

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **FEBRUARY 20, 2003** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Norman Gardner, Chairman
A. Milliken Heisey, Q.C., Member
Mel Lastman, Mayor & Member
Benson Lau, M.D., Member
Allan Leach, Member
Frances Nunziata, Member

ALSO PRESENT:

Julian Fantino, Chief of Police
Albert Cohen, City of Toronto - Legal Services Division
Deirdre Williams, Board Administrator

#P30. The Minutes of the Meeting held on JANUARY 30, 2003 were approved.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P31. ORDER OF ONTARIO – DR. BENSON LAU

The Board extended congratulations to Dr. Benson Lau, who was one of 25 recipients of the 2002 Order of Ontario. The award was presented to Dr. Lau by Lieutenant-Governor James Bartleman at a special ceremony at Queen's Park on Wednesday, February 5, 2003.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P32. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Mr. Bonifacio Rey, a school crossing guard who was killed in a traffic collision on Wednesday, February 5th while returning to his home after supervising the early morning crossings.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P33. TORONTO POLICE SERVICE RESPONSE TO THE TORONTO STAR
NEWSPAPER SERIES ON RACE AND CRIME**

The Board was in receipt of the following reports in response to the Toronto Star newspaper series on race and crime which was published on October 19, 20 and 21, 2002:

Report #1 FEBRUARY 06, 2002 from Norman Gardner, Chairman
**RE: TORONTO POLICE SERVICES BOARD COMMUNITY
CONSULTATION – NOVEMBER 16, 2002**

Report #2 FEBRUARY 04, 2003 from Norman Gardner, Chairman
**RE: BOARD POLICY PROHIBITING THE KEEPING OF RACE-
BASED STATISTICS**

Report #3 JANUARY 30, 2003 from Julian Fantino, Chief of Police
**RE: TORONTO POLICE SERVICE REPORT: *POLICING A WORLD
WITHIN A CITY: THE RACE RELATIONS INITIATIVES OF
THE TORONTO POLICE SERVICE***

Chief Fantino read a statement on behalf of the Toronto Police Service with regard to the Service's response to the Toronto Star newspaper articles and the impact those articles have had upon the Service. The articles alleged that, following a Toronto Star investigation into race and crime, based upon police crime data obtained through a Freedom of Information request, the Toronto Police Service treats black people more harshly than white people.

Chief Fantino advised the Board that he asked Professor Edward B. Harvey, PhD, from the University of Toronto to conduct an independent review of the Toronto Star analysis of the police crime (Criminal Information Processing System "CIPS") data that was provided to the Toronto Star.

Inspector Robin Breen was in attendance and delivered a presentation to the Board on the report entitled: *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service*.

Professor Harvey was also in attendance and delivered a presentation along with Mr. Alan D. Gold on the results of the independent review.

Chairman Norman Gardner read a statement on behalf of the Board with regard to the community consultation that took place on November 16, 2002.

The following persons were in attendance and made deputations to the Board on the three reports identified above:

- Mr. Tim Danson, Danson Recht & Voudouris
- Mr. Julian Falconer *
- Ms. Zanana Akande, President, Urban Alliance on Race Relations
- Mr. Samuel Wilkes, Toronto Residents in Partnership (T.R.I.P.) *
- Mr. Craig Bromell, President, Toronto Police Association *
- Ms. Alana Butler & Mr. Kevin Lee, Race & Ethnic Relations Committee, City of Toronto *
- Councillor Sherene Shaw, City of Toronto *
- Mr. Phillip Ferendez, People's Front
- S/Insp. Jim Dicks, President, Senior Officers' Organization
- Rev. Don Meredith, Faith Leaders *
- Mr. Dudley Laws, Executive Director, Black Action Defence Committee
- Mr. Ed Williams, Kamp Kuriou Foundation
- Mr. David Mitchell, Association of Black Law Enforcers (A.B.L.E.)
- Mr. Ewan Walker, EWA Cosmetics
- Ms. Margaret Parsons, Executive Director, African Canadian Legal Clinic *

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

Written submissions were also received from the following persons:

- Mr. Earl Fletcher
- Ms. Sharon Purdy
- Mr. Worrick Russell, Mediation Consultation Service
- Mr. A. Alan Borovoy, General Counsel, Canadian Civil Liberties Association
- Councillor Pam McConnell, City of Toronto

The Board approved the following Motions:

1. THAT the three reports noted above be approved;
2. THAT the report on the results of the independent review conducted by Professor Harvey and Mr. Gold be received and referred to the Board/Service Race Relations Joint Working Group for information;
3. THAT the deputations and written submissions be received and referred to the Board/Service Race Relations Joint Working Group for information;
4. THAT the Board/Service Race Relations Joint Working Group also consider whether or not the Board should adopt a principle of “zero-tolerance to bias-based policing”;

5. THAT the Board schedule an opportunity for members of the public to present deputations on the results of the independent review conducted by Professor Harvey and Mr. Gold prior to the Board/Service Race Relations Joint Working Group developing its recommendations; and
6. THAT the Chairman, Police Services Board, be authorized to determine the most appropriate format for the deputations noted in Motion No. 5 such as a special evening meeting or at a time reserved during a regularly scheduled public Board meeting.

Report #1	FEBRUARY 06, 2002 from Norman Gardner, Chairman
	RE: TORONTO POLICE SERVICES BOARD COMMUNITY CONSULTATION – NOVEMBER 16, 2002

Subject: TORONTO POLICE SERVICES BOARD COMMUNITY CONSULTATION - NOVEMBER 16, 2002

Recommendations:

It is recommended that:

- (1) the Board receive the attached report, *Where Do We Go From Here? - A Community Consultation*, prepared by Mr. Hamlin Grange;
- (2) the Board authorize the Chairman to conduct a comprehensive review to provide comments on each of the recommendations contained in the abovenoted report; and
- (3) the Board authorize the Chairman to forward the abovenoted report including comments to the Board/Service Race Relations Joint Working Group.

Background:

The Board at its meeting on October 24, 2002 approved a number of motions in response to articles that were printed in the Toronto Star on October 19, 20 and 21, 2002 which alleged that, following a Toronto Star investigation request, the Toronto Police Service treated black people more harshly than white people (Board Minute P283/02 refers).

On Saturday, November 16, 2002, the Board held a community consultation at police headquarters as a further initiative to outreach into the community and provide a forum of dialogue with respect to race relations in the City of Toronto.

The meeting participants included members of the Board, community leaders, elected officials and representatives working in the area of race relations. The Chief of Police and senior police personnel were also in attendance as observers only.

Mr. Hamlin Grange, ProMedia International Incorporated, facilitated the meeting. The issues discussed at the meeting, which are included in the report, are the police complaints system, racial profiling, recent shootings in the community and youth.

Please find attached Mr. Grange's report complete with his recommendations.

The report contains a total of 16 recommendations, of which, 8 were directed to the Board, 6 were directed to the Board and the Chief and two were directed to the Chief of Police for response.

The Board at its meeting held on November 21, 2002 directed that information gathered from race relations consultations be forwarded to the Board/Service Race Relations Joint Working Group (Board Minute #P315/02 refers). Therefore, it is recommended that the Board authorize the Chairman to conduct a comprehensive review of the report to provide comments and forward the report, including comments, to the Working Group.

Date: January 30, 2003

To: Chair and Members
Toronto Police Services Board

From: Hamlin Grange
ProMedia International Incorporated

Subject: “Where Do We Go From Here?”
A Community Consultation - November 16, 2002

Purpose:

To provide community leaders, other invited individuals and those working in the area of race relations, to bring forward common issues and concerns regarding the current state of police/race relations within the City of Toronto.

Introduction:

On Saturday, November 16, 2002, leaders from the Black Community and those working in the area of race relations were invited by Chairman Norman Gardner of the Toronto Police Services Board (TPSB) to meet and discuss community concerns resulting from the recent media attention regarding allegations of racial profiling by members of the Toronto Police Service. Approximately 30 individuals attended. In addition to the presence of host Chairman Gardner, also present were Board Members; Vice-Chair and Councillor Gloria Lindsay Luby, Councillor Frances Nunziata, Dr. Benson Lau, and Mr. Alan Heisey, Q.C.; Chief Julian Fantino, Senior Toronto Police Service personnel and Board staff.

*Please see Appendix “A” for list of attendees.

Background:

Race and crime are by themselves “hot-button” issues. Experience has demonstrated that bringing the two together is a volatile mix because of the emotions they can potentially stir up in people. This meeting was no exception.

With a title of, “Where Do We Go From Here?”, the meeting promised to move the debate forward by offering workable recommendations to the Toronto Police Services Board to address the issue.

In his opening remarks, Chairman Gardner thanked the participants for taking the time to attend the meeting. He stressed that the Service and the Board expect their officers to act in a professional manner at all times and would be held accountable for their actions. He assured participants that policies and procedures are in place that prohibit discriminatory practices and any action or activity that would bring discredit to the Service. Chairman Gardner advised the meeting participants that, of the significant reports discussed recently in the media (such as the

Moving Forward Together report, the Metropolitan Auditor – Andrews report, Equal Opportunity Consultants, Mukwa Ode, and the Race Relations and Policing Task Force), 153 of the 174 recommendations were fully implemented.

Chairman Gardner stated that one of the best tools available for police to measure how the public perceive and relate to them are through opinion polls and the police complaints system. He explained the police complaints process and advised the audience that the Board would be considering a report from the City of Toronto Auditor regarding a review of the current process. Chairman Gardner invited and encouraged all interested persons to make a presentation to the Board if they had comments or concerns with respect to the public complaints system.

Participants expressed appreciation for the Board in taking a leadership role in convening the meeting with community representatives. Participants, however, expressed concerns that the actions of some front line officers are tearing down bridges built between the community and the Toronto Police Service. However, they believed that with strong policies from the Board the relationship can be improved.

At the outset of the meeting, participants agreed upon an appropriate agenda that would deal with the issues in the allotted time.

Major themes or issues addressed during this three-hour consultation were:

- The Police Complaints System
- Racial Profiling
- Recent Shootings in the Community
- Youth

The Police Complaints System:

It is recommended that:

1. The Toronto Police Services Board hold a special meeting to review the police complaints process and the issue of racial profiling and make recommendations.
2. The Toronto Police Services Board and the Chief of Police communicate with the provincial government advising that the present police complaints system is not satisfactory and that community representatives have indicated their desire to have an independent civilian complaints process.
3. The Toronto Police Services Board hold further discussions with selected key community leaders to aid in the process of having community input in the review of the police complaints process.

Background:

For many participants, the current police complaints process is at the core of the poor relations between the police and sectors within the black communities. Many have little faith in the process. Nonetheless, all participants expressed the importance of having confidence in the police and stated that an independent civilian complaints process will help to accomplish that. Until a new process that is independent from the police is established, one participant cautioned that there would remain an impasse between the police and the community. There was unanimous agreement that the Toronto Police Services Board should take a “strong stance to support an independent civilian complaints process.”

Racial Profiling

It is recommended that:

1. The Toronto Police Services Board urge the provincial government to introduce legislation to prohibit racial profiling.
2. The Toronto Police Services Board and the Chief of Police develop a zero tolerance policy for racial profiling by members of the Toronto Police Service
3. The Toronto Police Services Board request the Chief of Police to establish appropriate procedures, including self-identification by officers and record keeping of vehicles stops, when motorists are stopped by officers.
4. The Chief of Police examine best practices from other jurisdictions, including the United Kingdom and the United States, in developing the above noted procedures.
5. The Chief of Police examine the content, specifically on anti-racism, of current diversity training for new officers at C. O. Bick College and report his findings to the Board.
6. The Toronto Police Services Board request the Chief of Police to examine the number of racial minority officers being promoted to higher ranks and the process being used for promotion.

Background:

Racial profiling was the most contentious issue of the meeting. By a show of hands, the vast majority of the community participants agreed that, “Racial Profiling Exists”.

Although there was no clear definition of “racial profiling”, some participants believed profiling is a necessary law enforcement tool. Concerns emerge when profiling focuses primarily on race or ethnicity.

The International Association of Chiefs of Police terminology is “bias-based policing.” This includes harassment, discrimination and persecution in profiling. The matter of bias-based profiling is a concern to many police departments in the United States and other jurisdictions.

According to the American Civil Liberties Union, in response to the belief that there is a growing problem of racial profiling, some police departments in the United States have begun to voluntarily collect detailed records of traffic stops. Nine states have adopted legislation requiring their police departments to collect data, including the gender and perceived race and ethnicity of the person stopped as well as whether a search was initiated and if any warning or citation was issued.

In regards to the current controversy in Toronto, some participants expressed disappointment at the initial denial by senior officers and elected officials of the existence of racial profiling by some officers. One participant described the matter as a “systemic problem” in the Toronto Police Service.

Strong leadership and action-oriented policies are needed to solve the problem. The Toronto Police Services Board was accused of failing to take leadership on this issue. Participants said it is not good enough for the Board to proclaim that no policy exists that encourages racial profiling; there must be a strong and declarative policy stated by the Board that prohibits the practice at the Toronto Police Service.

Youth:

It is recommended that:

1. The Toronto Police Services Board assist with initiatives that offer training/information sessions for youth to teach them of their rights and responsibilities should they come in contact with the police.
2. The Toronto Police Services Board and the Chief of Police hold public consultations with black youth to have a frank and open discussion of their concerns as it relates to police/youth relations.

Background:

Noticeably absent from this consultation were young people. Although invited, representatives from the Toronto Youth Cabinet were unable to attend. Some participants expressed frustration that issues affecting youth were not adequately at the forefront of the agenda, especially considering that young black men have been the primary victims of recent gang-related shootings.

There were concerns that black youth who come forward with information to help the police are treated poorly, makes their lives difficult and discourages them from co-operating with the police. Work is required to build trust among youth towards the police.

Community Shootings:

It is recommended that:

1. The Toronto Police Services Board establish a Community Advisory Committee to provide community members an opportunity to discuss issues of common concern.
2. The Toronto Police Services Board and the Chief of Police establish outreach programs in the black community specifically to find action-oriented solutions.

Background:

There was general agreement that there is a perceived lack of understanding between some members of the black community and some members of the Toronto Police Service.

The reality of the recent gang-related shootings in the black community was of great concern to the participants. It was expressed that the actions of a few are harming the reputation of the city's black community. Participants cautioned that the recent shootings should not be linked with the issue of racial profiling. The fact remains that there are socio-economic problems in the community that are contributing factors to criminal activity. There is an urgent need for help and resources required from a variety of sectors, including police, all levels of government, the Human Rights Commission and other agencies.

There was also acknowledgement that the black community needs to look more closely at itself to find a solution.

Conclusions and Next Steps:

It is recommended that:

1. The Toronto Police Services Board have more facilitated meetings with smaller groups in the black community specifically focused on limited topics.
2. The Toronto Police Services Board approach other agencies to help facilitate meetings and discussions with the black community as it impacts policing in the City of Toronto.
3. The Toronto Police Services Board hold Board meetings, from time to time at locations other than Police Headquarters, in order for Board Members to be more accessible and "connected" to different communities.

Facilitator's Observations:

Some obvious realities emerged from this meeting:

- Members of Toronto's black community share a common goal, that being, a peaceful city where everyone contributes and is respected regardless of race, culture or religion.
- The black "community" is not homogenous.
- There are differing opinions on how to "get to there from here."

Because of the size of the gathering, the scope of the discussion and the time allotted, not all participants believe they were given an opportunity to fully express themselves. This highlights the need for more frequent meetings with smaller groups focusing on specific issues such as youth, neighbourhoods, police-community relations, et cetera.

"Where Do We Go From Here?"

Social scientists and criminologists know that many factors can contribute to criminal behaviour, including poverty, poor education, lack of opportunity and family dynamics. Often law enforcement agencies are left dealing with the unfortunate results.

The Toronto Police Services Board is a civilian oversight body for the city's police service. Therefore, the Board is ideally placed to be an intermediary between the black community, other minority communities and various non-police sectors.

Based on the tone of the debate and feelings of dissatisfaction and frustration expressed at this meeting and other meetings held as a result of this controversy, there is an urgent need for ongoing meaningful dialogue between the Toronto Police Services Board, the Toronto Police Service and members of the black community. In addition, there appears to be a need for similar dialogue with other government and non-governmental agencies.

It is the facilitator's opinion that although many positive recommendations emerged out of this consultation, it was an opportunity for participants to vent their frustrations rather than for real dialogue. However, the process of building new relationships, eradicating mistrust and healing wounds often begins with venting. This meeting could, therefore, be seen as the beginning of a dialogue.

Next steps should take place on a more manageable scale. Smaller group meetings will yield greater results. Focusing the content of each meeting to address single-issues such as youth, neighbourhoods and police-community relations, will allow for greater breakthroughs.

Respectfully submitted,

Hamlin Grange

Appendix A

NAME	ORGANIZATION
Ms. Zanana Akande	President, Urban Alliance
Ms. Mary Alcindor	South African Women for Women
Mr. Bromley Armstrong	
Mr. Bas Balkissoon	Toronto City Councillor
Mr. T.J. Bennett	
Ms. Althea Brown	
Mr. Alvin Curling	MPP, Scarborough-Rouge River
Mr. Lawrence Dawkins	
Mr. Courtney Doldrun	
Mr. Julian Falconer	Falconer Charney Macklin
Mr. Hugh Graham	President, Black Business and Professional Association
Mr. Dudley Laws	President, Black Action Defence Committee
Ms. Danielle McLaughlin	Canadian Civil Liberties Association
Ms. Rahkiya Niayah-Binoi	Black Action Defence Committee
Mr Brinsy Nickle	
Mr. Karl Oliver	Canadian Centre on Minority Affairs
Ms. Margaret Parsons	African Canadian Legal Clinic
Mr. Jeffrey S. Patterson	Jamaican Canadian Association
Mr. Ozzy Roberts	
Ms. Bev Salmon	
Ms Valrie Steele	Jamaican Canadian Association
Pastor Donna Valentine	
Ms. Mervis White	Urban Alliance on Race Relations
Mr. David Williams	Canadian Communities Youth Alliance
Mr. Ed Williams	
Ms. Monica Willie	
Mr. Morley Wolfe	Toronto Residents in Partnership
Mr. Bishop Wright	
Ms. Sherene Shaw	Toronto City Councillor
Ms. Pearline Clarke	Canadian Communities Youth Alliance
Ms. Audette Shephard	U-MOVE
Mr. Sri-Guggan Sri-Skanda-Rajah	Urban Alliance on Race Relations

Report #2	FEBRUARY 04, 2003 from Norman Gardner, Chairman
	RE: BOARD POLICY PROHIBITING THE KEEPING OF RACE-BASED STATISTICS

The Board was in receipt of the following report FEBRUARY 4, 2003 from Norman Gardner, Chairman:

Subject: BOARD POLICY PROHIBITING THE KEEPING OF RACE-BASED STATISTICS

Recommendations:

It is recommended that:

- (1) the Board refer the following report to the Board/Service Race Relations Joint Working Group; and
- (2) the Board/Service Race Relations Working Group examine the current Board policy regarding the keeping of race-based statistics and the validity of the policy upon completion of their mandate.

Background:

At its meeting on October 24, 2002 the Board approved a number of motions in response to articles that were printed in the Toronto Star on October 19, 20 and 21, 2002 which alleged that, following a Toronto Star investigation request, the Toronto Police Service treats black people more harshly than white people (Board Minute P283/02 refers). One of the motions approved requested that Board staff re-examine the Board policy prohibiting the keeping of race-based statistics and determine what the reasons were for the policy and whether the reasons are still valid today.

Prior to February 1989, the Toronto Police Services Board did not have a policy on the keeping of race-based statistics or the prohibiting of the keeping of race-based statistics. However, in response to concerns raised as a result of a presentation of police statistics shared at the North York Committee on Community and Race Relations on February 16, 1989, Board member Stanley Makuch submitted the following letter to the Board for consideration at its February 23, 1989 meeting:

"This is to request that you put the following motion on the agenda at the February 23, 1989 meeting of the Police Commissioners.

It is the policy of the Board that the Board and the Force not compile or publish statistics relative to the race, colour or creed of individuals. This policy does not affect the releasing of descriptions of suspects wanted for criminal acts.

It is clear in my mind that statistics based on race, colour or creed are an affront to the concept of equality before the law. Such statistics are based on the completely erroneous assumption that there is an inter-relationship between crime and those characteristics.”

At its February 23, 1989 meeting, the Board amended the foregoing motion, by inserting the words, “involved in criminal activity, except as approved by the Board” so that it now reads as follows:

“It is the policy of the Board that the Board and the Force not compile or publish statistics relative to the race, colour or creed of individuals involved in criminal activity, except as approved by the Board. This policy does not affect the releasing of descriptions of suspects wanted for criminal acts.” (Board Minute P132/89 refers).

The above mentioned clause continues to be the policy of the Toronto Police Services Board today.

A survey of the 12 largest police services boards, which are members of the Ontario Association of Police Services Boards – “Big 12 Boards”, was conducted to determine if any other board had a policy regarding the keeping of race-based statistics. The Boards representing the cities or regions of Ottawa, Windsor, Sudbury, Waterloo, Niagara, Peel, Halton, Hamilton, York and Durham responded. None of the boards surveyed currently have board policies regarding the keeping of race-based statistics.

In addition to requesting the historical background that lead to the Board approving the current policy, Board staff were requested to investigate whether the reasons for the policy are still valid today. It would be premature to examine the validity of the Board policy without considering the reports that the Chief is currently undertaking in the area of race relations including a report in response to the newspaper articles published by the Toronto Star regarding racial profiling.

In view of the fact that the Board established the Board/Service Race Relations Joint Working Group to identify areas of action and to draft recommendations for Board approval (Board Minute P315/02 refers), I am recommending that this report be referred to the working group for information. I am further recommending that the Board/Service Race Relations Joint Working Group examine the current Board policy regarding race-based statistics and the validity of the policy upon completion of their mandate.

Report #3	JANUARY 30, 2003 from Julian Fantino, Chief of Police
RE:	TORONTO POLICE SERVICE REPORT: <i>POLICING A WORLD WITHIN A CITY: THE RACE RELATIONS INITIATIVES OF THE TORONTO POLICE SERVICE</i>

The Board was in receipt of the following report JANUARY 30, 2003, from Julian Fantino, Chief of Police:

Subject: RACE RELATIONS

Recommendation: It is recommended that:

- (i) the Board receive the attached report entitled *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service* and refer it to the Board/Service Race Relations Joint Working Group.
- (ii) the Board receive for information the names of Service members assigned to the joint working group between the Board and the Chief (Board Minute P315/02 refers).

Background:

This Board report addresses the following three items:

- I The Motion approved by the Board on November 21, 2002 “*that the information gathered from the race relations community consultations be forwarded to a joint working group between the Board and the Chief to identify the areas where action may be required and develop draft recommendations for public comment prior to final Board approval*” (Board Minute P315/02 refers).
- II The Board’s request of October 24, 2002 for a report on all Service Race Relations initiatives since 1989 (Board Minute P283/02 refers).
- III Internal memoranda from the Chairman’s Office dated December 17, 2002 and January 17, 2003 requesting information on the race relations initiatives of the Toronto Police Service.

Item I

On November 21, 2002, it was recommended that the Board consider certain motions adopted by Toronto City Council (Board Minute P315/02 refers). At that time, the Board approved the following motion:

THAT the information gathered from the race relations community consultations be forwarded to a joint working group between the Board and the Chief to identify the areas where action may be required and develop draft recommendations for public comment prior to final Board approval;

The Service is prepared to begin deliberations with the Board following the February 20th meeting and I have assigned four members of the Toronto Police Service to serve on this working group, namely Deputy Chief Michael Boyd, Operational Support Command, Acting Staff Inspector Robin Breen, OCCPS, Mr. Jerome Wiley, Legal Counsel to the Chief, and Staff Sergeant Peter Lennox, Race Relations Review Team.

Item II

At the Board meeting of October 24, 2002, the Board requested that the Chief provide a report on all race relations initiatives the Service has developed since 1989 in the areas of community outreach, recruiting, diversity and anti-racism training, current policies and procedures, bias in policing and minority recruitment and hiring (Board Minute P283/02 refers).

In early November 2002, Chief Fantino recalled the Race Relations Co-ordinating Committee, with a mandate to review the Service's Race Relations Operational Plan and related initiatives. This Committee, chaired by Chief Fantino, is made up of the unit commanders of the program areas having the most direct strategic impact on race relations, namely Human Resources, Training & Education, Community Policing Support, Corporate Communications and Professional Standards. In addition to these unit commanders, the Committee also includes the Staff Superintendents from Area and Central Field, the Legal Counsel to the Chief and an Acting Staff Inspector currently seconded to the Ontario Civilian Commission on Police Services (OCCPS).

As a starting point, the Committee revisited the *Moving Forward Together – An Integrated Approach to Race Relations* document of 1995. (Board Minute P132/95 refers). This document contains the Service's race relations strategic plan, and is an in-depth self examination and planning process designed to enhance the relationship between the Service and the visible minority and Aboriginal communities.

Upon critical analysis of the *Moving Forward Together* document, the Committee determined that the philosophical approach this document employed and the actual operational model it contained remain valid and relevant in 2002. *Moving Forward Together* therefore became a blueprint to guide the current review, and to help update and enhance each aspect of the original foundation.

Under the guidance of the Committee, a Race Relations Review Team created a new document, *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service*. This document is an all-encompassing look at the race relations initiatives of the Toronto Police Service. The report has been divided in to 10 sections ("A" through "J") to provide the reader with a full understanding of how far the Service has progressed in the area of policing and race relations, and where the Service is moving in this area. These sections are as follows:

Section A: *Historic Overview*

Section B: *Methodology of the Review*

Section C: *Operational Model*

Section D: *Service Delivery*

Sections E-J: *Updated Responses to Previous Recommendations*

An executive summary of this report is attached to this Board letter.

