



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on JUNE 21, 2004 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on MAY 27, 2004 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on JUNE 21, 2004.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JUNE 21, 2004** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Mr. A. Milliken Heisey, Q.C., Chair
Ms. Pam McConnell, Councillor & Vice Chair
Mr. John Fillion, Councillor & Member
Dr. Benson Lau, Member
The Honourable Hugh Locke, Q.C., Member
Mr. Case Ootes, Councillor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P179. INTRODUCTIONS

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

Staff Inspector Jeff McGuire
Inspector Tom McIlhone
Inspector Brian O'Connor
Detective Sergeant Anil Anand
Detective Sergeant Edward Boyd
Detective Sergeant Scott Bronson
Detective Sergeant Jim Darbyshire
Detective Sergeant Laila Vautour
Detective Sergeant Rudy Pasini
Detective Sergeant Brian Preston
Detective Sergeant Mark Saunders
Detective Sergeant William Sheaves
Staff Sergeant Greg Cole
Staff Sergeant Heidi Magill
Staff Sergeant Jim Mackrell
Staff Sergeant Tony Riviere
Staff Sergeant Dave Vickers
Staff Sergeant Scott Weidmark
Staff Sergeant John Whitworth
Sergeant Rick Armstrong
Sergeant Trudy Hughes
Sergeant Darren Laing
Sergeant Patrick Keane
Sergeant Gary McBratney
Sergeant Charles Reed
Sergeant Waverley Reid

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P180. OUTSTANDING AND PENDING REPORTS

The Board was in receipt of the current list of pending and outstanding public reports. A copy is attached to this Minute for information.

The Board received the foregoing.

Public Reports

Requested by the Toronto Police Services Board

Updated: June 09/04

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P282/00 P98/04	<p>Parking Enforcement Unit – Private Parking</p> <ul style="list-style-type: none"> <u>Issue:</u> to report in two years, or earlier, on the operation & evaluation of the new private property enforcement program with recommend's as to whether a municipal delivery model should be implemented 	<p>Report Due: March 2005 Extension Req's'd: Mar. 25/04 Extension Granted: Yes, Mar. 25/04 Revised Due Date: June 21/04 Status:.....outstanding</p>	Chief of Police
P291/02 P34/03	<p>Alternatives to the Use of Lethal Force</p> <ul style="list-style-type: none"> <u>Issue:</u> recommendations from the conference forwarded to Chairman for comments and response Recommend's 1, 2, 4, 19, 20, 21, 22 & 23 have been referred to the Board/Service Race Relations Joint Working Group 	<p>Report Due: May 29/03 Extension Req's'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chair, Police Services Board
P111/01 P301/01	<p>Framework – Governance & Business Plan 2005 – 2007</p> <ul style="list-style-type: none"> <u>Issue:</u> submit a report for approval re: 2005-2007 business plan that complies with the <i>PSA</i> & Adequacy & Effectiveness of Police Service Regulation should also include policing priorities approved by the Board Board members to participate in the development of the business plan 	<p>Report Due: not later than Dec. 2004 Extension Req's'd: Extension Granted: Revised Due Date: Status: Report for the 2008-2010 Governance and Business Plan due: December 2007</p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P283/02 P315/02 P33/03 P34/03 P35/03	<p>Race Relations</p> <ul style="list-style-type: none"> <u>Issue:</u> the Board/Service Race Relations Joint Working Group final report will address on race relations issues, some recommend's from the <i>Saving Lives</i> report, third-party complaints & City Council Motions 	<p>Report Due: Sept. 23/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Joint Working Group
P216/03	<p>Follow-Up Review of Parking Enforcement Unit</p> <ul style="list-style-type: none"> <u>Issue:</u> results of follow-up review of the Parking Enforcement Unit 	<p>Report Due: Oct. 16/03 Extension Reqs'd: Extension Granted: Revised Due Date: Status: matter is still being reviewed by Auditor General (May 2004)</p>	Auditor General, City of Toronto
P225/03	<p>Policy Governing Non-Acceptance of Fees, Gifts or Personal Benefits</p> <ul style="list-style-type: none"> <u>Issue:</u> review, in consultation with Mr. Albert Cohen, the policy noted above 	<p>Report Due: Feb. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chair, Police Services Board
P276/03	<p>Conditions of Appointment for Chair, TPSB</p> <ul style="list-style-type: none"> <u>Issue:</u> to review conditions of appointment for the Chair, TPSB 	<p>Report Due: Feb. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Board Staff

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P298/03	<p>Fee Structure for External Legal Services</p> <ul style="list-style-type: none"> • <u>Issue:</u> to identify a proposed fee structure for the Board to approve with regard to external legal services 	<p>Report Due: Jan. 22/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	City of Toronto – Legal Services
P273/03 P23/04 P129/04	<p>Parking Enforcement Unit – Facility Requirement</p> <ul style="list-style-type: none"> • <u>Issue:</u> to report on alternative options for the locations of the parking enforcement facilities 	<p>Report Due: Jan. 22/04 Extension Reqs'd: Jan. 22/04 Extension Granted: Yes, Jan. 22/04 Revised Due Date: Apr. 29/04 Extension Reqs'd: Apr. 29/04 Extension Granted: Yes, Apr. 29/04 Revised Due Date: July 29/04 Status:</p>	Chief of Police
P339/03	<p>Converting Records into Digital or Electronic Format & Copyright</p> <ul style="list-style-type: none"> • <u>Issue:</u> feasibility of converting police records, including notebooks, into digital or electronic format • include initiatives to protect the intellectual property, including copyright, of software & other materials produced as part of Occurrence Re-Engineering. 	<p>Report Due: Mar. 25/04 Extension Reqs'd: Mar. 25/04 Extension Granted: Yes, Mar. 25/04 Revised Due Date: Sept. 23/04 Status:</p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P07/04	<p>Political Activity of Police Officers</p> <ul style="list-style-type: none"> • <u>Issue:</u> draft a policy indicating that the endorsement, or opposition, of candidates is prohibited by the PSA and the Regulations • Chair to meet with representatives of the TPA for comments prior to adopting the policy 	<p>Report Due: May 27/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	<p>Board Staff in consultation with Toronto City Legal</p>
P35/04	<p>IT Governance Framework</p> <ul style="list-style-type: none"> • <u>Issue:</u> Chief to develop IT Governance Framework for the Service that reflects the Service's overall strategic plan and priorities 	<p>Report Due: May 27/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	<p>Chief of Police</p>
P38/04	<p>Policing Yonge-Dundas Square</p> <ul style="list-style-type: none"> • <u>Issue:</u> review correspondence regarding concerns about policing Yonge-Dundas Square 	<p>Report Due: May 27/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	<p>Chief of Police</p>
P69/04	<p>Guns, Gangs, Drugs & Street Violence</p> <ul style="list-style-type: none"> • <u>Issue:</u> respond to recommendations submitted by Councillor M. Thompson • consider whether report will be submitted to City of Toronto Advisory Panel 	<p>Report Due: May 27/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	<p>Chief of Police</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P34/04	<p>Review of Complaints System</p> <ul style="list-style-type: none"> • <u>Issue</u>: provide response to Chair's report and comments at a special public meeting to be scheduled regarding the complaints systems • include response to Councillor McConnell's questions regarding complaints 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status: pending special PSB meeting scheduled for June 16/04</p>	Chief of Police
P105/04	<p>2004 Operating Budget – Corporate Communications</p> <ul style="list-style-type: none"> • <u>Issue</u>: identify the manner in which an additional \$75,000 was reduced from the 2004 Corp. Comm budget 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P77/04	<p>Potential for Federal Funds</p> <ul style="list-style-type: none"> • <u>Issue</u>: investigate possibility of obtaining funds related to: intelligence and national security; coast guard responsibilities, consulate protection; and drug money seizures 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police, report through the Board Budget Task Force
P77/04	<p>Lifeguards</p> <ul style="list-style-type: none"> • <u>Issue</u>: Chief to meet with Comm. of Economic Develop. to review issues regarding employment of lifeguards 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police, report through the Board Budget Task Force

