the Toronto Police Service's facility security and camera systems for a period of three (3) years commencing July 1, 2009 to June 30, 2012, with two (2) one year options at the discretion of the Board, at a total estimated cost of \$591,528 (including all taxes) for the three year period.

Financial Implications:

There are no financial implications related to the recommendations contained within this report. The equipment requirements, design and installation services are budgeted and approved on a project by project basis.

The required maintenance of the Service's facility security system and security cameras is estimated based on installed equipment (at the time of budget preparation), and funds are included in the annual operating budget request. The 2009 operating budget includes an estimate of \$288,000 for the facility security and camera systems maintenance. This budget amount also includes an allowance for unexpected repairs that may occur during the year.

Background/Purpose:

Johnson Controls Limited (JCL) is the current Vendor of Record (VOR) for the provision of equipment, as well as design and installation services for the Service's facility security system. This VOR status is for a five year period and expires on June 30, 2009. JCL is also the current provider of facility security maintenance and that five year agreement also expires on June 30, 2009.

The Service also has a requirement to maintain its security cameras at various facility locations. The maintenance for this equipment has been provided (on an ad hoc basis) by the Service's Telecommunications Services unit. The number of camera systems within the Service's facilities has increased significantly with no corresponding increase in support staff. The current workload and other support priorities of the Telecommunications Services unit have prevented staff from conducting the required preventative maintenance on the security camera systems. In

order to ensure that the security cameras are in good working order and to minimize repair work, it is important that maintenance on the camera systems be done on a regular basis and not be subject to other work priorities. Utilizing an external vendor to perform regular preventative maintenance on the Service's security cameras would be a more efficient and cost-effective way of achieving this service objective. It was therefore added as a requirement to the Request for Proposals (RFP) recently issued for these services.

#### Discussion:

Due to the upcoming expiration of the VOR status and the facility security maintenance agreement, the Service issued RFP #1107604-09 to establish a VOR for the provision of equipment, design and installation services to meet the Service's facility security requirements, as well as for maintenance and repair services for our facility security and camera systems. The results of the RFP process are summarized below.

#### *RFP Process and Results:*

Respondents to the RFP were required to be authorized dealers for the Service's security system. As a result, the Service issued the RFP to ten (10) authorized dealers as provided by the manufacturer of the security system. Subsequent to the issuance of the RFP, a mandatory vendor meeting (as specified in the RFP) was held prior to the close of the RFP. Two (2) vendors attended the mandatory meeting, and the Service received one (1) submission to the RFP. The one submission received was from JCL. Service staff evaluated the JCL submission utilizing the following weighted criteria as specified in the RFP.

- Experience with the Service's security system (20%)
- Qualifications and experience of provider's personnel & back-up resources (25%)
- Itemized price list provided (15%)
- Maintenance cost provided (15%)
- Maintenance schedule provided (15%)
- Past experience with large complex security/camera systems (10%)

The evaluation resulted in JCL being recommended as the VOR for the Service's facility security system and provider of facility security and camera systems maintenance.

#### *Vendor of Record:*

JCL, as the VOR, will provide the Service with equipment, as well as design and installation services for our facility security requirements. These requirements include the installation of complete security systems in new facilities (e.g. 11 Division) and any additions/changes to current systems due to renovations or other security requirements. Expenditures related to the VOR status are project specific and budgeted accordingly. JCL's proposal includes an itemized equipment price list for items typically required by the Service. The discount from the list price ranges from 20% to 50% depending on the equipment, with the more expensive items receiving the upper range of the discount.

### *Maintenance Agreement:*

Preventative maintenance on the facility security and camera systems is critical to ensure that these systems are in good working order. The JCL proposal includes regular preventative maintenance, licensing requirements, and an allowance (as provided by the Service) for unscheduled maintenance/repairs. The preventative maintenance and license costs total \$271,278 for the three year period and an allowance of \$320,250 (based on the Service's experience) for unscheduled maintenance/repairs are included, for an estimated total of \$591,528 (including taxes) for the three year period. JCL has maintained the preventative maintenance cost at the same level for the first two years. The third year includes an increase of 6%. The allowance is an estimate and could change based on Service requirements and/or the addition of new equipment. Any unscheduled repairs, maintenance and or new security installations are authorized based on the submission of detailed quotes from the vendor.

### Conclusion:

Effective and reliable facility security and camera systems are critical to protecting our members, our buildings and the equipment housed in our facilities.

The current vendor of record arrangement for the Service's facility security system and the agreement for maintenance and repair services will expire on June 30, 2009. Accordingly, the Service has conducted an RFP process to establish a VOR and maintenance provider to enable the continuation of these security system service requirements, as well as the maintenance of security camera systems at various TPS facility locations. The RFP process, which included issuing the RFP to ten authorized vendors, resulted in only one submission. The lone submission from Johnson Controls Limited was reviewed and met all mandatory requirements, and the costs proposed for the equipment and services requested are reasonable.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P202. WIRELESS DATA USAGE AND EQUIPMENT**

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

Subject: WIRELESS DATA USAGE AND EQUIPMENT

Recommendations:

It is recommended that:

- (1) the Board approve a three (3) year contract with Rogers Wireless for wireless data usage fees for a public wireless network at an estimated three (3) year total cost of \$3,066,000 (including taxes), commencing August 13, 2009 and ending August 12, 2012;
- (2) the Board approve Rogers Wireless to provide modems and related equipment, and wireless data services for future requirements, commencing August 13, 2009 and ending August 12, 2012; 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 annual estimated commitment to Rogers Wireless for data usage fees is \$1,022,000, broken down as follows:

- \$311,000 for Automatic Vehicle Location (AVL) services;
- \$674,000 for Mobile Workstation (MWS) services; and
- \$37,000 for Parking Enforcement Handheld services.

Funds are available in the 2009 operating budget for these fees, and required funding will be included in future year operating budget requests for this purpose.

Any replacement of modems and related equipment will be funded from the Service's Vehicle and Equipment Reserve. Funds required for new modems and related equipment will be funded from the respective project or initiative.

Background/Purpose:

The purpose of this report is to establish a provider for wireless data services and related equipment for a three year period commencing in August 2009.

## Discussion:

### *Radio Data Network Used Prior to 2006:*

Prior to 2006, the Toronto Police Service used a city-wide Radio Data Network (RDN), which was installed in 1999. This private network was owned and operated by the Service. However, the low data speed of the RDN limited the Service to small messages and a speed of 9.6 Kilobytes (Kbps) per second. Consequently, tasks such as publishing of occurrences and sharing photos, such as mug shots, could not be performed on the RDN but had to wait until the officer returned to the division and connected to the local wireless Divisional Parking Lot Network (DPLN).

### *Move to Wireless Service Provider:*

For the purpose of exploring more cost-effective and higher capacity alternatives, as well as eliminating coverage problems, the Service issued a Request for Proposal (RFP #ITS-3400-1101) in October 2003. The purpose of the RFP was to select a vendor committed to wireless technology that would work with the Service to provide wireless services and a variety of access devices into the network. The benefits of moving to a wireless service provider included improved performance, coverage and response times, as well as a higher bandwidth to enable more information being available to front-line officers. The speed of the public cellular network made many activities, such as accessing mug shots and obtaining timely responses to queries, feasible on mobile workstations.

Following a pilot and evaluation process, the Board, at its meeting of July 12, 2005, approved Rogers Wireless to provide the equipment and data usage services for a public wireless network (Min. No. P224/05 refers).

### *Current Wireless Network:*

The current Rogers wireless network includes connectivity to the mobile workstations (MWS), the automatic vehicle location (AVL) system and parking enforcement handheld devices. The network provides connectivity to front-line officers through their MWS for Computer Aided Dispatch (CAD), Canadian Police Information Centre (CPIC) queries, driver licence queries, etc. It is a critical tool used to obtain information for both safety and law enforcement purposes. The AVL system project, completed in 2008, focused on the installation of Global Positioning System (GPS) receivers in marked and unmarked police vehicles along with the associated software solution on the MWS for the display of vehicle location. The GPS data is transmitted through the Rogers wireless network to the CAD system and displays the location of the police vehicle for dispatchers, on the desktop workstations for supervisors, and in the vehicles on the MWS. The Rogers wireless network also provides connectivity to parking enforcement officers through parking handheld devices. These devices enable parking enforcement officers to issue printed tickets for parking infractions resulting in an overall reduction in spoiled tickets and a better collection rate for the City.

All patrol cars are equipped with wireless modem devices that provide AVL as well as data network access for applications available on the MWS. 547 wireless modem devices were purchased as part of the MWS Lifecycle project in 2008 at a cost of \$450,000. There were also 960 wireless modem devices purchased for AVL services (between the years 2005 and 2008) at a cost of \$778,000. The parking enforcement handheld devices also operate on the Rogers wireless network using internal modems that work specifically with the Rogers wireless network. The 300 parking enforcement handhelds were purchased in 2005 at a cost of \$978,000 as part of the Parking Handheld capital project.