Item III

The report entitled *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service* contains the information requested from the Chairman's Office in the following internal memoranda:

- internal correspondence dated 2002.12.17 from the Chairman's Office concerning an amendment by Council to Clause No. 8a contained in Report No. 14 of the Policy and Finance Committee. This amendment reads: "*It is further recommended that the Toronto Police Services Board be urged to submit a report to the Policy and Finance Committee, by March 31, 2003, on anti-racist initiatives.*"
- internal correspondence dated 2003.01.17 from the Chairman's Office concerning the report received from Shirley Hoy, Chief Administrative Officer, City of Toronto. Recommendation no. (1) of this report reads: "*The Toronto Police Services Board provide City Council with the reports that have been requested on the implementation of the Toronto Police Service race relations initiatives and the Toronto Police Services Board also be requested to invite the Diversity Advocate to attend the Board meeting at which the aforementioned report is considered.*"

Therefore, it is recommended that the Board receive the attached report entitled *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service* and refer it to the Board/Service Race Relations Joint Working Group.

It is also recommended that the Board receive the names of the Service members assigned to the joint working group for their information.

Acting Staff Inspector Robin Breen and Mr. Jerome Wiley, Legal Counsel to the Chief of Police, will be in attendance at the Board meeting to respond to any questions that may arise.

Further copies of the report entitled *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service* will be available at Corporate Communications, 40 College St., Toronto (416) 808-7100 for anyone wishing to obtain one.

**Policing a World Within a City:
The Race Relations Initiatives of the Toronto Police Service**

Executive Summary

This report was prepared at the direction of Chief Julian Fantino with the co-operation and involvement of senior officers and members from all commands of the Toronto Police Service.

Statistics Canada has referred to Toronto as “a world within a city”. Policing a richly multicultural and multiracial environment can be very rewarding, but can also present challenges for a police organization that is dedicated to delivering effective services to all stakeholders equally. This report outlines the most significant efforts made by the Toronto Police Service to ensure that it can meet these challenges.

The report is divided into ten sections, as follows:

Section A: *Historic Overview* – This section provides the background for *Policing a World Within a City*. The reader is given a sense of how the City of Toronto has changed since 1953. The section outlines:

- the population growth and demographic expansion within the city (the population is both higher and significantly more racially and ethnically diverse than it was when Metropolitan Toronto was created in 1953)
- the evolution of policing over the years (between 1957 and 2003, the police staff in Toronto has almost tripled and has become much more diverse, and technology, methods and processes have evolved significantly)
- the consultation and scanning processes of the Service (which pervade the corporate and local levels of the organization and which provide a great deal of advice and input from year to year)
- many of the reports over the last quarter century, both internal and external, that address policing topics such as police-race relations

Section B: *Methodology of the Review* – The methodology section outlines the philosophy behind the *Moving Forward Together* document, which was used as a blueprint to guide this recent process. This section describes:

- the process used during the Service’s most recent review of its race relations initiatives (including consultations with individuals throughout Toronto and beyond, and the information gathered during those consultations)
- future actions to support police-race relations, and the communication strategies for disseminating the philosophy and contents in *Policing a World Within a City: The Race Relations Initiatives of the Toronto Police Service*.

Section C: *Operational Model* – Section “C” provides:

- a short description of each of the five units of the Service identified as having the most direct strategic influence on race relations (Human Resources, Training and Education, Community Policy Support, Corporate Communications, and Professional Standards)
- the race relations mission statements, objectives and strategies of the Committee and the five key units

Section D: *Service Delivery* – This section summarizes:

- the effects the race relations initiatives of the five key units identified in Section “C” have had on the services delivered by (and the priorities of) the Toronto Police Service
- service delivery by specialized units and front line units
- community policing
- the core business and Service priorities
- overseas initiatives
- unit initiatives by Command
- service awards
- community support for Toronto Police Service activities
- other factors supporting or impacting upon service delivery
- racial profiling

Sections E-J: *Updated Responses to Previous Recommendations* – During this process, in an effort to conduct the most comprehensive review of the Service’s race relations initiatives, the 181 recommendations responded to in *Moving Forward Together* were revisited, along with 28 additional recommendations directed to the police from the Report of the Commission on Systemic Racism in the Ontario Criminal Justice System, for a total of 209 recommendations. These sections provide updated responses to these recommendations from a 2002 perspective, and, in many cases, revisions to the status, where it has changed since the original responses were prepared. The sources of the recommendations are:

- Section “E”: Equal Opportunity Consultants
- Section “F”: Mukwa Ode First Nations Consulting Inc.
- Section “G”: Metropolitan Toronto Auditor
- Section “H”: Race Relations and Policing Task Force
- Section “I”: National Black Police Association 1993 Conference

Section “J”: Commission on Systemic Racism in the Ontario Criminal Justice System

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P34. BOARD RESPONSE TO THE REPORT: *SAVING LIVES:
ALTERNATIVES TO THE USE OF LETHAL FORCE BY POLICE***

The Board was in receipt of the following report FEBRUARY 6, 2003 from Norman Gardner, Chairman:

Subject: BOARD RESPONSE: THE REPORT ON THE ALTERNATIVES TO THE USE OF LETHAL FORCE BY POLICE CONFERENCE 2000

Recommendations:

It is recommended that:

- (1) the Board refer the following report to the Board/Service Race Relations Joint Working Group; and
- (2) the Board/Service Race Relations Working Group provide comments directly to the Chairman on recommendations #1, 2, 4, 19, 20, 21, 22 and 23 contained in the report, *Saving Lives: Alternatives To The Use Of Lethal Force By Police*.

Background:

At its meeting on November 21, 2002 the Board received the attached report, *Saving Lives: Alternatives To The Use Of Lethal Force By Police* which was submitted by the Co-Chair of the 2000 Conference on Alternatives to the Use of Lethal Force by Police. The Board received the submission and referred it to the Chairman for a report to include comments and responses to each of the recommendations and that report to be considered at a future meeting (Board Minute P291/02 refers).

The Conference on the Alternatives to the Use of Lethal Force by Police was held at the Law Society of Upper Canada on June 23-24, 2000 by the Urban Alliance on Race Relations and the Queen Street Patients Council. The *Saving Lives: Alternatives To The Use Of Lethal Force By Police* report reflects the proceedings of the conference according to its authors. Contained in their report were 27 recommendations dealing with a wide variety of issues such as Education and Training, Mental Health, Community Policing, Transparency and Accountability, Access to Justice, Fostering Communication and Awareness and Mobile Crisis Teams. The matter of race relations is reflected, in whole or in part, in eight of the recommendations (recommendation #1, 2, 4, 19, 20, 21, 22 and 23). A copy of the recommendations is attached for information.

In view of the fact that the Board established the Board/Service Race Relations Joint Working Group to identify areas of action and to draft recommendations for Board approval (Board Minute P315/02 refers), I am recommending that the above mentioned eight recommendations that consider the issue of race relations be referred to the Working Group for comment. I am further recommending that the Working Group comments be forwarded to my attention for consideration when preparing the final report to the Board on the Conference submission.

Ms. Jennifer Chambers, Mental Health Legal Advocacy Coalition, was in attendance and made a deputation to the Board. Ms. Chambers also provided a written submission which is on file in the Board office.

The Board received Ms. Chambers' deputation and written submission and approved the foregoing report.

Recommendations

5

The following recommendations arise directly from the proceedings of the Conference on Alternatives to the Use of Lethal Force by Police. The Steering Committee has drafted them on the basis of participants' submissions and of concerns raised during the proceedings, and in order to address issues that flow from the topics covered at the conference. These recommendations are offered under the overarching principle of the need for attitudinal change and improved communications. The recommendations address the expressed needs of the ethno-racial and psychiatric survivor communities to create a new concept of community policing.

Guiding Principles: Changing Attitudes

1. As a guiding principle on which to base better relations among the communities, all the affected communities and all their members should commit to the philosophy of non-violence.
2. Each community — ethno-racial, psychiatric survivor and police — should be open to seeing each other as people, not as stereotypes. We need to understand how perceptions affect actions. And we also need to understand and recognize the factors that can bring our community members to a crisis point.
3. Psychiatric survivors, the police and the ethno-racial community also need to see each other as a resource to which both requests and offers can be made. Everyone is part of the solution to avoiding the use of lethal force.
4. If the police are to be understood as true members of the broader community and, conversely, the community is to feel itself to be part of the police, then the perceived distinction between the two must be erased, and the community and the police must merge into a coherent whole. If such merging is to happen, it is essential that there be transparency, awareness and open communication between the police and all the communities they serve.
5. A civilized society must be committed to creating and enforcing laws that ensure that illegal conduct by any member of society is addressed effectively, compassionately and without regard to that person's position in society.

Regarding Education and Training, it is recommended that:

1. A public education group be formed, consisting of an integrated group of representatives of the communities that were key to the conference, and police leaders. The members of this group will educate each other about each sector's issues and will facilitate the education of the public

on issues related to mental health, race and policing. The group will act to avoid the stereotyping and **demonizing** of community members and police in the media, and to better enlist public support for **constructive** alternatives to situations leading to the use of lethal force. Towards addressing community concerns, this group will be required to meet immediately a situation of lethal force by **police** arises. The group will be a steering committee overseeing independent evaluation of **police-community** educational efforts, e.g. diversity **training**.

2. The police, the ethno-racial community and psychiatric survivors participate in joint educational sessions on nonviolence under the guidance of **the** Martin Luther **King, Jr.** Institute. This will strengthen community relationships **and** enhance each group's ability to deal with the issue of violence in **their** own and each others' communities.
3. Police continue to receive training in methods of de-escalation.
4. Ongoing education in diversity continue to **be provided** for the police with the assistance of the ethno-racial and psychiatric survivor communities. Learning occurs through relationships that have ongoing opportunities for contact and dialogue. Education can improve communication and understanding between the police and members of diverse communities, and it reduces the possibilities for misunderstanding that can contribute to the use of lethal force.

Regarding Mental Health, it is recommended that:

5. Psychiatric survivors continue to **identify** needs that must be met to prevent crises from developing, and continue to inform the government, the Mental Health Implementation Task Force, and mental **health** services **of these needs** and **what specifically would address** them.
6. Mental health service providers and the Ministry of Health support the self-identified needs of psychiatric consumer/survivors, rather than using coercion to impose unwanted services. When the supports that consumer/survivors want to use are adequately **resourced**, there will be fewer **calls** to the police that lead to their interaction with people in crisis.
7. The Minister of Health repeal mental health legislation formerly called Bill 68 that **allows** for the use of force (involuntary detention by police or a mental health facility) when there is not an immediate danger or a **criminal** act is not an **issue**. Choice of treatment rather than compliance with treatment should be provided for, both in legislation and in funding decisions.

Regarding Community Policing:

These recommendations are directed to the development of a concept of community policing, that respects and integrates the perspectives of police and community so that policing needs are assessed on the basis of what the community **is** and carried out **in** a way that is sensitive to community concerns and in the interests of all communities. If there is to be progress in dosing the "great **divide**" between key **communities** and the police, the community must feel a sense of ownership of and responsibility for the police. The community must also be sensitized to the

support required by the police to fulfill their responsibilities, *Who* are the police to serve, *what* are they to protect and what do they need to do this? The issue of police accountability, its adequacies or deficiencies, was an oft-debated issue over the two days of the conference. The following recommendations address the fostering of open communications, awareness and therefore transparency between the police and all the communities they serve.

On Transparency and Accountability

To: The Office of the Premier of Ontario, the Attorney General of Ontario, the Minister of Public Safety and Security, the Management Board Secretariat for the Province of Ontario and Municipal Police Services Boards:

8. Accepting that effective and credible leadership is the key to progress in community policing:

It is recommended that:

The community have an increased voice in the appointment process of key policing positions, including the Chair of the Ontario Civilian Commission on Police Services, the Director of the Special Investigations Unit, Chairs of Police Service Boards and Chiefs of Police Services. The process for these appointments should be characterized by transparency and public accountability and should consist of public consultation hearings by the appropriate Minister, or Police Services Board in the case of the Chief of Police, prior to such appointment.

To: The Attorney General of Ontario, the Minister of Public Safety and Security and the Director of the Special Investigations Unit (SIU):

9. (a) In his Consultation Report to the Attorney General and the Solicitor General dated May 14, 1998 the Honourable George W. Adams QC recommended (Recommendation 16) that "The written report of the SIU be made public where no charges are laid." As Mr. Adams observed, "A public report seems central to providing the necessary accountability and public confidence." It was apparent to all conference organizers that insight into the facts revealed in the course of an objective investigation of an incident involving the use of force by the police would allow for meaningful analysis and the development of alternatives to the level of force used.

It is therefore strongly recommended that:

The government take such steps as are necessary to effect Mr. Adams' Recommendation 16 and allow SIU reports to be made public in cases where charges are not laid.

9. (b) The SIU is created by Section 113 of the Police Services Act in which the powers of the Director of the Unit are defined entirely in relation to the conducting of criminal investigations and determination of whether or not to lay charges. The individual and collective investigations of the SIU comprise a unique body of information related to the use of force by police officers which could be analyzed and utilized to make observations related to trends in

the use of force and recommendations regarding changes or improvements in such usage; and the Director of the SIU is ideally positioned to undertake such analysis and make such observations and recommendations for the benefit of the public and the police.

It is *therefore* recommended that:

The Director of **the** SIU be empowered by Regulation to analyze the use of force in the *con-*text of matters investigated by the Unit for the purpose of making observations and recommendations in cases where charges are not laid

To: The Minister of Public Safety and Security, the Chiefs of Municipal Police Services and Municipal Police Services Boards:

10. It is recommended that:

In an **incident** of police use of force where the SIU has invoked its **mandate** and the Chief is required to do an administrative investigation and report, the Chief **provide the** report to the Police Services Board.

To: The Minister of Public Safety and Security and Municipal Police Services Boards:

11. It is recommended that:

Police Services Boards make public **the** findings and recommendations contained in the Chief's administrative reports referred to in paragraph 10 above.

To: The Minister of Public Safety and Security:

12. It is recommended that:

The Minister of Public Safety and Security cause **an** "Alternatives to Lethal Force Newsletter" to be produced twice yearly. This newsletter would be made public and include, but not be limited to, a review of alternatives to lethal force technology being used or considered, best practices of police services in **the** area of use of force, **current** and proposed **training** by the major Ontario police services, and statistics related to the use of force by police in the Province.

13. It is recommended that:

The recent use of "Taser" technology by Toronto Police be publicly **reported** on and reviewed and any consideration of expanding or reducing the use of such technology be done with public **consultation**; if after such reporting and consultation it is found that this technology has reduced lethal force, then the Minister of Public Safety and Security is to consider **immediate** expansion of its use by police services.

To: The Minister of Public Safety and Security, the Attorney General for Ontario, the Chief Coroner of Ontario and the Auditor General for Ontario:

14. Coroners' Inquests serve as a vital forum for the examination of issues and concerns arising

from the police use of lethal force; juries' recommendations in such inquests reflect **potentially important** solutions to some of these issues; and there is no legislation in place whereby state and institutional interests *must* account and/or explain why they have not **implemented** particular recommendations.

It is recommended that:

The Auditor General for Ontario conduct an annual audit of all **recommendations** issued by Coroners' Inquests which are directed at state **officials** for the Province of **Ontario**, with a **view** to reporting annually on those recommendations that are implemented and those **that** are not implemented.

On Access to Justice

There can be no true state **accountability** if those who have legitimate and credible interests (legally and otherwise) **in** accessing the justice system for the purposes of furthering state accountability, both privately and publicly, are barred by virtue of the prohibitive cost of litigation. Civil actions **arising** from police use of force, lethal or not, as well as Coroners' **Inquests** and other public inquiries all represent forums in which potentially significant **issues** in **state accountability arising** from police use of force are litigated. While institutional and state **interests** fund legal representation **that** permits the state **to** competently address allegations and concerns **relating** to police use of force, those on the **other** side of these proceedings are inadequately funded. A level playing field in these types of proceedings is essential to ensuring effective, **credible** and **fair** process **in the furtherance** of **state accountability**.

To: *The Attorney General for Ontario and the Ontario Legal Aid Plan:*

15. It is recommended **that**:

The funding of the Ontario Legal Aid Plan be enhanced to **permit** members of vulnerable communities with credible and **legitimate interests** in specific proceedings to obtain legal representation on a par with the **legal** representation obtained by the state **interests** responding to allegations and concerns regarding state use of force. Funding levels commensurate with those in the federal Court Challenges Program should be immediately adopted in order **to** address the present imbalance.

To: *The Attorney General for Ontario and the Ontario Legal Aid Plan:*

16. It is recommended that:

The eligibility criteria for **funding** in civil litigation be expanded to ensure adequate funding for legal representation **in** respect of police use of force cases. **Without** restricting the **generality** of the foregoing, these expanded criteria should include the public **interest** in state accountability that may be furthered by pursuing civil litigation which may not be otherwise justifiable based on the damages recoverable.

To: *The Court Challenges Program of Canada*

17. It is recommended that:

Funding criteria from the Court Challenges Program be expanded to include funding legal representation for litigants pursuing credible and legitimate proceedings in respect of state accountability in the use of force.

On Fostering Communication and Awareness, it is recommended that:

18. The Toronto Mental Health Legal Advocacy Coalition, a group consisting of psychiatric survivors and mental health advocates, work with Toronto Police Services and the Police Services Board to establish a working group to address the intersection of policing and mental health issues. The work of this group would include:
 - Developing police-community liaison relationships with psychiatric survivor and other relevant organizations;
 - Making recommendations regarding the police and existing mental health organizations, with a view to benefiting psychiatric survivors;
 - Overseeing research and analysis of initiatives in the area of policing and mental health, e.g., the pilot projects discussed below;
 - Ensuring a substantial representation of psychiatric survivors on the steering committees of such initiatives;
 - Understanding the consequences of what the community expects the police to do, and understanding what the police need to do it;
 - Designated members of this group will also have representation in a Citizens' Circle (see Recommendation 23 below).
19. Police and Police Services Board members be given the opportunity to be exposed to a variety of forums that will allow them to gather the needs and concerns of the community as equals.
20. Police service budgets themselves reflect a commitment of resources directed at working with communities most in need.
21. To encourage ongoing dialogue, a broad spectrum of law enforcement officials meet with various sectors of the community in regular, informal and non-adversarial forums. A complementary process should be undertaken in the interests of bringing about willing and constructive interactions between the police and the community and to sensitize the police at all levels to community needs. This process should consist of:
 - a) Meetings of high-ranking police officials with the community, designed to influence policy-making;
 - b) Comprehensive and mandatory training of mid-ranking, entry-level and newly hired officers;
 - c) The recommendations developed during these meetings should guide police priorities and should be accurately reflected in the Police Service budget.

22. Community groups begin the process of engaging with police in constructive projects. To maintain a relationship of equality between the police and the community, it is important that these projects remain under **community control**.
23. The Urban Alliance on Race Relations bring together community members, police and elected representatives to form a Citizens Circle for the purposes of discussing issues relating to:
- . reviewing all recommendations in **this** report;
 - . vulnerable communities in need of focus,
 - . outreach towards the various communities most in need of **community policing** initiatives;
 - resource/management and restructuring of police services;
 - . understanding the consequences of community expectations of what the police do, and understanding what the police need to do **it**;
 - how police can work with community resources, including non-governmental organizations, community agencies, and constituency **offices** of elected representatives, towards solving **conflicts** locally without resorting to police;
 - . collecting, analyzing and identifying effective community policing practices and conflict resolution programs both in Canada and abroad and making recommendations for the **best practices**.

By the **end** of a six-month period, this Citizens' **Circle** will design a process that will provide alternatives to lethal force by police and lead to better relationships between the police and the community.

Mobile Crisis Teams — A Step Backwards

Police are very often the first response to an emotionally disturbed person in crisis, **but they** are not always the best response. "Mobile crisis teams," whether they involve a police officer partnered with a mental health service provider (see 51 Division initiative below) or police reliance on a team of mental health service providers acting independently (see 42 Division initiative below), all have as their ultimate rationale *the* integration of police and **mental health services** with a view to saving lives.

In June 2000, presentations were made at the conference with respect to different initiatives by police and mental health service providers involving mobile crisis teams. *As of June 2002, the 42 Division initiative has been shelved and the 51 Division project is faltering and has not been expanded beyond a pilot project in a single Division*

Conference participants heard that a pilot project between St Michael's Hospital and 51 Division of the Toronto Police Service involving Mobile Crisis Intervention Teams (**MCITs**) operated in the downtown area of Toronto. The **MCITs** partnered a mental health worker with a police officer to **respond** to **the** needs of emotionally disturbed persons in crisis. The project was based on the successful Hamilton COAST (**Crisis** Outreach and Support Team) program and the Car 57 project in Vancouver. These teams appear to be well suited to the large population concentrations

in the downtown core areas that are characterized by a high homeless population, and where there is better access to mental health **services** relative to other parts of Toronto,

Participants also heard from the 42 Division Mobile Crisis Unit (MCU) project, which was **focused** on the large, heavily populated residential area of east Toronto (formerly Scarborough). This form of mobile crisis unit used trained mental health workers who were available to police 24 hours a day, 7 days a week, Police **officers** were **under** orders to contact the **MCU team** and ask them to respond with the police to situations involving emotionally disturbed persons in crisis. If the situation was deemed safe enough, the mobile crisis **team** would take over assistance to the person; if the situation involved apprehension, the **MCU** would assist the officers at the hospital and would also undertake follow-up with the person and his or her family to **minimize** crisis situations in the **future**.

Clearly, a heterogeneous city calls for differing **responses according** to the constituencies being served, and both the programs described above have validity and serve a different demography. But the conference discussions showed that there were problems with both projects, **An** ongoing tension remains between proponents of a "psycho-social model" for addressing mental health issues and those who support what is referred to as the "medical model" in the treatment of **emotionally** disturbed persons. What was **agreed upon**, however, was that both the 51 Division and the 42 Division mobile units could be **built** upon and improved with proper consultation. It was **dear that both advanced the goals of the conference by presenting an alternative to the use of lethal force during police encounters with emotionally disturbed persons.**

As this Report went to press, both projects had taken a serious step backwards. The 51 Division **project has had problems and ceased to operate** for a short period. **This project, if it is as successful** as its proponents claim, should have expanded to other downtown police divisions rather than just continuing the status quo. The 42 Division project **has lost** momentum and **the official** involvement of the police. While the mobile crisis units in Scarborough still exist under new management, there is no longer a police representative who plays an integral role in the project. Nor is there any requirement for police officers to call in the MCU.

The people who will suffer are those who find themselves in crisis and confrontation with the police. By operation of policy and their police training, officers **will** revert to the "Use of Force Continuum" options rather than relying on key resources (**i.e.** mental health service providers) to assist in defusing encounters with emotionally disturbed persons who are in crisis,

There have been too many inquests, too many recommendations, and too much shifting of responsibility. In the end, emotionally disturbed **persons** in crisis who encounter police continue to die. **What is needed** is action-oriented leadership by the Ministries responsible for health care and policing.

On Mobile Crisis Teams, it is recommended that:

To: *The Minister of Health and the Minister of Public Safety and Security:*

24. Wide and effective consultation be held now on **the** issue of mobile crisis teams (such consultations must include **consumer/survivor communities** as well as the *other* affected institutional and individual interests); a decision be made in the **immediate future**, and the different mobile crisis teams that are necessary to serve the **different** needs of the local communities in Toronto be fully **funded**.
25. Since an essential ingredient of the effectiveness of any of **the** mobile crisis teams is the **integration** of police services and the work of mental health service providers, mandated **standards** and protocols be put in place for the police and mental health service providers to be required to **work** together to respond to an emotionally disturbed person in crisis. To this end, both the Minister of Health and the Minister of Public Safety and Security **must** each set standards and protocols to mandate such **a** joint response.

To: *The Toronto Police Services Board and the Chief of Police, Toronto Police Service:*

26. The Toronto Police Service assign a senior police official (with a minimum rank of Inspector) to be tasked **with** addressing Recommendation **25**.
27. The Toronto Police Services Board direct the **review and** amendment of its policies with a view to ensuring the long-term entrenchment of mobile crisis teams as an alternative to the use of force during **police encounters with emotionally disturbed persons in crisis**.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P35. ANNUAL REPORT: 2003 RACE RELATIONS PLAN

The Board was in receipt of the following report JANUARY 21, 2003 from Julian Fantino, Chief of Police:

Subject: RACE RELATIONS PLAN (2003)

Recommendation:

It is recommended that: the Board receive the Policing a World Within a City Report in lieu of the 2003 Annual Race Relations Report.

Background:

At its meeting on March 27, 2002, the Board received a report entitled Race Relations Plan - Update (Board Minute #P83/02 refers). The Service was directed to report annually on the results of initiatives developed to address race relations issues.

At the Board's meeting of February 20, 2003, the Service will be submitting a comprehensive report, Policing a World Within a City, which is a result of direction by the Board at its November 21, 2002 meeting (Board Minute#P283/02 refers). This comprehensive report will address all fundamental aspects of race relations, including initiatives, within the Service.

Since the information in the Policing a World Within a City Report will contain material similar to the Annual Race Relations report, the Service is seeking an exemption in submitting its Annual Race Relations Report for 2003 (Board Minute #P83/02 refers) for this year. The Service will resume its submissions of the Annual Race Relations Report in 2004, unless otherwise directed by the Board.

Conclusion:

The Service continues to serve the diverse communities that make up the City of Toronto. Service members will continue to seize upon opportunities, in conjunction with all our community partners, to make Toronto the best and safest place to be. The Service's Mission Statement and Core Values reflect this commitment.

It is therefore recommended that the Board receive the Policing a World Within a City Report in lieu of the 2003 Annual Race Relations Report. Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to answer any questions that Board members may have.