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P77/04	<p>Increasing Foot and Bike Patrols</p> <ul style="list-style-type: none"> <u>Issue</u>: identify whether the Service can increase the number of foot and bike patrol officers in divisions 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	<p>Chief of Police, report through the Board Budget Task Force</p>
P77/04	<p>2005 Operating Budget Process</p> <ul style="list-style-type: none"> <u>Issue</u>: develop a mandate, process and timelines for review of the 2005 budget 	<p>Report Due: July29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	<p>Chair, Police Services Board</p>
P71/04 P128/04	<p>eCOPS</p> <ul style="list-style-type: none"> <u>Issue</u>: the Service's strategy for the complete implementation of eCOPS and the Service's plans to address budget issues associated with eCOPS 	<p>Report Due: Apr. 29/04 Extension Reqs'd: Apr. 29/04 Extension Granted: Yes, Apr. 29/04 Revised Due Date: May 27/04 Status:.....outstanding</p>	<p>Chief of Police</p>
P84/04	<p>Searches of Persons</p> <ul style="list-style-type: none"> <u>Issue</u>: history of search of persons policies and guidelines and details of previous reports to the Board 	<p>Report Due: Apr. 29/04 Extension Reqs'd: Apr. 29/04 Extension Granted: Yes, Apr. 29/04 Revised Due Date: July 29/04 Status:</p>	<p>Chief of Police</p>
P85/04	<p>Format Guidelines – Board Reports</p> <ul style="list-style-type: none"> <u>Issue</u>: report on the changes made to the format for Board reports, including technical improvements 	<p>Report Due: June 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:... meetings on-going, waiting for response from Information Technology.</p>	<p>Chair, Police Services Board</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P127/04	<p>2003 Public Sector Salary Disclosure</p> <ul style="list-style-type: none"> <u>Issue</u>: Chief to identify whether or not there are any specific issues with regard to the 2003 disclosures 	<p>Report Due: May 27/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P135/04	<p>Towing and Pound Services Contracts</p> <ul style="list-style-type: none"> <u>Issue</u>: to report in a timely manner outlining a process on how to deal with various towing issues prior to the next contract 	<p>Report Due: June 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	City of Toronto – Legal Services
P131/04	<p>Rights, Protections & Responsibilities of Pedestrians</p> <ul style="list-style-type: none"> <u>Issue</u>: to report on rights, protections & responsibilities of pedestrians and the proposed legislative amendment, include any additional comments to improve pedestrian safety report to be prepared in consultation with representatives of the City 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P134/04	<p>SIU – Administrative Investigations</p> <ul style="list-style-type: none"> Issue: to advise whether the Service is in compliance with the requirement to report to the Board within 30 days any findings made & actions recommended as a result of an admin. review as provided by ss11(4) of Ont. Reg. 673/98 	<p>Report Due: June 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P134/04	<p>High Risk Areas – Screening Process</p> <ul style="list-style-type: none"> Issue: Chief Fantino and Justice Ferguson to indicate which types of management or supervisory positions should also require the same screening process as high risk areas 	<p>Report Due: June 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P134/04	<p>Protection of “Whistle-Blowers”</p> <ul style="list-style-type: none"> Issue: Chief Fantino and Justice Ferguson to report on the design of a process to protect “whistle-blowers” 	<p>Report Due: Sept. 23/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
C92/04	<p>Health and Safety Training</p> <ul style="list-style-type: none"> Issue: role and responsibilities of the Board re: health and safety training and obligations, if any, for representatives of the CJHS committee to undertake specific education or specialized training 	<p>Report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	City of Toronto – Legal Services

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
C99/04	<p>Attendance at Public Events - Political</p> <ul style="list-style-type: none"> <u>Issue:</u> develop a policy identifying the specific activities or events, or circumstances, in which the Chief and Deputy Chiefs may participate when the attendance at those activities or events may also involve elected public officials or be sponsored by a specific political group 	<p>Report Due: Aug. 26/04 Extension Req's'd: Extension Granted: Revised Due Date: Status:</p>	Chair, Police Services Board
P134/04	<p>Recommendation by Justice George Ferguson, Q.C. – Drug Testing</p> <ul style="list-style-type: none"> <u>Issue:</u> develop an implementation plan, including timelines and target dates to implement the “drug testing” recommendation include a feasibility study and plan to establish a random drug testing policy governing all Service members 	<p>Report Due: June 21/04 Extension Req's'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P134/04	<p>Recommendations by Justice George Ferguson, Q.C. – Internal Affairs</p> <ul style="list-style-type: none"> <u>Issue:</u> report on the implementation of the recommend. to move the location of Internal Affairs 	<p>Report Due: June 21/04 Extension Req's'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P91/04	<p>Response to Community Safety Task Force</p> <ul style="list-style-type: none"> <u>Issue:</u> report submitted by Chief Fantino was deferred until Vice-Chair McConnell has an opportunity to discuss it with the Woman's Abuse Work Group. 	<p>Report Due: Extension Req's'd: Extension Granted: Revised Due Date: Status: meeting with representatives to be scheduled.</p>	Vice-Chair, Police Services Board

Quarterly Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P366/99 P99/01	<p>Special Fund</p> <ul style="list-style-type: none"> • <u>Issue:</u> quarterly statements, budget forecasts of potential revenues and expenses • also include outstanding encumbrances that would impact the balance of the Special Fund • quarterly reports will be submitted: May, August, November & April 	<p>Report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P529/00 P91/01 P167/01 P119/02 P338/02	<p>CIPS enhancements – Searches of Persons</p> <ul style="list-style-type: none"> • <u>Issue:</u> to provide quarterly reports on the implementation of CIPS enhancements into the new Records Management System and advise the Board if the Service is unable to provide electronic gathering of statistics by the third quarter of 2001 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P304/01 P356/01 P121/02	<p>Enhanced Emergency Management</p> <ul style="list-style-type: none"> • <u>Issues:</u> to periodically report to the Board with respect to the Service's role in the City's enhanced emergency management initiative • quarterly commencing Apr. 2002 	<p>Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Semi-Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P199/96 P233/00 #255/00 P463/00 P440/00 P255/00 P26/01 P27/01 P54/01	<p>Professional Standards</p> <ul style="list-style-type: none"> • <u>Issue:</u> interim report (for the period January – July) to be submitted in November each year • annual report (for the period January – December) to be submitted in May each year • see also Min. No. 464/97 re: complaints • see also Min. No. 483/99 re: analysis of complaints over-ruled by OCCPS • revise report to include issues raised by OCCPS and comparative statistics on internal discipline in other police organizations • note: police pursuit statistics should be included - beginning ... Nov. 2001 rpt. • note: annual report now to include the # of civil claims that occurred as a result of complaints (Min. No. 463/00 refers) • note: searches of persons statistics should also be included in annual report • revise format of report, based upon recommendation by Hicks Morley, so that tracking acquittals on or withdrawal of related criminal charges is possible • include OPAC information on lethal and non-lethal weapons 	Next report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

	<ul style="list-style-type: none"> • include evaluations of M26 Advanced TASER & Bean Bag & Sock Round Kinetic Energy Impact Projectiles • this report should now include information on when the Service will be in full compliance with the Board's reporting requirements which is dependent upon implementation of PSIS (P551/00, P135/01, P158/01, P202/01, P178/02 & P341/02 refer) • identify and include an appropriate comparator or baseline, if possible, in future reports to better assess the complaints data (P209/03 refers) 		
P394/00 P229/01 P334/01 P209/02	<p>Parking Enforcement Unit – Absenteeism</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual statistics on absenteeism requested by the City of Toronto Policy & Finance Committee • reports should include actual numbers in addition to percentages • also include, if possible, absenteeism data providing comparison with other Service units & City outside workers • also include the average # of sick days per officer • reports to be submitted in Feb. & Aug. 	Next report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Semi-Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P66/02	<p>Grant Applications & Contracts</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual summaries of all grant applications and contracts initiated by the Service and approved by the Chairman • reports will be submitted in April and Oct. 	<p>Report Due: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P342/02 P81/04	<p>“60/40” Staffing Model</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual public reports on the implementation of the “60/40” staffing model in police divisions • reports submitted in conjunction with the confidential reports in Feb. & Aug. • include how the divisional boundary changes will impact staffing divisions 	<p>Report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P132/03 P65/04	<p>TPS – Write Offs</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual report identifying all write-offs and the reasons for those write-offs • to be submitted in March & September 	<p>Report Due: Sept. 23/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P343/93 P344/97 P156/00 P5/01	<p>Victim Services Program</p> <ul style="list-style-type: none"> • <u>Issue:</u> be submitted in June each year 	<p>Next Report Due: June 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P200/96 P89/99 P156/00 P5/01	<p>Hate Crime Statistics</p> <ul style="list-style-type: none"> • <u>Issue:</u> to be submitted in Feb. each year • include mechanism to evaluate effectiveness of Service initiatives • report annually now rather than semi-annually – Min. No. 156/00 refers 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P156/00 P264/03	<p>Audit Recommendations</p> <ul style="list-style-type: none"> • <u>Issue:</u> tracking implementation status of external and internal audit recommendations • to be submitted in a format suitable for the public agenda, any matters which conform with s.35 of the <i>PSA</i> can be provided in a separate conf report. 	<p>Next Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P333/95 P97/01 P89/03	<p>Training Programs</p> <ul style="list-style-type: none"> • <u>Issue</u>: annual reports which evaluate the effectiveness of internal Service training programs • include results of the review of the Advanced Patrol Training course • to be submitted in June each year 	<p>Next Report Due: June 2005 Extension Req's'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P292/96	<p>Special Constables - Univ. of Toronto</p> <ul style="list-style-type: none"> • <u>Issue</u>: to be submitted in April each year 	<p>Next Report Due: Apr. 2005 Extension Req's'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P39/96	<p>Special Constables – TTC</p> <ul style="list-style-type: none"> • <u>Issue</u>: to be submitted in April each year 	<p>Next Report Due: Apr. 2005 Extension Req's'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P414/99	<p>Special Constables – MTHA (now TCHC)</p> <ul style="list-style-type: none"> • <u>Issue</u>: to be submitted in April each year 	<p>Next Report Due: Apr. 2005 Extension Req's'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P80/02 P249/02 P45/03	<p>Professional and Consulting Services</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual reports on all consulting expenditures, sorted into project categories • include recommendation that the reports be forwarded by the Board to the City CFO & Treasurer • include each consultant contract individually, specific project, total dollar amount, particular company or individual hired and any over expenditures for individual contracts • will now be submitted annually rather than semi-annually – in February 	Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P107/97 P27/01	<p>Program Review of R.I.S. (now C.I.S.)</p> <ul style="list-style-type: none"> • <u>Issue:</u> status of staffing changes • financial statement with savings to-date including staffing • report to be submitted in October 	Next Report Due: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P65/98 P51/01 P195/03	<p>CPLC Committees/Divisional Activities</p> <ul style="list-style-type: none"> • <u>Issue:</u> summary of all activities funded by the Board • Chief will be responsible for all requests for funds related to the CPLC annual conference • to be submitted in January each year 	<p>Next Report Due: Jan. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P195/03	<p>CPLC Annual Conference</p> <ul style="list-style-type: none"> • <u>Issue:</u> request for funds for the annual conference to be submitted in March 	<p>Next Report Due: March 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P66/99	<p>“Rules” Changes</p> <ul style="list-style-type: none"> • <u>Issue:</u> changes to existing rules to be submitted annually • policy amended (Min. No. 264/99) so that changes can be submitted on an as-needed basis if necessary 	<p>Next Report Due: May 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P156/00 P5/01 P157/03 P166/03	<p>Environmental Scan & Statistics</p> <ul style="list-style-type: none"> • <u>Issue:</u> report crime & traffic statistics annually as part of the annual Environmental Scan • full scan every 3 years: 2002, 2004, 2007, 2010 • update annually – every May • now submitted - in Sept. each year • compare property crime stats to socio-economic factors, if possible 	<p>Next Full Scan Due: Sept. 23/04 Next Update Report Due Sept. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P27/01	<p>Community & Corporate Donations</p> <ul style="list-style-type: none"> • <u>Issue:</u> to identify all the donations that were provided to the Service based upon approvals by the Board and Chief of Police. • to be submitted in April each year 	<p>Next Report Due: April 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P4/01 P5/01 C31/01	<p>Secondments</p> <ul style="list-style-type: none"> • <u>Issue:</u> annual reporting of all secondments approved by the Chief of Police • to be submitted in February each year • include RCMP-UN Peacekeeping secondments 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P156/00	<p>Annual Review of Reports to be Submitted</p> <ul style="list-style-type: none"> • <u>Issue:</u> to review the quarterly, semi-annual and annual reports submitted to the Board at the first meeting in each new year. 	<p>Next Report Due: Jan. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chair, Police Services Board
P106/96 P450/00 P55/01	<p>Secondary Activities</p> <ul style="list-style-type: none"> • <u>Issue:</u> <i>Police Services Act</i> indicates that annual reports must be submitted re: secondary activities by members • include a preamble describing policy, reporting requirements & criteria 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P173/96 P139/00	<p>Use of Police Image & Crest</p> <ul style="list-style-type: none"> • <u>Issue:</u> a summary of the requests for use of the Toronto Police image that were approved and denied during the year • to be submitted in April each year 	<p>Next Report Due: April 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
	<p>Audited Reports</p> <ul style="list-style-type: none"> • <u>Issue:</u> audited financial statements of the Board's Special Fund and Trust Funds • to be submitted in August each year 	<p>Next Report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P4/01 P27/01 P74/01 C59/04	<p>Operating & Capital Budgets</p> <ul style="list-style-type: none"> • <u>Issue:</u> annual operating and capital budgets to be submitted for approval • Operating budget to include special activities • Policy & Finance Cttee requested that operating budget be submitted in alignment with business plan and include performance indicators • operating budget to include opportunities for the Board to request funding support from the provincial and federal governments and also at any time during the year as issues arise 	<p>Next Report Due: capital operating Oct. 04/04 Nov. 01/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