The technical design of current commercial wireless networking services prohibits the use of technology on competing networks. Selection of an alternate vendor for wireless network services at this time would require the Service to completely replace all wireless network devices associated with the MWS, AVL and parking handhelds at a cost of approximately \$2.2 Million. Additional costs would be incurred for the associated software development and implementation.

The use of an alternate carrier service, while the other TPS devices are on Rogers Wireless, would create significant logistical and design issues with associated network costs. Consequently, it is recommended that the Service continue using Rogers Wireless as its wireless data network service provider as well as the vendor for modems and any related equipment requirements. The sole sourcing of hardware requirements from Rogers ensures the devices deployed on the Rogers network meet their type approval.

#### *Pricing:*

The rates for data access and transfer are in the process of being finalized. However, Rogers Wireless has committed to providing an unlimited data access plan at its current monthly rate for the MWS. The data plans for AVL and parking enforcement handhelds will be lower than the existing rates.

The AVL and parking handhelds rates proposed by Rogers Wireless reflect a twenty percent discount off list price, and are in line with the rates in the Provincial Vendor of Record Contract that Rogers Wireless currently has with the Province of Ontario.

Rogers has committed to not increasing any rate plans during the contract term. In addition to the negotiated rates, the Service will maintain the ability to receive the benefit of any rate decrease that may become available during the term of the contract. The Service will require, upon request or on an annual basis, confirmation from Rogers that rates being charged to the Service are competitive with similar rate plans in place with other large public sector organizations.

#### *Hardware Acquisition:*

Under the proposed agreement, Rogers would provide modems and related equipment for future needs, as required. The ongoing improvements in cellular network speeds, drive continuous wireless modem hardware model changes which preclude the identification and pricing of current products that will meet emerging standards. Consequently, the price for future wireless

devices will be provided by Rogers as modem devices and related hardware are requested. This process will ensure that volume discounts are provided for the selected hardware.

To further ensure that the Service continues to receive competitive pricing, the Service reserves the right to verify pricing of equipment and services throughout the term of the agreement. The Service also requires Rogers to propose a suitable process that will ensure reductions in pricing, and that such decreases in prices are immediately passed on to the Service. The process is to include:

- immediate adhoc quotations using live manufacturer pricing;
- proactive road map (manufacturers' equipment lifespan) sessions and acquisition of equipment within their lifecycle; and
- technology reviews and pricing comparisons against similar manufacturers.

Parking handheld devices will be procured via a separate procurement process, as the wireless modems are part of the handheld device.

#### Conclusion:

The current design of commercial wireless networks prohibits the use of the Service's existing wireless and parking handheld devices on any network other than Rogers wireless network. Therefore, the selection of an alternate vendor for wireless network services would require the complete replacement of the Service's wireless network at a cost of approximately \$2.2 Million (plus additional costs for implementation) without any functional or operational gains.

This restriction would have occurred regardless of which wireless vendor had been selected at the time of the original RFP.

For these financial and operational reasons, it is recommended that the Service single source wireless data services as well as the purchase of future hardware requirements to Rogers Wireless until August 2012.

The Service has started a process to identify and review options in order to determine an appropriate future strategy for its wireless data service requirements. This strategy will include an appropriate procurement process to select a vendor(s) that effectively meets our needs, and will take into account lifecycle replacement, operational, transitional and financial considerations.

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 JULY 17, 2009**

**#P203. FOOD SERVICES – TORONTO POLICE HEADQUARTERS AND THE  
TORONTO POLICE COLLEGE**

The Board was in receipt of the following report June 25, 2009 from William Blair, Chief of Police:

Subject: FOOD SERVICES - TORONTO POLICE HEADQUARTERS AND TORONTO  
POLICE COLLEGE

Recommendations:

It is recommended that:

- (1) the Board award the contract for the provision of food services at the Toronto Police Headquarters and Toronto Police College facilities to Compass Group Canada (Compass), for three (3) years commencing October 1, 2009 until September 30, 2012, with two (2) one-year options at the discretion of the Board; and
- (2) the Board authorize the Chair to execute the agreement for food services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

There are no financial implications related to the recommendation contained within this report. The agreement with the food service provider results in a guaranteed rent amount paid to the Service plus additional compensation based on gross sales. The annual revenue received from the food service provider is accumulated in a Service deferred revenue account. The Service owns the cafeteria equipment. As a result, the accumulated revenue is utilized for the maintenance and replacement of the cafeteria equipment, when required, and for any cafeteria improvements. As of May 31, 2009 the accumulated amount in the deferred revenue account is \$79,000.

The proposal from Compass provides a guaranteed rent of \$15,600 and \$4,800 per year for Police Headquarters and the College facilities, respectively, for a total guaranteed rent of \$20,400 per year. Additional compensation, to the Service, is based on 5% of gross sales at each location and is estimated to generate a further \$6,300 per year on average. The total guaranteed rent and estimated revenue to the Service is \$26,300 per year for an estimated total of \$78,900 over the three (3) year period.

Background/Purpose:

Compass is the current food services provider at the Toronto Police Headquarters (HQ) and C.O. Bick College facilities. The current agreement with Compass expires on September 30, 2009. The Service reviewed the need for food services and determined that these services are required at HQ and the Toronto Police College and this was reported to the Board at its meeting of November 15, 2007 (Min. No. P372/07 refers).

The Service commenced work on the development of a Request for Proposal (RFP) in late 2008. In order to ensure that the RFP requirements met the Service's needs and would not restrict potential vendors, the Service hired a food services consultant to assist in the development of the RFP. In addition, the consultant provided information on potential food service providers. The RFP was issued in March 2009, and eight (8) organizations received the RFP. The RFP was also available on the Service's internet site. A mandatory information meeting, subsequent to the issuance of the RFP, was held for potential proponents. Four (4) proponents attended the mandatory meeting, and site visits of HQ and the Toronto Police College cafeterias were conducted as part of the meeting.

The RFP closed on April 17, 2009 and the results of the process are summarized below.

Discussion:

Two (2) of the four (4) proponents that attended the mandatory meeting submitted proposals to the Service. The two (2) proposals received were from Compass and Just Catering Food Service (Just Catering). These proposals met the mandatory requirements and were evaluated by Service staff utilizing the evaluation criteria stated in the RFP and listed below.

<b>Evaluation Criteria</b>	<b>Percentage of Total Evaluation Score</b>
Proposal quality and completeness	5%
Project team, qualifications and related experience of project team	10%
Catering services	25%
Implementation and operations plan	15%
Nature and extent of improvements	10%
Financial offer	25%
Subtotal	90%
Interview (as deemed necessary)	5%
Site inspection (as deemed necessary)	5%
Total Score	100%

As a result of the evaluation, Compass scored the highest and is being recommended as the food service provider at HQ and the Toronto Police College.

*Compass Proposal:*

Highlights of the Compass proposal include:

- a capital investment of \$30,000 for improvements to the cafeteria;
- balanced menu choices (e.g. wellness menu selection);
- food identification symbols;
- communication board providing nutrition and wellness information;
- a mandatory ten hour nutrition course for their staff; and
- use of trans fat free products.

*Contract Transition:*

The transition to the new contract will be fairly smooth given that Compass is the current food service provider. At HQ, the transition will be seamless, with the current contract ending on September 30, 2009 and the new contract commencing on October 1, 2009. The C.O. Bick College operations will be moving to the new Toronto Police College in mid-July 2009. As a result, Compass operations will also move at that time and continue to operate under the current agreement until the new contract commences on October 1, 2009.

Conclusion:

The current contract for food services at the HQ and C.O. Bick College facilities expires on September 30, 2009. An RFP process has been conducted to establish a food service provider beyond September 30, 2009. The Service received two submissions to the RFP and the evaluation resulted in Compass Group Canada being recommended as the food service provider. The Compass proposal provides the Service with a guaranteed annual rent amount plus additional compensation based on 5% of gross sales.

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 JULY 17, 2009**

**#P204. AWARD OF ARCHITECTURAL DESIGN AND CONSULTING  
SERVICES FOR THE NEW NO. 14 DIVISION FACILITY**

The Board was in receipt of the following report June 25, 2009 from William Blair, Chief of Police:

Subject: AWARD OF ARCHITECTURAL DESIGN AND CONSULTING SERVICES  
FOR THE NEW 14 DIVISION FACILITY

Recommendations:

It is recommended that:

- (1) the Board award the contract for architectural design and consulting services for the new 14 Division facility to Stantec Architecture Limited, Architects at a fee of \$1,021,438 (including taxes) and estimated disbursements of \$52,500.00 (including taxes), for a total award of \$1,073,938 (including taxes); and
- (2) the Board authorize the Chair to execute the agreement for architectural design services on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

The estimated capital budget for the new 14 Division facility is \$34.92M. The architectural design and consulting services totalling approximately \$1.1M, would be funded from the approved capital budget for this project.