The Board referred the foregoing report to the Board/Service Race Relations Joint Working Group for consideration.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P36. TORONTO POLICE SERVICE – REVISED 2003 OPERATING BUDGET
REQUEST – APPROVED \$634.6 MILLION**

The Board was in receipt of the following report FEBRUARY 10, 2003 from Norman Gardner, Chairman:

Subject: TORONTO POLICE SERVICE - 2003 OPERATING BUDGET REQUEST -
REVISED

Recommendation:

It is recommended that the Board ratify my decision to approve the revised 2003 net operating budget request for the Toronto Police Service in the amount of \$634.8 million (M).

Background:

At its meeting held on November 21, 2002, the Toronto Police Services Board approved a 2003 net base operating budget request of \$648.9M for the Toronto Police Service. The Board also approved a recommendation authorizing me to approve any changes to the operating budget request during the periods of time between Board meetings subject to ratification by the Board (Min. No. P319/02 refers).

On February 10, 2003 I received correspondence from Chief of Police Julian Fantino advising that the City of Toronto Executive Management Team (“EMT”) recently recommended a net base budget target of \$630.7M for the Toronto Police Service. The Budget Advisory Committee (“BAC”) supported the EMT recommended budget and the Toronto Police Service was requested to develop a plan to reduce its original budget request by \$18.2M to achieve the new established target set by EMT.

In the correspondence, Chief Fantino indicated that the Toronto Police Service reduced the original net budget by \$14.1M and requested that a revised 2003 net budget of \$634.8M be approved by the Board.

Since the revised 2003 budget of the Toronto Police Service is to be considered at the BAC meeting scheduled for February 13, 2003, I approved the revised 2003 budget request for the Toronto Police Service in the amount of \$634.8M based upon the authority provided in Board Minute No. P319/02. I submitted a report (dated February 10, 2003) to the BAC for consideration and advised that the members of the Board did not have an opportunity to consider this matter prior to the BAC February 13, 2003 meeting and that it would be placed on the agenda of the February 20, 2003 Board meeting for approval.

A copy of the February 10, 2003 report to the BAC is appended to this report for information.

The Board was advised that the amount noted in the correspondence from Chief Fantino should have indicated a revised 2003 operating budget request of \$634.6 million and not \$634.8 million.

The Board approved the foregoing report and noted that the Budget Advisory Committee had approved a revised 2003 operating budget in the amount of \$634.6 million.

February 10, 2003

To: Budget Advisory Committee, City of Toronto
From: Norman Gardner, Chairman
Subject: Revised 2003 Net Base Operating Budget Request for the Toronto Police Service

Purpose:

To submit a revised 2003 net base operating budget request for the Toronto Police Service following a recommendation by the City of Toronto Executive Management Team, supported by the Budget Advisory Committee, to reduce the original submission to a net base budget target of \$630.7 million (M).

Financial Implications and Impact Statement:

The Toronto Police Services Board is requesting a revised 2003 net operating budget of \$634.8M for the Toronto Police Service.

Recommendation:

It is recommended that the Budget Advisory Committee consider the following recommendation at its February 13, 2003 meeting:

- (1) approve a revised 2003 net operating budget request of \$634.8M for the Toronto Police Service.

Background:

At its meeting held on November 21, 2002, the Toronto Police Services Board approved a 2003 net base budget request of \$648.9M for the Toronto Police Service. This represented an increase of \$40.1M (6.6%) over the revised 2002 net base budget. I forwarded a report, dated November 27, 2002, to the Budget Advisory Committee recommending approval of the 2003 net base budget request in the amount of \$648.9M on behalf of the Toronto Police Services Board.

Comments:

I have received correspondence, dated February 7, 2003, from Chief of Police Julian Fantino advising that the City of Toronto Executive Management Team ("EMT") recently recommended a net base budget target of \$630.7M for the Toronto Police Service. The Budget Advisory Committee ("BAC") supported the EMT recommended budget and the Toronto Police Service was requested to develop a plan to reduce its original budget request by \$18.2M to achieve the new established target set by EMT.

In his correspondence dated February 7, 2003, Chief Fantino has indicated that the Toronto Police Service has been able to reduce the original net budget by \$14.1M and requested that a revised 2003 net budget request of \$634.8M be approved by the Board.

I have approved the revised 2003 net budget request for the Toronto Police Service in the amount of \$634.8M based upon the comments outlined in Chief Fantino's February 7, 2003 correspondence. The approval of this revised budget is subject to ratification by the Board. The Board members have not reviewed Chief Fantino's correspondence or this report and will not have an opportunity to consider this matter prior to the February 13, 2003 BAC meeting. This matter will be considered by the Board at its next meeting which is scheduled for February 20, 2003 and I anticipate that the Board will ratify my decision to approve the revised 2003 net budget at that time.

Conclusions :

A copy of the correspondence, dated February 7, 2003, from Chief Fantino, in the form attached as Appendix "A" to this report, regarding this matter is provided for information.

Contact:

Chief of Police Julian Fantino
Toronto Police Service
Telephone no. 416-808-8000
Fax. No. 416-808-8002.

Norman Gardner
Chairman

List of Attachments:

Appendix A - February 7, 2003 correspondence from Chief of Police Julian Fantino
A: 2003revisedopertps.doc

February 7, 2003

Norman Gardner
Chairman
Toronto Police Services Board
40 College St.
Toronto, ON
M5G 2J3

Re: Toronto Police Service 2003 Operating Budget – Revised Submission

This letter provides an update on proposed changes to the 2003 operating budget request since the Board approved the request on November 21, 2002 (Board minute #319/02 refers). At the same meeting, the Board also gave authority to the Chairman to approve, subject to ratification, changes to the operating budget submission during the time between meetings of the Board. On January 30, 2003, the Board was briefed on the status of the budget discussions with the City CAO, City Finance staff and some members of the City's Budget Advisory Committee (BAC). This report outlines those discussions.

The Board approved 2003 Operating Budget request of \$653.3M was presented to the Budget Advisory Committee (BAC) December 4, 2002 and is summarized as follows:

Salaries and benefits	\$571.3M
Premium pay	\$30.4M
City recoveries	\$19.4M
Non-salary costs	<u>\$27.8M</u>
Total base budget	\$648.9M
Requests above base	<u>\$4.4M</u>
Total request	653.3M

The City's Executive Management Team (EMT) provided a recommendation to the BAC for a base budget of \$630.7M. BAC supported the EMT recommended budget. The difference between the Board approved base budget and BAC's target was \$18.2M.

TPS Request	\$648.9M
BAC Target	<u>\$630.7M</u>
Difference	\$18.2M

The BAC requested that the Service, working with the City, develop a plan to achieve the established target.

Challenges of the BAC Recommendation

The EMT recommended base provides for the 2003 salary settlement; however it does not provide for the 2002 shortfall of \$4.2M for the 2002 salary settlement, the HR strategy impact (reclassifications) of \$8.3M, increased benefit costs of \$4.9M and operating impact from capital of \$1.8M. Total of these amounts is \$19.2M. In addition, no new initiatives are funded in the recommended base.

Mr. Frank Chen (CAO) and Service staff met on numerous occasions with members of the BAC and City staff to address the \$18.2M shortfall. The Service followed several guiding principles in achieving the BAC target. These principles included:

- minimizing the impact on service
- minimizing the impact on future budgets
- achieving sustainable savings where possible
- taking advantage of funding opportunities to reduce present and future costs, and
- pursuing grants and revenue for the Service and the City.

As a result of these meetings, the following strategies were developed.

Line-Item Reductions (\$1.42M savings)

The 2003 Board approved budget includes \$1.10M for the OMERS rate increase. However, in line with City Departments, this rate increase will not be recognized in 2003 and therefore this impact can be reduced from the 2003 budget and will be reflected in 2004.

The Service had originally included a 2% inflation factor (as compared to the City recommended 2.5%) on all discretionary costs. Removing this factor will result in \$0.19M of savings.

As a result of hydro rates being capped, City Corporate Services has advised that the 2003 budget can be reduced by \$0.13M. This represents the amount of increase over the 2002 budgeted amount by City Corporate Services. City Finance is currently reviewing the hydro costs and further reductions may be available.

Uniform Hiring Deferrals (\$2M savings)

The Service proposes to reduce the April and May recruit classes by 11 recruits each, delay the August class of 72 recruits to December and increase the new December class by 28. As a result of the above deferrals the Service will save an estimated one-time savings of \$2.0M with no significant impact on 2003 deployed strength and minimal impact in 2004. Total hires will be 373 in 2003 as compared to 399 in 2002. Year end deployed 2003 strength is expected to be 5,220 as compared to 5,096 at the end of 2002 and a target of 5,255.

OMERS Type 3 Surplus (\$10.6M savings)

In 1992, OMERS made the then Type 3 Supplementary Benefit available in the basic plan, rendering funds that had been on deposit for the supplementary benefit superfluous. Initially, OMERS ruled that the disposition of these funds (referred to as OMERS Type 3 Surplus) required bargaining agent consent. The Board challenged this ruling, but subsequently entered into an agreement with the Association to share the funds on a 50/50 basis. The Board's portion of the fund currently stands at \$55M. Now that contributions are being phased back in, the OMERS Type 3 Surplus will be available (estimated at \$10.6M in 2003, \$31.9M in 2004 and \$16.2M in 2005 assuming the Association does not request access to their portion of the surplus). The withdrawal of the Associations share of the surplus can only be accomplished through the Service's contribution obligations.

TPS Concept and Strategy

The Service concept for the OMERS Type 3 surplus is to create a reserve for equipment purchases. The Service would buy equipment from this reserve and make equal yearly contributions from the Service budget back to the reserve to ensure the replacement value of the equipment is replenished over its useful life. In this way the Service will be able to avoid interest costs associated with leasing while creating a stable and predictable expense. The Service will also be able to reduce present and future identified capital equipment requirements.

TPS Obligation and Plan

In 1998 and 1999, TPS withdrew a net total of \$10.1M from the City's Vehicle and Equipment Replacement Reserve. This net draw prompted the City and TPS to develop a strategy to reimburse the reserve and effectively budget to increase contributions to more closely match future required draws to required contributions. A joint report (City Council Report No. 10, Clause No. 7 August 1 – 4, 2000) prepared by TPS' CAO Frank Chen and the then-City CFO & Treasurer Wanda Liczyk, and provided to the Policy and Finance Committee and approved by City Council, outlined the strategy to repay the \$10.1M to the reserve and establish an equipment reserve as outlined above.

As the OMERS Surplus becomes available, TPS intention was to utilize these funds to repay the reserve. Once the vehicle reserve overdrawn amount was repaid, the Type 3 Surplus would be contributed to the reserve for specific police purchases as described above. Due to the phase-in nature of the OMERS contribution reinstatement, and therefore the availability of the OMERS Type 3 Surplus, it is proposed that the repayment of the reserve shortfall be delayed to 2004.

The TPS had originally proposed using the OMERS surplus to fund future critical IT lifecycle replacements. Instead, it is proposed that the \$3.9M replacement plan be financed within the TPS capital budget. The TPS IT plan is consistent with programs identified for IT in City departments and has been vetted with City IT staff. As a result, for 2003 the Service proposes to utilize \$4.9M of the available OMERS Surplus of \$10.60M, instead of the City vehicle reserve, to fund vehicle purchases. This will result in a \$1.6M pressure in 2004 as the contribution is phased back into the TPS budget. In addition, the Service proposes to use the remaining 2003 OMERS surplus of \$5.7M on a one-time basis (with resulting equivalent 2004 pressure) towards achieving the \$18.2M reduction amount.

City-Dependent Recommendations (\$1.13M savings)

Occurrence reengineering – Due to the completion of this capital project, the Service expects to have gross savings of \$1.03M in 2003 as a result of the phase in of 84 Civilian staff reductions due to the implementation of the Occurrence Reengineering project. However, the Service expects to incur \$0.80M of severance costs for the 84 staff. From discussions with the City CFO, it was proposed that these severance costs be funded from City reserves. Therefore, if funding is available from City reserves, the Service will be able to realize the full savings of

\$1.03M in 2003 and annualized savings of \$3.2M.

Caretaking efficiencies – The Service is in a position to realize \$0.10M in savings as a result of a co-operative effort with City Corporate Services. Savings should begin to accrue in October of 2003 as a result of proposed efficiencies in managing this function. The annualized savings of the 2003 initiative is \$0.4M in 2004.

Traffic Enforcement Safety Team (TEST)

The 2003 operating budget submission includes a new initiative to hire 11 police officers (at a cost of \$0.72M) to staff TEST to address the rising number of traffic fatalities and the increase in aggressive habits by motorists, cyclists and pedestrians. In addition to the goal of increasing traffic safety, TEST is expected to generate gross fines of \$3.76M (based on a March 1, 2003 start date) for the City; however, the City is expected incur \$1.17M in additional costs to process the increased volume. As a result, the net increase in City fines after factoring in TSP and City costs is \$1.87M.

Restoration of TPS Internal Audit Function

On March 27, 2000, the Board approved the use of City Audit Services as the Board's and Service's principal internal auditor. At that time, the sum of \$0.32M representing salaries and benefits (at 1999 rates) for five members, was turned over to the City. The TPS retained three uniform (later reduced to two) and two civilian staff to engage in mandatory audits. Subsequently, three additional civilian staff and a half uniform FTE were reallocated to the TPS Quality Assurance function to deal with compliance issues arising from the passing of adequacy legislation by the Province. These staff were dedicated solely to compliance auditing.

Since 2000, City staff allocated their resources mostly to work on Board issues and not on internal auditing issues for the Chief. The City Auditor (now Auditor General) estimates that since the transfer of the function to the City, all of the work performed can be broken down to 85% for the Board and 15% for the Chief. Although this work breakdown may be accurate, it does not mean that the Chief's requirements represent only 15% of the total work. The 15% is only what was able to be done. In addition, although Ernst & Young perform an annual financial audit, their work is at a very high level. As a result, since 2000 there have been no detailed TPS internal audit reviews on the TPS gross operating budget of approximately \$660M (2003 proposed) and five year capital budget of approximately \$200M (2003 to 2007 proposed).

On April 03, 2002, the City Auditor notified TPS that they would no longer be able to perform internal audit work for the TPS. On May 23, 2002, Toronto City Council approved the creation of the Auditor General's Office and a steering committee was set up to deal with transition issues under the direction of the City of Toronto's Chief Administrative Officer. TPS and the City are negotiating the transfer of this function and appropriate funding to the TPS.

At its meeting of December 4, 2002 the BAC adjusted the base budget to include \$360,500 for Internal Audit functions at no impact to the 2003 operating budget for the Toronto Police Service. The staff hired from this funding will be devoted to conducting functions normally associated with internal audit (e.g. financial audits, assessing internal controls and systems

implementation audits). More specifically, additional anticipated future projects include a value for money audit of 51 Division, an audit of the implementation of the new time and attendance system and an internal control review of the purchasing and contract administration system.

Achieving the \$18.2M Reduction Target

The above strategies are summarized as follows:

Line-item reductions	\$1.42M
Uniform hiring deferrals	\$2.00M
OMERS type 3 surplus use	\$10.60M
City-dependent recommendations	<u>\$1.13M</u>
Total operating budget reduction	15.15M
TEST initiative (benefit to City)	3.04M
Restoration of TPS Internal Audit	<u>(\$0.36M)</u>
Gross savings	<u>\$17.83M*</u>

*If funding is transferred for the restoration of the TPS Internal Audit function from the City, this amount would allow for the achievement of the \$18.2M reduction requested by the BAC. However, the TEST initiative results in increased cost of \$1.17M to City Court Services and therefore the net savings to the City would be \$17.02M.

Outstanding Issues

Strategic Intelligence Investigators (\$0.5M in 2003)

This request would provide an increase of 8 Uniform staff to support intelligence-led policing in support of the Service priority to deal with organised crime. The focus of these staff will be on gathering intelligence information on various organised crime groups for the purpose of developing targeted enforcement projects. This information will assist the Service in the decision making process on where resources should be deployed. The total funding required in 2003 (staff and equipment) is \$0.5M with an annualised cost of \$0.7M in 2004.

Race Relations Outreach Program (\$0.9M in 2003)

This is a dedicated and permanent outreach program in minority communities. The recent escalation of violence in the black community and continuing tensions in the Tamil community highlight the necessity for a more proactive approach to police / community race relations.

The Unit will consist of an Inspector who will be assigned to the Office of the Chief of Police and deal with leaders in minority communities across Toronto on behalf of the Chief and advise the Chief directly on race relations issues.

In each of the sixteen Divisions, there will be a race relations liaison officer (Police Constable) who will liaise with local community leaders on behalf of the local Divisional Unit Commander and work with them to address community and policing issues. This position will also actively problem solve continuing issues and refer, where appropriate, issues to other service providers. This person will be assigned to the Community Response team at the divisional level.

The total request is for 18 additional Uniform staff, 2 Civilian staff and related equipment for a cost of \$0.9M in 2003, annualising to \$1.3M in 2004.

Woodbine

Since the installation of the slot machines at the Woodbine Race Track there has been an increase in criminal related activity in the area near the Race Track. There has also been an increase in daily traffic around the Race Track with a resulting increase in traffic offences and road congestion. In order to properly police the increased activity the Service requires an additional 16 uniform staff at 23 Division with an additional 2 uniform staff in the Gaming Enforcement Unit to address loan sharking, extortion and illegal gaming issues. During the first year of operations the City of Toronto received approximately \$10.7 million in funding from the Province for the slot machines at the Woodbine Race Track, part of the intended purpose of which was to address the increased criminal activity normally associated with gambling. The Service is requesting that the City set aside a portion (\$0.3M in 2003 annualizing to \$1.1M in 2004) of this revenue to fund the hiring of the additional officers.

Summary

The following is a breakdown of the recommended revised 2003 TPS operating budget request:

TPS Request	\$648.87M
TPS portion of BAC Target Reduction	(15.15M)
TEST staffing costs	\$0.72M
Restoration of TPS Internal Audit	<u>\$0.36M</u>
TPS Base Request	<u>\$634.80M*</u>

*The benefits from the TEST initiative will be reflected at the City level.

With this level of funding the Service will be able to meet staffing targets by 2004 and fund the 2003 salary settlement. The Service will also be able to maintain current service levels and increase traffic safety. Although the Service can operate with the level of funding provided by BAC, it is imperative that the remaining new initiatives be addressed by City Council, to ensure that proper police services can be provided to the citizens of Toronto. In addition, the 2003 revised request does not include the potential impact of events (e.g. demonstrations and security issues) that may arise out of the current political tensions in the Middle East and North Korea.

For 2004 the Service still faces several budget pressures. As many of the outlined initiatives are not sustainable, the Service expects to face annualized pressures of \$7.93M in 2004 for the above proposals. In addition, costs are expected to increase in 2004 as a result of previous years hiring, the 2002 shortfall in the Association salary settlement and the 2004 impact of the Association salary settlement.

The above is a result of several discussions with the City CAO, City CFO, senior City staff and members of the BAC who acknowledge that the above strategy will be acceptable. As Chief, I support the above strategy and request that you also support and forward this letter the Budget

Advisory Committee in accordance with your authority described above.

Respectfully

Julian Fantino
Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P37. PAID DUTY ADMINISTRATIVE FEE

The Board was in receipt of a report, dated February 06, 2003, from Julian Fantino, Chief of Police, regarding the paid duty administrative fee.

The Board deferred consideration of the foregoing report to its March 27, 2003 meeting.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003

#P38. AMENDMENTS TO THE *CRIMINAL CODE* AND REQUEST TO ENACT CITY OF TORONTO BY-LAW REGARDING DEMONSTRATIONS

The Board was in receipt of the following:

- Report dated FEBRUARY 5, 2003 from Julian Fantino, Chief of Police
RE: AMENDMENTS TO THE *CRIMINAL CODE* AND REQUEST TO ENACT CITY OF TORONTO BY-LAW WITH RESPECT TO DEMONSTRATIONS
- Report dated JUNE 21, 2002 from Julian Fantino, Chief of Police
RE: STATUTES, REGULATIONS, POLICIES AND PROCEDURES COVERING THE POLICING OF DEMONSTRATIONS
- Correspondence dated JULY 24, 2002 from The Honourable Martin Cauchon, Minister of Justice and Attorney General of Canada
RE: RESPONSE TO RECOMMENDATIONS FOR AMENDMENTS TO THE *CRIMINAL CODE*

The Board deferred consideration of the foregoing reports to its March 27, 2003 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P39. CITY AUDITOR'S REPORT: *AUDIT OF THE TORONTO POLICE SERVICE'S PUBLIC COMPLAINTS PROCESS – ADMINISTRATION OF PUBLIC COMPLAINTS AND "THIRD-PARTY" COMPLAINTS*

The Board was in receipt of the following report FEBRUARY 07, 2003 from Norman Gardner, Chairman:

Subject: RESPONSE TO RECOMMENDATION NO. 20 OF THE CITY AUDITOR'S REPORT: AUDIT OF THE TORONTO POLICE SERVICE'S PUBLIC COMPLAINTS PROCESS - THE ADMINISTRATION OF PUBLIC COMPLAINTS AND THIRD PARTY COMPLAINTS

Recommendations:

It is recommended that:

- (1) the Board confirm its position and recommendation with respect to the "Administration of the Public Complaints Process";
- (2) the Board reaffirm its position and recommendation with respect to "Third Party Complaints" which was presented to the Standing Committee to the Administration of Justice with respect to a review Bill 105 - *Police Services Act Amendments, 1997*; and
- (3) the Board forward this report to the Ministry of Public Safety and Security for review with the intention of amending the *Police Services Act* public complaints process to include "third party" complaints.

Background:

The Board at its meeting held on November 21, 2002 requested that I provide a report responding to recommendation no. 20 in the City Auditor's report entitled, *Audit of the Toronto Police Service's Public Complaints Process*, (Board Minute #P292/02 refers). The Board further requested that the City Auditor provide the Chairman with the background information that led to recommendation no. 20. Attached is a copy of the correspondence from the City Auditor dated January 6, 2003 in response to the Board's request.

Recommendation no. 20 requested the Toronto Police Services Board to:

consider the concerns raised by the general public with respect to the complaints process, specifically, the administration of the public complaints process by the police and the ability to investigate complaints filed by third parties (emphasis added); and

take the necessary action to deal with issues, including communicating these concerns to the Ministry of Public Safety and Security (as amended) for consideration and appropriate action.

Administration of the Public Complaints Process

In response to City Auditor's recommendation no. 20 of the audit report, specifically, with respect to the administration of the public complaints process, the Board approved the following motion at its meeting held on November 21, 2002 (Board Minute #P292/02 refers).

THAT the Board receive and forward copies of the Auditor's report and the written submissions provided by the deputants to the Ministry of Public Safety and Security and request that they be reviewed with the intention of amending the present complaints system to create a more independent civilian-oriented complaints system.

Third Party Complaints

The Board at its meeting held on March 13, 1997 had considered the matter of *Police Services Act Amendments, 1997*, ("PSAA") and approved several recommendations for presentation to the Standing Committee on the Administration of Justice on March 17, 1997 (Board Minute #P83/97 refers).

Included in the recommendations that were presented before the Standing Committee, the Board recommended:

Recommendation 6.4 Third Party Complaints

Section 57(1) of the PSSA should be amended to include "third party" complaints.

Rationale

It is clear to the Metropolitan Toronto Police Services Board that the elimination of the capacity to lay "third party" complaints severely jeopardizes the effectiveness of the complaints process. The current process, established in Section 80(1) of the Police Services Act, provides an important additional level of oversight by allowing a member of the public who feels that a police action was not justified to make a complaint. Under the PSAA, this complaint may only be investigated if the individual directly affected by the police action wishes to pursue the complaint.

It is recommended the Board reaffirm its earlier position and recommendation with respect to "Third Party Complaints" which was presented to the Standing Committee to the Administration of Justice with respect to a review Bill 105 - *Police Services Act Amendments, 1997*. The Board's position supports the inclusion of "third party" complaints in the administration of the public complaints process.

Pursuant to the City Auditor's request, it is further recommended that a copy of this report be forwarded to the Ministry of Public Safety and Security for review with the intention of amending the *Police Services Act* public complaints process to include "third party" complaints.

The Board referred the foregoing report to the Board/Service Race Relations Joint Working Group for consideration.



Jeffrey Griffiths, C.A.
Auditor General

Auditor General's Office
9th Floor, Station 1090
55 John Street
Toronto ON M5V 3C6

Tel: 416 392-8461
Fax: 416 392-3754

January 6, 2003



Norman Gardner
Chairman
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3

Dear Chairman Gardner:

Rk: Audit of the Toronto Police Service's Public Complaints Process

I am writing in response to your letter of December 11, 2002, wherein you requested background information to support recommendation number 20 contained in our recent report on the Audit of the Toronto Police Service's Public Complaints Process which reads as follows:

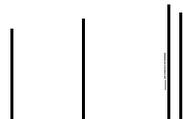
The Toronto Police Services Board:

consider the concerns raised by the general public with respect to the complaints process, specifically, the administration of the public complaints process by the police and the ability to investigate complaints filed by third parties; and

take the necessary action to deal with these issues, including communicating these concerns to the Ministry of the Attorney General for consideration and appropriate action.

One of the objectives of our audit was to assess the Toronto Police Service's performance in relation to its stated goals and objectives for the public complaints process. The goals are noted in the Toronto Police Service's Business Plan for 2002-2004 and, specifically include "strengthening the confidence of the public and Service members in the impartiality and the integrity of the Service's administration of the complaints system." In order to assess the Service's performance in relation to these goals, we held a number of interviews with key stakeholders to gather their opinions about how they viewed the public complaints process as administered by the Toronto Police Service.

Pages 11 and 12 of our report provides a summary of the organizations and individuals that provided input for our consideration. In addition to the input received from these organizations and individuals, we also received feedback from several other members of the public in response to a survey that we advertised in two major local newspapers and posted on the City's website.