	<ul style="list-style-type: none">• beginning 2005 detailed cost element breakdowns to be provided to the Board on a confidential basis when the Board first considers the operating budget request for the next year• feature category summaries be made available publicly when the Board first considers the operating budget request for the next year		
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Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	<p>Human Resources Strategy</p> <ul style="list-style-type: none"> <u>Issue:</u> annual strategy, coinciding with annual operating budget, to be submitted to the Board for approval 	<p>Next Report Due: Nov. 01 /04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
	<p>Police Services Board – Office Budget</p> <ul style="list-style-type: none"> <u>Issue:</u> to review and approve the operating and capital estimates for the Board's operations 	<p>Next Report Due: Nov. 01 /04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
	<p>Parking Enforcement Unit Budget</p> <ul style="list-style-type: none"> <u>Issue:</u> to review and approve the Parking Enforcement Unit annual operating budget 	<p>Next Report Due: Nov. 01 /04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P160/99 P192/00 P83/02 P122/03	<p>Race Relations Plan</p> <ul style="list-style-type: none"> <u>Issue:</u> to report annually on the status of the Service's multi-year race relations plan and adjustments where necessary to be submitted in March each year 	<p>Next Report Due: March 25/05 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
City Council request	<p>Parking Tag Issuance</p> <ul style="list-style-type: none"> <u>Issue:</u> annual parking tag issuance statistics 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P106/00 P156/00 P211/00 P486/00 P61/01 P111/03 P151/03	<p style="text-align: center;">Annual Audit Work Plans</p> <ul style="list-style-type: none"> • <u>Issue:</u> annual audit work plan to be approved by the Board • note: 2002 Audit Workplan to include audits of the enhanced HRMS system and/or PSIS system • also include follow-up audit - review of the investigation of sexual assaults 	Next Report Due: under review Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Auditor General, City of Toronto
C30/03	<p style="text-align: center;">Grievances</p> <ul style="list-style-type: none"> • <u>Issue:</u> to provide an annual statistical summary report outlining the status of grievances, costs & successful party • for review at the February Board meeting each year 	Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Manager, Labour Relations
P136/03	<p style="text-align: center;">Promotions</p> <ul style="list-style-type: none"> • <u>Issue:</u> to provide an annual summary report on all uniform promotions to the ranks of Sgt. or Det. and S/Sgt. or D/Sgt. • to be submitted in February each year 	Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Required every 2 years

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P464/97 P534/99	<p>Complaints – Board’s Policy Directive</p> <ul style="list-style-type: none"> • <u>Issue:</u> review policy Directive every two years • policy approved – Dec. 1999 	<p>Report Due: Dec. 2005 Extension Req’s’d: Extension Granted: Revised Due Date: Status:</p>	Chair, Police Services Board

Required every 3 Years

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P254/00	<p>Adequacy Standards Compliance</p> <ul style="list-style-type: none"> • <u>Issue:</u> to review and update Board policies and Service procedures and processes at least once every three years in accordance with the Adequacy Standards Regulation 	<p>Report Due: 2006 Extension Req’s’d: Extension Granted: Revised Due Date: Status:</p>	Chair, in consultation with Chief of Police
P416/00	<p>Skills Development & Learning Plan</p> <ul style="list-style-type: none"> • <u>Issue:</u> in accordance with the Adequacy Standards Regulation, prepare, at least once every three years, a skills development and learning plan • to be submitted in Sept. 2004 &, 2007 	<p>Report Due: Sept. 23/04 Extension Req’s’d: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P181. RESPONSE TO CITY OF TORONTO RECOMMENDATION TO
IMPLEMENT A COMMUNITY ACTION POLICING PROGRAM IN 2004**

The Board was in receipt of the following report MAY 18, 2004 from Julian Fantino, Chief of Police:

Subject: **RESPONSE TO COUNCIL RECOMMENDATION TO IMPLEMENT A
COMMUNITY ACTION POLICING PROGRAM IN 2004**

Recommendation:

It is recommended that:

- 1) the Board approve the implementation of a 2004 Community Action Policing Program, subject to Council providing funding;
- 2) the Board request City Council to fund the Community Action Policing Program in the amount of \$1,272,000; and
- 3) the Board forward this report to the City's Chief Financial Officer and Treasurer, and the City's Chief Administrative Officer.

Background:

City Council deliberated on the Toronto Police Service's budget during the week of April 19, 2004. One of the motions passed at Council requested that:

the Mayor's Office, the Chair of the Toronto Police Services Board, the Chief of Police, the Chief Administrative Officer, the Chief Financial Officer and Treasurer and the Chair of the Budget Advisory Committee be requested to report to Council on the implementation of a community action policing program that would run between June 14 and September 5, 2004, and would be funded within the existing 2004 Toronto Police Service Operating budget.

The following report summarizes how a Community Action Policing (CAP) Program could be implemented in 2004. However, there are no surplus funds in the Service's Operating Budget that could be redirected for this project.

CAP Program Overview

The CAP program is a high-visibility, target policing initiative that provides immediate relief to the community by assigning uniformed officers to focused activities in neighbourhoods identified as having crime, disorder and public safety issues. Activity includes enforcement, safety walks and audits with the community, crime prevention, intelligence gathering, parks patrol and spot-checks.

Overtime funds are used to call back officers from assigned days off, to work shorter, more targeted shifts in specific neighbourhoods. This short-term, tactical approach provides a highly-visible concentration of officers in problem areas. Utilizing officers on callback provides the flexibility to:

- deploy resources as crime patterns and trends shift;
- direct officers to target areas during problem hours;
- select highly-motivated officers familiar with local crime problems;
- focus on target areas without being encumbered by regular policing demands; and
- have a commitment of resources.

CAP has been implemented in 1999 and in 2000. In 2000, the City provided TPS with funding to implement CAP for thirteen weeks, from June 12 to September 10. \$1.4M in CAP funding enabled 30,264 personnel hours to be committed to the program. The program resulted in 600 arrests and the issuance of over 10,000 Provincial Offences Tickets.

CAP generated a tremendous amount of support from the community. The community in general reported an increase in police presence, and expressed a desire to see the program run year-round. Service statistics indicated a decrease in crime and disorder. Unfortunately, the program relies on funding for overtime hours, and budget constraints each year have precluded the continued application of this highly-successful program.