Background/Purpose:

In 1997, the replacement of the current 14 Division was identified as the Service's third facility priority. Due to funding constraints, other priorities and a lengthy process of identifying a suitable site, this project was continually deferred. A suitable site was identified in 2007 and the City acquired this site from the Toronto District School Board in September 2008. As a result, the Service is ready to move forward to the design phase of the new 14 Division facility project.

Discussion:

The new 14 Division facility will be located on a 1.69-Acre site located at 11 St. Annes Road directly across the street from the existing 14 Division. The planned facility will be approximately 55,000 square feet with parking for 180 vehicles. The facility will be designed taking into account operational and environmental requirements and will involve input from

Toronto Police Service (TPS) front-line members, community representation, TPS Facilities Management staff, and City Facilities & Real Estate staff. In designing the facility, the Architect will be required to work with a Facility Design Team for the new 14 Division, which will include representatives from the community. The Architect is also responsible for obtaining all necessary permits. However, the permit fees are paid separately by the Service.

On April 23, 2009, the TPS Purchasing Support Services Unit issued Request for Proposals (RFP) #1108161-09 for the provision of architectural design and consulting services. The RFP was issued to the four (4) Board-approved pre-qualified firms. A mandatory meeting for the pre-qualified firms was held on April 30, 2009 and was attended by the following firms.

- Atkins Group Corp. Architects /Rebanks Pepper Littlewood Inc.
- Carruthers Shaw and Partners Limited Architects
- Shore Tilbe Irwin Architects and Engineers
- Stantec Architecture Limited, Architects

The closing date for the RFP was May 14, 2009 and responses were received from all of the pre-qualified vendors. TPS and City facilities personnel evaluated the RFP submissions utilizing the criteria identified in the RFP and summarized below.

- |                                       |     |
|---------------------------------------|-----|
| • Fee for Service                     | 30% |
| • Qualifications of Personnel         | 30% |
| • Past Projects                       | 15% |
| • Quality of work plan and submission | 25% |

Conclusion:

Based on the results of the evaluation, Stantec Architecture Limited, Architects had the highest overall score and submitted the lowest cost, and is therefore recommended as the architectural consultant for the new 14 Division facility.

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 JULY 17, 2009**

**#P205. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE  
REPORT ENDING MAY 31, 2009**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE – PERIOD ENDING MAY 31, 2009

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its February 12, 2009 meeting, approved the Toronto Police Service's 2009 operating budget at a net amount of \$855.1 Million (M), including an unspecified reduction of \$2.1M (Min. No. P28/09 refers). Subsequently, Toronto City Council, at its meeting of March 31, 2009, approved the Service's 2009 Operating Budget at the net amount approved by the Board.

The purpose of this report is to provide information on the Service's 2009 projected year-end variance as of May 31, 2009.

Discussion:

The following chart summarizes the variance by expenditure and revenue category:

Category	2009 Budget (\$Ms)	Actual to May 31/09 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$615.1	\$241.5	\$614.4	\$0.7
Premium Pay	\$45.8	\$14.2	\$47.9	(\$2.1)
Benefits	\$153.3	\$67.1	\$152.6	\$0.7
Materials and Equipment	\$21.6	\$7.2	\$21.1	\$0.5
Services	\$86.5	\$16.0	\$86.5	\$0.0
<b>Total Gross</b>	<b>\$922.3</b>	<b>\$346.0</b>	<b>\$922.5</b>	<b>(\$0.2)</b>
Revenue	(\$67.2)	(\$21.3)	(\$67.4)	\$0.2
<b>Total Net</b>	<b>\$855.1</b>	<b>\$324.7</b>	<b>\$855.1</b>	<b>(\$0.0)</b>

*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.*

As at May 31, 2009, no variance is projected. The \$2.1M unspecified reduction is included in the approved budget and the Service will do its best to achieve this reduction. The details of what areas in the Service's budget have or will be adjusted to achieve the reduction, will be reported to the Board in September 2009.

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

*Salaries:*

A surplus of \$0.7M is projected in the salary category.

Expenditure Category	2009 Budget (\$Ms)	Actual to May 31/09 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$468.6	\$185.9	\$469.4	(\$0.8)
Civilian Salaries	\$146.5	\$55.6	\$145.0	\$1.5
<b>Total Salaries</b>	<b>\$615.1</b>	<b>\$241.5</b>	<b>\$614.4</b>	<b>\$0.7</b>

Total uniform separations in 2008 were higher than originally assumed during the development of the 2009 budget. However, 2009 uniform separations are currently projected to be 250, compared to 290 separations assumed during budget development. The combination of these two factors results in a projected \$0.8M unfavourable variance in uniform salaries.

Civilian salary budgets are projected to be \$1.5M favourable. \$1.0M of this savings is attributed to 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. In order to ensure that there is no staffing gap in these areas, premium pay is utilized to address the gap. As a result, the premium pay category will reflect a shortfall. The remaining favourable variance is due to higher-than-anticipated vacancies in civilian positions.

*Premium Pay:*

An over expenditure of \$2.1M is projected in the premium pay category. This shortfall is attributable to the requirement to address the staff vacancies in the Court Services and Communication Services units and increased policing at various major events.

<b>Expenditure Category</b>	<b>2009 Budget (\$Ms)</b>	<b>Actual to May 31/09 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Court	\$12.3	\$4.5	\$12.3	\$0.0
Overtime	\$6.3	\$2.4	\$6.9	(\$0.6)
Callback	\$7.3	\$3.4	\$8.1	(\$0.8)
Lieutime Cash Payment	<u>\$19.9</u>	<u>\$3.9</u>	<u>\$20.6</u>	<u>(\$0.7)</u>
<b>Total Premium Pay*</b>	<b><u>\$45.8</u></b>	<b><u>\$14.2</u></b>	<b><u>\$47.9</u></b>	<b><u>(\$2.1)</u></b>

\* Approx. \$2.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

A \$1.0M shortfall in premium pay is offset by civilian salary savings (discussed previously in this report). The remaining projected overexpenditure is attributed to various policing requirements, such as policing for demonstrations and other special events.

As per the working agreement, lieu-time cash payments to staff are made four (4) times per year with the last payment occurring in December. The final payment is the largest of the four, and is impacted by how members use their accumulated time prior to the cut-off date of November 30th. The Service projects these payouts based on historical actual data and patterns. Any time not paid out or used by the end of the year is treated as a liability, and therefore becomes an expenditure in the year earned.

*Benefits:*

A surplus of \$0.7M is projected in the benefits category.

<b>Expenditure Category</b>	<b>2009 Budget (\$Ms)</b>	<b>Actual to May 31/09 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Medical / Dental	\$36.5	\$11.0	\$35.9	\$0.6
OMERS / CPP / EI / EHT	\$92.2	\$44.9	\$92.2	\$0.0
Sick Pay / CSB / LTD	\$13.5	\$6.7	\$13.5	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$11.1</u>	<u>\$4.5</u>	<u>\$11.0</u>	<u>\$0.1</u>
<b>Total Benefits</b>	<b><u>\$153.3</u></b>	<b><u>\$67.1</u></b>	<b><u>\$152.6</u></b>	<b><u>\$0.7</u></b>

Trends for medical/dental costs are indicating lower-than-anticipated expenditures and, as a result, a favourable variance of \$0.6M is projected to year-end. Projected savings in the Other category are based on year-to-date spending.



*Materials and Equipment:*

This category is projected to be \$0.5M under spent.

<b>Expenditure Category</b>	<b>2009 Budget (\$Ms)</b>	<b>Actual to May 31/09 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Vehicles (gas, parts)	\$10.2	\$3.4	\$9.7	\$0.5
Uniforms	\$4.7	\$1.3	\$4.7	\$0.0
Other Materials	\$5.1	\$2.0	\$5.1	\$0.0
Other Equipment *	\$1.6	\$0.5	\$1.6	\$0.0
<b>Total Materials &amp; Equipment</b>	<b><u>\$21.6</u></b>	<b><u>\$7.2</u></b>	<b><u>\$21.1</u></b>	<b><u>\$0.5</u></b>

\* Approx. \$0.3M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The \$0.5M surplus in the “vehicles” category is attributed to lower-than-budgeted fuel prices for the first five months of the year. Gas prices can fluctuate significantly and therefore will continue to be monitored closely.

*Services:*

Expenditures in this category are projected to be on budget.