The majority of the individuals and organizational representatives we spoke with expressed concern with the way the Toronto Police handled complaints from the public, and stated that they had minimal confidence that the process was fair. The reasons cited and our conclusions are summarized on pages 29 and 30 of the report.

The lack of confidence in the public complaints process expressed by individuals and other stakeholders we interviewed stems from their belief that the police can not be impartial when investigating their own, especially when every component in the process from intake to final disposition is administered by the police. Another issue identified during our review was the inability, under the current legislation, for the police to investigate third party complaints against officers.

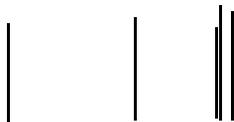
In summary, we view the lack of confidence in the current public complaints process as a major barrier to an effective process, and therefore concluded that the Police Services Board, in its oversight and policy role, must take the necessary action to address this issue, including communicating the concerns to the Province for consideration.

If you have any questions or require further information, please call me or Tony Veneziano at 416-392-8353.

Yours very truly,



Jeff Griffiths
Auditor General



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P40. UNAUTHORIZED USE OF THE TORONTO POLICE CREST

The Board was in receipt of the following report JANUARY 29, 2003 from Albert Cohen, Director, Litigation, City of Toronto – Legal Services Division:

Subject: Unauthorized Use of Toronto Police Service Crest

Recommendation:

It is recommended that the Board not take any further legal action against The Bay in respect to the unauthorized use of the Service's crest.

Background:

At its meeting held on June 1, 2000, the Board considered my report dealing with the unauthorized use of the police crest and other police related images (Minute No. P239/2000 refers).

The Board adopted the recommendations contained in that report which, among other things, authorized the City Solicitor, with the approval of the Board Chair, to undertake action to restrain the unauthorized use of crests, logos or images of the Service and the Board and directed the City Solicitor to report to the next scheduled Board meeting on any such action taken.

Discussion:

By correspondence dated October 18, 2002, staff in Police Legal Services contacted staff in the City Legal Division regarding an advertisement for The Bay that appeared in the Toronto Star on October 17, 2002. A copy of the advertisement is attached to the correspondence of the City Solicitor, which is attached as Appendix "A" to this report. In the advertisement, there was a representation of a crest substantially similar to the Toronto Police Service crest.

In light of the use of the crest, staff in the Legal Division requested approval from the Board Chair to contact The Bay for the purpose of requesting The Bay to acknowledge the improper use of the crest and to agree to refrain from any future use of the crest.

By e-mail dated October 21, 2002, Board staff advised of the Chair's approval and, in accordance with the authority set out in Board Minute P239/2000, the City Solicitor sent the attached correspondence to The Bay. The letter advised that the Service crest is protected under the federal *Trademarks Act* and as such, permission from the Board is required for its use.

By letter dated October 24, 2002, the Vice-President, Secretary and General Counsel for The Bay responded to the City Solicitor advising that the matter was being reviewed with The Bay's marketing department and that a response would subsequently be provided. A copy of that letter is attached as Appendix "B" to this report.

By letter dated January 17, 2003, Senior Legal Counsel for The Bay contacted staff in the Legal Division, acknowledging that The Bay would not use the crest in any subsequent advertisement without Board permission. Senior Legal Counsel advised that there was no intention to contravene any rights of the Board and expressed confidence that there would be no recurrence of the matter. A copy of the correspondence is attached as Appendix "C" to this report.

In light of the response by Senior Legal Counsel on behalf of The Bay, it is recommended that the Board not take any further action in respect to this isolated incident of unauthorized use of the Service crest.

The Board approved the foregoing.



Anna Kinastowski, B.A., LL.B.
City Solicitor
Legal Services
55 John Street
Stn. 1260, 26th Fl., Metro Hall
Toronto ON M5V 3C6
Tel. (416) 392-8047
Fax (416) 397-5624

APPENDIX "A"

Reply To: Karl Druckman
Tel: (416) 392-4520
Fax: (416) 397-5624
E - Mail: kdruckma@city.toronto.on.ca

File No.:

October 23, 2002

Mr. James Ingram
Vice President, Secretary and General Counsel
Hudson's Bay Company
40 1 Bay Street
Toronto, Ontario
M5H 2Y4

Dear Sir:

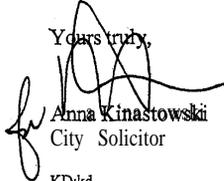
Re: Use of Toronto Police, Service Crest

I am writing on behalf of the Toronto Police Services Board (the "Board") in regards to the use of a crest substantially similar to the Toronto Police Service crest in an advertisement that appeared on page H2 of the "Life/fashion" section of the Toronto Star on October 17, 2002. A copy of the advertisement is attached to this letter.

The Toronto Police Service crest is an official mark of the Board. The crest is registered under the federal *Trademarks Act*, and as a result, is protected by the provisions of that statute. Section 9(1)(n)(iii) of that statute prohibits any person from adopting in connection with a business, as a trade-mark or otherwise, any mark consisting of, or so nearly resembling as to be likely to be mistaken for, a mark which has been so registered. A copy of the registration details for the relevant mark is also attached to this letter.

In our view, the crest used in the advertisement has been used in contravention of section 9(1)(n)(iii). On behalf of the Board I am requesting that the Bay not use the crest in any subsequent advertisements without Board permission. I would greatly appreciate your prompt acknowledgement of compliance with this request, upon receipt of which no further action will be taken.

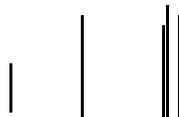
Yours truly,


Anna Kinastowski
City Solicitor

KD:kd

cc. K. Druckman
A.H. Cohen
N. Gardner
D. Williams

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SAM OPHILE MAKES AN ARRESTING APPEARANCE IN THE ROOM, FOR GRASSHOPPER'S PRESENT CALL





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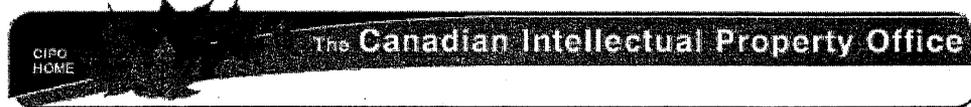
Canada Site Registration

strategis.gc.ca

Strategis Index:

ABCDEFGHIJKLMNOPQRSTUVWXYZ

CIPO OPIC



Search Page

CANADIAN TRADE-MARK DATA

*** Note : Data on trade-marks is shown in the official language in which it was submitted.

The database was last updated on: 2002-10- 16

APPLICATION NUMBER: 0910076

Section 9 (1)(n)(iii)

STATUS :

ADVERTISED

FILED:

1998-06-22

FORMALIZED:

1998-06-26

ADVERTISED:

1998-08-12

REGISTRANT:

TORONTO POLICE SERVICES BOARD
40 COLLEGE STREET
TORONTO
M5G 2J3
ONTARIO

REPRESENTATIVE FOR SERVICE

CITY SOLICITOR
STATION 1260
26TH FLOOR, METRO HALL
55 JOHN STREET
TORONTO
ONTARIO M5V 3C6

OFFICIAL MARK:



MARK DESCRIPTIVE REFERENCE:
TORONTO POLICE CREST DESIGN

SERVICES:

(1) Provision of a policing services.

<u>ACTION</u>	<u>DATE</u>	<u>BF</u>	<u>COMMENTS</u>
Filed	22 June 1998		
Created	25 June 1998		
Formalized	26 June 1998		
Accepted for publication	13 July 1998		
Translation requested	14 July 1998	05 August 1998	19980728135931
Translation received	28 July 1998		
Advertised	12 August 1998		Vol.45 Issue 2285
Rep for service name changed	25 January 2001		

Last Modified: "****"

Important notices and Privacy Statement





APPENDIX "B"

Tel: 416-861-4593
Fax: 416-861-4720
E-mail: james.ingram@hbc.com

October 24, 2002

VIA FAX 41813975624

Ms. Anna Kinastowski, B.A., LLB
City Solicitor
Legal Services
55 John Street
Stn. 1260
26th Floor, Metro Hall
Toronto, Ontario
M5V 3C6

Dear Ms. Kinastowski:

Re: Use of **Toronto Police** Service Crest

Thank you for your letter dated October 23, 2002.

We will review this matter with our marketing department and correspond with you as quickly as possible.

In the Interim if you have any questions or comments please contact Mr. Richard **Gotlib**, Senior legal Counsel, Hudson's Bay Company at 416/861-4183.

Yours truly

HUDSON'S BAY COMPANY

James A. Ingram
Vice-President, Secretary
& General Counsel

JAI:cq

cc: Mr. Richard Gotlib

S:\jim\trreuseoftorpoliceservicecourt.doc





APPENDIX "C"

Richard Gottlib
Senior Legal Counsel
Tel: 416 8614183
Fax: 416 8614200
Email: richard.gottlib@hbc.com

January 17, 2003

VIA FACSIMILE and MAIL (416) 397-5624

Mr. Karl Druckman
City Solicitor
Legal Services
55 John Street
Stn. 1260, 26th Floor, Metro Hall
Toronto, Ontario. M5V 3C6

Dear Mr. Druckman:

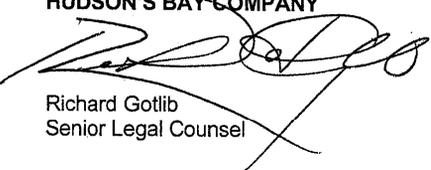
Re: Toronto Police Crest

Our apologies for the delay in getting back to you on this.

We have now investigated the issues you have raised in your October 23, 2002 letter. I have spoken with the advertising executive responsible for this area.

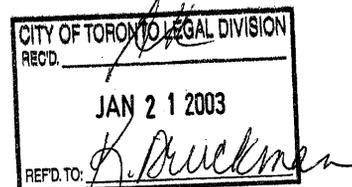
We can acknowledge your request that the Bay will not use the subject crest in any subsequent advertisements without board permission. There was certainly no intention to contravene any rights of the Toronto Police Service Board. Our advertising department will be sensitized to this issue and we should not have a recurrence of the matter.

Yours truly,
HUDSON'S BAY COMPANY


Richard Gottlib
Senior Legal Counsel

CC: James A. Ingram
Gord Sonnenberg

rlgjb\letters\2002\Lewis, Robert A. (Sussex)



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P41. POLICE TOWING AND POUND SERVICES CONTRACTS –
EXTENSION**

The Board was in receipt of the following report FEBRUARY 05, 2003 from Julian Fantino, Chief of Police:

Subject: POLICE TOWING CONTRACTS

Recommendation:

It is recommended that: the Board approve extending the existing towing and pound services contracts for a one (1) year period from June 1, 2003, up to and including May 31, 2004.

Background:

At its meeting held on May 12, 2000, in response to the quotation request, the Board awarded police towing contracts to the following towing operators (Board Minute #226/00 refers).

- District #1 - JP Towing Service and Storage Ltd.
- District #2 - Walsh's Auto Service Limited
- District #3 - Abrams Towing and Storage Ltd.
- District #4 - Williams Towing Service Ltd.
- District #5 - Diamond Towing Ltd.
- District #6 - A Towing Services Ltd.

Currently, each towing and pound service contract contains a condition whereby the contract may be extended for a period of one (1) full year at the sole discretion of the Board. Should the Board opt to extend the contract(s), all terms and conditions, including fees charged for towing, storage, administration, or other allowable expenses contained within each contract shall remain unchanged.

In December 2002, Sergeant Dave McCormack of Traffic Services conducted audits of all current contract holders, which included an inspection of each pound facility. The audits did not discover any contractual violations that would give rise to concerns about the extension of any of the current towing and pounds services contracts.

A review of the Municipal Licensing and Standards records indicate that no reports have been filed with the Toronto Licensing Tribunal in relation to any of the police contract holders.

This report has been reviewed by staff at Toronto City Legal who are satisfied with its content.

Therefore, I recommend the Board approve extending the existing towing and pound services contracts for a one (1) year period from June 1, 2003, up to and including May 31, 2004.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to answer any questions the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P42. BOARD RESPONSE: CITY OF TORONTO'S DRAFT REMUNERATION
AND EXPENSE POLICY FOR AGENCIES, BOARDS, COMMISSIONS
AND CORPORATIONS**

The Board was in receipt of a report, dated February 07, 2003, regarding the Board's response to a draft remuneration and expense policy developed by the City of Toronto for agencies, boards, commissions and corporations.

The Board deferred consideration of the foregoing report to its March 27, 2003 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P43. BY-LAW No. 146 – CHANGES TO THE ORGANIZATIONAL CHART

The Board was in receipt of the following report JANUARY 16, 2003 from Julian Fantino, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve draft By-law No. 146 to give effect to the new organizational chart for the Service.

Background :

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Minute No. P5/01 refers). At its meeting on May 30, 2002, the Board approved a new organizational chart (Minute No. P133/02 refers).

The purpose of this report is to request five amendments to the current organizational chart.

1. Renaming of Trials Office to Disciplinary Hearings Office to better reflect its function.
2. Renaming of Occupational Health Services to Occupational Health and Safety to better reflect its function.
3. Change in reporting structure of Corporate Communications – The Toronto Police Service regularly provides a significant proportion of the main news content for all local and national media outlets. This media attention places an overwhelming amount of pressure on the Office of the Chief of Police and the Chief of Police. In order to enable the Chief and the Service to more effectively identify and strategically manage issues and media-related events, Corporate Communications is being repositioned on the organizational chart to report directly to the Office of the Chief.
4. Restructuring of Professional Standards – Currently, the Public Complaints Investigation Bureau, Internal Affairs, Complaints Review, Quality Assurance, Prosecution Services and Legal Services and their sub-units report to Professional Standards. These six units have been merged into two units: Professional Standards Investigative Unit and Professional Standards Risk Management Unit.

This re-organization will:

- align a number of stand-alone units to improve service delivery and efficiency
- provide a risk management function which will enable early detection of behavioural problems before they escalate and bring the reputation of the Service into disrepute along with associated liabilities
- provide a pro-active investigative unit with the ability of identifying and intervening in behavioural issues while they are in their infancy.

The Professional Standards Investigative Unit will be comprised of the following sub-units, Criminal Investigations Section (formerly Internal Affairs), Conduct Investigations Section (formerly the Public Complaints Investigations Bureau), Investigative Support (new), Duty Inspectors (new) and Complaints Administration (formerly Complaints Review Unit).

The Professional Standards Risk Management Unit will be comprised of the following sub-units, Information Security Section, Legal Branch, Quality Assurance/Audit Section (formerly Quality Assurance), and Analysis and Assessment Section.

5. The restructuring of Community Policing Support unit (CPSU) into two new units: Community Programs and Community Liaison. Existing services will continue but under a different structure that will ensure services are effective, efficient and relevant to divisional staff.
 - (a) Community Programs will include Youth Services, Community Services and Volunteer Resources and will be positioned under Policing Operations Command. By re-aligning these sub-units closer to the field, it is anticipated that the current perception among some field personnel that the services of CPSU do not serve the needs of the divisions will be changed. This re-positioning will enhance credibility of field programs among management and staff of divisions and more effectively and efficiently address the concerns of their communities. The Youth Crime Co-ordinator position within Central Field Command will be incorporated within the new Community Programs unit. It is understood that although the new Community Programs unit will report through the Staff Superintendent of Area Field, the unit will serve the needs of all divisions equally.
 - (b) Community Liaison will consist of Community Relations and Special Constable Liaison. It shall continue to report to the Staff Superintendent of Operational Support and will remain under Policing Support Command. The primary focus will be enhancing community relationships by continuing to provide equitable and responsive services to our diverse communities.

Therefore, it is recommended that the Board approve draft By-law No. 146 to give effect to the revised organizational chart.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to answer questions from Board members.

The Board approved the foregoing.

TORONTO POLICE SERVICES BOARD

BY-LAW NO. 146

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

The Toronto Police Services Board HEREBY ENACTS as follows:

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

Enacted and Passed this 20th day of February 2003.

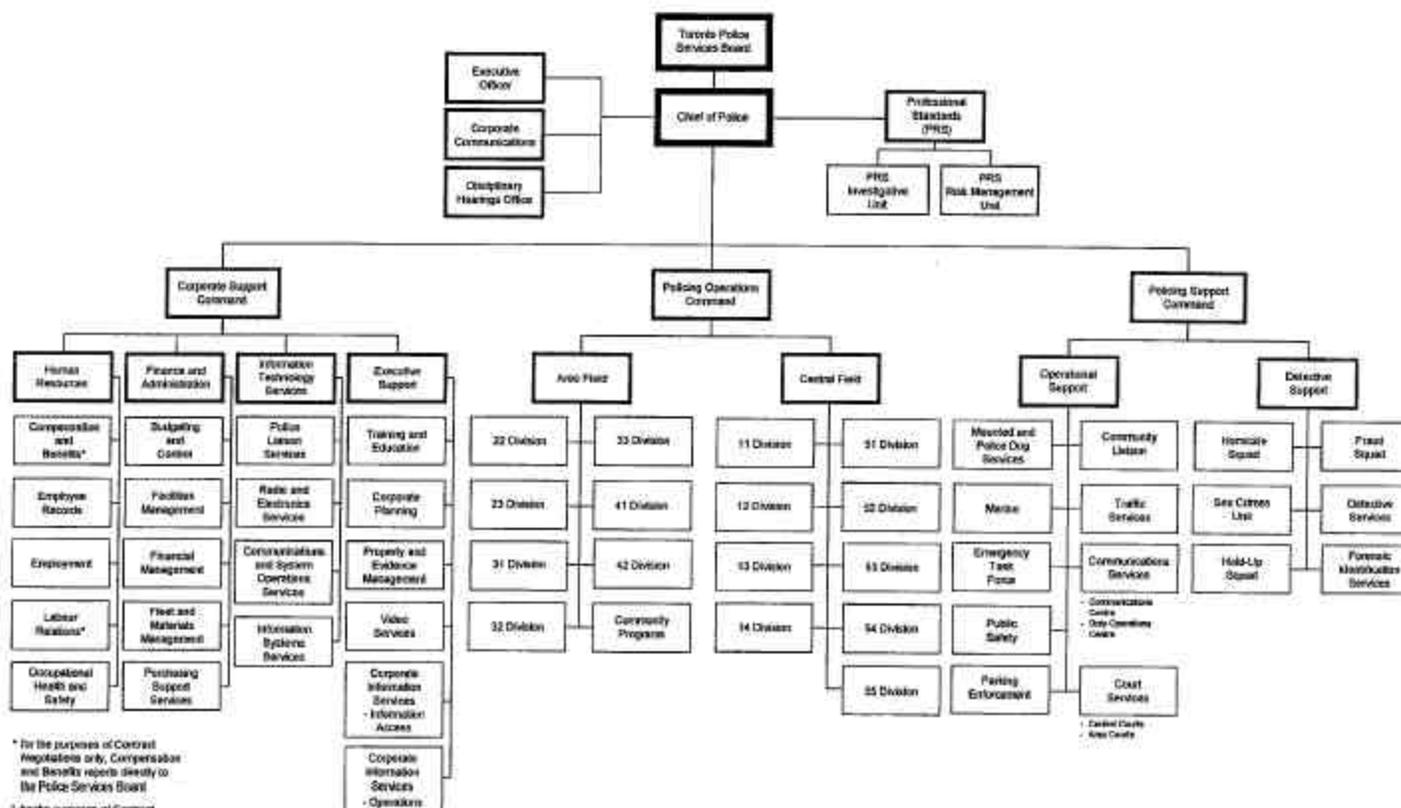
Norman Gardner
Chairman

SCHEDULE "A" TO BY-LAW NO. 146

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on February 20, 2003

Appendix "A"



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P44. HRMS AND TRMS PROJECT UPDATE

The Board was in receipt of the following report FEBRUARY 06, 2003 from Julian Fantino, Chief of Police:

Subject: HRMS AND TRMS PROJECT UPDATE

Recommendation:

It is recommended that:

1. the Board receive this report on the conclusion of the upgrade of the Human Resources Management System to Version 8.0 (HRMS V8.0), and;
2. the Board receive the update on the Time Resource Management System (TRMS) project; and;
3. the Board approve funding for the services of Fujitsu Consulting Inc. in the amount of \$170,000 (excluding taxes) for Change Management support for the TRMS project.

Background:

The Board, at its meeting on October 24, 2002 (Minute No. P267), approved the report on the upgrade of the PeopleSoft HRMS system to Version 8.0, and requested a further report on the following:

- a “snapshot” of the current status of the project and a solid identification of real timelines for implementation, and;
- the total cost for the project and any projected future costs including technology upgrades and potential further delays.

As a significant amount of work has also been accomplished on the TRMS project since the last update report to the Board on June 26th, 2002 (Minute No. P185), a further update on this project has also been included in this report.

HRMS Implementation – Snapshot:

The HRMS V8.0 was successfully implemented on November 19th, 2002. As the designated “business owner” of this system, Human Resources provided the direction, scope, and management of this initiative with the support of skilled resources from Information Technology Services, Finance & Administration, and professional consultants.

The core team of the project has remained in place to provide post-implementation support until a new organizational unit is established to provide long-term maintenance and enhancement support for both the HRMS and TRMS. Planned enhancements include more automated functionality for benefits enrolment, occupational health tracking, self-reporting capability, and improved organizational reporting. A separate report will be submitted to the Board in the near future regarding establishment of this new unit.

The major benefits achieved by this upgrade include the following:

- a more user-friendly, web-based architecture;
- improved administrative productivity due to better system response time;
- improved member access to information due to the ability to better define security classifications;
- reduced paper flow/administrative handling as a result of information being entered at source rather than being routed to a central unit for data entry;
- access to more timely information as information is entered at source;
- improved facility for future upgrades due to reduction in software customizations;
- ability to report down to the “platoon” or sub-unit level to assist in budgeting and management functions;
- implementation of position management to assist in managing workforce strength vs. establishment and budgeting;
- the addition of “non-employees” such as contractors, auxiliaries and volunteers on the system, thus providing full workforce visibility;
- further automation of training class schedules;
- elimination of various “shadow” systems being maintained by individual units;
- addition of automated functionality in the areas of recruitment, benefits administration, and training.

In terms of both the application itself and its on-going management, HRMS V8.0 has been designed to provide a solid foundation for the continuing management of our human resources for the foreseeable future. The knowledge transfer provided to the core team and the removal of customizations installed in the previous version, will enable the Service to continue upgrades and improvements to this product with a minimum of demands on the budget.

TRMS Project Update:

The Board was in receipt of an update on the TRMS project at its meeting on June 27, 2002 (Minute #P185). Since that time, the project has progressed through the planning, analysis, and preliminary design stages, and sufficient information has been developed to determine resource requirements for the remaining stages. The magnitude and breadth of organizational change in particular have been fully evaluated, indicating the need for additional change management support. A request for additional funding for change management is noted below accordingly.

The accomplishments of this project since its commencement in December, 2001 include the following:

- business requirements definition
- technical design of the time & attendance software, interfaces and conversion programs
- configuration of the software to support TPS business rules
- development of software (near completion)
- development of training plans and schedules

The remaining work to be done includes the following:

- completion of software development
- user acceptance testing
- parallel testing
- training delivery
- implementation of software and business processes in three stages.

Implementation Timelines:

Due to its organizational impact, TRMS has been scheduled for implementation in three stages:

Stage 1:

- deployment of time and attendance functionality, with a target date of May, 2003.

Stage 2:

- deployment of scheduling and automated parade sheets, with a target date of June, 2003.

Stage 3:

- deployment of court attendance and tracking, using biometric authentication, targeted for implementation with other TPS initiatives (replacement of mainframe-based Courts Scheduling system) with a target date of the fall, 2003. A more specific date will be defined as part of Mainframe Decommissioning Project and will be reported in the next update report to the Board.

Expected Benefits:

- full visibility of workforce available for assignment on a real-time basis
- accurate interpretation of the collective agreement
- ability to quickly analyze trends – e.g. sick patterns
- ability to quickly report on workforce statistics – e.g. leaves, training days taken, paid duties
- improved timeliness and accuracy of court appearance payments

Change Management Requirements:

The TRMS solution will have a major impact on the way TPS manages time and attendance and scheduling of all personnel, and assignment of uniform personnel. The key impacts include the following:

- TRMS is not just a replacement of the current time and attendance system (DECS), but rather introduces new functionality including scheduling and assignment of personnel
- TRMS affects every member in the Service, and will also be used for tracking non-employee or contractor timesheets
- accurate interpretation of the collective agreement through system rules means more management and supervisory accountability
- requirements for management to approve and authorize time and schedules, rather than delegate responsibility
- all TPS personnel need to be trained. The number of people to be trained in a classroom setting in Stage 1 is 400 Unit Administrators management/supervisory personnel. Multiple methods of training are needed, including classroom, on-line help and self-tutorials, video, and presentations.
- communication sessions need to be conducted for all TPS personnel, and are geared to various audiences

Resource Requirements for Change Management:

The Change Management resource will manage the training effort in collaboration with the C.O. Bick College. Training is a significant component of the TRMS deployment, and a very comprehensive approach including classroom training and train-the-trainer sessions is required to ensure all Service members are adequately trained. To that end several innovative approaches will be utilized including computer-based self-help tutorials, videos/CD-ROM and development of online TRMS help. The resource will also manage the core team members in the preparation of all training materials. TRMS represents significant change to the organization in terms of business rules and processes, members' roles and responsibilities, and technological support. A thorough change management strategy has been developed, and the resource will oversee all communication and stakeholder acceptance – Intranet site, monthly TRMS newsletter, Division/Unit communication sessions, meetings with the Chief and Command, the Toronto Police Association, and the Senior Officers Association. They will also prepare and conduct communication sessions with all TPS members. They will manage key stakeholder input through various User Groups that have been set up to provide input and acceptance of the new system. These are all senior level responsibilities with sophisticated skill sets that are currently not available within the Service.