Proposal for a 2004 CAP Program

During the past several months, Toronto has experienced a disturbing increase in gun violence and gang activity. The Chief's Town Hall meetings, the Summit on gun violence, and the Service's annual community survey of perceptions of safety all confirm that citizens do not feel safe in certain parts of the city. CAP funding would allow the Service to provide an increased and sustained uniform presence in target areas, and continue to meet daily demands for service.

The CAP structure for 2004 would be based upon earlier CAP programs:

- CAP would run for a twelve-week period from June 14, 2004 to September 5, 2004;
- Unit Commanders would identify, prioritize and develop CAP strategies in collaboration with community partners and other key stakeholders;
- CAP funding would be allocated to divisions based on total divisional staffing, with consideration given to additional funding for policing in the Entertainment District;
- Callbacks would be a maximum 5 hours in duration (no lunch).

The program structure assumes one CAP team per division, with an additional team for each larger division (14, 41, 42 and 52 Divisions), and additional funding for the Entertainment District. The original proposal for the 2004 program included contingency funding to deal with extraordinary issues arising during the program. In light of ongoing funding pressures, this contingency funding has been removed from the proposal. It should also be noted that the CAP program is a scalable one – i.e., if more funding could be made available in any given year, deployment of each team could be increased to additional nights or for additional weeks. Similarly, if less funding is available, fewer nights or weeks could be targeted.

Assuming each CAP team is comprised of 1 Sergeant and 5 constables, deployed three times per week, for a 12 week period, each CAP team would cost \$53,600. The full cost of the program is summarized as follows:

1 CAP team for each of 16 Divisions, plus 4 additional CAP teams for larger divisions	\$1,072,000
Entertainment District funding	200,000
TOTAL:	\$1,272,000

The number of personnel, times and duration of target initiatives would be tailored to the specific crime and disorder problems in target areas.

Funding for a 2004 CAP Program

The Council motion requested that a report be made to Council regarding the implementation of CAP funded within the existing 2004 Toronto Police Service Operating Budget. The Service cannot fund \$1.3M for a 2004 CAP program from the existing budget. As you know, the Service’s 2004 original budget request, which represented the funding required to maintain services at a 2003 level, was reduced by \$8.8M (not including any new initiative requests, which were not approved). The Service has reprioritized and deferred expenditures drastically to be able to meet the currently-approved budget of \$679.2M. During budget deliberations, it was very clear that any further reductions would affect staffing levels.

It is already a challenge to work within the approved budget: The Service committed to absorbing the additional cost of leap year with no funding source identified, and is now faced with implementing Judge Ferguson’s recommendations using existing financial resources. These are only 2 examples of financial pressures already faced by the Service this year.

Funds for the CAP program could only be found through the reduction of new uniform hires. This would be in contravention of the Board’s and Council’s direction to maintain a uniform strength of 5,260, and would reduce policing provided to the community – completely derailing any benefits that would be gleaned from CAP.

I would like to stress, however, that the CAP initiative is a very worthwhile one. I recommend that the Board approve the implementation of a CAP program in 2004, subject to Council funding this initiative, and that the Board request the City to provide funding in the amount of \$1,272,000.

Deputy Chief Steve Reesor, Policing Operations Command, and Mr. Frank Chen, Chief Administrative Officer, will be in attendance to address any concerns that Board members may have.

Mr. Frank Chen, Chief Administrative Officer, and Deputy Chief Steven Reesor, Policing Operations Command, were in attendance and responded to questions by the Board about this report. The Board was advised that all the divisions are currently experiencing a shortage of staff resources and that a number of officers from non-front-line units have been redeployed to assist the front-line units across the Service.

Chief Fantino suggested that a “workload analysis” may be necessary to better understand the impact that “downloading” of responsibilities has had upon the Service’s ability to adequately meet the daily demand for calls for service. He further advised that each unit commander has flexibility in deploying staff resources to areas where a greater emphasis of policing is required to deal with local issues.

The Board approved the foregoing and requested that a report requesting the appropriate funds to support the proposed 2004 Community Action Policing Program be forwarded directly to Toronto City Council for consideration at its meeting on June 22, 23 and 24, 2004.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P182. A POLICE OFFICER'S DUTY TO REPORT

The Board was in receipt of the following report APRIL 16, 2004 from John Sewell, Toronto Police Accountability Coalition:

Chair and members:

We would request that this item be scheduled for the Board meeting on April 29, 2004.

The recent report by the Honourable Sidney L. Robins contained some very worrisome information. On page 26 of his report, Mr. Robins states:

It appears that police officers are under a duty to report any concerns they may have about the conduct or statements of board members and others, and those concerns are to be "catalogued and entered into the system" so as to have "a history and notation" of the matter. It is manifestly important that there be a corresponding duty to take all steps necessary to ensure the confidentiality of those unfounded or unsubstantiated pieces of information, and to protect the privacy of individuals about whom concerns may have been expressed.

Confidentiality must be protected, not only vis-à-vis the general public, but within the police department itself. However, as matters stand, there are no police protocols setting standards or establishing procedures designed to ensure confidentiality.

We would like to know where an officer's "duty to report" on the conduct or statements of board members originates. We have great difficulty seeing why such a duty should exist and indeed we believe it is improper. In all likelihood it is contrary to the new federal legislation, The Personal Information Protection and Electronic Document Act.

It is a very dangerous and slippery slope to have officers reporting on the activities of others except for purposes of ensuring there are no criminal acts occurring. To report simply because of "concerns" seems improper as does the filing away of this information without verification.

Once the Board has determined where this duty originates, the Board should create the opportunities for public input as to whether this duty should continue or be abandoned. If it is to be continued, as Mr. Robbins suggests, protocols and procedures must be developed.

Recommendations

1. A report be obtained on where the duty originates for officers to report on concerns they may have about the conduct or statements of board members and others.

2. That if no such duty exists then a Standing Order be prepared prohibiting officers from reporting except in cases where the report concerns possible illegal activity which could lead to criminal charges.

3. If the duty does exist in some legitimate form, the Board should debate whether it should continue, and if so the protocols and procedures that should surround it.

The Board approved the following Motions:

1. **THAT recommendation no. 1 in Mr. Sewell's correspondence be referred to Chief Fantino for a response in the form of a report to the Board;**
2. **THAT while preparing the report noted in Motion No. 1, Chief Fantino take into consideration the two recommendations made by The Honourable Sydney Robins, Q.C., in his report *Alleged Communication Between Police Services Board Member and Members of the Police Service* (Min. No. C73/04 refers); and**
3. **THAT the Board consider recommendations no. 2 and 3 in Mr. Sewell's correspondence following the receipt of Chief Fantino's report noted above.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P183. REQUEST FOR LETTER OF ENDORSEMENT – TORONTO
FOUNDATION FOR STUDENT SUCCESS (TFSS)**

The Board was in receipt of the following report MAY 11, 2004 from A. Milliken Heisey, Q.C.
Chair:

Subject: REQUEST FOR LETTER OF ENDORSEMENT – TORONTO FOUNDATION
FOR STUDENT SUCCESS (TFSS)

Recommendation:

It is recommended that the Board determine whether it wishes to support a request from the
Toronto Foundation for Student Success (TFSS) seeking a letter of endorsement from the Board.

Background:

TFSS is the charitable foundation of the Toronto District School Board and is dedicated to
removing non-academic obstacles to learning. Its mission is to “assist students to benefit
physically, emotional and intellectually from each school day,” with an objective to “initiate
programs aimed at alleviating stress factors – such as hunger, poverty and violence experienced
by students and to provide a learning environment in which all students can be successful.”

The TFSS anticipates launching a campaign in February 2005 to address the issues of bullying
and violence. Ms. Lorraine Nowina, Executive Director and Chief Executive Officer of the
TFSS, has written to the Board seeking a letter of endorsement for the campaign from the Board.

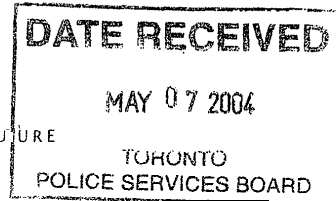
TFSS intends to seek campaign funding through some of the major banks and proposes to utilize
the letter of endorsement from the Board and various other organizations in its fundraising
campaign.

A copy of the correspondence from Ms. Nowina, which includes a fact sheet and background
information about the organization, is attached.

The Board agreed to send a letter of endorsement.

TORONTO
FOUNDATION FOR
STUDENT
SUCCESS

Our City ■ Our Kids ■ Our Future



April 26, 2004

Mr. Alan Heisey
Chair - Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Mr. Heisey

RE: An Endorsement from the Toronto Police Services Board for the Red and Gold Ribbon Campaign: A campaign to address bullying and violence

The Toronto Foundation for Student Success (TFSS) is the charitable foundation of the Toronto District School Board and is dedicated to removing *non-academic* obstacles to learning.

TFSS is concerned about escalating child and youth violence in and outside of Toronto's schools.

TFSS recognizes that children under stress have difficulty learning, and children under extreme stress cannot learn. Bullying, both at school and at home can be a cause or a symptom of that stress. What starts as bullying may also lead to violent behaviour within the community.

That being said, we seek your support in the form of an endorsement to help us raise awareness of the issue of bullying and violence among students, student and parent councils, TDSB staff, and the public at large. We are currently building funding partnerships in support of prevention programs within elementary, middle and secondary TDSB schools.