<b>Expenditure Category</b>	<b>2009 Budget (\$Ms)</b>	<b>Actual to May 31/09 (\$Ms)</b>	<b>Projected Year- End Actual (\$Ms)</b>	<b>Fav / (Unfav) (\$Ms)</b>
Legal Indemnification	\$0.6	\$0.0	\$0.6	\$0.0
Uniform Cleaning Contract	\$1.9	\$0.6	\$1.9	\$0.0
Courses / Conferences	\$2.7	\$0.4	\$2.7	\$0.0
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer Lease / Maintenance	\$11.8	\$7.6	\$11.8	\$0.0
Phones / cell phones / 911	\$6.4	\$2.1	\$6.4	\$0.0
Reserve contribution	\$29.0	\$0.4	\$29.0	\$0.0
Caretaking / maintenance	\$17.5	\$0.0	\$17.5	\$0.0
Other Services*	\$15.1	\$4.9	\$15.1	\$0.0
<b>Total Services</b>	<b><u>\$86.5</u></b>	<b><u>\$16.0</u></b>	<b><u>\$86.5</u></b>	<b><u>\$0.0</u></b>

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

*Revenue:*

A \$0.2M surplus is projected in this category.

Revenue Category	2009 Budget (\$Ms)	Actual to May 31/09 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$8.9)	(\$2.5)	(\$8.9)	\$0.0
CPP and Safer Comm'y grants	(\$18.1)	(\$4.4)	(\$18.1)	\$0.0
Other Gov't grants	(\$7.6)	(\$7.6)	(\$7.6)	\$0.0
Fees (e.g., pd duty, alarms, ref.)	(\$9.7)	(\$3.1)	(\$9.8)	\$0.1
Secondments	(\$2.2)	(\$0.6)	(\$2.3)	\$0.1
Draws from Reserves	(\$13.2)	(\$1.0)	(\$13.2)	\$0.0
Other Revenues (e.g., pris.return)	(\$7.5)	(\$2.1)	(\$7.5)	\$0.0
<b>Total Revenues</b>	<b>(\$67.2)</b>	<b>(\$21.3)</b>	<b>(\$67.4)</b>	<b>\$0.2</b>

Based on year-to-date activity, revenues from various fees (e.g. paid duty and accident reports) and secondments are projected to be \$0.2M above budget. All revenues will continue to be closely monitored to assess any changes in activity due to overall economic conditions.

The "other revenue" budget includes the \$2.1M unallocated budget reduction. At this time, the Service expects that this unallocated budget adjustment will most likely be achieved through expenditure reductions. However, the specific expenditure accounts that will be affected have not yet been identified. As the year progresses, the Service's financial situation will be carefully monitored and any areas that can be reduced to achieve this reduction will be identified to the Board through the variance reporting process, and will be reported to the City of Toronto's Budget Committee through the third-quarter variance report.

Conclusion:

As at May 31, 2009, the Service is projecting to be within the Board-approved budget at year end, although \$2.1M continues to be classified as an unspecified reduction. Expenditures and revenues will be closely monitored throughout the year, and any necessary action will be taken to ensure the Service remains within the approved 2009 net operating budget.

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 JULY 17, 2009**

**#P206. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT –  
OPERATING BUDGET VARIANCE REPORT ENDING MAY 31, 2009**

The Board was in receipt of the following report June 25, 2009 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
PARKING ENFORCEMENT UNIT – PERIOD ENDING MAY 31, 2009

Recommendations:

It is recommended that:

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

Financial Implications:

There are no financial implications relating to the recommendations in this report. The Parking Enforcement Unit (PEU) is projecting a year-end over-expenditure of \$0.22M. This shortfall will be monitored closely and PEU is reviewing options to reduce expenditures in an effort to eliminate the shortfall.

Background/Purpose:

Toronto City Council, at its meeting of March 31, 2009, approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$36.30 Million (M).

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 Parking Enforcement Unit's 2009 projected year-end variance as of May 31, 2009.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2009 Budget (\$Ms)	Actual to May 31/09 (\$000s)	Year-End Actual Expend. (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$24.57	\$9.45	\$24.64	(\$0.07)
Premium Pay	\$1.39	\$0.52	\$1.54	(\$0.15)
Benefits	<u>\$5.65</u>	<u>\$1.36</u>	<u>\$5.68</u>	<u>(\$0.03)</u>
Total Salaries & Benefits	\$31.61	\$11.33	\$31.86	(\$0.25)
Materials	\$1.40	\$0.32	\$1.37	\$0.03
Equipment	\$0.07	\$0.00	\$0.07	\$0.00
Services	\$4.73	\$0.56	\$4.73	\$0.00
Revenue	(\$1.51)	(\$0.12)	(\$1.51)	\$0.00
Total Non-Salary	<u>\$4.69</u>	<u>\$0.76</u>	<u>\$4.66</u>	<u>\$0.03</u>
<b>Total Net</b>	<b><u>\$36.30</u></b>	<b><u>\$12.09</u></b>	<b><u>\$36.52</u></b>	<b><u>(\$0.22)</u></b>

*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 May 31, 2009, Parking Enforcement is projected to be \$0.22M over spent. Details are discussed below.

*Salaries & Benefits (including Premium Pay):*

An over expenditure of \$0.07M is projected in the Salaries category. In order to ensure that PEU would, on average, be at its full complement of officers during 2009, the annual recruit class that was planned for January 2009 was moved up to November 2008. The size of the recruit class was based on expected final 2008 separations and projected separations in 2009. Due to lower than budgeted attrition, it is projected that PEU will, on average, be slightly over strength during 2009. As a result, an unfavourable variance is projected in the Salaries category. The year-end projected budget shortfall assumes that the annual recruit class, scheduled for November of this year, will not occur as planned. The unfavourable variance in the Benefits category is directly related to the salaries over-expenditure.

Expenditures in premium pay are mainly related to enforcement activities. Premium pay is utilized to staff special events or directed enforcement activities. With respect to special events, the opportunity to redeploy on duty staff is minimal, as this will result in a decreased enforcement in the areas they are being deployed from. In the case of directed enforcement activities, these are instituted to enforce specific problem areas. All premium pay expenditures are approved by supervisory staff and strictly controlled.

Premium pay spending also includes costs to attend court. The City has experienced a significant increase in demand by members of the public to contest parking infractions, resulting in an increased backlog of court cases. To address this backlog, the City opened an additional court room in January 2009 resulting in increased court attendance by Parking Enforcement

Officers, and a projected over expenditure of \$0.15M in premium pay costs. The City has indicated that they will be opening several additional court rooms later in the year for Provincial Offences Act violations and parking infractions. This will create a further premium pay pressure for PEU, the impact of which is now estimated to be an additional \$0.5M. The Service is in discussions with the City with respect to recovering the cost of off duty attendance at court by Parking Enforcement Officers or an equivalent budget adjustment.

Parking Enforcement has very limited flexibility with respect to attendance at court. If court schedules are changed so that members can attend court while on duty, there will be a decrease in enforcement while members attend court. If members do not attend court, the parking infractions will be revoked.

*Non-salary Expenditures:*

This category is projected to be \$0.03M under spent.

The \$0.03M surplus is attributed to lower-than-budgeted fuel prices for the first five months of the year. Gas prices can vary significantly and will continue to be monitored closely.

Conclusion:

As at May 31, 2009, PEU is projected to be \$0.22M over spent. This shortfall is attributable to lower than expected staff attrition, and increased premium pay due to increased court attendance to address a backlog of court cases. Due to the lower attrition, PEU has deferred the November 2009 recruit class, the impact of which has been included in the year-end projection. PEU is also reviewing its non-salary accounts for any potential expenditure reductions. The Service is also in discussions with the City to recover the premium pay impact from the opening of additional court rooms by the City.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command and Deputy Chief Anthony Warr, Specialized Operations 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 JULY 17, 2009**

**#P207. NEW JOB DESCRIPTION – ANALYST, CHANGE MANAGEMENT,  
INFRASTRUCTURE AND OPERATIONS SUPPORT SERVICES**

The Board was in receipt of the following report June 25, 2009 from William Blair, Chief of Police:

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

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

ITS is responsible for all hardware and software installations, implementations and upgrades within the Service. As technology is implemented and upgraded, it is important that the transition be managed smoothly. Many production systems are interconnected and a change in

one system often impacts on several other systems. To this end, a Change Advisory Board, consisting of ITS management oversees all changes to production systems to ensure that any possible problems are identified prior to implementation and that suitable arrangements are in place to ensure a smooth introduction of modifications in production systems.