At its meeting on June 26, 2002 (Minute No. P185) the Board approved engaging Fujitsu Consulting, Inc. for change management services involving new business process design, communication, and training. As the project proceeded, an increase in the time commitment required to develop the detailed design stages, and the picture that emerged of the complex activities involved, as outlined above, made it apparent that further support would be required to

bring this initiative to a successful conclusion. Therefore, the current arrangement for consulting services with Fujitsu Consulting was re-evaluated to determine if additional support could be secured to satisfy the requirements.

To provide this support, it is recommended that the Board approve funding for the services of Fujitsu Consulting in the amount of \$170,000 (excluding taxes) for Change Management for the TRMS project. The timeframe for this support has not been revised, but the current arrangement will be changed from three consulting days per week to five consulting days per week in that timeframe. They have provided excellent consulting support to date and are extremely knowledgeable concerning TPS business processes. The Chief Administrative Officer has certified that funds are available in the Capital Budget for this service.

Summary of Funding for Professional Consulting Services and Software:

The HRMS and TRMS Projects have been funded within the capital and operating budgets, as follows:

HRMS:

Project Phase	Deliverables	Duration	Expenditure & Source (incl. taxes)
Planning & Analysis	Architecture Assessment to determine requirements for new web-based architecture Fit/Gap Analysis to identify how TPS business requirements can be handled with Version 8 new functionality.	Jan. 07, 2002 to Mar. 29, 2002	\$ 265,788 (Capital)
Upgrade Implementation	Configuration of hardware environment and software to meet TPS business requirements and volumes of users. Testing of business processes and new system functionality. Delivery of training to over 300 TPS members. Parallel testing to validate results of the new version against the existing version, particularly with respect to payroll support, and to simulate new organizational roles and responsibilities. Conversion of data from the Oracle platform to DB2.	April 1, 2002 to Sept. 30, 2002	\$ 575,000 (Operating)

New Collective Agreement	System adjustments to accommodate salary increase, benefits and leave changes, revisions to constable reclassification system, and retroactive payments.	Oct. 1, 2002 to Nov. 19, 2002	\$ 115,000 (Operating)
Change Management	Business process redesign. Preparation of training materials.	April 1, 2002 to Sept. 30, 2002	\$ 250,000 (Capital)
Year-End and New Benefits Carrier	Development of a new benefits carrier interface (to Manulife). Year-end setup and testing.	Nov. 19, 2002 to Dec. 16, 2002	\$ 75,000 (Capital)
Capital Expend.			\$ 590,788
Operating Expend.			\$ 690,000
GST Rebate			\$ 46,600
Total			\$1,234,188

No further funding is required for the HRMS Project, since this project is now complete.

TRMS:

Vendor	Role	Timeframe	Expenditure & Source (incl. taxes)
Workbrain Inc.	<ul style="list-style-type: none"> Software License fees Consulting Services New Collective Agreement 	Dec. 1, 2001 to June 30, 2003	\$ 752,864 \$1,580,000 (Capital) \$ 100,000 (Operating)
Sierra Systems Inc.	<ul style="list-style-type: none"> TRMS Project Management 	Dec. 1, 2001 to June 30, 2003	\$ 545,731 (Capital)
Fujitsu Consulting Inc.	<ul style="list-style-type: none"> Program Management Change Management Strategy Change Management Implementation 	Nov. 1, 2001 to June 30, 2003	\$ 577,800 \$ 192,600 (Capital) \$ 235,400 (Operating)
PeopleSoft Canada Co.	<ul style="list-style-type: none"> HRMS/TRMS Integration 	July 1, 2002 to June 30, 2003	\$ 248,640 (Operating)
Capital Expend.			\$3,648,995
Operating Expend.			\$ 584,040
GST Rebate (Capital and Operating)			\$ 155,360
Total			\$4,077,675

Budget Summary – HRMS and TRMS:

	Capital	Operating	Total
HRMS/TRMS Budget	\$4,500,000	\$1,275,000	\$5,775,000
Actual Expenditures	(\$4,239,783)	(\$1,274,040)	(\$5,513,823)
Projected Expenditures	(\$390,000)*	\$0	(\$390,000)
Total Variance	(\$129,783)	\$960	(\$128,823)
GST Rebate	\$159,600	\$46,360	\$205,960
Contingency	\$29,817	\$47,320	\$77,137

* includes the amount requested in this report for the services of Fujitsu Consulting

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P45. SEMI-ANNUAL REPORT: JULY – DECEMBER 2002: CONSULTING
EXPENDITURES**

The Board was in receipt of the following report JANUARY 27, 2003 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT OF ALL CONSULTING EXPENDITURES

Recommendation:

It is recommended that:

- 1) the Board receive the attached semi-annual report of all consulting expenditures
- 2) the Board approve receiving the consulting expenditure report on an annual basis, consistent with the City of Toronto requirement, versus semi-annually, and
- 3) the Board forward a copy of this report to the City Chief Financial Officer & Treasurer

Background:

At its meeting of March 27, 2002 (BM #P80 refers), the Board approved a motion that the Service report on a semi-annual basis on all consulting expenditures. The City Chief Financial Officer has also requested information on consulting expenditures (broken down by categories established by the City) for the year 2002. The Board, at its meeting of September 26, 2002, received information on consulting expenditures for the period January to June 2002 (BM #P249 refers) totalling \$1.5M. Attachment A reflects the consulting expenditures for the period July to December 2002 totalling \$4M. Attachment B reflects the consulting expenditures for the year 2002 totalling \$5.5M. The expenditures are categorised according to the City's requirements. The expenses listed on the attached were approved in either the operating or capital budgets and were processed in accordance with the Board's purchasing by-law.

Given that the City of Toronto is requesting annual expenditures for consulting by various project categories, it is recommended that the Board also receive this information on an annual basis versus semi-annually.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, will be available to answer any questions.

The Board approved the foregoing.

amounts rounded to the nearest dollar
Attachment A

July to December

2002 Consulting Expenses - Operating

						Contract Value	July-Dec 2002 Expenditure
Expense Category	Department	Contract Date	Contract #	Consultant's Name	Description of the Work		
Technical	Toronto Police	April 22 to December 31	6006724	Pivitol Technologies	Leases and Contracts	\$55,800	\$19,225
	Toronto Police	May 16 to December 31	6006978	Mayhew & Associates	Spatial and Operational Research	8,925	8,925
	Toronto Police	May 28 to October 1	6007067	IBM Canada Ltd.	Firewall, Security, Internet	151,915	115,540
Information Technology	Toronto Police	July 12 to December 31	6007422	Montage DMC eBusiness Services	Occurrence Re-Engineering	442,973	442,973
	Toronto Police	July 12 to December 31	6007424	RCM Technologies Canada Corp	Occurrence Re-Engineering	476,535	476,535
	Toronto Police	November 19 to December 31	6008650	IBM Canada Ltd.	Framework, Tivoli Enterprise	11,556	11,556
	Toronto Police	October 1 to December 31	6008804	Peoplesoft Canada Ltd.	HRMS Conversion Upgrade	102,350	102,350
	Toronto Police	October 1 to December 31	6008807	Workbrain Inc.	TRMS	96,000	96,000
Management/R&D	Toronto Police	April 4 to December 16	6006623	Mercer, William M.	Compensation & Benefits	74,400	33,345
	Toronto Police	June 18 to July 31	6007421	Fujitsu Consulting	HRMS	6,542	6,542
External Lawyers & Planners	Toronto Police	May 6 to December 31	6006442	Hicks Morley Hamilton Stewart	Employment and Labour Law	375,000	192,745
	Toronto Police	August 23 to September 30	6007766	Hicks Morley Hamilton Stewart	Negotiations	52,500	48,885
Creative Communications	Toronto Police	June 17 to August 31	6007268	Goodman's Venture Group	Corporate Media Issue Management	\$40,000	\$40,000

External Lawyers &							
Planners							
Creative							
Communications							

amounts rounded to nearest dollar

January to December

Attachment B

2002 Consulting Expenses - Operating

						Contract	Full Year
Expense Category	Department	Contract Date	Contract #	Consultant's Name	Description of the Work	Value	2002 Expenditure
						\$	\$
Technical	Toronto Police	April 22 to December 31	6006724	Pivotol Technologies	Leases and Contracts	\$55,800	\$49,605
	Toronto Police	May 16 to December 31	6006978	Mayhew & Associates	Spatial and Operational Research	8,925	8,925
	Toronto Police	May 28 to October 1	6007067	IBM Canada Ltd.	Firewall, Security, Internet	151,915	151,915
Information Technology	Toronto Police	February 28	3074236	Cognicase	Maximizer Enterprise/Lotus Notes	\$600	\$600
	Toronto Police	July 12 to December 31	6007422	Montage DMC eBusiness Services	Occurrence Re-Engineering	442,973	442,973
	Toronto Police	July 12 to December 31	6007424	RCM Technologies Canada Corp	Occurrence Re-Engineering	476,535	476,535
	Toronto Police	November 19 to December 31	6008650	IBM Canada Ltd.	Framework, Tivoli Enterprise	11,556	11,556
	Toronto Police	October 1 to December 31	6008804	Peoplesoft Canada Ltd.	HRMS Conversion Upgrade	102,350	102,350
	Toronto Police	October 1 to December 31	6008807	Workbrain Inc.	TRMS	96,000	96,000
Management/R&D	Toronto Police	May 27 to May 30	3085970	MacDowell, R. O.	Promotional Process	\$1,200	\$1,200
	Toronto Police	February 5 to May 31	6006236	Totten Sims Hubicki	Firearms Driver Training Project	25,955	25,955
	Toronto Police	April 2 to April 9	6006597	Mercer, William M.	Benefits Cost Analysis	4,673	4,673
	Toronto Police	April 4 to December 16	6006623	Mercer, William M.	Compensation & Benefits	74,400	70,000
	Toronto Police	May 23	6007338	Research Management Consultants Inc.	Develop/Facilitate Board Retreat	4,688	4,688
	Toronto Police	June 18 to July 31	6007421	Fujitsu Consulting	HRMS	6,542	6,542
External Lawyers & Planners	Toronto Police	January 1 to February 28	6006659	Hicks Morley Hamilton Stewart	Private & Confidential	\$5,113	\$5,113
	Toronto Police	May 6 to December 31	6006442	Hicks Morley Hamilton Stewart	Employment and Labour Law	375,000	306,625

	Toronto Police	August 23 to September 30	6007766	Hicks Morley Hamilton Stewart	Negotiations	52,500	48,885
Creative	Toronto Police	June 17 to August 31	6007268	Goodman's Venture Group	Corporate Media Issue Management	\$40,000	\$40,000
Communications							

External Lawyers &							
Planners							
Creative							
Communications							

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P46. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO –
TERMINATION OF STATUS**

The Board was in receipt of the following report JANUARY 27, 2003 from Julian Fantino, Chief of Police:

Subject: UNIVERSITY OF TORONTO POLICE (U of T) – TERMINATION OF
SPECIAL CONSTABLE STATUS OF GORDON REID, KERRY STRACHAN,
AND DAVID SPENCER.

Recommendation:

It is recommended that:

- (1) the Board receive the notice advising that Gordon Reid, Kerry Strachan, and David Spencer will no longer require special constable status with the U of T; and
- (2) that the Board notify the Ministry of Public Safety and Security (the “Ministry”) of these terminations.

Background :

At its meeting on January 29, 1998, the Board requested a report with the appropriate recommendations from the Chief of Police for the Board’s consideration and approval to appoint persons as special constables, who are not employed by the Service (Board Minute 41/98, refers).

At its meeting on November 23, 2000, the Board approved a request to appoint Gordon Reid, and David Spencer as special constables with the U of T (Board Minute #502/00, refers).

At it meeting on January 26, 2000 the Board approved a request to appoint Kerry Strachan as a special constable with the U of T (Board Minute #50/00, refers).

Appended to this report is a letter dated January 27, 2003, from Staff Sergeant Sam D’Angelo, Operations Manager, U of T, advising that Gordon Reid retired from the U of T effective July 1, 2002, that Kerry Strachan is no longer in active service with the U of T, effective January 21, 2003, and, that David Spencer is no longer in active service with the U of T, effective December 22, 2002.

It is therefore recommended that the Board receive the letter advising that Gordon Reid, Kerry Strachan, and David Spencer will no longer require special constable status and that the Board notify the Ministry of the terminations.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to respond to any questions the Board may have.

The Board approved the foregoing.



University of Toronto FACILITIES AND SERVICES

Police Services 21 Sussex Ave Toronto Canada M5S 1A1 Tei 416/ 978-2323 Fax: 416/ 978-1099

January 27, 2003

Staff Sergeant Gordon Barratt,
CPSU Special Constable Liaison Section
Toronto Police Service
40 College St.
Toronto, ON
M5G 2J3

Dear Gord,

Please note that the following officers no longer require their Special Constable status with the University of Toronto Police Service:, St. George Campus.

NAME	BADGE#	STATUS
Corporal Gord Reid	#32022	Retired-July 1/02
Sgt. Kerry Strachan	#32027	Leave of Absence-Jan 21/03 to July 1/03
Cst. David Spencer	#32025	Leave of Absence-Dee 22/02 to June 1/03

If you have any questions, please contact me at (416) 978-2264.

Yours truly,

Sam D'Angelo
Staff Sergeant
Operations Manager

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P47. SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2003

The Board was in receipt of the following report FEBRUARY 07, 2003 from Norman Gardner, Chairman:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2003

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$3,200.00 from the Board's Special Fund to cover the costs associated with hosting the 2003 School Crossing Guard Long Service Awards Ceremony.

Background:

On Thursday, May 8, 2003, the Toronto Police Services Board will host the annual School Crossing Guard Long Service Awards honouring school crossing guards for their exemplary service. The ceremony will commence at 7:00 p.m. followed by a reception in the 4th floor cafeteria at Toronto Police Headquarters.

The proposed budget for this years' ceremony and reception has been estimated at 10% over the 2002 actual costs based upon information that has been received from the caterers and other suppliers.

The Board will present commemorative lapel pins to each of the school crossing guards who have completed 5, 10, 15, 20, 25 and 30 years of service with the Toronto Police Service – School Crossing Guard Program. The purchase of pins is not required this year as a sufficient quantity remains from the last purchase that took place in 2000. A special "School Crossing Guard of the Year" award will also be presented to the guard who has displayed outstanding enthusiasm, dedication and commitment to community safety.

A copy of the proposed budget for the 2003 ceremony and reception is attached to this report. The budget has been prepared by members of Community Policing Support, who are co-ordinating this event on behalf of the Board. Any surplus funds will be returned to the Board's Special Fund.

Approximately 80 school crossing guards will be honoured at this years' ceremony. I encourage all members of the Board to attend this event so that we can officially recognize the exemplary service and dedication these individuals display on a daily basis to ensure the safety and well being of school children.

It is therefore recommended, that the Board approve an expenditure not to exceed \$3,200.00 from the Board's Special Fund to cover all costs as outlined in the attached proposed budget for the 2003 School Crossing Guard Long Service Awards.

The Board approved the foregoing.

School Crossing Guard Long Service Awards

2003 Budget

	2002 Actual Costs	2003 Budget
Refreshments	\$2002.00	\$2203.00
Cakes	\$169.00	\$186.00
Appreciation chocolates	\$460.00	\$586.00
School Guard of the Year Plaque	\$15.00	\$17.00
Photo Finishing	<u>\$55.00</u>	<u>\$61.00</u>
Total:	\$2,701.00	\$3053.00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P48. CANADIAN RACE RELATIONS FOUNDATION AWARD FOR LIFE
ACHIEVEMENT**

The Board was in receipt of the following report FEBRUARY 05, 2003 from Norman Gardner, Chairman:

Subject: REQUEST FOR FUNDS: CANADIAN RACE RELATIONS FOUNDATION
AWARD FOR LIFETIME ACHIEVEMENT

Recommendations:

It is recommended that:

- (1) the Board approve the sponsorship of the Canadian Race Relations Foundations Lifetime Achievement Award by purchasing one table (10 tickets) for a total cost of \$2,500.00 and that the funding be made available from the Board's Special Fund; and
- (2) that the Board approve the use of my name, in my position of Chairman of the Toronto Police Services Board to be printed in tribute in the Award of Excellence Dinner program.

Background:

Established as part of the Japanese Canadian Redress Agreement, the Canadian Race Relations Foundation ("CRRF") works at the forefront of efforts to combat racism and all forms of racial discrimination in Canada. The CRRF officially opened its doors in 1997 and works at arm's length from the federal government. It is a crown corporation with registered charitable status that operates on income derived from a one-time endowment and donations.

CRRF Award of Excellence Program serves to recognize public, private and voluntary organizations whose efforts represent excellence and innovation in race relations practice in Canada.

The CRRF is pleased to announce the inaugural Canadian Race Relations Foundation Award for Lifetime Achievement. The recipient of this award promotes the principle that "all individuals should have an equal opportunity to make for themselves the lives that they are able and wish to have, consistent with their duties and obligations as members of society without being hindered in or prevented from doing so by discriminatory practices". The first recipient of this prestigious award will be the Honourable Lincoln Alexander, Chair of the Canadian Race Relations Foundation. He will be presented with an award at a Gala Dinner on March 27, 2003.

I have been invited to join the Tribute Committee for the Award of Excellence Dinner. As a member, along with other friends, colleagues and supporters of Lincoln Alexander, my name will be listed on the invitation and evening program and will refer to my position as Chairman of the Toronto Police Services Board.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P49. FBI NATIONAL ACADEMY ASSOCIATES NEW YORK STATE AND
EASTERN CANADA CHAPTER'S 2003 TRAINING CONFERENCE**

The Board was in receipt of the following report FEBRUARY 07, 2003 from Julian Fantino, Chief of Police:

Subject: FBI NATIONAL ACADEMY ASSOCIATES NEW YORK STATE AND
EASTERN CANADA CHAPTER'S 2003 TRAINING CONFERENCE

Recommendation:

It is recommended that: the Board approve funding from the Board Special Fund in the amount of \$7,500 for the training component of this training conference.

Background:

The FBI National Academy Associates (FBINAA) is a professional organization comprised of local, state/provincial, national and international law enforcement personnel who have graduated from the FBI Academy at Quantico, Virginia, USA. The New York State and Eastern Canada Chapter represents law enforcement leaders who hold a variety of senior and command positions in every major police service in New York State and Southern Ontario.

As part of the Chapter's mandate, the major function it performs each year is to host an annual training conference. The 2003 Annual Training Conference of the FBINAA New York State and Eastern Canada Chapter will be held from Sunday, July 6th, to Wednesday, July 9th, 2003 at Courtyard Marriott, 475 Yonge Street, Toronto, Ontario, Canada.

As law enforcement is under ever increasing pressure to ensure our communities are safe from both criminal activity and terrorism we must seek to improve our responses to these concerns. For this reason, the 2003 Conference will be dedicated to improving the skills of law enforcement managers and developing closer inter-service associations. It is through such efforts that law enforcement practitioners will be able to develop the knowledge required and a co-operative approach to achieving the common goal of a safe and secure community.

With the forgoing as a guiding premise, this year's training conference has been dedicated to "Finding the Balance." The balance between the need to protect our citizens and the need to protect their rights. The balance between hype and the reality. The balance between need and resources.

The training this year will be focused on three areas: - Ethical Decision Making, Threat/Vulnerability Assessment and Risk Management. The belief is that by using these three pillars, Law Enforcement will "Find the Balance" needed to carryout our duties, and keep the support of the public, so we all can live in secure, safe communities. The following section outlines the training topics to be presented and the presenters for the 2003 Training Conference.

2003 TRAINING PROGRAM

ETHICAL DECISION MAKING

Ethics is a code of values, which guides our choices and actions and determines the purpose and course of our lives. Improving ethical decision-making reduces organizational risk/exposure and enhances effectiveness.

This session will examine contemporary policing issues through the use of a problem-solving model and an ethical decision making process. This interactive session will provide thought-provoking discussion about ethical challenges. Participants will be involved in group work that will promote the sharing of valuable experience.

Staff Sergeant Wendy Ward (Ret.) was a member of the Service for 28 years. While assigned to C.O. Bick College she designed and delivered "Ethics in Policing" training. This training was delivered to all uniform ranks within the Service from new recruits to senior officers.

Frank Ruffolo is a serving Staff Sergeant with the Toronto Police Service. During his 29 years, he has worked in uniform duties, investigative and training. He has delivered ethical decision making training to recruits and front line officers of all ranks.

THREAT/VULNERABILITY ASSESSMENT

Dr. Nick Nicholson of the FBI Academy Leadership Development Unit has accepted an invitation to speak at the Training Session on Threat/Vulnerability Assessment. Dr. Nicholson has conducted numerous Threat/Vulnerability assessments of various government and private sector facilities. He has also published four books on security-related subjects as well as numerous technical reports and journal articles.

RISK MANAGEMENT

The session will focus on Law Enforcement operations and how the principals of Risk Management apply to all of our operations. The overall course will focus on what troopers, constables, officers, deputies, supervisors, managers and executives can do to better protect themselves and their respective organizations from the negative consequences that arise when incidents encountered don't go right. The informed attendee will learn about techniques to maximize customer service, the decision making process, the "risk/frequency" analysis, utilization of discretionary time and where improvement is currently needed in our operations in these critical areas.

Gordon Graham is a 29 year veteran of California Law Enforcement. During his tenure as a police professional, he was awarded his Teaching Credentials from California State University, Long Beach. He later graduated from University of Southern California with a Master's Degree in Safety and Systems Management. Subsequent to this, he graduated from Western State University with a Juris Doctorate. His education as a Risk Manager and experience as a practicing Attorney, coupled with his extensive background in law enforcement, has allowed him to rapidly become recognized internationally as a dynamic presenter with multiple areas of expertise.

The cost for the training component of this year's conference is forecasted to be \$15,000. I am recommending that the Toronto Police Services Board financially support the FBINAA New York State and Eastern Canada Chapter's initiative by approving funding from the Board Special Fund in the amount of \$7,500 for the training component of this training conference. It is my belief that such training will better equip our members to the find balance among the various interests and demands placed on the Service.

Deputy Chief Michael Boyd, Policing Support Command and Superintendent D. Reynolds, The Chapter President, will be present at the Board meeting to address any questions.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P50. TORONTO POLICE SERVICE – 2003 UNITED WAY CAMPAIGN

The Board was in receipt of a report, dated January 17, 2003, regarding the Toronto Police Service – 2003 United Way Campaign.

The Board deferred consideration of the foregoing report to its March 27, 2003 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P51. CORRESPONDENCE TO LOCAL MEMBERS OF PARLIAMENT
REGARDING COST RECOVERY FOR MUNICIPAL "FIRST
RESPONDERS" TO ACTS OF TERRORISM**

The Board was in receipt of the following report JANUARY 29, 2003 from Norman Gardner, Chairman:

Subject: CORRESPONDENCE TO LOCAL MEMBERS OF PARLIAMENT
REGARDING COST RECOVERY FOR MUNICIPAL "FIRST RESPONDERS"
TO ACTS OF TERRORISM

Recommendation:

It is recommended that the Board receive the following report.

Background:

At its meeting on December 11, 2002, the Toronto Police Services Board agreed to support an initiative by the Ontario Association of Police Services Boards ("OAPSB") recommending that federal funds and specialized training and equipment be provided to the municipalities whose police, fire and ambulance services would be the "first-responders" to acts of terrorism that might occur. The Board further agreed to send correspondence to the Members of Parliament representing the City of Toronto to demonstrate its support of the OAPSB initiative. A sample letter prepared by the OAPSB was also reviewed and it was agreed that that draft letter would form the basis of the Board's correspondence to the MP's (Minute No. P332/02 refers).

Correspondence was subsequently forwarded to all Toronto MP's and a copy of one of those letters is appended to this report for information. The letter was revised slightly from the original sample letter after the OAPSB advised me on December 18, 2002 that the Canadian Association of Police Boards will not appear before the Sub-Committee on National Security contrary to what had been reported and approved at the Board's December 11, 2002 meeting.

Sub-Committee on National Security:

I have been in contact with Mr. Derek Lee, M.P., Chairman of the Sub-Committee on National Security, who has indicated his willingness to meet with me and other Chairs of Police Services Boards on April 8, 2003 in Ottawa. I am waiting for confirmation from Mr. Lee since this is an item that we have been attempting to discuss with the GTA Liberal Caucus since February 2002.

Once the date is confirmed I will advise all members of the Board.

The Board received the foregoing.



Toronto Police Services Board

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NORMAN GARDNER
Chairman

January 20, 2003

The Honourable Allan Rock, M.P.
House of Commons
Parliament Buildings
Ottawa, Ontario
K1A 0A6

A handwritten signature in cursive script, appearing to read "Allan".

Dear Minister:

On behalf of the Toronto Police Services Board I am seeking your assistance to ensure that federal funding and specialized training and equipment be made available to municipalities whose police, fire and ambulance services would be first responders to terrorist incidents within our community. Recent information that suggests Canada may be a target for such attacks serves to escalate the urgency of this request to the federal government.

The issue of planning for, the mitigation of, the response to and the recovery from terrorist attacks has been discussed in many forums of late. It is an often discussed topic at the major police services boards meetings, it has been the focus of discussion at Ontario Association of Police Services Boards (OAPSB) Zone meetings across the province, it was discussed at this year's OAPSB and the Canadian Association of Police Boards (CAPB) annual conferences and has been the subject of a recent letter to The Honourable Robert Runciman, Minister of Public Safety and Security for Ontario from the OAPSB.

The focus of our concerns include how best to prepare for and coordinate responses to terrorist attacks, how to most efficiently and effectively train and equip first responders in the event of a terrorist attack and the necessary federal funding to support first responders. It is the view of this police services board as well as that of the OAPSB that counter-terrorism is a federal responsibility and as such we are looking to the federal government to provide the appropriate funding and specialized training and equipment to support first responders accordingly. In recognition of this position, we would respectfully suggest that Bill C-36 the Anti-terrorist Act must be amended to provide for funding to municipalities and the necessary provisions for specialized training and equipping of first responders.