In addition, the **TFSS/TDSB** Parenting and Family Literacy Centres behaviours will play an important role in the strategy to "prepare rather than repair" children. These centres involve parents raising children in high need communities and provide the tools they need to teach their children about bullying, how not to become a victim of bullying and how to deter them from violent behavior.

With the support of the Toronto Police Services Board, we can leverage the necessary economic partnerships required to build this important campaign.

Kind regards,

Lorraine Nowina
Executive Director and CEO

:cf

TORONTO FOUNDATION FOR STUDENT SUCCESS

Background Information

The Toronto Foundation for Student Success is a charitable foundation that operates at arm's length from the Toronto District School Board.

The mission of the Foundation is "to assist our students to benefit physically, emotionally and intellectually from each school day." This mission is based on the knowledge that children under stress have difficulty learning; children under extreme stress cannot learn.

The goal of the Foundation is to initiate programs aimed at alleviating stress factors such as hunger, poverty and violence -- experienced by our students, and to provide a learning environment in which all students can be successful.

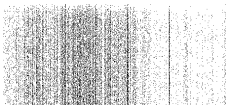
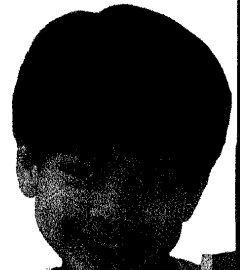
Knowing that each day thousands of children attend school without the nourishment they need to learn and grow, our primary focus at this time is the development and support of student nutrition programs.

Currently in Toronto, there are 400 nutrition programs providing a healthy breakfast, lunch or snack program up to 67,000 students every school day. It is estimated that nearly 80,000 children in our schools need nutritional support -- this will require over 400 programs.

To address the issue of child hunger and undernourishment in the City of Toronto requires millions of dollars each year. While programs currently receive support from the municipal and provincial governments, parental and corporate contributions, a significant shortfall in funding still remains.

The primary goal of the Foundation is to close this funding gap and to help ensure that all children come to school ready and able to learn. Numerous studies have confirmed that participation in school-based nutrition programs results in an increased attention span and ability to focus on classroom tasks, improved performance on standardized tests, and improved classroom behaviour. It is our strong belief that an investment in nutrition programs represents an investment in.

Our City - Our Kids - Our Future



TORONTO FOUNDATION FOR STUDENT SUCCESS

Fact Sheet

*“We will assist our students to **benefit physically, emotionally and intellectually from each school day**”*

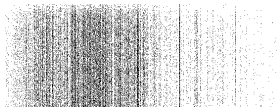
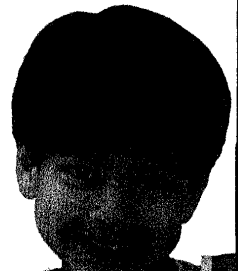
The Toronto Foundation for Student Success:

- is a registered charitable foundation;
- operates at arm's length from the Toronto District School Board;
- is managed by a board of directors;
- receives guidance from Honorary Advisors, representative of the Toronto community;
- understands that one out of every five Toronto District School Board students comes to school with special circumstances that can affect learning and impede academic success;
- operates with the knowledge that students under stress have difficulty learning, and students under extreme stress cannot learn.

Historically, the area boards which now comprise the Toronto District School Board have had a long-term commitment to innovative programs which improve the learning environment for students. Together with our partners in the community and the Toronto District School Board, the Toronto Foundation for Student Success intends to build on these existing programs and develop unique new ways to facilitate the academic success of students. The Foundation will explore ideas for creative, non-traditional projects outside the regular instructional program, aimed at supporting the desire of students to learn. The Foundation will use its resources to contribute to a climate for learning in which students can be successful.

The goal of the Toronto Foundation for Student Success is to support the mission of the Toronto District School Board to:

Enable all students to reach high levels of achievement and to acquire the knowledge, skills and values they need to become responsible members of a democratic society,



TORONTO FOUNDATION FOR STUDENT SUCCESS

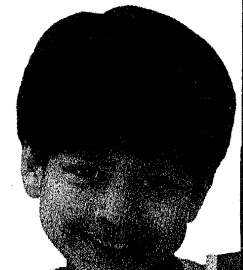
Vision

Historically, the area boards which now comprise the Toronto District School Board have had a long-term commitment to innovative programs which improve the learning environment for students. Together with our partners in the community, the Toronto Foundation for Student Success intends to build on these existing programs and develop unique new ways to facilitate the academic success of students. The Foundation will explore ideas for creative, non-traditional projects outside the regular instructional program, aimed at supporting the desire of students to learn. The Foundation will use its resources to contribute to an environment for learning (or alternately, a climate for learning) in which students can be successful.

Students under stress have difficulty learning - students under extreme stress cannot learn. Some of our students do not have enough to eat, some are living in minimal shelter, some experience violence in their homes. The Foundation will identify and initiate programs to deal with the hunger, poverty and violence experienced by our students. The Foundation will act as an advocate for students.

The goal of the Toronto Foundation for Student Success is to support the mission of the Toronto District School Board to:

***Enable all students to reach high
levels of achievement and to acquire the knowledge,
skills and values they need to become responsible
members of a democratic society.***

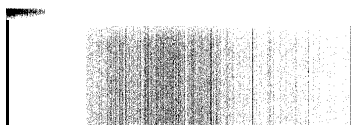


TORONTO FOUNDATION FOR STUDENT SUCCESS

MISSION

The Toronto Foundation for Student Success believes in assisting our students to benefit physically, emotionally and intellectually from each school day.

WWW.STUDENTSUCCESS.CA ■ 2 TREHEWEY DRIVE, TORONTO, ON, M6M 4A8 ■ TEL.: (416)394-6880 FAX: (416)394-6881



TORONTO FOUNDATION FOR STUDENT SUCCESS

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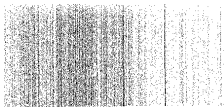
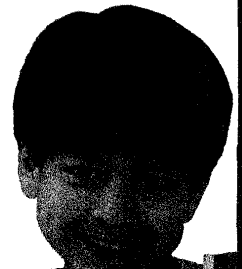
Executive Director, Labour Community Services of Toronto

Ms. Vicki Saunders

Impactation

Ms. Hyacinth Tackoor

Ms. Mae Waese



TORONTO FOUNDATION FOR STUDENT SUCCESS

Honourary Advisors

Professor Howard Adelman
York University

Mr. Paul Fisher
Vice-President & Corporate Secretary, CIBC

Mr. Mel Lastman
City of Toronto

Dr. E.N. McKeown
President, Toronto Educational Opportunity Fund.

Ms. Fiona Nelson
Broadcaster

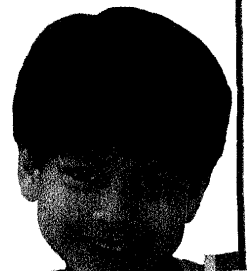
Mr. Charlie Pielsticker
President, Pielsticker & Associates

Mr. Bob Rae
Partner, Goodman, Phillips & Vineberg

Ms. Elaine Todres

Dr. Joseph Wong
Honourary Chair, The United Way

Mr. Robert Wong
Deputy Chairman, The Glen Ardith-Fraser Corp.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P184. LEASE RENEWAL FOR PARKING ENFORCEMENT PREMISES – 1500
DON MILLS ROAD**

The Board was in receipt of the following report APRIL 27, 2004 Julian Fantino, Chief of Police:

Subject: LEASE RENEWAL FOR PARKING ENFORCEMENT PREMISES – 1500
DON MILLS ROAD

Recommendation:

It is recommended that:

1. the Board approve a 5-year lease renewal (3 years plus 2 option years at the Board's discretion), for the Parking Enforcement facility located at 1500 Don Mills Road with Oxford Properties Limited, and
2. the Board direct the appropriate City officials to execute the lease agreement, subject to a review by City Legal Services.

Background:

The Toronto Police Service (TPS) Parking Enforcement Unit currently occupies 35,000 sq. ft. at 1500 Don Mills Road, and has done so since 1995. In late 2001, in accordance with the Board's directive, the TPS requested the assistance of the City of Toronto, Corporate Services, Real Estate Division, in locating a City-owned facility capable of accommodating the operational needs of the Parking Enforcement Unit. The City was unsuccessful in locating a suitable facility.

Therefore, on May 8, 2003, the TPS requested the Real Estate Division enter into lease renewal negotiations with Oxford Properties Limited. The TPS directed that the negotiations should include only the areas located in Suites 401 and 600 as the ground floor space was no longer required. The leased area to be renewed is 31,994 sq. ft. The TPS also requested a shorter lease term to facilitate the relocation of the operation if and when a City-owned facility becomes available.

The Real Estate Division has now completed its negotiations. The term of the recommended agreement is 5 years, however; the final 2 years are optional should the TPS be successful in locating a suitable City-owned facility. The commencement date of the new agreement is July 1, 2004. The date established for early termination is June 30, 2007, subject to written notice being provided to Oxford Properties no later than 9 months prior to the established date.

All other terms and conditions remain the same except the TPS has negotiated a carpet allowance in the amount of \$160,000. Should the TPS vacate after 3 years, the TPS will have to pay Oxford Properties the unamortised portion of the work estimated to be approximately \$60,000.