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

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

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

Conclusion:

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

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

**Mr. Cel Giannotta, and Ms. Heather Thoms, Information Technology Services, were in attendance and responded to questions about this report.**

**The Board approved the foregoing report.**



TORONTO POLICE SERVICE  
JOB DESCRIPTION

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

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

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**SUMMARY OF FUNCTION:**

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

**DIRECTION EXERCISED:**

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

**MACHINES & EQUIPMENT USED:**

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

**DUTIES AND RESPONSIBILITIES:**

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

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed





**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

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

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

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(Cont'd)

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P208. LEGAL FEES – TORONTO POLICE ASSOCIATION AND THE  
ONTARIO CIVILIAN COMMISSION ON POLICE SERVICES**

The Board was in receipt of the following report June 23, 2009 from Pam McConnell, Acting Chair:

Subject: LEGAL FEES - TORONTO POLICE ASSOCIATION AND OCCPS

Recommendation:

It is recommended that the Board approve payment of the legal fees charged by Lenczner Slaght Royce Smith Griffin LLP in the amount of \$2,579.33.

Financial Implications:

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

Background/Purpose:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP for professional services rendered in connection with the above-noted matter. The attached account is for the period May 01, 2009 to May 31, 2009, in the amount of \$2,579.33.

Conclusion:

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

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

**The Board approved the foregoing report. A detailed breakdown of the legal costs was considered during the in-camera meeting (Min. No. C204/09 refers).**

LENCZNER SLAGHT

BARRISTERS

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

Date: June 12, 2009  
Our file #: 36298  
**INVOICE NO. 82517**

**Re: v. Toronto Police Services Association**

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TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from  
May 1 to May 31, 2009:

**FEES:**

TOTAL FEES	\$ 2,400.00
G.S.T. @ 5%	120.00

**DISBURSEMENTS**

TOTAL DISBURSEMENTS	\$ 56.50
G.S.T. @ 5%	2.83
TOTAL FEES AND DISBURSEMENTS	\$ 2,456.50

**TOTAL TAXES**

G.S.T. (Registration #: R133780817)	<u>122.83</u>
TOTAL BILL	\$2,579.33
<b>TOTAL DUE AND OWING UPON RECEIPT</b>	<b><u>\$2,579.33</u></b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P209.           REQUEST FOR FUNDS: 2009 WORLD POLICE AND FIRE GAMES  
RECEPTION**

The Board was in receipt of the following report June 26, 2009 from Pam McConnell, Acting Chair:

Subject:       REQUEST FOR FUNDS: 2009 WORLD POLICE & FIRE GAMES  
RECEPTION

Recommendation:

It is recommended that the Board approve an expenditure from the Special Fund in the amount of \$2,500.00, inclusive of taxes, to support a reception for athletes participating in the 2009 World Police & Fire Games.

Financial Implications:

If the Board approves the recommendation contained in the report, the Special Fund will be reduced by the amount of \$2,500.00, inclusive of taxes. The current balance in the Special Fund is \$925,346.00.

Background/Purpose:

I am in receipt of correspondence dated March 26, 2009, from Sergeant Mike Rosina, President, Toronto Police Amateur Athletic Association (copy attached), requesting support for the purpose of hosting of a reception for athletes participating in the 2009 World Police & Fire Games.

Discussion:

In 1985, the World Police & Fire Games Federation, a non-profit organization, run by the Californian Police Athletic Federation, established the World Police & Fire Games.

Today, the World Police & Fires Games are an international sporting event, offering police officers, firefighters, customs and correction officers from around the world an opportunity to showcase their athletic excellence in over 65 sporting events.

This year, the World Police & Fire Games are being held in Burnaby, British Columbia from July 31 to August 9, 2009. To date, over 150 TPS members are registered to compete. This event is a great opportunity for TPS members to work together to reinforce the spirit of teamwork and to meet with other law enforcement officials from around the world.

Conclusion:

I, therefore, recommend that the Board approve an expenditure from the Special Fund in the amount of \$2,500.00, inclusive of taxes, to support a reception for athletes participating in the 2009 World Police & Fire Games.

**The Board approved the foregoing report.**



**TORONTO POLICE AMATEUR  
ATHLETIC ASSOCIATION**

180 Yorkland Boulevard, Suite 28, Toronto, Ontario, M2J 1R5 (416)502-8711 or 1-888-76TPAAA Fax 416-502-8714

Thursday March 26, 2009

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

The World Police and Fire Games are fast approaching. This year the Games will be held in Burnaby, British Columbia from July 31<sup>st</sup> August 9<sup>th</sup>. The Toronto Police Amateur Athletic Association is expecting to support over 150 athletes from the Toronto Police Service who will be attending this event.

As in past years the TPAAA will be coordinating a reception for our athletes while in B.C. on August 5<sup>th</sup>. This event will provide an opportunity for our members to connect with colleagues and friends far from home. Additionally it will be a venue where we can provide support and encouragement to each other in upcoming competitions.

The Toronto Police Services Board has partnered with us in the past in this endeavour and I am requesting the Board's assistance once again this year. We will also be looking for assistance from our other past partner the Toronto Police Association.

The budget for this event is \$7500. We anticipate sharing the expense with our partners on a one third basis. Therefore I am respectfully requesting a donation to this event from the Toronto Police Services Board in the amount of \$2500.

On behalf of the members, the Board and the Executive of the Toronto Police Amateur Athletic Association I want to thank you in advance for taking the time to consider this request. I would also like to extend an open invitation to any members of the Board that may be in the Vancouver area on the day of the reception to please feel welcome to attend and offer your support and encouragement to our athletes.

Sincerely

A handwritten signature in black ink, appearing to read "Mike Rosina". The signature is written over a horizontal line.

Mike Rosina  
Sergeant # 2662  
Toronto Police Service

President  
Toronto Police Amateur Athletic Association

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P210. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2009  
CARIBANA KICK-OFF CELEBRATION AND CARIBANA FLOAT**

The Board was in receipt of the following report June 09, 2009 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2009  
CARIBANA KICK – OFF CELEBRATION AND CARIBANA FLOAT

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$9,980.00 from the Board's Special Fund to offset expenses related to the 2009 Toronto Police Service's Caribana Celebrations and the refurbishment of the Service's Caribana float.

Financial Implications:

Funding to cover the cost of the event would be drawn from the Board's Special Fund and would not exceed \$9,980.00.

Background/Purpose:

The Service began celebrating and participating in Caribana in 1991. In June 1991, the Board approved an expenditure of \$26,357.50 from the Special Fund, for the purpose of creating a police display on a float for the 1991 Caribana Parade (Min. No. P475/91 refers).

The Service's participation in Caribana serves to increase awareness of the contributions of the Black Community to Canadian culture. In addition, it educates Service personnel and community members about the diversity within the Black Community. The Service annually enters a Caribana float to join the many culturally diverse displays and to provide a visual demonstration of police working together with community members in a spirit of cooperation.

The annual Caribana Festival is one of the largest events held in Toronto and consistently attracts hundreds of thousands of people from many ethnic communities. In past years, the Community Unity Alliance, an established umbrella organization of fourteen groups, has worked with the Service to promote community partnership. Members of the Community Unity Alliance have once again volunteered to assist the Service by refurbishing and decorating the Service's Caribana float and Queen Costume.

Discussion:

This year, the Service will be hosting the Annual Caribana Ceremony in the main lobby of Police Headquarters on Thursday, July 23, 2009 at 12:00 noon. This year's theme is "Diversity Feels the Vibe." It will highlight the cultural heritage of all our Consultative Committees, focusing on our youth and communities within Toronto. All of the Service's Consultative Committees will participate in this year's celebration.

The Service's Caribana float will participate in the following events in 2009:

- Caribana Kick-Off at Toronto Police Headquarters on Thursday, July 23, 2009; and
- Caribana Parade on Saturday, August 1, 2009.

The following is the proposed budget for the Service's Caribana Kick-Off Celebration, and the refurbishment and equipping of the float and Queen Costume:

Caribana 2009 Kick – Off Budget

National Anthem – Honorarium	\$ 100.00
Steel Pan Entertainment	\$ 500.00
Dance Performance Group	\$ 500.00
Refreshments	\$ 1,500.00
Caribana Poster for Presentation to Chief of Police	\$ 130.00
Miscellaneous and Float Driver Honorarium	\$ 500.00
Renewal Materials for Float, Queen Costume and Youth T-Shirts	\$ 4,250.00
Sound Equipment Rental and Operation	\$ 2,500.00
<b>TOTAL</b>	<b>\$ 9,980.00</b>

The funds requested are to offset the expenses incurred to enhance the Service float, Queen Costume and Caribana Celebrations, and are consistent with the Board's Special Fund criteria.

Conclusion:

The Service has been celebrating and participating in Caribana celebrations since 1991. Our participation in the various events and the parade greatly demonstrates to hundreds of thousand of people who attend, how members of the Service and the community work together in a spirit of cooperation.

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

**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 JULY 17, 2009**

**#P211. LETTER OF APPRECIATION**

The Board was in receipt of the attached correspondence dated June 05, 2009 from Carol Wilding, President & Chief Executive Officer, Toronto Board of Trade, expressing her appreciation for the support the Board provided to the 42<sup>nd</sup> Annual Police Officer of the Year Awards.