The specialized training and equipping of first responders for terrorist attacks needs to be co-ordinated at the national level, to do otherwise would be an inexcusable waste of tax payers dollars due to the duplication, overlap and lack of co-ordination a local approach would create. Funding must also be provided to municipalities as their first responders work with provincial and federal officials in the development of co-ordinated plans to mitigate, respond to and recover from terrorist attacks. Federal assistance would be required for each of these three stages. Further, we would look to the federal and provincial governments to assist with the development of reciprocal agreements with neighbouring American states and Canadian provinces.

The CAPB applauds the OAPSB's actions and those of its members in drawing this matter to the attention of federal and provincial lawmakers. We share their concern on this matter, and have raised with federal officials on a continual basis over the past year, the need for federal funding to be directed to municipal police services for work associated with the increased threat of terrorism. In fact, increased federal funding for municipal police services was one of three top priorities identified at a joint workshop of the boards of directors of the CAPB, the Canadian Association of Chiefs of Police, and the Canadian Police Association held in March 2002. The Executive Directors of the three national policing associations continue to raise this issue with federal policy makers at regular meetings throughout the year, and the CAPB Board of Directors will be raising it again with the Solicitor General of Canada and the Justice Minister of Canada when it meets with them next March.

On behalf of the Toronto Police Services Board, I would ask that you do what you can to support our position as stated above.

Yours truly,



Norman Gardner
Chairman

c.c. The Honourable Robert Runciman, Minister of Public Safety and Security
The Honourable Wayne Easter, Solicitor General of Canada
Canadian Association of Police Boards
Ontario Association of Police Services Boards
Association of Municipalities of Ontario
Ontario Association of Chiefs of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P52. POLICE/MENTAL HEALTH LIAISON COMMITTEES

The Board was in receipt of the following report FEBRUARY 07, 2003 from Julian Fantino, Chief of Police:

Subject: POLICE/MENTAL HEALTH LIAISON COMMITTEES

Recommendation:

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

Background:

At its meeting on November 21, 2002, the Board received a report entitled "Alternatives to Lethal Force by Police Conference 2000" (Board Minute P291/02, refers). Direction was given as follows:

That Chief Fantino provide the Board with a report on:

- **The history of the Service's community liaison committee reviewing police, community and mental health issues**
- **Whether it is still operating and, if it is not currently operating, the reasons it is no longer operating and the feasibility of re-establishing a police – community liaison committee to review policing and mental health issues;**
and
- **Whether the Service would extend its membership to include psychiatric consumers/survivors.**

RESPONSE:

History of Liaison Committees

Originally in 1996, the Service has had two separate Mental Health Liaison Committees. Ultimately these committees were united; however, for a number of reasons they were eventually discontinued. The following is a brief history of these committees followed by a summary of current activities relating to mental health liaison.

The first committee was the Emergency Task Force (ETF) Specialist Committee. Established in early 1996, this committee was comprised of representatives from the following Service units: Emergency Task Force (ETF), Community Policing Support [Unit] (CPS), and Dr. Peter Collins of the Clarke Institute who, at the time, was on contract to the Service. Representatives of the

Gerstein Centre, the Schizophrenia Society of Ontario, New Dimensions in Community Living, Queen Street Mental Health Centre and the Canadian Mental Health Association (CAMH) represented the mental health system.

The Emergency Task Force Specialist Committee established an ongoing rapport and line of communication between the Service and mental health agencies. It was also responsible for the development of the Emotionally Disturbed Person Information Form (TPS 710).

There is nothing in the past minutes of this committee to indicate that there was a psychiatric consumer/survivor on this committee. However, the Gerstein Centre is well known in the community as a place of support and advocacy for consumer/survivors.

The second committee was the Mental Health/Mood Disorder Training Advisory Committee. The Training and Education Unit initiated this committee in April 1997, as a result of numerous letters received by the Service from mental health oriented agencies after the death of Edmond Yu in February 1997.

This committee was initiated by members of the Training and Education Unit along with representatives of New Dimensions in Community Living, Head Injury Association of Toronto, Schizophrenia Society of Ontario, Mood Disorders Association of Toronto and Houselink Community Homes. The membership was later expanded to include representatives from CPS, the Clarke Institute, Community Resource Consultants of Toronto, The Wellesley Hospital Crisis Team, Queen Street Patient's Council, Fresh Start, Distress Centres and Pardons Canada. Through these organizations, this committee included four consumers/survivors.

After several meetings it was determined that travel to C.O. Bick College was difficult for members relying on taxi or public transit. It was decided that administration for the committee would be transferred to the Mental Health Co-ordinator of CPS and meetings would take place at Headquarters.

Shortly after the move to Headquarters it became apparent that both the ETF Specialist Committee and the Mental Health/Mood Disorder Training Advisory Committee were addressing many of the same issues. The two committees were therefore combined into the Mental Health/Mood Disorder Training Advisory Committee (MHMDTAC).

The MHMDTAC assisted in the development and production of a training video on police response to emotionally disturbed persons in late August 1997 as well as a Service generated pamphlet entitled "Mental Health Issues – What to do After the Police Leave".

In mid 1999 it became apparent that the members of the MHMDTAC were also members of other committees together. Through these other committees, broader and more diverse interests were being explored and recommendations were being made, particularly at the provincial level. The MHMDTAC also found that new agenda items were becoming increasingly difficult to come up with; without specific goals, membership waned.

The committee stopped meeting in late 1999. Over its history, the committee accomplished the primary goal it had set, which was establishing an ongoing dialogue with the Service in relation to officer response to emotionally disturbed persons. Consumer/survivor and agency input was (and continues to be) incorporated into courses offered by Training and Education, and liaison is ongoing through the Service's Mental Health Co-ordinator along with divisional Community Relations Officers. As the mental health system continues to evolve, so do the responsibilities and priorities of the individual agencies involved in it.

Continuing Liaison

It is through this evolution that the Service has been able to broaden the scope of its contacts within the mental health system while still maintaining the relationships established with the MHMDTAC. It has been determined that although more labour intensive, addressing the wider diversity of interests is more effective than limiting ourselves to a more specific and restricted committees such as the MHMDTAC.

Regardless of the fact that the Service no longer maintains a formal mental health liaison committee, contact with the mental health community, including consumer/survivors has been maintained on a number of levels. The following is a brief description of some of the accomplishments the Service and various representatives of the mental health system are responsible for:

Livelihood Training Network

The Video Training Unit has produced three training videos relating to mental health law and response to emotionally disturbed persons.

As stated earlier, the original Mental Health/Mood Disorder Training Advisory Committee developed a production using a panel format. Participants included Sergeant David Sanders of Training and Education as the moderator, Constable Scott Maywood, Mental Health Co-ordinator – Community Policing Support Unit, Mr. Ken Brown, psychiatric survivor and member of Houselink Community Homes, Ms. Michelle Cooke (RN) of Wellesley Hospital Crisis Unit (now St. Michael's Hospital), Ms. Nicki Cassares of Gerstein Centre, Mr. Joel Roth of New Dimensions in Community Living (now defunct) and Dr. Peter Collins of The Clarke Institute of Psychiatry (now the Centre for Addiction and Mental Health).

The second video was produced and played in 1999. This video provided a less formal format and utilized commentaries by Mr. Rod Albrecht, psychiatric survivor and representative of the Mood Disorder Society of Toronto, Ms. Nicki Cassares of Gerstein Centre, Ms. Jennifer Chambers of the Queen Street Patient's Council, Dr. Ian Swayze, psychiatrist with Centre for Addiction and Mental Health (CAMH) and Sergeant Kelly Gallant of the Emergency Task Force. These commentaries were followed by a panel discussion involving Sergeant Scott Weidmark of Training and Education, Ms. Chambers and Dr. Swayze, hosted by Staff Sergeant Doug Mottram (retired).

In November of 2000 a third video was presented to officers through Livelink. This video was designed to educate officers on amendments to the Mental Health Act (Bill 68). This video also covered some response options and included Mr. Michael Bay, former Chair and C.E.O. of the Ontario Consent and Capacity Board, Ms. Bridgette Hough, past president of the Schizophrenia Society of Ontario – Toronto Chapter, Ms. Anita Szigeti, lawyer and advocate for consumer rights, Constable Scott Maywood, Mental Health Co-ordinator – Community Policing Support and Mr. Eric Fabres, psychiatric survivor and member of the Queen Street Patient’s Council. This video was also followed by a brief panel discussion involving Sergeant Scott Weidmark and Ms. Anita Barnes, formerly of Community Resource Consultants of Toronto.

Training and Education:

Psychiatric consumers/survivors have played an active role in training Service members for several years. Consumers/survivors participate in following courses:

- Crisis Resolution/Officer Safety Course

This course was developed after extensive research into the many aspects of police use of force. The objective was to provide training that would assist officers in controlling and de-escalating situations using the minimum force required. Prior to its implementation consumer/survivors were consulted in the development of officer tactics. The course itself also included a two-hour open conversation between officers and consumer/survivors. The focus was to dispel some of the myths and misconceptions about persons with mental illness. This course was cancelled in December 2000; however, all components were carried over into the Advanced Patrol Training (APT) Course.

- Advanced Patrol Training (APT)

The APT Course provides front-line officers with a forty hour annual course encompassing all the components of the Crisis Resolution/Officer Safety Course with added elements of the Use of Force Re-qualification Course and the Diversity Course. As in the Crisis Resolution/Officer Safety Course, consumer/survivor panels have been utilized.

- Policing and Diversity

Like the previous courses, the Policing and Diversity Course provides a component in which psychiatric consumer/survivors have an open conversation with both police and civilian members. Again, the focus is to dispel common misconceptions about mental illness.

- Provincial Statutes Course

The Provincial Statutes Course does not have a consumer panel, but addresses mental health issues in three areas. The first involves a lecture on the proper application of current mental health and consent to treatment laws by the former Chair of the Ontario Consent and Capacity Board. The second involves a presentation by a representative from the Gerstein Centre on

mental health crisis outreach and support; the third involves a presentation by the Service's Mental Health Co-ordinator on his role and responsibilities.

Community Policing Support:

In 1995, the Service determined there was a need to have an officer liase with the mental health system on a formal basis. These duties were added to those of the Elder Abuse Co-ordinator. In July 1997, the position was divided and a new constable added to the Community Policing Support Unit to address Mental Health issues full time.

Among other duties, the Mental Health Co-ordinator is responsible for acting as a liaison between the Service and representatives from the many facets of the mental health system. Most of this liaison is done through a variety of task forces, working groups and committees.

The number of committees attended by the Mental Health Co-ordinator varies, as needs and initiatives arise. In most cases these committees are comprised of stakeholders representing each facet of the mental health system, including consumer/survivors.

The Service's Mental Health Co-ordinator has participated in two committees hosted by the Ministry of Health and Long Term Care. These committees involved multiple stakeholders and were designed to examine and make recommendations on various aspects of the mental health system,

The first of these Provincial committees was the Mental Health Restructuring Committee's Mental Health Implementation Task Force for Toronto and Peel – Intensive Services and Supports Sub-Committee. This committee was tasked with making recommendations with regards to improving the support and treatment to persons with serious mental illness in the community and hospital settings. There were no consumer/survivors on this particular sub-committee, but other sub-committees did include representatives from that area.

The second committee was the Forensic Expert Advisory Committee. This committee was designed to review and make recommendations to the Ministry of Health and Long Term Care with regards to the provision of support and treatment to persons with mental illness in the judicial and correctional systems. A consumer/survivor representative was included in this committee's membership. This committee made recommendations that have been forwarded to the Minister of Health for review.

The Mental Health Co-ordinator participates in committees that are specific to areas of contact between the Service and outside agencies. For instance, the Mental Health Co-ordinator is a member of three hospital based "Police Ambulance Liaison Committees". These committees go beyond mental health issues and have become forums for discussing any issue arising from police presence in hospitals. Another example of this specific consultation comes from the 51 Division, St. Michael's Hospital Mobile Crisis Intervention Team. Consumer/survivor input to that project was incorporated from that Hospital's consumer advisory panel.

The Toronto Police Service is also represented by the Mental Health Co-ordinator on other committees, such as the Toronto Forensic Mental Health Committee and the Community Treatment Order Advisory Committee, which also involve multiple stakeholders including consumer/survivors. These committees review the whole mental health system in an attempt to maintain a system that is effective to consumer/survivors and those close to them.

Conclusion

The mental health system is a continuum comprised of consumers/survivors, their friends, families, the general hospital system, the psychiatric system, advocates and the community. There is often disagreement among members of these areas with respect to how the system does or should work. Police officers respond to calls for service from all. The officer's primary responsibility is to respond to certain behaviours and determine the best course of action in order to ensure the safety of that person and the community at large.

The MHMDTAC established the foundations of liaison between the Service and those involved in the mental health system. As this system evolves, the Service develops more partnerships and access to a broader knowledge base. We have also been able to bring our concerns to the table with a view to improving how agencies utilize our services.

Service involvement with the mental health system has grown beyond the scope and ability of smaller and more focussed groups like the MHMDTAC. Access to the broader spectrum of interests and partnerships have proven a more effective method for dealing with issues as required.

Therefore the Service will not re-establish a liaison committee reviewing police, community and mental health issues. However, when issues or initiatives do arise, we will seek the input of psychiatric consumer/survivors and other representatives of the mental health system.

Deputy Chief Michael Boyd, Policing Support Command, will be at the Board meeting to answer any questions the Board may have.

Ms. Jennifer Chambers, Mental Health Legal Advocacy Coalition, was in attendance and made a deputation to the Board. Ms. Chambers also provided a written submission which is on file in the Board office.

Deputy Chief Michael Boyd, Policing Support Command, and P.C. Scott Maywood, Mental Health Coordinator, were in attendance and responded to questions by the Board about this report.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P53. TORONTO POLICE SERVICES BOARD – 2002 FINAL OPERATING
BUDGET VARIANCE REPORT**

The Board was in receipt of the following report FEBRUARY 06, 2003 from Norman Gardner, Chairman:

Subject: 2002 FINAL OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE SERVICES BOARD

Recommendations:

It is recommended that:

- 1) the Board receive this report; and
- 2) the Board forward a copy of this report to the City of Toronto Chief Financial Officer and Treasurer.

Background:

Toronto City Council, at its meeting of March 4 to 8, 2002, approved the 2002 Toronto Police Services Board Operating Budget at a net amount of \$1,291,000, an increase of 2.4% over the 2001 Net Operating Budget. The Council-approved budget provided sufficient funding to maintain current services.

2002 Operating Budget Variance

The final year end surplus is \$100,000.

STAFFING

The staffing budget for the Board office is \$726,900, or 56.3% of the total net budget. A final year-end favourable variance of \$30,000 was achieved. This variance was due temporary vacancies.

NON-SALARY ACCOUNTS

The non-salary budget for the Board office is \$564,100. The majority of the Board's costs are related to arbitration and grievance hearings. A favourable variance of \$70,000 was achieved due mainly to a lower than anticipated costs for arbitrations.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P54. TORONTO POLICE SERVICE – 2002 FINAL OPERATING BUDGET
VARIANCE REPORT**

The Board was in receipt of the following report FEBRUARY 04, 2003 from Julian Fantino, Chief of Police:

Subject: 2002 FINAL OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE SERVICE

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City Chief Financial Officer and Treasurer, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 4 to 8, 2002, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$587.2 Million (M), an increase of 1.5% over the 2001 Net Operating Budget. The Council-approved budget provides sufficient funding to maintain current services. The budget also provides additional funding for the creation of an Anti-Gang Unit in the amount of \$0.7M as well as funding for costs related to the City taking over Provincial Offences Act courts. In addition to the approved budget, City Council also approved one-time funding for World Youth Days at a net amount of \$2.8M bringing the Service's total operating budget to \$589.9M.

At its August 20, 2002 meeting, the Board approved a request to increase the TPS budget by \$18.8M, to reflect the Association salary settlement, bringing the total 2002 net budget to \$608.7M.

2002 Operating Budget Variance

The final Service surplus is \$2.8M. This surplus is \$1.0M more than that reported in the November 30, 2002 variance report.

STAFFING

Net savings of \$0.7M was achieved for staffing costs, which is the same as reported in November.

Net salary savings were \$0.5M. These salary savings were based in large part on the numbers of separations experienced as compared to the budgeted number of separations, offset by in-year strategies implemented to address the Service's overall staffing shortfall as compared to target. There were 322 Uniform separations for 2002.

Premium pay savings were \$0.2M. In-year events such as the PC Convention and the OPSEU strike created pressures on the premium pay budget in the amount of \$0.6M. However, premium pay expenditures related to World Youth Day events resulted in savings of \$0.8M, resulting in net savings of \$0.2M.

BENEFITS

A net savings of \$0.3M was achieved in the benefits category, which is unchanged from that reported in November.

NON SALARIES

Net savings for the year amounted to \$1.8M for non salary accounts, which is \$1.0M more than reported in November. This increase is a result of more than anticipated revenue (e.g. grant funding) and deferral of expenditures.

The net impact of the above was a favourable year-end variance of \$2.8M.

SALARY SETTLEMENT IMPACT

As discussed in previous variance reports, the City set aside \$14.6M to cover any TPS salary increases. The cost of the Toronto Police Association salary settlement is \$18.8M, leaving a \$4.2M shortfall compared to the funding set aside by the City. The \$4.2M variance does not include outstanding 2002 potential salary settlements for Senior Officers, Command Officers and Excluded staff.

As discussed in previous variance reports, the City's Budget Advisory Committee (BAC) has directed that any savings related to World Youth Day should be treated as corporate savings. Therefore, although the final Service variance is \$2.8M, only \$2.0M can be applied to offset the \$4.2M variance for the salary settlement (as \$0.8M is related to World Youth Day).

WORLD YOUTH DAYS

In response to the 2002 Operating Budget Variance Report for the Toronto Police Service as at July 31, 2002, the Budget Advisory Committee:

requested the Chair of the Toronto Police Services Board to report to the Budget Advisory Committee on actual World Youth Day expenditures, noting that the World Youth Day funds are corporate and any under expenditures against this project must be returned to the City.

The World Youth Day net budget was \$2.8M and formed part of the City's World Youth Day Secretariat total budget. The original budget was based on an estimated attendance of 750,000 youth from around the world and factored in heightened safety and security requirements to address possible terrorist threats. Actual youth attendance was estimated at 187,000. As a result, total expenditures were \$2.0M, for a favourable variance of \$0.8M. As identified above, this favourable variance is included in the Service's overall variance.

The World Youth Day expenditures can be summarized as follows:

	<u>Costs</u>
• Staffing	\$1.8M
• Materials & Equipment	\$0.1M
• Services & Rents	\$0.2M
• Revenues	<u>(\$0.1M)</u>
• Total	\$2.0M
• Net Budget	<u>\$2.8M</u>
• Favourable variance to be returned to City	<u>\$0.8M</u>

SUMMARY

The Service was able to reduce costs in an endeavour to address the shortfall in City funding for the Association salary settlement. The final total Service favourable variance is \$2.8M. This variance consists of \$0.8M World Youth Day savings and \$2.0M in other savings. Given BAC's decision to return any World Youth Day savings to the City, only \$2.0M can be applied to the \$4.2M funding shortfall.

The above variances can be summarized as follows:

	<u>Savings</u>
• Staffing	\$0.7M
• Benefits	\$0.3M
• Non Salary	<u>\$1.8M</u>
• Total Favourable Variance	\$2.8M
• Less WYD to be returned to City	<u>(\$0.8M)</u>
• Contribution to Salary Settlement shortfall	<u>\$2.0M</u>

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command will be in attendance to answer any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P55. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT –
2002 FINAL OPERATING BUDGET VARIANCE REPORT**

The Board was in receipt of the following report FEBRUARY 06, 2003 from Julian Fantino, Chief of Police:

Subject: 2002 FINAL OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE PARKING ENFORCEMENT UNIT

Recommendation:

It is recommended that:

- (1) The Board receive this report; and
- (2) the Board forward this report to the City Chief Financial Officer and Treasurer, and to the City Policy and Finance Committee (P&F).

Background:

Toronto City Council, at its meeting of March 4 to 8, 2002, approved the Parking Enforcement Operating Budget at a net amount of \$26.5 Million (M) which is the same amount approved by the Toronto Police Services Board at its meeting of December 13, 2001. The Council-approved budget provides sufficient funding to maintain current services and also provides additional funding for the hiring of an additional 48 Parking Enforcement Officers.

At its August 20, 2002 meeting, the Board approved a request to increase the Parking Enforcement budget by \$0.8M to reflect the Association salary settlement, bringing the total 2002 net budget to \$27.3M.

The final year end surplus is \$0.1M.

Salaries & Benefits

Attrition was in line with what was projected during the budget process. Parking Enforcement completed the approved staggered hire of 48 additional Parking Enforcement Officers.

Parking Tag Revenue

Budgeted revenue from parking tags is \$66.5M, which includes additional revenue of \$3.5M due to additional staff. The final year-end revenue from parking tags was \$68.7M. (Note: based on the collection experience of the City of 78%, 2002 net revenue would be \$53.6M. In addition, the City decreased the parking fines on private property with a decrease in the average fines as compared to the previous year.)

Salary Settlement Impact

As discussed in the June variance report, the City set aside \$0.5M to cover any Parking Enforcement salary increases. The cost of the Toronto Police Association salary settlement is \$0.8M, leaving a \$0.3M shortfall compared to the funding set aside by the City. The City has requested that Parking Enforcement absorb the \$0.3M variance. Parking Enforcement will apply the \$0.1M favourable variance to the \$0.3M funding shortfall.

Deputy Chief Mike Boyd, Policing Support Command will be in attendance to answer any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P56. SEMI-ANNUAL REPORT: JULY – AUGUST 2002 – PARKING
ENFORCEMENT UNIT ABSENTEEISM**

The Board was in receipt of the following report FEBRUARY 05, 2003 from Julian Fantino, Chief of Police:

Subject: INFORMATION REQUESTED BY THE CITY OF TORONTO POLICY AND
FINANCE COMMITTEE RELATING TO PARKING ENFORCEMENT UNIT
ABSENTEEISM

Recommendation:

It is recommended that:

- (1) the Board receive the following report for information; and
- (2) the Board forward a copy of this report to the City of Toronto Policy and Finance Committee for its information.

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit Absenteeism. This report consists of the information pertaining to the second half of the year 2002.

Parking Enforcement Unit management has implemented a number of initiatives to reduce absenteeism. The sick days of individual officers are closely monitored by utilizing the following structured procedure:

- (a) 3rd day sick – phone call to the officer at residence
- (b) 4th day sick – home visit; and
- (c) 4 or more days sick – doctor's note required.

The Unit, with the assistance of Labour Relations, has developed an Attendance Management System to determine ways to reduce the absenteeism rate. The system focuses on members who have higher absenteeism rates without any chronic illness. Further, the supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements (e.g. home visit, and doctor's letters). The individual cases are reassessed when specified by the Service's Medical Advisory Service and the Unit takes the required steps to return the employee to work at the earliest opportunity, as their situation permits.

With the assistance of Human Resources, strategies have been developed to assist long term light duty staff to enhance their job skills in order to qualify them for reclassification and placement in other units. As these reclassifications take place, Parking Enforcement Officers are hired, which in turn improves unit deployment and productivity. In the second half of year 2002, five light duty officers were temporarily reassigned to other units.

While this report is for the July to December 2002 period, the Parking Enforcement Unit absenteeism report for the entire year 2002 is provided in table #1, appendix A. The actual figures are reported in table #2, appendix A. The average number of sick days per officer are also included in table #2, as requested by the Board (Board Minute #P334/2001). In order to highlight absenteeism patterns, the reporting is grouped into four categories: IOD, Long Term Sick, Short Term Sick, and Dependent Sick. IOD represents staff members who were injured while performing their duties. Long term sickness represents staff who remained sick for two or more months, Dependent Sick represents time taken off caring for eligible sick family members, and Short Term Sickness represents all other sickness.

The year 2002 overall absenteeism rate is 5.6 % down by 0.5 percentage points from the last year (table #3, appendix A refers). Although the Parking Enforcement Unit has set a ceiling of 4% for short- term absenteeism, the year end totals report 3.1%, which is 0.9 percentage point below the set ceiling.

Different city departments and agencies have used different criteria for determining absenteeism and there are no specific guidelines for calculating the absenteeism rate. The year 2000 City Audit Report on the Parking Enforcement Unit recommended that:

“the City’s Executive Director, Human Resources, report to the Administration Committee by September 30, 2000 on a framework for reporting absenteeism across the corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;” (Recommendation # 17, City Audit Report 2000 - Parking Enforcement Unit)

To date no specific guidelines have been provided, therefore comparison with other city departments absenteeism rates is not included in this report. However, a comparison of the absenteeism rate with the Toronto Police Service vs. Parking Enforcement Unit is provided. The statistics are for sick time taken by the members. The calculations are based on an 8-hour workday, for a total of 261 working days in a year.

Absenteeism Comparison Year 2002
Toronto Police Service Vs Parking Enforcement Unit

	Toronto Police Service Uniform and Civilian (7,572 members)	Parking Enforcement Unit All Personnel (395 members)
Average Days Sick per member (Short term, long term, and dependent)	7.3	10.2
Average Days IOD per member	1.9	3.6
Total Days Sick and IOD per member	9.2	13.8
Average member off per Day	266.9	20.8
% of members off per Day	3.5%	5.3%*

Source: DIMS/DECS, PINS System.

*For comparison same criteria is used for available data, actual absenteeism rate is 5.6%.