The estimated annual costs of this lease renewal are:

EXPENSE	YEAR 1	YEAR 2	YEAR 3	YEAR 4*	YEAR 5*
ANNUAL RENT	\$740,981.04	\$755,292.12	\$770,032.37	\$801,211.83	\$816,849.76
HYDRO	\$ 42,552.02	\$ 43,828.58	\$ 45,143.44	\$ 46,497.74	\$ 47,892.67
TOTAL	\$783,533.06	\$799,120.70	\$815,175.81	\$847,709.57	\$864,742.43

The total estimated first 3 year cost of this agreement is \$2,397,829.57, and the final 2 year estimated cost is \$1,712,452.00. The current annual lease cost (2003) is approximately \$879,494.10.

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

The Board approved the following Motions:

1. **THAT recommendation no. 1 in the Chief’s report be received and replaced with the following:**

THAT the Board approve a 3-year lease renewal with an option for a further one year at the discretion of the Board for the Parking Enforcement facility located at 1500 Don Mills Road with Oxford Properties Limited.
2. **THAT recommendation no. 2 in the Chief’s report be approved; and**
3. **THAT the Board, in consultation with Mr. Frank Chen, Chief Administrative Officer, and Supt. Gary Ellis, Parking Enforcement Unit:**
 - (a) **retain a consultant to recommend the optimal geographical location(s) of a Parking Enforcement Unit(s), without reference to city ownership of land, to expedite the deployment of parking enforcement officers to maximize efficiency and economies with an aim to reducing the travel time to enforcement locations and achieving greater overall efficiency; and**
 - (b) **authorize the Chair to contact the City of Toronto CAO to request the assistance of City Audit staff to develop the Request for Proposal (RFP) in relation to (a) and evaluate the applications received.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P185. EMPLOYMENT EQUITY REPRESENTATION

The Board was in receipt of the following report MAY 04, 2004 from Julian Fantino, Chief of Police:

Subject: EMPLOYMENT EQUITY REPRESENTATION

Recommendation:

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

Background:

The Board at its meeting on March 25, 2004 (Minute No. P83) was in receipt of the Toronto Police Service 2003 Annual Race Relations report.

As a result of its discussion of this report, the Board adopted, in part, the following motion:

“1. THAT Chief Fantino provide a further statistical report to the Board on the number of male and female visible minority members of the Service and their respective uniform rank or level of management”

Attached, as directed, are statistics on the equity composition of the Service as of the date of this report.

The following persons were in attendance and made a presentation to the Board on the Service's current employment equity and constable recruitment initiatives:

- **Mr. Bill Gibson, Director, Human Resources**
- **Ms. Maureen Carey, Manager, Employment Unit**
- **Sgt. Terry James, Focus Recruiting Plan, Employment Unit**

The Board received the foregoing report and approved the following Motions, in principle:

1. **THAT, in view of the statistical information provided by the Chief regarding visible minorities within the Toronto Police Service, Board staff co-ordinate the preparation of an action plan to improve recruitment, retention and promotion of employees, particularly women, who are members of a racialized group, in order to better meet our obligation under the *Police Services Act*;**

- 2. THAT the report noted in Motion No. 1 be prepared in consultation with the Association of Black Law Enforcers (“ABLE”), the Canadian Race Relations Foundation, the Urban Alliance on Race Relations and any other affected stakeholder;**
- 3. THAT a preliminary report on the framework of the action plan noted in Motion No.s 1 and 2 be provided to the Board for its July 29, 2004 meeting;**
- 4. THAT the Board request City of Toronto – Legal Services to provide a report to the Board on a police services board’s obligations, if any, under the *Police Services Act* to ensure that the employment composition of a police service reflects the demographic composition of the community in which the police service serves;**
- 5. THAT the Board also request City of Toronto – Legal Services to clarify the Board’s role and responsibility with regard to the approval of promotions of Service members recommended by the Chief of Police; and**
- 6. THAT the reports noted in Motion No.s 4 and 5 be provided to the Board as soon as possible.**

**UNIFORM PERSONNEL
EMPLOYMENT EQUITY COMPOSITION BY RANK**

AS AT MAY 4, 2004

Rank	Total	Racial Minorities			%	Aboriginal			%
		M	F	Total		M	F	Total	
Chief of Police	1	0	0	0	0	0	0	0	0
Deputy Chief	1	0	0	0	0	0	0	0	0
Staff Superintendent	6	0	0	0	0	0	0	0	0
Superintendent	20	2	0	2	10	0	0	0	0
Staff Inspector	25	2	0	2	8	0	0	0	0
Inspector	32	2	0	2	6.3	0	0	0	0
Sub-total	85	6	0	6	7.1	0	0	0	0
Staff Sergeant	141	7	0	7	5	0	0	0	0
Detective Sergeant	107	2	0	2	1.9	0	0	0	0
Sergeant	466	29	5	34	7.3	1	1	2	0.4
Detective	460	25	4	29	6.3	2	1	3	0.7
Sub-total	1174	63	9	72	6.1	3	2	5	0.4
Police Constable	3973	488	50	538	13.5	30	6	36	0.9
Cadet-in-Training	154	43	5	48	31.2	4	0	4	2.6
Grand Total	5386	600	64	664	12.3	37	8	45	0.8

**CIVILIAN PERSONNEL
EMPLOYMENT EQUITY COMPOSITION BY POSITION
(PERMANENT FULL TIME EMPLOYEES)
AS AT MAY 4, 2004**

Position	Total	Racial Minorities			%	Aboriginal			%
		M	F	Total		M	F	Total	
Senior Mgmt/Administrative	31	1	0	1	3.2	0	0	0	0
Senior Clerical, Supervisory, Professional	246	32	25	57	23.2	0	2	2	0.8
Junior Clerical	347	19	108	127	36.6	0	0	0	0
Communications Operator	220	1	8	9	4.1	0	0	0	0
Court Security	352	39	20	59	16.8	2	2	4	1.1
Parking/By-Law	395	104	12	116	29.4	2	2	4	1
Maintenance	136	22	1	23	16.9	0	0	0	0
Other	371	25	44	69	18.6	0	1	1	0.3
Grand Total	2098	243	218	461	22	4	7	11	0.5

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P186. SEMI-ANNUAL REPORT: NOVEMBER 2003 TO APRIL 2004:
UPDATE ON THE IMPLEMENTATION OF THE CITY AUDITOR'S
RECOMMENDATIONS REGARDING SEXUAL ASSAULT
INVESTIGATIONS**

The Board was in receipt of the following report MAY 04, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT UPDATE ON THE IMPLEMENTATION OF THE
CITY AUDITOR'S RECOMMENDATIONS

Recommendation:

It is recommended that:

- (1) the Board receive this report for information, and
- (2) a copy be forwarded to the City of Toronto Audit Committee.

Background:

At its meeting on April 19, 2001, the Board received a comprehensive report responding to the 57 recommendations from the City Auditor's Report entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service." (BM #P121/01 refers).

Current Status:

The Service has addressed all of the recommendations from the City Auditor's Report and has provided the Board with regular status updates. (BM #476/00, BM #P121/01, BM #P289/01, BM #P122/02, BM #P303/02, BM #P111/03, BM #P151/03 and BM #P323/03 refers).

On November 13, 2003 the Board received the most recent update report on the status of the recommendations indicating that all recommendations have been implemented with the exception of Recommendation #4. (BM #P323/03)

Recommendation # 4

The City Auditor be requested to conduct a follow-up audit in regard to the status of the recommendations contained in this report, the timing of such audit to be consistent with the time frame outlined in the report of the Chief of Police. The City Auditor be required to report directly to the Toronto Police Services Board in regard to the results of the follow-up audit.

Response: Agree.

Status: Ongoing

The Service forwarded a letter dated October 23, 2002, to the City Auditor requesting that he return and conduct a follow-up audit. (BM #P303/02 refers). Jeffrey Griffiths, the City Auditor, responded to Services' correspondence and stated that a follow-up audit is currently ongoing and that he would provide a report to the Police Services Board for its August 3, 2003, meeting. (BM #111/03 refers).

Acting Deputy Chief Dicks, 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 JUNE 21, 2004**

**#P187. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
INFORMATION TECHNOLOGY GOVERNANCE FRAMEWORK**

The Board was in receipt of the following report MAY 07, 2004 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR A FIVE-MONTH EXTENSION TO SUBMIT A REPORT ON
IT GOVERNANCE FRAMEWORK

Recommendation:

It is recommended that: the Board approve a five-month extension to submit a report with respect to IT Governance Framework.

Background:

The Board, at its February 26, 2004 Board meeting, requested the Chief to develop an IT Governance Framework for the Service that reflects the Service's overall strategic plan and priorities (Board Minute P35/04 refers).

The Toronto Police Service is currently in the process of recruiting a Director for the Information Technology Services unit. The interview process has begun and a final decision will be made in the next two months. Once the new Director is in place, this report will be assigned to him/her for response.

Therefore, it is recommended that the Board approve a five-month extension to submit a report with respect to IT Governance Framework.

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

The Board approved the following Motion:

THAT the Board receive the foregoing report from Chief Fantino and agree that the report on information technology governance should be submitted in two "meetings", i.e. for the September 23, 2004 meeting, and not five months as requested.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P188. REVIEW BY AN INDEPENDENT PARTY

The Board was in receipt of the following report MAY 25, 2004 from Pam McConnell, Vice-Chair:

Subject: REVIEW BY AN INDEPENDENT PARTY

Recommendation:

It is recommended that: the Board retain (an) independent party (parties) to:

- a) examine the management structure of the Toronto Police Service in relation to other large police services worldwide from the perspective of efficiency and whether the management structure discloses gaps or deficiencies which may create conditions that contribute to and/or exacerbate any unlawful activity within the police service;
- b) recommend options for management and operational changes which could be made in order to improve efficiency, reduce costs and inhibit the possibility of any illegal activity within the police service;
- c) conduct a review that involves a comprehensive assessment of the experience and response of other police services operating in liberal democratic environments to similar challenges;
- d) provide options for management and operational reforms for consideration by the Board and the Chief of Police;
- e) provide a report and recommendations that will be made public.