**The Board received Ms. Wilding's correspondence.**

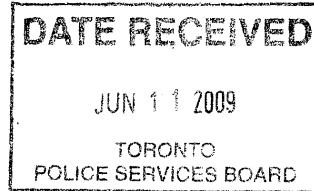


**TORONTO  
BOARD OF TRADE**

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June 5, 2009

Dr. Alok Mukherjee  
Chair  
Toronto Police Service Board  
40 College Street  
Toronto, ON M5J 2G3



Dear Dr. Mukherjee:

On behalf of the Toronto Board of Trade, I would like to extend our sincerest thanks to the Toronto Police Services Board for its pivotal role in making the 42<sup>nd</sup> Annual Police Officer of the Year Awards a truly memorable and enjoyable event. This year's ceremony was a tremendous success, with over 150 police officers, their families and members of our community in attendance – the largest crowd in recent memory.

As you know, the Toronto Board of Trade has proudly hosted the annual Police Officer of the Year Awards since 1967. We truly appreciate the support we have received from the Toronto Police Services Board in honouring officers who have demonstrated exceptional skill, bravery, compassion and a deep commitment to making Toronto one of the safest cities in the world.

Many thanks, once again, to you and to the Honourable Hugh Locke for helping us carry on a valued Board of Trade tradition. We look forward to working with you again next year at the 43<sup>rd</sup> annual ceremony.

Kindest regards,

Carol Wilding  
President & CEO

CC: The Honourable Hugh Locke

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P212. WIDE AREA NETWORK SERVICES**

The Board was in receipt of the following report July 07, 2009 from William Blair, Chief of Police:

Subject: WIDE AREA NETWORK SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve Cogeco Data Services Inc. as the service provider for Wide Area Network (WAN) services, estimated to begin in 2011, with an estimated annual expenditure of \$937,200 (excluding all taxes) for an initial term of ten (10) years, with an option to renew for an additional five (5) year term;
- (2) the Board approve using Cogeco Data Services Inc. as the Vendor of Record, estimated to begin in 2011 for an initial term of ten (10) years with an option to renew for an additional five (5) year term, to provide Wide Area Network (WAN) services for future site access links and other projects to meet operational requirements; and
- (3) the Board authorize the Chair to execute all agreements on behalf of the Board, subject to the approval of the City Solicitor as to form, and that such authority is subject to the inclusion of the same terms and conditions as set out in the finalized agreement between Cogeco Data Services Inc. and the City of Toronto, in the agreement between Cogeco Data Services Inc. and the Board.

Financial Implications:

The transition to data services with Cogeco Data Services Inc. (Cogeco) will require the Service to incur estimated one-time costs of \$680,000 over the years 2010 and 2011. The 2010 and 2011 operating budget requests will reflect these estimated costs, which will cover the installation of required and alternate data connections at Toronto Police Service (TPS) facilities, as well as the transition impact (i.e. the cost during the overlap time when the old and new services are running concurrently).

Once installed, the new data services are estimated to cost \$937,200 (excluding all taxes) annually, which is \$100,000 less than the current annual costs for these services. Therefore, the one-time transition costs of \$680,000 would be recovered in approximately 6.5 years.

One-time transition costs will be requested through the 2010 and 2011 operating budget processes, and the annual data services budget will be revised during 2010 to 2012 as dictated by the transition schedule. Installation fees are due upon installation and activation of each respective site. The term of the ten (10) year contract begins upon the WAN Installation Completion Date, which is the earlier of:

- a) the date the service provider completes the installation of 95% of the identified 97 connections; or
- b) the third anniversary of the effective date of April 16, 2009.

The City has also advised that there may be termination charges, the extent of which are not known at this time, during the 18 month transition from the current Service provider to Cogeco Data Services Inc. These costs, when known, will be included in the one-time transition costs to be requested through the 2010 and 2011 operating budget processes, and will impact the approximate recovery time frame of 6.5 years.

#### Background/Purpose:

The purpose of this report is to obtain the Board's approval for the Service to participate in a City initiated agreement with Cogeco for wide area network services.

#### *Current TPS Network Infrastructure and Data Services Agreement:*

The TPS networking infrastructure is comprised of three data centres and local servers at all major remote sites (divisions and units). The data network provides the critical link for communications between these data servers and the Service's desktops and printers.

The current data service vendor provides data connections for the City of Toronto (City) and Toronto Police Service (TPS) via the City of Toronto Telecommunications Infrastructure (COTTI) agreement. The COTTI agreement was approved by Toronto City Council in September 2003. In November 2007, City Council extended this agreement to January 2011. TPS has a separate schedule on this contract to cover our network requirements.

The TPS' existing data connections are built upon a variety of connection types, including standard telephone line type connection (DSL), higher speed dedicated telephone lines (T1's), and higher speed "Lit" fibre-optic services. These Lit fibre-optic services provide data network connections by way of a multiplexed (shared), vendor managed, fibre-optic network.

TPS has installed only the minimum required network speeds to the locations to keep the operating costs for these services provided as low as possible. The COTTI agreement has an incremental cost structure for the services depending upon the data speed of the connection. This has left the TPS with a variety of connection types and exposes the Service to increased costs when there is a need for increased services. In this situation, a network upgrade is usually necessary, requiring a higher capacity and therefore higher charges. In addition, under the current arrangement, our costs increase if the number of connections is reduced.

## Discussion:

### *The Cogeco Data Services Agreement:*

City Council, at its July 15, 16, and 17, 2008 meeting, adopted several motions arising from an agreement between Toronto Hydro Telecom Inc. (THTI) and the City for the provision of telecommunications services, and the use of City proceeds from the sale of THTI to Cogeco. One term in the agreement was the provision of data services at a favourable and competitive rate for lit fibre (i.e. activated) data services to the City and its agencies, boards and commissions (ABCs) based on Cogeco securing a contract with both the Toronto Catholic and Toronto District School Boards for use of their facilities. The agreement with the school boards provides Cogeco the necessary City coverage to make the project economically viable. The geographic density of the combined City facilities and the school facilities also provides the ABCs a data conduit to deliver improved services to locations that would not be cost effective to do with a more traditional approach, using the existing COTTI agreement.

Lit data services as defined within the Cogeco agreement is a high-speed fibre-optic network and network management services. In very practical terms, lit data services provide the data communication network for TPS' computing environment. The word "lit" means that Cogeco is providing the connection interface (including the physical fibre network) to enable network connectivity within the TPS network infrastructure and are using fibre-optic cabling as the media.

The gigabytes per second (Gbps) data speeds in the Cogeco proposal far outperform our current network data speeds, and will reduce the operating costs of the network by approximately \$100,000 per year, once fully installed.

### *TPS' Participation in the Agreement – Costs and Benefits:*

The agreement between Cogeco and the City has been completed and signed. Additionally, the Toronto Library Board and Toronto Transit Commission have approved schedules regarding services and rates for their respective organizations under the Cogeco Data Services contract.

The TPS, as one of the ABCs of the City, has also been invited by the City to participate in the Lit Fibre Data Services Agreement. Accordingly, a schedule has been prepared for the required TPS wide area network services, at an estimated annual cost of \$937,200.

There are also one-time costs that will be incurred to install the required connections at each of the sites and the diverse alternate fibre cabling at the data centre locations, as well as to cover the costs during the overlap of WAN services. During this overlap period, the Service will have to pay for both the existing WAN service and the new Cogeco WAN connection to ensure system reliability. This will be mitigated as much as possible through thorough deployment planning.

The total one-time costs, estimated at \$680,000, would be incurred during the installation of the new service, expected to start in 2010 and continue to the end of 2011, with the majority of costs expected to be incurred in 2011. A more specific breakdown of the costs will be available once

Cogeco's implementation schedule becomes more certain and is formalized, and these costs will be incorporated into the Service's 2010 and 2011 operating budget requests accordingly.

The \$100,000 annual cost saving will allow these one-time costs to be recovered over a period of about six-and-a-half years.

*Capacity of Existing Network and Cost Avoidance Opportunities:*

Emerging and developing business applications, such as In-Car Camera (ICC) and Digital Video Asset Management (DVAMS), are increasing the demand for higher bandwidth capacity and are creating challenges for the delivery of network services. The changing nature of services has called for more graphics, videos and network storage requirements for data recovery. These pressures have necessitated the upgrade of existing services as well as the installation of additional data services to meet the current requirements. These projects are in progress and not fully implemented, and will require additional data network requirements for completion. The deployment of In-Car Camera has created the immediate upgrade requirement of the data network to facilitate download of ICC data to the central data storage facilities at 40 College Street.