It is recommended that the Board receive this information and that this report be forwarded to the City of Toronto Policy and Finance Committee for its information.

Deputy Chief Michael Boyd, Policing Support Command, will be present at the Board meeting to address any questions.

The Board received the foregoing.

**Appendix A. Table # 1. Parking Enforcement Unit Absenteeism
January – December 2002**

<u>TYPE</u>	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.
Injured on duty	1.8%	2.8%	1.4%	1.6%	1.2%	1.1%	1.3%	1.6%	1.4%	1.5%	0.9%	1.3%	1.5%
Long term sick	0.9%	0.3%	0.3%	0.4%	0.7%	0.9%	0.8%	0.6%	0.8%	0.4%	0.4%	0.6%	0.6%
Short term sick	3.6%	4.6%	2.9%	3.6%	3.2%	2.4%	2.0%	2.4%	3.6%	3.5%	3.1%	3.2%	3.1%
Dependent Sick	0.8%	0.7%	0.4%	0.5%	0.3%	0.4%	0.3%	0.2%	0.3%	0.2%	0.4%	0.3%	0.4%
TOTAL	7.1%	8.3%	5.0%	6.1%	5.3%	4.7%	4.4%	4.8%	6.1%	5.6%	4.8%	5.5%	5.6%

Table # 2. Sick Shifts Summary

TYPE	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.	Avg/ Person
Injured on duty hrs.	1,094	1,564	886	940	863	745	870	1,162	895	1,042	633	878	964	30.5
Injured on duty shifts	137	195	111	117	108	93	109	145	112	130	79	110	121	3.8
Average Persons/Day	4	7	4	4	3	3	4	5	4	4	3	4	4	NA
Long term sick Hrs.	548	160	160	248	458	584	526	464	478	308	272	424	386	12.2
Long term sick shifts	69	20	20	31	57	73	66	58	60	39	34	53	48	1.5
Average Persons/Day	2	1	1	1	2	2	2	2	2	1	1	2	2	NA
Short term sick hrs.	2,200	2,528	1,840	2,078	2,194	1,637	1,364	1,726	2,229	2,485	2,099	2,254	2,053	65
Short term sick shifts	275	316	230	260	274	205	170	216	279	311	262	282	257	8.1
Average Persons/Day	9	11	7	9	9	7	5	7	9	10	9	9	8	NA
Dep. Sick hrs.	487	381	279	300	177	252	176	129	201	176	263	231	254.25	8.1
Dep. Sick Shifts	61	48	35	38	22	32	22	16	25	22	33	29	31.78	1.0
Average Persons/Day	2	2	1	1	1	1	1	1	1	1	1	1	1	NA

**Table #3. Parking Enforcement Unit Absenteeism
(All Categories) 1998 - 2002**

Year	1998	1999	2000	2001	2002
Total	7.5%	6.7%	5.3%	6.1%	5.6%

Source: Parking Information System, PINS.

All categories include; Short term sick, long term sick, dependent sick, and IOD.

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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P57. SEMI-ANNUAL REPORT: JULY – AUGUST 2002 – LABOUR
RELATIONS COUNSEL AND LEGAL INDEMNIFICATION**

The Board was in receipt of the following report JANUARY 24, 2003 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT ON FEES FOR LABOUR RELATIONS COUNSEL
AND LEGAL INDEMNIFICATION

Recommendation:

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

Background:

At its meeting on January 25, 2001, the Board approved a Policy Governing Payment of Legal Accounts which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests which were approved by the Director, Human Resources and the Manager, Labour Relations (Board Minute No. P5/01 refers).

During the period of July 1, 2002 to December 31, 2002, 9 accounts from Hicks Morley Hamilton Stewart Storie for labour relations counsel totalling \$236,683.29 were approved for payment by the Director, Human Resources and the Manager, Labour Relations.

During the same period, 42 accounts relating to legal indemnification were paid totalling \$297,763.62. There were no inquest accounts paid for this period.

Therefore, during the period July 1, 2002 to December 31, 2002, a total of \$534,446.91 was paid in settlement of the above accounts.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P58. SEMI-ANNUAL REPORT: JULY 2002 – JANUARY 2003: “60/40”
STAFFING MODEL**

The Board was in receipt of the following report FEBRUARY 05, 2003 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT ON THE "60/40" STAFFING MODEL

Recommendation:

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

Background:

At its meeting on October 18, 2001, the Board requested that the Chief provide regular update reports on the staffing results in each division following the implementation of the "60/40" model (Board Minute #C189/01 refers). This report represents the period between July 2002 to January 2003. It must be noted that this report includes statistics for January as it was decided that the year end report should include the deployment of the last recruit class from 2002, which was deployed to the field on January 20th, 2003.

The methodology for evaluating the deployment strength for the primary response function was created in response to the 90-Day Review Process. The "60/40" staffing model provides for a target allotment of 60% of an officer's time for calls for service response (reactive activities) and 40% toward proactive activities within the community.

In June 2002, the average divisional primary response constable strength was at 84.7% of the "60/40" target strength. Between July 1, 2002 and January 20, 2003, fifty-one primary response constables separated from the Service and two hundred and ninety-seven newly appointed 4th class constables were deployed to the sixteen divisions using the "60/40" staffing model. As a result of the separations and deployment of new recruits, the average divisional strength in January 2003 was 91.9% of the "60/40" target strength. The average divisional strength was at 99.2% of the budgeted target strength.

The "60/40" target strength for each division was re-calculated January 2003 and will continue to be re-calculated every six months using primary response data collected through the ICAD system. For this reason, the "60/40" target will continually change in each division to reflect the number of calls for service.

Mr. Frank Chen, Chief Administrative Officer will be in attendance to respond to any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P59. ANNUAL REPORT: 2002 PARKING TAG ISSUANCE

The Board was in receipt of the following report FEBRUARY 07, 2003 from Julian Fantino, Chief of Police:

Subject: ANNUAL PARKING TAG ISSUANCE REPORT 2002

Recommendation:

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

Background:

This report provides information on the parking tag issuance for the year 2002 by the Parking Enforcement Unit of the Toronto Police Service. In the year 2002, the Parking Enforcement Unit issued 2,681,298 tags. The issuance patterns are identified by comparing 2002 issuance with 2001 levels (Table #1 refers).

In the year 2002, the Parking Enforcement Unit not only met the annual performance standard of 2.635 million tags but exceeded the set goal by 46,298 tags. This is equal to approximately an additional \$1.1 million in revenue.

The monthly breakdown of Parking Tag Issuance is as follows:

Table #1. Parking Enforcement Tag Issuance
2001-2002

Month	Issuance 2001	Issuance 2002	Variance
Jan	214,140	212,193	-1,947
Feb	200,794	182,512	-18,282
Mar	230,298	214,291	-16,007
Apr	210,066	224,017	13,951
May	223,413	234,007	10,594
Jun	204,169	223,001	18,832
Jul	192,150	217,816	25,666
Aug	185,394	235,070	49,676
Sep	189,146	239,327	50,181
Oct	209,889	260,064	50,175
Nov	212,936	248,516	35,580
Dec	186,880	190,484	3,604
TOTAL	2,459,275	2,681,298	222,023

Source: Parking Tags Operations, Unit Commander's Morning Report 2002

It is recommended that this report be received for information.

Deputy Chief Michael Boyd, Policing Support Command, will be present at the Board meeting to address any questions.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P60. ANNUAL REPORT: 2002 HATE/BIAS STATISTICAL REPORT

The Board was in receipt of the following report JANUARY 29, 2003 from Julian Fantino, Chief of Police:

Subject: 2002 HATE/BIAS STATISTICAL REPORT

Recommendation:

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

Background:

The Hate Crime Unit of Intelligence Services has collected statistics and assisted in the investigation of hate crime offences since 1993. Attached, is the 2002 Annual Hate Crime Statistical Report.

Deputy Chief Michael Boyd, Policing Support Command, will be in attendance to answer any questions, if required.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report and request Chief Fantino to provide a presentation to the Board on this report at the March 27, 2003 meeting; and**
- 2. THAT the Board provide a copy of the foregoing report to the Policy & Finance Committee for information.**



INTRODUCTION

The Toronto Police Service Hate Crime Unit (HCU) is a sub-unit of the Security Section of Detective Services - Intelligence Support. It began in 1993 and since then has been collecting and publishing data on reported hate crimes. Currently there is one detective, one detective constable and a civilian research assistant assigned on a full time basis. The unit also has access to an intelligence analyst on an as-needed basis. Members of the HCU liaise with the Hate Crime Co-ordinators in each of the sixteen divisions in the Toronto Police Service, as well as members of other law enforcement agencies involved in the investigation of hate crimes.

Divisional Hate Crime Co-ordinators are responsible for the investigation of hate crimes within their respective divisions. The HCU provides support whenever necessary.

The HCU is responsible for the investigation of crimes regarding the publication of hate literature regardless of the division where they occur. Laying these types of charges requires the consent of the Attorney General.

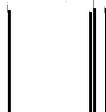
There are two classifications of hate motivated crimes; those that fit within the parameters of the Hate Propaganda section of the Criminal Code, and all other criminal offences where there is evidence to support a hate motivation.

Hate propaganda is defined as any communication that advocates or promotes genocide or makes statements that promote hatred against an identifiable group. An identifiable group is defined by the Criminal Code as, "any *section of the public distinguished by colour, race, religion or ethnic origin.*"

The definition of a hate / bias crime is, a criminal offence committed against a person or property, where there is evidence that the offence was motivated by bias, prejudice or hate, based on the victim's race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.

The hate / bias category codes used throughout the tables and charts of this report are explained in the legend at the foot of each page.

The HCU is responsible for reviewing all hate motivated occurrences to ensure a proper and thorough investigation is conducted. All relevant information is recorded and analyzed to produce this report and help determine overall hate trends and patterns.





It must be emphasized that while the HCU analyzes this information to determine the extent of hate motivated crime, the Unit believes that the collected data does not accurately represent the prevalence of hate / bias criminal activity in Toronto. The main reason for this is the reluctance of some members of the public to report their hate victimization to police.

In Toronto, community groups play an important role by intervening and counselling reluctant victims on the importance of reporting hate occurrences to the police. Within the Toronto Police Service, the Hate Crime Directive provides specific criteria to field officers to properly identify hate crimes. In addition, the HCU continues to instruct all officers to err on the side of caution, to contact the Unit with any inquiries, and forward all suspected hate motivated occurrences to the Hate Crime Unit for review.

The HCU provides training and education to the community and police officers. The unit also provides investigative support and expert witnesses for court when required. The Hate Crime Unit remains dedicated to the achievement of its complementary objectives: the prevention and vigorous investigation of hate motivated offences and the pro-active education of others to enable them to recognize and combat hate. Our goal is to encourage tolerance amongst communities and to safeguard the freedoms, safety and dignity of all guaranteed by the Canadian Charter of Rights and Freedoms.

METHODOLOGY of CATEGORIES

The Service's Hate Crime Directive requires all suspected hate motivated occurrences to be reviewed by the HCU to ensure proper identification. In addition, the unit gathers criminal intelligence on hate groups and/or individual hate mongers. Each occurrence is classified using the hate / bias categories contained within the hate crime definition of the Criminal Code of Canada.

Comments and/or actions of a suspect during an incident are significant in helping to determine the suspect's motive and bias; however, it is sometimes difficult to classify an occurrence. Other criteria used to assist in classifying occurrences include the victim's perception of the incident, motives, significant dates, symbols and the history of the community. In some cases, for example, incidents involving visible minorities or gays and lesbians, the suspect is often unaware of the victim's actual background and the victim is then "lumped" into a pre-determined category by the suspect, based on the suspect's bias. The victim becomes a target based on the suspect's perception.



In cases where there are multiple criminal **offences** committed during one occurrence, only charges directly related to the hate incident are included for the purpose of data collection for this report.

Offences in the Race (RA) category include people targeted because of an obvious visible difference, normally the colour of their skin or other immutable physical characteristics.

Occurrences where more than one of the protected groups is targeted are categorized as Multi-Bias (MU). This occurs when a suspect's comments and/or actions are directed towards several victim groups. For example, a hate propaganda flyer that targets Blacks, Jews and South Asians will be categorized as Multi-Bias (MU).

When a hate motivated occurrence is coded as Ethnicity (ET), the suspect and victim are from the same country but different ethnic backgrounds, or the suspect is able to distinguish between the different ethnic groups from a specific country.

The Nationality (NA) category is used when a victim is targeted specifically because of his or her perceived nationality, at times based on physical characteristics, and not necessarily their country of origin.

The categories of Age (AG), Language (LN), Disability (DI), Sexual Orientation (SO), and Religion (RE) are usually specific and clear as to why the victims have been targeted and therefore are easily categorized.

In Similar Factor (SF) criminal occurrences hatred can focus on any recognizable group other than those previously discussed. This may include members of a particular socio-economic class or profession, such as abortion-providing doctors.



HATE GROUPS

In 2002, as in past years, the known activities of organized hate groups were relatively limited. The majority of these groups have gone underground. In the past, recruitment was a labour intensive task; now, most hate groups have web sites that are easily accessible and available locally, nationally and internationally. Consequently, these web sites are also used as a tool for recruitment of new members. Message boards and chat rooms on the hate groups' web sites are increasingly used for communication within the groups and between the groups and various opponents.

Two confirmed neo-Nazi/white supremacist skinhead concerts took place in Toronto in 2002. Several other similar events were rumoured to have taken place but could not be confirmed.

OVERVIEW

A decrease in the number of reported hate crimes occurred in 2002. In 2001, the Toronto Police Service Hate Crime Unit identified a total of 338 hate crime occurrences. That number decreased to **219** in 2002. (See Fig. 2 Pg. 6) This represents a **35% decrease** from the previous year.

Due to the exceptional circumstances created last year by the September 11th terrorist attacks, it is instructive to also compare this year's figure with last year's figures minus the 121 occurrences directly attributable to reaction to the events of 9/11. Accordingly, the 219 occurrences recorded in 2002 are a 1% increase over the 217 non-9/11 occurrences recorded in 2001. For the purpose of further comparison, the 219 occurrences recorded in 2002 represent a 7% increase over the 204 occurrences recorded in 2000.

For the most part, victim categories and victim groups remain the same from year to year. However, changes in the world's political or religious climate can cause a re-ordering of the victim groups most affected by hate. The most noticeable change from last year to this year is the lower number of offences committed against Muslims in Toronto. In 2001 there were 57 hate occurrences against Muslims while in 2002 there were 10. The 10 occurrences in 2002 still represent a much greater impact on the Muslim community than previously experienced, however; in 2000 there was just one reported hate crime against a Muslim.



Mischief, Wilful Promotion of Hatred, Threat and Assault offences were the most frequently reported in 2002. (See Fig.1 below) Wilful Promotion of Hatred occurrences were the second most common type in 2002, up from fourth most common in 2001. Assault occurrences declined from 72 in 2001 to 31 in 2002, changing places with Wilful Promotion of Hatred as the fourth-ranked offence in 2002 from the second-ranked in 2001.

Occurrences from the Toronto Transit Commission (TTC) increased from 16 in 2001 to 23 in 2002. However, a single individual was responsible for a large proportion of these occurrences. He has been arrested and charged with a number of counts of mischief related to racially-motivated graffiti on TTC subway cars.

Members of the Toronto Police Service were present at several events and demonstrations that had a potential for hate / bias activity. The presence of both uniform and non-uniform police officers was a contributing factor in deterring and preventing criminal offences.

Police also attended a number of gatherings of known hate groups during 2002. In addition to monitoring the activities of the hate groups themselves, police also worked to keep opposing groups away in order to prevent almost certain violent confrontation. The HCU believes a strong police presence at these demonstrations has deterred potential hate activity and sent a clear message that this activity will not be tolerated.

2002 OFFENCE BREAKDOWN BY CATEGORY

OFFENCE	AG	DI	ET	GE	LN	MU	NA	RA	RE	SF	SO	TTL
Advocate Genocide						1		1	4			6
Assault							7	15	3	1	5	31
B&E								1				1
Bomb Threat						1			7			8
Criminal Harassment						3	1	5	2			11
Mischief						7	4	30	24	1	1	67
Robbery								2				2
Threat						3	9	10	17	1	5	45
Wilful Promotion Hatred						41			6			47
Total						56	22	64	63	3	11	219

Fig.1



Reported Hate Crime Occurrences
 1993 - 2002 Comparisons

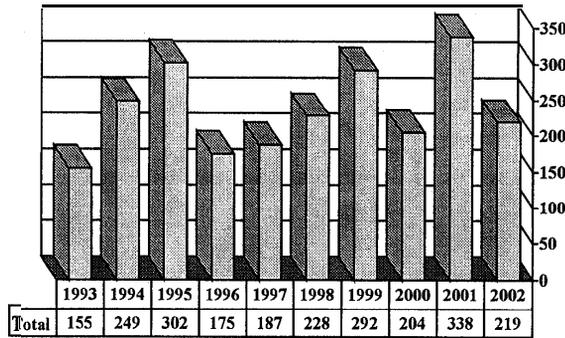


Fig. 2

YEAR	1994	1995	1996	1997	1998	1999	2000	2001	2002
Percentage Increase/Decrease	61%+	21%+	42%-	7%+	22%+	28%+	30%-	66%+	35.2%-

Fig. 3

Total Hate Crimes - 1993 to 2002

YEAR	AG	DI	ET	GE	LN	MU	NA	RA	RE	SF	SO	TOTAL
1993			8					77	54		16	155
1994		2	6				17	155	58		11	249
1995			10	1		32	23	164	50		22	302
1996			9			8	7	101	32		18	175
1997			5		1	18	16	97	34		16	187
1998		1	3	2		33	34	92	32		31	228
1999		1	5	2		63	21	113	38	5	44	292
2000			2	7	1	36	9	91	35	5	18	204
2001			5			59	35	90	118	7	24	338
2002						56	22	64	63	3	11	219
TOTAL		4	53	12	2	305	184	1044	514	20	211	2349

Fig. 3a

In 1993 Nationality and Ethnicity were combined under Ethnicity
 In 1993 & 1994 Race and Multi-Bias were combined under Race
 AG-Not reported to date

Hate / Bias Category Legend

AG-Age, U-Disability, ET-Ethnicity, GE-Gender, LN-Language, MU-Multi-Bias, NA-Nationality
 RA-Race/Colour, RE-Religion, SF-Similar Factor, SO-Sexual Orientation



PATTERNS OF HATE MOTIVATED OFFENCES

In 2002 the most frequent hate / bias occurrences were Mischief (67), followed by Wilful Promotion of Hatred (48), Threats (45), Assaults (31) and Criminal Harassment (11). (See Fig. 1 Pg. 5) The majority of reported hate occurrences occurred in apartment buildings, government offices, the TTC, on public streets and in educational facilities. (See Fig. 11 Pg. 14) As in previous years, most hate offences were committed by suspects unknown to the victim. (See Fig. 6 Pg. 11)

Mischief offences consisted mainly of graffiti. The hate/bias categories most affected by mischief occurrences were Race-RA (30), followed by Religion-RE (24) and Multi-Bias-MU (7). (See Fig.1 Pg. 5) Commonly targeted locations included apartment buildings, educational facilities and Toronto Transit Commission property. (See Fig. 11 Pg. 14)

Threats and Assaults were usually unprovoked. Threat occurrences mainly focused on the categories of Religion-RE (17), Race-RA (10) and Nationality-NA (9). In relation to assault occurrences, Race-RA (15) and Nationality-NA (7) were the categories most targeted. They tended to occur in the victim's environment: their neighbourhood, school, transit route and occasionally, their place of employment.

Analysis has shown individual hate mongers were responsible for the majority of Wilful Promotion of Hatred offences (hate propaganda). Multi-Bias-MU (41) and Religion-RE (6) categories were the most targeted in this offence category. (See Fig. 1 Pg. 5)

Most Criminal Harassment offences were committed against the Race-RA (5) category and were delivered via the telephone, e-mail and letters.

As noted in last year's report, there has been a steady increase in the use of the Internet - web sites and e-mail - as a tool for communicating hate propaganda and threats and for committing criminal harassment. A development observed in 2002 is the posting of opposing points of view on hate groups' web sites. In one case, the opponents of a particular hate group were able to take control of the group's message board and radically alter its content and style.



PATTERNS OF VICTIM GROUPS

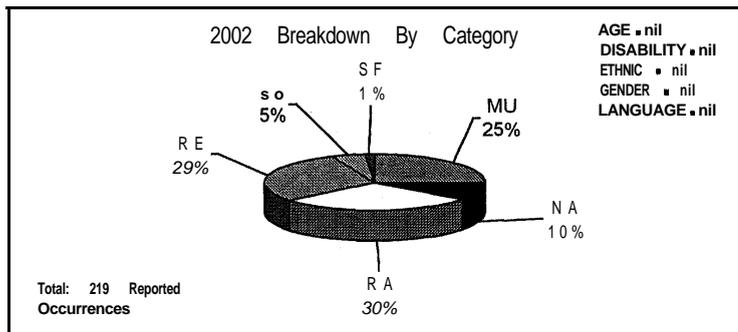


Fig. 4

The terrorist attack of September 2001 resulted in a number of changes to the victim categories affected by hate crimes in that year. However, in 2002, the patterns returned somewhat to pre-September 2001 levels. The victim category most affected by hate in 2002 was Race-RA (30%=64), followed by Religion-RE (29%=63) and Multi-Bias-MU (25%=56).

The victim group most targeted in 2002 was the Multi-Bias category (56). Following that in 2002 is the Jewish community (50), the Black community (44), the Gay community (11), and the Muslim community (10) (See Fig. 5 Pg. 10). In the majority of incidents reported, the suspects remained anonymous and likely committed the acts by themselves. In addition, no precipitating events led to attacks in most cases.

In the Race category, members of the Black community (44) were the main target group, followed by members of the White community (6), East Indian, Middle East and Asian communities (4 each) and Arab community (2) (See Fig. 10 Pg. 13)

The Multi-Bias-MU category had 56 occurrences. This category is used when a suspect targets more than one victim group. Most frequently affected are Jews, followed by immigrants, visible minorities and the gay community. The majority of occurrences were mischief, wilful promotion of hatred (hate propaganda) and threats. (See Fig. 10 Pg. 13)



The Religion-RE category also differs from previous annual reports. In 2002 the Religion category accounted for 29% (63) of total hate crimes as compared to 36% (118) of the total in 2001 and 17% (35) of the total in 2000. The affected victim groups in this category in 2002 are the Jewish community (50) the Muslim community (10) and the Christian community (3). Occurrences against Muslims dropped significantly from 2001 (57) but are still up from 2000 (1). (See Fig. 10 Pg. 13)

Offences against gay males (10) were the highest in the Sexual Orientation-SO category. The majority of these were assaults. There was one assault incident against a lesbian (See Fig. 10 Pg. 13) The total number of 11 hate crimes against gays and lesbians in 2002 is a significant decrease from last year (22), and is the lowest number recorded since 1994 when there were also 11 occurrences.

The police divisions with the highest numbers of hate / bias occurrences were 52 Division (38), 32 and 42 Division (28 each), 41 Division (19), 13 Division (18) and 53 Division (17). (See Fig. 12 Pg. 15)



PATTERNS OF HATE MOTIVATED OFFENCES
 continued

VICTIMIZED GROUPS IN 2002

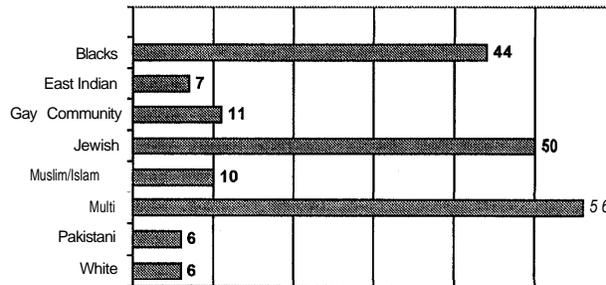


Fig. 5

Victim groups with more than 5 occurrences are represented in the above graph.

All Victim Groups

Afghanistan	1	Gay Male	10	Multi	56
African	1	German	1	Muslim/Islam	10
Arab	2	Hungarian	1	Pakistani	6
Asian	4	Immigrants	1	Palestinian	1
Australians	1	Jamaicans	3	Police Officers	2
Blacks	44	Jewish	50	Russian	1
Canadian	1	Korean	1	White	6
Christian	3	Lesbian	1		
East Indian	7	Middle East	5	Total	219

Fig. 5a

Hate /Bias Category Legend



ACCUSED/SUSPECT IDENTIFICATION

(Provided by Victims - Approximate Age Group)

Age Range 11-17			Age Range 18-25			Age Range 26-40			Over 40		
M	F	Group	M	F	Group	M	F	Group	M	F	Group
9	2	1	30	1	2	28	3	0	43	0	0
Unk Male or Female			Male ■ Unk/Age			Female ■ Unk/Age			Group Attacks ■ Unk*/Age		
83			14			3			0		

Fig. 6

According to occurrence reports, males are responsible for the majority of hate crimes committed. Males in the "Over 40" age group committed the highest number of hate crimes (43). Males in the 18-25 age group were responsible for 30 hate crimes. Males in the 26-40 age group were responsible for 28 hate crimes.. Unknown males or females were suspects in 100 hate occurrences. This information is based on data provided by the victim in cases where a suspect was encountered or known.

HATE BIAS CRIME OCCURRENCES BY DAY/MONTH

DAYS OF THE WEEK							
SUN	MON	TUE	WED	THU	FRI	SAT	UNK*
11	35	37	37	29	36	20	14

Fig. 7

There is little discernible trend or pattern to an occurrence breakdown by days of the week in 2002. In the year 2000, statistics suggested higher activity on Friday and Monday. In 2001, the weekend had lower hate activity than the weekdays. In 2002 once again there appeared to be less activity on the weekends.