Background:

At its meeting on April 29, 2004, the Board considered the following Motion from Vice-Chair McConnell (Minute No. P134/04 refers):

16. THAT the Board retain an independent party to:

- (a) **identify management and operational gaps or deficiencies which may create conditions for or exacerbate unlawful activity;**
- (b) **recommend management and operational changes which should be made in order to prevent the development of unlawful activity;**
- (c) **conduct a review that involves a comprehensive assessment of the experience and response of other police services operating in liberal democratic environments to similar challenges;**
- (d) **provide a detailed implementation plan for management and operational reform; and**
- (e) **provide a report and recommendations that will be made public.**

The Board then approved the following Motion:

- 17. THAT the consideration of Vice-Chair McConnell's request (Motion No. 16 above) for an external audit be deferred for one month and that, in the interim, a subcommittee composed of the Chair Heisey, Vice-Chair McConnell, and Mr. Justice Locke be established to consider the matter further and report back to the Board.**

At its retreat held on May 17, 2004, the Board discussed the issue of a review by an independent party as well as Vice-Chair's McConnell's Motion considered at the April 29, 2004 meeting.

As a result of these discussions, we are recommending the following Motion. There has never been a review of this scope or nature of the Service's management structure. The Board believes that a review by an independent party would benefit both the Board and the Service. It would allow the compilation of a large volume of significant information as well as the opportunity to analyze this information in a comprehensive and methodical way. The Board believes that this review would serve to complement the research and review currently being conducted by the Honourable George Ferguson, Q.C.. In addition, a review of this kind is in the interest of maintaining public confidence in both the Board and the Service.

Therefore, it is recommended that: the Board retain (an) independent party (parties) to:

- f) examine the management structure of the Toronto Police Service in relation to other large police services worldwide from the perspective of efficiency and whether the management structure discloses gaps or deficiencies which may create conditions that contribute to and/or exacerbate any unlawful activity within the police service;
- g) recommend options for management and operational changes which could be made in order to improve efficiency, reduce costs and inhibit the possibility of any illegal activity within the police service;
- h) conduct a review that involves a comprehensive assessment of the experience and response of other police services operating in liberal democratic environments to similar challenges;
- i) provide options for management and operational reforms for consideration by the Board and the Chief of Police;
- j) provide a report and recommendations that will be made public.

At the request of Vice-Chair McConnell, the Board agreed to defer the foregoing report *sine die*.

The Board noted that it had made a commitment to file a report at each Board meeting on the results of the bi-weekly meetings that were to occur for the purposes of reviewing the progress of the recommendations contained in the report *Review and Recommendations Concerning Various Aspects of Police Misconduct* by The Honourable George Ferguson, Q.C. (Min. No. P67/04 refers).

Given that a report was not submitted by the Chair for this meeting as required, the Board agreed that, in future, a new section be added to each public Board meeting agenda to allow for the opportunity to receive a written update on the progress of the recommendations.

Chief Fantino noted that the current list of pending and outstanding reports considered earlier during the meeting contained a number of reports related to the implementation of Justice Ferguson's recommendations (Min. No. P180/04 refers). He requested permission to consolidate the individual reports into one comprehensive report and would specifically identify the issues which require the development of policies to be approved by the Board. The Board agreed to the Chief's request.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P189. AGREEMENT BETWEEN THE TORONTO POLICE SERVICES BOARD
AND THE TORONTO TRANSIT COMMISSION**

The Board was in receipt of the following report JUNE 03, 2004 from Julian Fantino, Chief of Police:

Subject: AGREEMENT BETWEEN THE TORONTO POLICE SERVICES BOARD
AND THE TORONTO TRANSIT COMMISSION

Recommendation:

It is recommended that: the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with the Toronto Transit Commission (TTC) on behalf of the Board that will enable the Emergency Task Force (ETF) to conduct training exercises on TTC property in accordance with the terms and conditions specified in the proposed Agreement, a copy of which is attached hereto as Appendix "A".

Background:

The (ETF) is mandated under sections 21 through 28 of Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) made under the *Police Services Act*, R.S.O. 1990, c. P.15. The training of ETF officers is specifically addressed by section 24(2) of O.Reg. 3/99, which indicates that members must successfully fulfil the training requirements, set by the Ministry of Community Safety and Correctional Services (formerly the Ministry of Public Safety and Security). Among other things, the training ensures that ETF officers use the most appropriate and up-to-date methods of managing and investigating emergencies such as hostage situations; high-risk take-downs of armed or dangerous offenders; apprehension of emotionally disturbed persons; bomb threats and explosions (including chemical, biological, radiological and nuclear response), and incidents involving hazardous materials. Further, it also ensures that officers are competent in the use of defensive and tactical weapons, under varying conditions and circumstances.

Since 1994, the ETF has been permitted to use TTC properties to conduct various training exercises. The TTC facilities are ideal. The properties can accommodate the vigorous, scenario-based training exercises and the equipment contained within the TTC properties (such as trains, streetcars, buses, etc.) incorporate many other components of a tactical response. By way of example, a scenario may involve a barricaded individual who is armed and holding hostages on a subway. Not only do officers learn techniques to disarm and apprehend the individual, but they also learn the safety aspects of disabling the vehicle, approaching from the track area, methods of opening the doors and multiple points of entry to ensure a successful resolution. These training exercises have been mutually beneficial not only for the Service and the TTC, but also for the safety and well being of the general public.

In the past the TTC and the TPS worked co-operatively on these training exercises, recently however, the TTC, like other City entities, has undergone an internal review of its policies, practices and procedures. One component of this review examined the way in which the TTC properties were being used. The TTC found that, since September 11, 2001, the training methods of the ETF had changed significantly and as a result, decided to formalize a written agreement with the TPS that would include insurance and indemnity provisions and clearly establish the Service's rights to access and use the property.

The City Solicitor reviewed the proposed Agreement and this Board Report and is satisfied with the contents of same. The insurance and indemnity provisions were also examined by Mr. Brian Laur (then) of the City of Toronto, Insurance and Risk Management. In respect of these provisions, Mr. Laur indicated that while the TPS and the TTC are both connected with the City of Toronto, the two organizations participate in different insurance programs and therefore, the indemnification and insurance provisions are acceptable and their inclusion is considered to be a standard practice under the circumstances.

Staff Inspector George Cowley, Professional Standards, Risk Management (Legal) also reviewed the Agreement to ensure that the Service's operational issues are adequately addressed.

As such, it is recommended that the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with the TTC, on behalf of the Board, that will enable the ETF to conduct training exercises on TTC property in accordance with the terms and conditions specified in the proposed Agreement, a copy of which is attached hereto as Appendix "A".

Acting Deputy Chief David Dicks, Policing Support Command will be in attendance to address any questions the Board may have in respect of this issue.

The Board approved the foregoing.

Appendix 'A'



TORONTO TRANSIT COMMISSION



HOWARD MOSCOE
CHAIR

SHERENE SHAW
VICE-CHAIR

BRIAN ASHTON
JOANNE FLINT
NORM KELLY
PETER LI PRETI
DAVID MILLER
DENZIL MINNAN-WONG
DAVID SHINER
COMMISSIONERS

RICHARD C. DUCHARME
CHIEF GENERAL MANAGER

VINCENT RODO
GENERAL SECRETARY

November 14, 2003

Chief Julian Fantino
Toronto Police Service
40 College Street
Toronto, Ontario
M5G 2J3

Dear Chief Fantino:

This will confirm that the Toronto Transit Commission (the "TTC") has agreed to grant the Toronto Police Services Board (the "Licensee") a license ("License") to permit the Toronto Police Service, Emergency Task Force ("ETF") to enter onto TTC property (which shall include land owned by the City of Toronto but which the TTC maintains operational jurisdiction over), or any part thereof ("TTC Property"), in the City of Toronto for the purpose of conducting training. This training may include the use of small arms simulation rounds and dynamic entry training scenarios ("Training").

This Agreement shall commence on the date of execution and shall remain in force and effect until such time as one or both of the parties elect to terminate the Agreement for any reason or the parties agree to amend, supplement, modify or waive any part of this Agreement. Should one or both of the parties elect to terminate this Agreement, such termination shall be made in writing to the other party. Likewise, any amendment, supplemental, modification or waiver of this Agreement shall only be binding if executed in writing by the party to be bound thereby.

The following terms and conditions shall apply:

1. During the term of the License, the Licensee, its employees, agents, contractors and subcontractors shall comply with all rules, regulations and by-laws of the TTC. Copies of same shall be provided by the TTC to the Licensee's Unit Commander, ETF. The Licensee shall ensure that TTC employees are present at all times during the Training.
2. The Licensee, its employees, agents, contractors and subcontractors shall comply with any reasonable instructions given by TTC employees regarding the use of the TTC Property.
3. In the event that during the Training the TTC determines that any activity carried out by the Licensee is contrary to any rules, regulations, orders or by-laws of the TTC or contrary to any general law or is unsafe or not in the best interest of the TTC, then the TTC shall have the right to order the Licensee to discontinue its operations. The Licensee shall comply immediately with any such reasonable instructions given by the TTC.