To keep pace with this demand for bandwidth capacity, upgrading the current network infrastructure using the Cogeco agreement presents a cost avoidance opportunity. The data network in its present state will not support many of the emerging technologies needed to increase efficiency and reduce costs. Furthermore, systems such as Voice Over Internet Protocol (VoIP) and Video Conferencing could not be deployed successfully without a large network upgrade.

By entering into this joint agreement with Cogeco, the TPS gains the economies of scale to achieve a competitive rate for services that far exceed our current provider's data capacity.

The alternative to not participating in this City agreement would require the Service to contract with an alternate WAN service provider (once the current agreement expires), which would very likely result in increased costs for current and future WAN services. The TPS would have to contract for WAN services on its own, and therefore would not benefit from the economies of scale a City-wide agreement would provide. It should also be noted that the current COTTI contract for WAN services is based on the scale of City-wide requirements. A large drop in the total number of connections, which would occur when the City moves to the Cogeco network, would significantly increase TPS costs if the Service stayed on the current network.

As part of the THTI sale, the City has negotiated a Dark Fibre Licence for 95 years with Cogeco for use of up to four strands of fibre to support public policy initiatives. This dark fibre is within the same fibre-optic cabling as the Cogeco lit fibre-optic infrastructure cable. It is the ideal media to transport radio signals to provide public safety voice radio enhancement to public buildings and large sports venues for police, fire and ambulance services. Additionally the use of rapid deployment video services can be deployed to similar areas and connected to the existing system where required. The Service will be working with the City on the use of this dark fibre.

Conclusion:

The unique opportunity created by the City's sale of THTI to Cogeco, and the City's ability to leverage this sale for a cost effective long term common data network (using fibre) for all City divisions and ABCs, will enable the TPS to access the Cogeco wide area network to meet its increased capacity requirements. The Service's current network system has lower capacity services at higher costs than what would be available through the Cogeco agreement. The increased data capacity provided by the Cogeco network would allow the TPS to keep pace with the growing demand for network services, including the ever-increasing multi-media component. Assuming the Service is granted access to some of the dark fibre assigned for public policy initiatives, Information Technology Services would be able to deliver cost effective services beyond general data communications (e.g. analog video and radio transmission) and expand access to other technology initiatives.

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 noting that it considered additional information regarding wide area network services during the in-camera meeting (Min. No. C215/09 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P213. MEDAL OF MERIT – DEPUTY CHIEF OF POLICE JANE DICK (5537)**

The Board was in receipt of the following report July 06, 2009 from William Blair, Chief of Police:

Subject: MEDAL OF MERIT: DEPUTY CHIEF OF POLICE JANE DICK

Recommendation:

It is recommended that the Board award a Medal of Merit to Deputy Chief Jane Dick (5537)

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board presents a number of awards in recognition of various achievements, acts of personal bravery or outstanding police service. These awards, which can be awarded to police officers or civilian members of the Toronto Police Service, are all individually approved by the Board under the Awards Program.

A Medal of Merit is the second highest award that can be granted to a police officer or civilian member. It can be awarded in response to an outstanding act of personal bravery or in recognition of highly meritorious police service. On the occasion when the Board has approved Medals of Merit for highly meritorious service, the recipients have been concluding active police service with the Toronto Police Service after long and outstanding careers characterized by dedication to providing the best policing service possible.

Deputy Chief of Police Jane Dick:

Deputy Chief Jane Dick has served the citizens of Toronto as a police officer for 36 years. In that time she has had the opportunity to work in many units and functions within the Service. Throughout her career Deputy Dick has sought to break down barriers and enable members of the Toronto Police Service and other police services to participate and achieve in the policing profession to the limits of their abilities. In the conduct of her own career and in the example she sets for those around her, Deputy Dick has been an exemplary leader.

Deputy Dick began her career with the Toronto Police Service at the Women's and Family Youth Bureau, where she trained as a child abuse investigator. Shortly thereafter she became the first female undercover officer in the One District Drug Squad where she was involved in numerous major undercover projects. While in the Drug Squad Deputy Dick co-ordinated joint



forces projects and lectured at various conferences and seminars. This was the beginning of a career-long pattern of combining operational expertise with educational and professional development efforts.

Deputy Dick was promoted to the rank of Sergeant in 1986. She became the 9-1-1 operational co-ordinator for the Service and was involved in the CAD 5 Project. In 1992 she was promoted to the rank of Staff Sergeant. During her tenure as a Staff Sergeant she was an integral member of the 1994 Restructuring Committee and the Traffic Restructuring Committee. During this period she also graduated from the F.B.I. National Academy, became an Internal Affairs investigator and was involved in with the implementation of the Fraud Squad Gang Unit.

In 1998, Deputy Dick became a senior officer and was assigned as an Inspector. She was assigned to 23 Division as the second in command. She reinstated the Community Police Liaison Committee and provided valuable leadership to the committee. During this period Deputy Dick was also appointed to the Service's Ethics and Integrity committee.

In 1999, Deputy Dick was promoted to the rank of Staff Inspector and became the unit commander of Corporate Communications where she became responsible for a co-ordinated response to media requests at all levels of the Service.

In 2000, as the unit commander of the Communications Bureau, Deputy Dick was responsible for the day to day operations of both the non-emergency and 9-1-1 telephone systems which in combination receive nearly two million calls for service annually.

In 2001, Deputy Dick was promoted to the rank of Superintendent and assumed command of 22 Division. As the Unit commander she was responsible for the successful amalgamation of 21 and 22 Divisions. She approached this challenging assignment with sensitivity and tact, taking into consideration the needs of service and community members. While at 22 Division she reinstated the 22 Division Community Police Liaison Committee, building on the experiences acquired at 23 Division. During this period she was performed the duties of the Hearing Officer in police tribunal matters under the Police Services Act.

In 2004, Deputy Dick took over as the Staff Superintendent in Executive Support Command. She assumed responsibility for a number of essential support units, including Training and Education, Corporate Planning, Property and Evidence, Video Services and Corporate Information Services. As the Staff Superintendent she directed the development of the Analytical Support Unit and the standardization of statistics Service-wide. She was also instrumental in the creation of a Service Governance booklet, e-training, executive development programs and in the development of enhanced ethics training.

Deputy Dick was appointed as a Deputy Chief of Police in 2005, taking charge of Executive Command overseeing Professional Standards, Legal Services and Corporate Services. She is the highest ranking female officer in the Toronto Police Service.

Deputy Chief Dick currently serves on a number of committees, including the Sexual Assault Community Group, the Domestic Violence Committee and the Victim Services Committee of the Ontario Association of Chiefs of Police. She is also the Toronto Police Service's Liaison to the Mayor's Community Safety secretariat and is the director of the Toronto Chapter of St. John's Ambulance. She is the Chair of the Humber College Policing Foundation Advisory Committee and the Service's representative to the Ontario Women in Law Enforcement professional organization. She is also a member of the Ontario, Canadian and International Associations of Chiefs of Police.

Deputy Chief Jane Dick has always been a strong proponent of developing an effective mentoring program within the Service. With this in mind, she was determined to identify a large project that would enable female members of the Service to collaborate and network towards a common goal. After much research, Habitat for Humanity Womens' Build became that project. D/Chief Dick was in charge of the initiative, and formed an Executive Committee to assist in arranging the numerous factions of a project of this magnitude. She exhibited great enthusiasm from the outset, which resulted in an enormous response. The Toronto Police Service had committed to raise \$100,000, which would be enough money to build one house for a member of the community. However, through her leadership and dedication to the project, the Toronto Police Service actually raised in excess of \$200,000, which was the largest amount raised by participants involved in the Habitat Womens' Build.

Conclusion:

On the occasion of the upcoming retirement of Deputy Chief Dick, and in recognition of her continuous dedication to her duties as a police officer and to the citizens of Toronto, I believe that the Board should acknowledge its appreciation by awarding a Medal of Merit to Deputy Chief Dick for her highly meritorious police service. Deputy Chief Dick is highly deserving of this rare distinction.

**The Board approved the foregoing report noting that the Medal of Merit will be presented to Deputy Chief Dick at her retirement dinner in September 2009.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P214.       RESPONSE TO BOARD'S PREVIOUS RECOMMENDATIONS  
REGARDING THE FEDERAL GOVERNMENT'S POLICE OFFICERS  
RECRUITMENT FUND AND THE TAXABLE STATUS OF MUNICIPAL  
POLICE VEHICLES**

The Board was in receipt of the attached correspondence dated June 29, 2009 from Rick Bartolucci, Minister of Community Safety and Correctional Services, containing a response to the Board's previous recommendations regarding the federal government's Police Officers Recruitment Fund and the taxable status of municipal police vehicles.