MONTHS OF THE YEAR												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	UNK*
16	14	16	21	22	23	18	9	22	17	19	8	14

Fig. 8

In Fig. 8 above, the months with the highest activity were June (23), followed by May and September (22 each) and April (21).

* Unknown



ARREST/SENTENCING

In 2002, there were 37 reported hate motivated occurrences which were concluded with charges. (See Fig. 9 below.) Of these, the majority had multiple charges and two had more than one accused. For the purpose of data collection for this report, only charges directly relating to the hate incident are included. There were 6 concluded cases and 13 remain before the courts. Of the concluded cases 4 ended with guilty pleas, 1 resulted in a peace bond and 1 was withdrawn. Sentencing in the concluded cases included time served, custodial time, conditional discharges, probation, and peace bonds.

CHARGES		COURT CASES		
OFFENCE	QTY	DISPOSITIONS	Y.O.	ADULTS
Assault	9	Currently before the Courts		13
Threat	9	Guilty		4
Mischief	26	Withdrawn (Peace Bond)		
Robbery	3	Withdrawn		1
Other	3			
TOTAL	60	TOTAL		19

Fig. 9

Mischief, Threats, and Wilful Promotion of Hatred represent a majority of hate motivated crimes. The nature of these offences allows suspects to more easily remain anonymous, resulting in a lower arrest and clearance rate.

In 2002 three males were convicted of a racially motivated assault which occurred in April 2000. For one of the males it was his first criminal conviction. At sentencing the provisions of section 718.2 of the Criminal Code were utilized to allow for a more severe penalty to be imposed. Members of the Hate Crime Unit testified to the above party's ongoing involvement in hate activity, especially with regard to control and development of hate web sites, to expose his hate motivation. The presiding judge agreed and, during his summation on sentencing, stated "With respect to (the accused) despite the absence of any previous record, I am satisfied that the nature of his involvement in the group attack, coupled with the aggravating circumstance of his obvious racial motivation...make a sentence of incarceration the only appropriate sanction . . .".

The accused received a sentence of five months imprisonment for a first conviction. This incident shows the effectiveness of using the enhanced penalty provisions of s. 718.2 C.C. where appropriate.



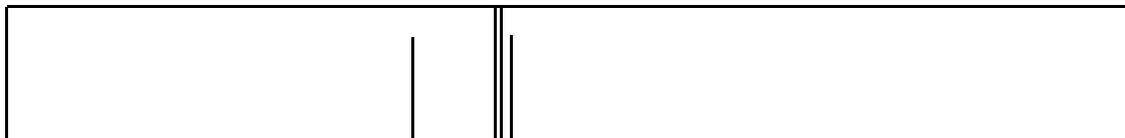
BREAKDOWN BY VICTIM GROUP AND OFFENCE

BIAS	VICTIM	NUMBER & TYPE OF OFFENCES	BIAS	VICTIM	NUMBER & TYPE OF OFFENCES
SF=3	Immigrant=1 Police Officers = 2	1 Assault 1 Mischief 1 Threat	MU=56	Multi-Bias = 56	1 Advocate Genocide 1 Bomb Threat 3 Criminal Harassment 7 Mischief 3 Threats 41 Wilful Promotion of Hate
NA=22	Afghan African Australians Canadian East Indian =3 German Hungarian Jamaican=3 Korean Middle Eastern Pakistani=6 Palestinian Russian	1 Threat 1 Mischief 1 Threat 1 Threat 2 Assault 1 Threat 1 Threat 1 Threat 2 Threat 1 W/Promotion Hatred 1 Assault 1 Assault 4 Assault 1 Mischief 1 Threat 1 Harassment 1 Mischief	RA=64	Arab = 2 Asian = 4 Black = 44 East Indian=4 Middle East = 4 White=6	1 Assault 1 Harassment 4 Assault 6 Assault 3 Harassment 26 Mischief 7 Threats 1 Advocate Genocide 1 B&E 3 Assault 1 Harassment 1 Robbery 1 Assault 2 Threat 1 Robbery 4 Mischief 1 Threats



RE=63	Christian = 3	2 Mischief 1 Threat	SO=11	Gay Males = 10	9 Assault 1 Threat
	Jewish = 50	3 Advocate Genocide 3 Assault 6 Bomb Threat 1 Harassment 19 Mischief 14 Threats 4 W/Promotion Hatred		A G DI ET GE LN	Lesbian = 1
	Muslim / Islam = 10	1 Advocate Genocide 1 Assault 1 Bomb Threat 1 Harassment 2 Mischief 2 Threat 2 W/Promotion of Hatred		Nil Nil Nil Nil Nil	

Fig. 10





LOCATION OF OFFENCES

Type of Location	QTY	Types of Crimes ■ In Sequence of Most Often Committed
Apartment Bldg · Elevators ■ Lobby · Underground Parking	31	Mischief, Assaults, Threat,
Automobile	7	Harassment, Mischief, Threat
Business Office · Various types	10	Wilful Promotion of Hate, Threats, Mischief, Assault, Harassment,
Community Centre Cultural Organizations	14	Threat, W/Promotion Hatred, Advocate Genocide, Harassment
Consulate	2	Threat, and Mischief
Education · Primary · Junior & High · College & University	19	Mischief, Threat, Wilful Promotion of Hate, Assault, Robbery
Government · City Hall · M P P offices · Social Services	27	Mainly Wilful Promotion of Hate, Threat,
House / Dwelling · Private Houses	12	Threat, Mischief, W/Promotion of hate, Criminal Harassment, Advocate Genocide
Internet site	4	Wilful Promotion of Hate, Threat
Jail/ Corrections Centre	1	Assault
Lawyer's Office	5	Wilful Promotion of Hate/Threats/ Criminal Harassment
Library	1	Mischief
Media · News Station · Radio Station · Television Station	4	Bomb Threat, Threat
Medical Offices · Dr. Office · Medical Building · Nursing Home	6	Wilful Promotion of Hate, Threat, Mischief
Parking Lots	4	Mischief, Assault/ Advocate Genocide
Toronto Police/ Police Station	4	Wilful Promotion of Hate
Public Park	1	Mischief
Restaurant	4	Assault, Threat, Criminal Harassment
Retail	13	Threat, Mischief, Bomb threat, Wilful Promotion of Hate
Street / Sidewalk	21	Assault, Threat, Criminal Harassment
Toronto Transit Commission ■ Bus Stop · Street Cars ■ Subway Stations & Trains · Maintenance Yard	23	Mischief, Assault
Worship ■ Church · Mosque · Synagogue	6	Mischief, Bomb Threat

Fig. 11



2002 HATE BIAS OCCURRENCES BY DIVISION

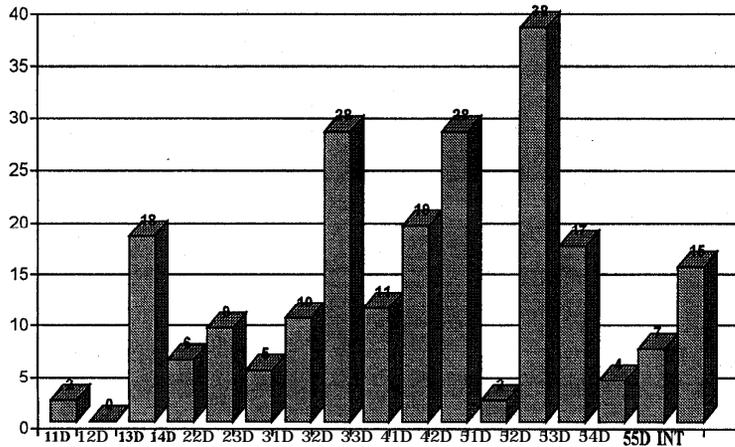


Fig. 12

BY DIVISION

11 Division - 2 Occurrences

East Indian Assault
 Jewish Mischief

12 Division - nil

13 Division - 18 Occurrences

Asian Assault
 Black X2 Mischief
 Christian Mischief
 Jewish Assault
 Jewish X7 Mischief
 Jewish X3 Threatening
 Multi Mischief
 Multi W/Promotion Hatred
 White Mischief



Police officers Threat

14 Division -8 Occurrences

Jewish Bomb Threat
 Middle Eastern Threat
 Multi W/Promotion Hatred
 Pakistani Assault
 Pakistani Mischief
 White Mischief

22 Division -9 Occurrences

Australians Threat
 Black Mischief
 Black Threat
 Multi W/Promotion Hatred
 Multi Harassment
 Gay Community Assault
 Gay Community Assault
 Korean Assault
 Russian Mischief

23 Division -5 Occurrences

African Mischief
 East Indian Harassment
 Gay Community Assault
 Jewish Threat
 Multi Advocate Genocide

31 Division -10 Occurrences

Black Assault
 Black Harassment
 Black Threat
 Black Mischief
 Hungarian Threats
 Muslim/Islam Threats
 Muslim/Islam Wilful Promotion of Hate
 Jewish Mischief
 Multi Wilful Promotion Hatred

32 Division - 28 Occurrences

Christian Mischief
 Black Mischief
 East Indian Threats
 Jewish 2x Advocate Genocide
 Jewish 2x Bomb Threat
 Jewish Harassment
 Jewish 7x Mischief
 Jewish 3x Threat
 Jewish 2x Wilful Promotion Hatred
 Multi Threat
 Multi 4X Wilful Promotion Hatred
 Multi Bomb Threat
 Multi Mischief
 Muslim Harassment

33 Division - 11 Occurrences

Asian Assault
 Black Assault
 Christian Threat
 Jewish 3x Bomb Threat
 Jewish 2x Threats
 Jewish Mischief
 Multi Mischief
 Multi W/Promotion Hatred

41 Division -19 Occurrences

Asian Assault
 Black 2x Assault
 Black 2x Mischief
 Black 2x Threat
 Black Advocate Genocide
 East Indian Assault
 Gay Community Threat
 German Threat
 Middle Eastern Mischief
 Middle Eastern Threatening
 Multi Mischief
 Muslim 3x Mischief

Hate /Bias Category Legend



Pakistani	Assault	Muslim	W/Promotion	Hatred
White	Threats	Police officers	Mischief	

42 Division -28 Occurrences

Afghanistan	Threat
Arabic	Assault
Black	Threats
Black	2x Assault
Black	B & E
Blacks	14x Mischief
Islamic	Threat
Middle Eastern	Assault
Multi	Threat
Muslim	Advocate Genocide
Pakistani	Assault
Palestinians	Harassment
White	Robbery
White	Mischief

53 Division -17 Occurrences

Black	Criminal	Harassment
Black	Threats	
Black	Mischief	
East Indian	Assault	
Gay Community	Threat	
Jamaican	2x Threats	
Jamaican	W/Promotion	Hatred
Jewish	Advocate	Genocide
Jewish	2x Threats	
Multi	4x Mischief	
Multi	Criminal	Harassment
Multi	Threat	

51 Division - 2 Occurrences

Black	Mischief
Jewish	Threat

54 Division - 4 Occurrences

Asian	Assault
Islam	Bomb Threat
Pakistani	Assault
Pakistani	Threat

52 Division - 38 Occurrences

Arabs	Harassment
Black	Harassment
Black	Mischief
Black	Threat
East Indian	Assault
Gay Community	3x Assault
Gay Community	3 x Threat
Jewish	2x Assault
Jewish	2x Mischief
Jewish	W/Promotion Hatred
Jewish	2x Threats
Middle Eastern	Robbery
Multi	17x W/Promotion Hatred

55 Division -7 Occurrences

Black	2xMischief
Canadian	Threat
East Indian	Assault
Immigrant	Assault
Jewish	W/Promotion Hatred
Multi	Harassment



Multi 15x W/Promotion Hatred

Intelligence Support -15 Occurrences

The State of Hate in Toronto

2002 marks the tenth year the Toronto Police Service has collected statistics on hate/bias motivated offences. Some observations from the past decade include the following:

- The average number of **offences** recorded annually is 235.
- The lowest recorded number of **offences** was 155, recorded in 1993.
- The highest recorded number of **offences** was 338, recorded in 2001.
- The 219 **offences** recorded in 2002 is in the middle range of the ten year record.

- The most affected victim category has been Race-RA, with 1044 occurrences recorded over the past ten years. Religion-RE (514) and Multi-Bias MU (305) rank second and third.

- The most affected victim groups over the past decade, both in absolute terms and in their respective categories, have been Blacks (Race), Jews (Religion) and Gay Males (Sexual Orientation). Blacks and Jews are also frequently targeted in **Multi-Bias** occurrences.





HATE CRIME UNIT EDUCATION AND COMMUNITY OUTREACH INITIATIVES

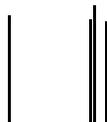
In 2002 the Hate Crime Unit continued to focus its efforts on the prevention and criminal investigation of hate motivated crimes and on the pro-active education of police officers and community members in order to sensitize and equip them to combat hate.

Investigative Support Role and Intelligence Gathering

- The Hate Crime Unit continued to exchange information through its networks with Toronto Police Service divisions, Provincial, National and International Police Services.
- The Unit assisted police divisions with investigative support, case tracking and relevant intelligence exchange.
- The Unit attended and monitored demonstrations regarding possible hate activity.
- The Unit conducted numerous investigations involving hate propaganda including an increasing number of occurrences stemming from material posted on web sites.

Hate-Bias Training for Police Officers

- The Hate Crime Unit continued to provide assistance to uniform officers. The officers received training on the identification of hate / bias crimes, and intelligence on organized hate groups.
- The Unit conducted training with Divisional Hate Crime Investigation Co-ordinators.
- The Unit assisted other units in the Service in the investigation of several high-profile crimes in 2002.





Toronto Police Service-Police and Civilian Diversity Classes at C.O. Bick College

- The Hate Crime Unit provided hate /bias crime training for police officers and civilian members of the Toronto Police Service throughout 2002.

Advanced Patrol Training - APT 2003

- The Unit assisted Training and Education staff in the development of an enhanced hate/bias training programme to be delivered to every front-line officer in 2003 through the Advanced Patrol Training course. This training will be delivered jointly by members of the Unit and C.O. Bick College staff.

Youth Outreach

- The Hate Crime Unit, in conjunction with the Community Policing Support Unit, developed anti-hate curriculum materials for the 'Youth Violence and Gangs' presentation to be delivered in 2002-2003 by school liaison officers. Every grade 8 class in the Toronto public and separate school boards will receive this instruction.

Community Outreach

- The Hate Crime Unit continues to meet and consult with community organizations including, in 2002, the League for Human Rights-B'nai Brith Canada, the Gay / Lesbian Community, the Canadian Jewish Congress, the Council of Agencies Serving South Asians and the Urban Alliance on Race Relations.
- The Hate Crime Unit continues to dialogue with community representatives for ways to improve the effectiveness of the Service's initiatives to reduce hate / bias crimes.

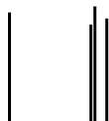


- The Unit participated in 'The National Roundtable on Hate Crimes' in Montreal, P.Q. and shared its experiences with Quebec community and government groups seeking ways to combat hate activity.
- The Hate Crime Unit conducted Hate Crime presentations for local schools, community colleges, local government staff and neighbourhood and business associations.

Media Outreach

- Hate Crime Unit members provided interviews to local and national media on hate / bias crime issues.

The Hate Crime Unit is committed to the Prevention and Investigation of Hate Motivated Crimes and to the Education of our police and community partners. Open consultation with the community in a mutually supportive manner is recognized as the most effective way of achieving this goal.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P61. ANNUAL REPORT: 2002 SECONDMENTS

The Board was in receipt of the following report JANUARY 14, 2003 from Julian Fantino, Chief of Police:

Subject: ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that the Board receive this report.

Background:

Pursuant to the direction of the Board at its meeting on January 25, 2001 (Minute No. P5/01), the following is an account of Service members on secondment:

CURRENT SECONDMENTS					
No. of Members	RANK	LOCATION	TERM		
1	A/S/Insp	Min. of Sol. Gen. - Police Quality Assurance Unit	2001.03.26	to	2003.03.21
1	D/Sgt	Ministry of Sol. Gen. & Correctional Services – Serial Predator Crime Unit	2002.01.14	to	2004.01.14
1	D/Sgt	Ministry of Sol. Gen. & Correctional Services – CISO	2001.03.01	to	2003.02.28
*1	PC	Ministry of Sol. Gen. & Correctional Services – ViCLAS	2001.12.01	to	2002.11.30
1	PC	Ministry of Sol. Gen. & Correctional Services – ViCLAS	2002.02.01	to	2004.01.31

CURRENT SECONDMENTS					
No. of Members	RANK	LOCATION	TERM		
1	Det	Min. of Sol. Gen. – Ont. Illegal Gaming Enforcement	2002.07.01	to	2003.07.27
2	PC	Min. of Sol. Gen. – Ont. Illegal Gaming Enforcement	2000.06.29	to	2003.07.27
1	D/Sgt	Min. of Attorney Gen. – Office for Victims of Crime	1999.03.01	to	2003.02.28
1	Civ	Min. of Public Safety and Security, Offender Transportation Project	2002.06.03	to	2003.06.02
1	Insp	Ontario Police Commission on Police Services	2001.07.01	to	2003.06.30.
1	Insp	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2001.09.01	to	3 year term
2	Det	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2001.09.01	to	3 year term
4	PC	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2001.09.01	to	3 year term
1	PC	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2002.04.15	to	3 year term
2	PC	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2002.06.01	to	3 year term
2	Civ	Provincial R.O.P.E. Repeat Offender Parole Enforcement Squad	2001.09.01	to	3 year term
*1	PC	OPC - Basic Constable Training	2001.01.04	to	2002.12.13
1	PC	OPC - Basic Constable Training	2001.04.23	to	2003.04.24
1	PC	OPC - Basic Constable Training	2001.02.05	to	2003.04.24
1	PC	OPC - Basic Constable Training	2001.12.10	to	2003.12.06
1	PC	OPC - Basic Constable Training	2002.10.07	to	2003.10.06
1	Sgt	OPC - Basic Constable Training	2001.09.04	to	2003.08.04
1	Sgt	OPC - Basic Constable Training	2001.10.09	to	2003.12.06
1	PC	RCMP - UNCIVPOL – Kosovo	2002.06.15	to	2003.02.15
1	Sgt	RCMP - UNCIVPOL – Kosovo	2002.06.15	to	2003.02.15
1	Sgt.	RCMP – UNTAET – East Timor	2002.11.17	to	2003.08.17
1	Det	RCMP – UNTAET – East Timor	2002.11.17	to	2003.08.17
2	PC	RCMP – UNTAET – East Timor	2002.11.17	to	2003.08.17
*1	DC	RCMP – Toronto Integrated Proceed of Crime Section	2000.04.01	to	2002.11.30
1	Civ	City of Toronto – Chief Administrators Office	2001.04.23	to	2004.04.22

* Request for extensions have been received.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to answer any questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P62. ANNUAL REPORT: 2002 SECONDARY ACTIVITIES

The Board was in receipt of the following report JANUARY 20, 2003 from Julian Fantino, Chief of Police:

Subject: ANNUAL REPORT ON SECONDARY ACTIVITIES

Recommendation:

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

Background :

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Employment Activities (Board Minute C45/93 refers). At the March 21, 1996 meeting, the Board further requested that all further semi-annual reports on Secondary Employment Activities include the number of new applications for secondary employment, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Board Minute 106/96 refers). At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annual (Board Minute No. 450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities (Board Minute P55/01 refers).

The Board approved a secondary activity policy for the Service at its meeting on May 1, 2000 (Board Minute C99/00 refers). Under this policy, members are required to obtain approval from the Chief of Police before participating in a "paid" secondary activity. Approval is also required for an "unpaid" activity where there may be a contravention of the Police Services Act restrictions relating to secondary activities.

In accordance with Service Procedure 14-25, members must submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police. Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the Police Services Act (P.S.A.).

Section 49(1) states:

- 49.(1) A member of a police force shall not engage in any activity,
- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so;

- (b) that places the member in a position of conflict of interest, or is likely to do so;
- (c) that would otherwise constitute full-time employment for another person; or
- (d) in which he or she has an advantage derived from employment as a member of a Police Service.

Applications may also be denied for the following reasons:

- (1) Where the applicant has demonstrated a history of poor attendance or poor performance. Reference : P.S.A. s49(1)(a).
- (2) Where the secondary activity might bring discredit upon the member's reputation as an employee or upon the reputation of the Toronto Police Service. Reference: P.S.A. s74(1).
- (3) Where it involves the use of programs, lesson plans, technology, materials, equipment, services or procedures which are the property of the Service. Reference: P.S.A. s49(1)(d).

The Chief exercises his discretion, on a case-by-case basis, to determine whether an application is likely to violate Section 49(1) of the Police Services Act. Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

As of December 31, 2002, there were a total of 1,140 members engaged in secondary activities.

During the year 2002, 49 members who had previously received approval to engage in secondary activity left the Service. In addition, 145 new applications were received throughout the year from members requesting approval to participate in secondary activity. Of these 145 new applications, 94 were approved, 9 were denied, 10 were withdrawn and 32 are still being processed. The attached 2002 Annual Report on New Applications for Secondary Activities details the type of activities, the number of applications received by uniform and civilian members and the status of the applications.

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

The Board received the foregoing.

**2002 ANNUAL REPORT ON NEW APPLICATIONS FOR
SECONDARY ACTIVITIES**

TYPE OF ACTIVITY	# of UNIFORM Applications	# of CIVILIAN Applications
Sales/Service	22	25
Consultant/Instructor	9	5
Teacher/Lecturer	7	1
Clerical/Office	0	8
Driver	2	1
Restaurant/Food Services	1	4
Business Services	0	1
Arts/Media	3	1
Labourer	1	1
Cashier	0	0
Volunteer Firefighter	0	2
Security	0	20
Writer	1	2
Marketing	0	0
Army/Military	2	2
Counselor	1	1
Paramedic/Medical Services	2	3
Other	6	11
TOTAL	57	88

Of the 145 applications received, 94 were approved, 9 were denied, 10 were withdrawn and 32 are still being processed.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P63. ANNUAL REPORT: 2002 EXPENDITURES RELATED TO THE
RECOGNITION PROGRAM**

The Board was in receipt of the following report JANUARY 27, 2003 from Norman Gardner, Chairman:

Subject: RECOGNITION PROGRAM - 2002 EXPENDITURES

Recommendation:

It is recommended that the Board receive the following report.

Background :

At its meeting on August 6, 1992, the Board granted standing authority to the Chairman, Police Services Board, to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition program (Min. No. P408/92 refers).

The total amount paid in 2002 was \$16,769.95. A list of the individual expenditures is attached for information.

The Board received the foregoing.

TORONTO POLICE SERVICES BOARD
PAYMENTS FROM SPECIAL FUND FOR RECOGNITION PROGRAM
2002

Re: Minute No. 408/92

<u>Cheque Date</u>	<u>Service</u>	<u>Total</u>
Jan. 24/2002 Cheque #1575	CUSTOM ART CONCEPTS 87 Framed Service Awards Certificates Invoice #31521	3,401.70
May 23/2002 Cheque #1599	FRAMEWORTH CUSTOM FRAMING 74 Framed Service Awards Certificates Invoice #37385	2,978.50
Jul. 8/2002 Cheque #1603	FRAMEWORTH CUSTOM FRAMING 31 Framed Commendation Certificates 48 Framed Teamwork Certificates Invoice #38886	3,179.75
Jul. 8/2002 Cheque #1602	VANESSA LEPAGE Cake provided at Service Award Ceremony	160.00
Sep. 26/2002 Cheque #1621	FRAMEWORTH CUSTOM FRAMING 65 Framed Commendation Certificates 17 Framed Teamwork Certificates Invoice #40244	3,300.50
Oct. 1/2002 Cheque #1622	VANESSA LE PAGE Cake provide at Service Awards Ceremony	160.00
Oct. 2/2002 Cheque #1623	VILLAGE HOST CATERING LTD. Catering provided at Service Awards Ceremony Invoice #0281	1,980.50
Nov. 20/2002 Cheque #1628	VANESSA LE PAGE Cake provided at Service Awards Ceremony	160.00

Nov. 20/2002
Cheque #1629

FRAMEWORTH CUSTOM FRAMING
50 Framed Commendation Certificates
Invoice #041331

1,449.00

TOTAL

16,769.95

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

**#P64. ANNUAL REPORT: 2002 EXPENDITURES RELATED TO CATERING
SERVICES**

The Board was in receipt of the following report JANUARY 27, 2003 from Norman Gardner, Chairman:

Subject: CATERING SERVICES - 2002 EXPENDITURES

Recommendation:

It is recommended that the Board receive the following report.

Background:

At its meeting on August 27, 1992, the Board granted standing authority to the Chairman, Police Services Board, to approve expenditures from the Special Fund for costs associated with providing refreshments at service awards ceremonies and other special community meetings (Min. No. P463/92 refers).

The total cost for catering services in 2002 was \$5,391.75. A detailed list of the expenditures and functions to which refreshments were provided is attached for information.

The Board received the foregoing.

TORONTO POLICE SERVICES BOARD
PAYMENTS FROM SPECIAL FUND FOR CATERING SERVICES
2002

Re: Minute No. 463/92

<u>Cheque Date</u>	<u>Service & Invoice #</u>	<u>Meetings</u>	<u>Total</u>
Jan. 25/2002 Cheque #1576	VILLAGE HOST CATERING Inv. #0252	- Catering provided at retirement reception for Service Members	986.25
Aug. 2/2002 Cheque #1617	VILLAGE HOST CATERING Inv. #0271	- Catering provided at Service Awards Ceremony	2,084.00
Nov. 20/2002 Cheque #1630	VILLAGE HOST CATERING LTD. Invoice #0287	- Catering provided at Community Member Awards Ceremony	2,321.50
TOTAL			<u>5,391.75</u>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P65. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between January 10, 2003 and February 5, 2003. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 20, 2003**

#P66. ADJOURNMENT

Norman Gardner
Chairman