**The Board received the Minister's correspondence.**

**Ministry of Community Safety  
and Correctional Services**

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

**Ministère de la Sécurité communautaire  
et des Services correctionnels**

Bureau du ministre

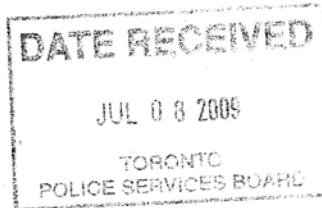
25, rue Grosvenor  
18<sup>e</sup> étage  
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CU09-01921

**JUN 29 2009**

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



Dear Dr. Mukherjee:

Thank you for your letter regarding sustainable funding for the federal government's Police Officers Recruitment Fund and the taxable status of municipal police vehicles. I also acknowledge receipt of your board's April 16<sup>th</sup>, 2009, Toronto Police Services Board Minute No. P97/09, which includes mention of the Toronto Anti-Violence Intervention Strategy (TAVIS). I am pleased to respond and apologize for the delay.

As Minister of Community Safety and Correctional Services, I support all programs that contribute to the safety of Ontario communities. Any decision to renew TAVIS funding falls within the government's business planning processes for the 2009/10 fiscal year, which began April 1, 2009.

Please be assured that the ministry appreciates the participation of the Toronto Police Service (TPS) and that we will keep our policing community apprised on the progress of this important initiative.

The McGuinty government is committed to doing its part to stop gun crimes and make our communities safer. We have invested more in the fight against guns and gangs than any other previous government in Ontario. This includes an unprecedented investment of over \$74.23 million towards anti-guns and gangs initiatives to give police and prosecutors the tools and resources they need to get criminals with guns off the street. Part of this investment serves to support the implementation of both the Toronto Anti-Violence Intervention Strategy (TAVIS) and the Provincial Anti-Violence Intervention Strategy (PAVIS), and their expansion into more communities and high-priority neighbourhoods.

Since 2006, TPS was allocated one-time payments of \$5 million per year to support the TPS's TAVIS initiative. In addition, the ministry provided TPS with \$2 million in one-time funding for an enhanced video surveillance capacity (CCTV) in high-risk areas (both stationary and mobile). The total amount of funding that TPS has received through this package of initiatives is \$17 million.

.../2

Dr. Alok Mukherjee  
Page two

As you are also aware, we have contributed significantly to policing through our two 1000-officer programs, namely our Safer Communities – 1000 Officers Partnership Program and the Community Policing Partnerships Program, which, unlike previous governments, we have continued funding. This means we are investing \$68 million for these 2000 police officers each year.

Rest assured the McGuinty government will continue to fund permanently, and not just for five years, both the Safer Communities – 1000 Officers Partnership Program and the Community Policing Partnerships Program, because we are committed to community safety in Ontario.

The federal government's commitment regarding 2,500 additional front-line police officers was addressed at the September 2008 Provincial and Territorial Justice Ministers' meeting. Ministers collectively agreed to a resolution asking the federal government to live up to its election promise and provide full and long-term sustainable funding.

As you mention, the federal program lacks the commitment to long-term funding beyond the original five years. It is anticipated this will impact negatively on municipalities unable to provide long-term sustainability without a longer funding commitment. Ontario has consistently advocated for full funding, funding in perpetuity and our fair share of the total number of available officers.

We will continue to lobby the federal government to fully fund the additional police officers and to make the funding permanent.

With respect to the taxable status of municipal police vehicles, issues concerning tax exemption fall under the jurisdiction of the Ministry of Finance. Therefore, I have forwarded a copy of your correspondence to my colleague, the Honourable Dwight Duncan, Minister of Finance, for his consideration.

Again, thank you for writing.

Sincerely,



Rick Bartolucci, MPP, Sudbury  
Minister

c: The Honourable Dwight Duncan  
Minister of Finance

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P215. REQUEST FOR FUNDS – YOUTH IN POLICING SUMMER  
EMPLOYMENT PROGRAM LUNCHEON**

The Board was in receipt of the following report July 15, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS - YOUTH IN POLICING SUMMER EMPLOYMENT  
PROGRAM LUNCHEON

Recommendations:

It is recommended that:

- (1) The Board approve an expenditure from the Board's Special Fund in the amount of \$12.00 per person for expenses to be incurred for the Youth in Policing luncheon; and
- (2) The standing authority approved by the Board at its meeting held on August 9, 2007, which authorizes the Chair to approve expenditures from the Special Fund for the annual Youth in Policing Initiative (YIPI) luncheon event continue (Min. No. P283/07 refers).

Financial Implications:

If the Board approves the recommendations contained in this report, the Board's Special Fund will be reduced the cost of the luncheon annually.

Background:

As part of the government's strategy to address the growing needs of Toronto's youth community, the Toronto Police Services Board and the Toronto Police Service in collaboration with the Ministry of Children and Youth Services are facilitating a summer youth program. The program is in its fourth year, with an increase from 100 students to 150 students selected to participate in the program this year. The students have been placed within most Toronto Police Service units.

The Board will be hosting a mid-summer training session luncheon for the youth in support of this very important initiative. The luncheon event will be held on Friday, July 31, 2009, at noon in the 2<sup>nd</sup> floor auditorium. The Board had previously approved standing authority to pay for the luncheon annually. However, due to the increased number of students participating in the program and an increase in the cafeteria catering prices the funds previously approved by the Board is insufficient. It is expected that approximately 170 participants will attend, including 150 youth, Service members and any interested Board members.

Therefore, it is recommended that the Board approve an expenditure from the Board's Special Fund in the amount of \$12.00 per person for expenses to be incurred for the luncheon scheduled for Friday July 31, 2009 and that the standing authority previously approved by the Board, which authorizes the Chair to approve expenditures from the Special Fund for the annual YIPI luncheon event continue.

**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 JULY 17, 2009**

**#P216. TORONTO POLICE SERVICES BOARD - OPERATING BUDGET  
VARIANCE REPORT FOR THE PERIOD ENDING MAY 31, 2009**

The Board was in receipt of the following report July 16, 2009 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICES BOARD – PERIOD ENDING MAY 31, 2009

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

The Board, at its January 22, 2009 meeting, approved the Toronto Police Services Board Operating Budget at a net amount of \$2,342,200. Subsequently, Toronto City Council, at its meeting of March 31, 2009, approved the Board's 2009 Operating Budget at the net amount of \$2,301,200.

The purpose of this report is to provide information on the Board's 2009 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.



<b>Expenditure Category</b>	<b>2009 Budget (\$000s)</b>	<b>Actual to May 31/09 (\$000s)</b>	<b>Projected Year- End Actual (\$000s)</b>	<b>Fav / (Unfav) (\$000s)</b>
Salaries & Benefits (incl. prem.pay)	\$877.3	\$356.4	\$877.3	\$0.0
Non-Salary Expenditures	\$1,423.9	\$627.8	\$1,423.9	\$0.0
<b>Total</b>	<b>\$2,301.2</b>	<b>\$984.2</b>	<b>\$2,301.2</b>	<b>\$0.0</b>

*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 May 31, 2009, no variance is anticipated; however, the Board is experiencing spending pressures in its legal costs. Details are discussed below.

#### *Salaries & Benefits (including Premium Pay)*

Year-to-date expenditures are consistent with the estimate and therefore no year-end variance is projected.

#### *Non-salary Budget*

The majority of the costs in this category are for arbitrations / grievances and the City of Toronto's charge back for legal services.

The Board has been experiencing increased spending pressures in its arbitration/grievance accounts. It is anticipated that there will be a negative variance in the accounts for arbitration/grievances and in the account for labour relations legal advice although it is not possible to estimate the variance, at this time.

The increase in expenditures is largely attributable to the following:

- An increase in the number of grievances filed
- An increase in the complexity of grievances, especially where both grievances and human rights complaints are filed on the same set of circumstances; this can increase the length of hearings and thus increase legal costs to the Board

<b>Year</b>	<b>New Grievances</b>	<b>Grievances carried forward from previous years</b>
2007	30	13
2008	62	49
2009 (to June 22)	12	74

It is imperative that the Board continue to defend its positions during arbitration and human right tribunal hearings; however, Labour Relations is currently trying to contain costs by working toward early resolution of grievances and arbitrations and is pursuing expedited arbitration, where feasible. Labour Relations has also instituted practices to ensure that external legal

resources are called upon, only where necessary. It is expected that these initiative will reduce but not eliminate the expected negative variance.

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. To date, the actual spending has been higher than anticipated. This will be monitored closely and reported in subsequent variance reports.

**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 JULY 17, 2009**

**#P217. IN-CAMERA MEETING – JULY 17, 2009**

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

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair  
Mr. Frank Di Giorgio, Councillor & Member  
Mr. Hamlin Grange, Member  
The Honourable Hugh Locke, Q.C., Member  
Mr. Adam Vaughan, Councillor & Member

Absent: Ms. Judi Cohen, Member  
Ms. Pam McConnell, Councillor & Vice-Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 17, 2009**

**#P218.       ADJOURNMENT**

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Alok Mukherjee  
Chair