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4. The Licensee agrees that during the Training it will not use any kind of diversionary devices (such as stun grenades, explosives devices used for entry techniques, etc) without the prior written permission of the TTC.
5. Prior to commencing any Training session, the Licensee agrees to request from the TTC available dates, times and location(s) within or on TTC Property, or any part thereof, in order to conduct the Training in accordance with the terms and conditions of this License. The Licensee agrees not to conduct any Training until such time as it has received written permission from the TTC with respect to the date, time and location of the Training session.
6. At the completion of the Training on TTC Property, or any part thereof, the Licensee shall leave the TTC Property in the same condition in which it was found: reasonable wear and tear excepted. If the Licensee fails to do so, the TTC will restore the TTC Property to the condition existing prior to the Licensee's use and the Licensee shall pay the TTC, immediately on demand, for all reasonable costs incurred for the restoration.
7. The TTC shall not be held liable for any costs, damages or losses as a result of training delays, regardless of the reason, nor shall the TTC be responsible or liable for any costs, expenses, or damages incurred by the Licensee arising out of the TTC's exercise of any of its rights pursuant to this License.
8. The Licensee agrees to, from time to time and at all times hereafter, well and truly save, defend and keep harmless and fully indemnify the TTC (which shall include TTC employees, officers and commissioners) from and against all claims and demands which may be brought against or made upon the TTC and against loss, liabilities, judgments, costs, damages or expenses which the TTC may sustain, suffer or be put unto, resulting from, arising from or in any way incidental to this License or the Licensee's use of the TTC Property, or any part thereof, or in any way arising out of, incidental to or growing out of any wilful misconduct or negligence on the part of the Licensee, its employees, agents, contractors or sub-contractors.
9. The Licensee agrees to maintain, during any Training requiring the use of the TTC Property, or any part thereof, with an insurance company or companies satisfactory to the TTC, Commercial General Liability Insurance of not less than \$5,000,000.00 coverage, which will include contractual liability coverage for the liability assumed under the above clause of this agreement, including claims that might be brought against the TTC by any employee, agent, contractor or sub-contractor of the Licensee, and prior to entry upon the TTC Property, or any part thereof, the Licensee shall furnish the TTC with a certificate of insurance evidencing that coverage is non-contributing and will apply as primary and not excess to any other insurance available to the TTC. In addition, all policies the Licensee is required to maintain under this clause shall name the TTC as an additional insured and will contain a waiver of any subrogation rights which the Licensee's insurers may have against all or any of the TTC and those for whom the TTC is in law responsible whether the damage was caused by their act, omission or negligence.
10. The Licensee shall obtain, at its own expense, all permits from any public authorities, which may be required in connection with the performance of this License.
11. Notwithstanding any other provision of this License, the TTC shall not be liable for any incidental, indirect, special or consequential damages, injury, loss of use, revenue or profit to the Licensee arising out of or in any way related to this License or any breach of this License by the Licensee or the TTC.



12. The Licensee shall have no obligation to use the TTC Property, or any part thereof. Should the Licensee elect at any time not to use the TTC Property, or any part thereof, for Training, which the Licensee shall have the right to do, written or verbal notice thereof shall be given by the Licensee to the TTC at least 72 hours prior to the Licensee's originally scheduled use of the TTC Property, or any part thereof

Please acknowledge acceptance of the above mentioned conditions by having your authorized officer(s) of the Toronto Police Service sign below and return to my attention.

Yours very truly,



Terry Andrews
Chief Special Constable

I/We acknowledge that **I/we** have read the terms and conditions of this license agreement and agree to be bound by them.

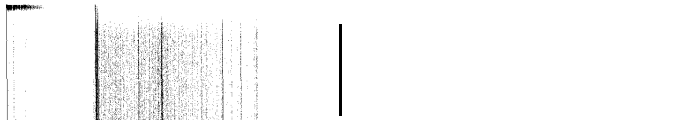
Toronto Police Services Board

Name

Title

Date

I/We have authority to bind the Board



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P190. APPOINTMENT OF SPECIAL CONSTABLES – UNIVERSITY OF
TORONTO**

The Board was in receipt of the following report MAY 25, 2004 from Julian Fantino, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF
TORONTO (U of T) POLICE

Recommendation:

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

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister.

Pursuant to this authority, the Board entered into an agreement with the U of T for the administration of special constables. The special constables are appointed to enforce the Criminal Code and other federal and provincial legislation on U of T property within the City of Toronto (Board Minute #571/94, refers).

At its meeting on January 29, 1998, the Board approved that requests for appointment of special constables, who are not members of the Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Board Minute #41/98, refers).

In February 2004, the Service was in receipt of a letter from Mr. Darcy Griffith, Manager, U of T Police. Contained in the letter is a request for the Board to appoint the following listed individuals as special constables for a five-year term:

1. James PHILIP
2. Patricia SINCLAIR

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

The U of T Police advise that the individuals meet the U of T Police hiring criteria and will have successfully completed the mandatory U of T special constable training program by June 18, 2004.

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

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance to respond to any questions that the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P191. COMMUNITY DONATION: LAPTOP COMPUTERS FOR
INTELLIGENCE SUPPORT – TECHNOLOGICAL CRIME SECTION**

The Board was in receipt of the following report MAY 20, 2004 from Julian Fantino, Chief of Police:

Subject: COMMUNITY DONATION - LAPTOP COMPUTERS

Recommendation:

It is recommended that: the Board accept a donation of three (3) laptop computers valued at \$6,000.00 from Siemens Canada Limited to support computer forensic examination and computer based crime investigation by members of the Technological Crime Section of Intelligence Support.

Background:

Siemens Canada Limited will be hosting the Siemens North American Security Symposium at their Canadian Corporate Headquarters in Mississauga, June 23 to June 25, 2004. This annual event is designed to update Siemens Corporate Security and Information Technology Security professionals from their various locations around the world.

The Toronto Police Service, Intelligence Support, Technological Crime section has established an international reputation for their expertise in computer based criminal investigation, computer forensic examination and network intrusion detection, analysis and investigation. Accordingly Mr. John Pomeroy, Chief Security Officer of Siemens Canada, Corporate Security, has requested Detective Allan Cowan (6007) and Detective Constable Richard Perry (4582) of the Technological Crime Section to give a presentation at this symposium on “Securing Digital Evidence and the Best Practices of Investigating and Detecting Network Intrusions.”

Operational Uses

These laptop computers will enhance computer forensic examination and computer based crime investigation by the Technological Crime Section of Intelligence Support. This unit has no Toronto Police Service budget and has subsisted since its inception on external funding sources. There has been no funding for equipment purchases since mid 2002. Much of the section’s computer equipment has surpassed its expected lifecycle and operates at duty cycles beyond the manufacturer’s specification.

The donated equipment will not be used on any Toronto Police Service network computer system. It will be used on a solely independent network dedicated to computer forensic examination and for the investigation of computer based crime. This independent network is exclusively operated, maintained and repaired by the members of Intelligence Support, Technological Crime. These officers are specially trained and qualified in computer based investigation, security and computer forensic examination, which are fields divergent from Information Technology.

This donation is in accordance with Service Policy (18-08) governing “Donations” and is consistent with the overall Service goals and objectives, specifically the 2002-2004 Services Priority of, “Service Infrastructure” by “Improving the Service’s response to crimes that involve computers.”

The donation is directly from Siemens Canada Limited and not from the usual suppliers of computer equipment to the Service.

Siemens Canada Limited has requested a tax receipt for the donation.

This donation does not compromise the integrity, objectivity or impartiality of the Service.

It is beneficial to the community as a whole and without conditions of use or preference to the donor.

Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance to respond to any questions that the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P192. AWARD OF “VENDOR OF RECORD” STATUS FOR THE DESIGN,
SUPPLY AND INSTALLATION OF FACILITY SECURITY SYSTEMS
AND AWARD OF SECURITY SYSTEM MAINTENANCE CONTRACT**

The Board was in receipt of the following report MAY 17, 2004 from Julian Fantino, Chief of Police:

Subject: AWARD OF “VENDOR OF RECORD” STATUS FOR THE DESIGN,
SUPPLY AND INSTALLATION OF FACILITY SECURITY SYSTEMS AND
AWARD OF THE SECURITY SYSTEM MAINTENANCE CONTRACT.

Recommendation:

It is recommended that:

1. the Board approve the award of “Vendor of Record” status for the provision of security systems to Johnson Controls Ltd. for a period of five years commencing July 1, 2004 to June 30, 2009; and
2. the Board approve the award of a security system maintenance contract to Johnson Controls Ltd. for a period of five years commencing July 1, 2004 to June 30, 2009 at a total cost not to exceed \$562,000 for the five-year period.

Background:

In 1997, the Toronto Police Service (TPS), in conjunction with City Corporate Services, Security Services Division reviewed its security requirements. It was determined that the most appropriate security system to meet the long-term needs of the TPS was the C-Cure 800/8000 Security System manufactured by SoftWare House Inc. (SWH). The “Vendor of Record” status for the provision of this system (BM# 270/98 refers) was awarded to Johnson Controls (JCL) Limited. JCL was also subsequently awarded the security system maintenance contract. These agreements will expire at the end of June. The TPS currently has 34 facilities equipped with access control security systems.

On April 13, 2004, the City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS, issued “Request for Proposal” (RFP #3202-04-7041) for the award of the “Vendor of Record” status and the provision of security system maintenance. The RFP was sent to twelve certified SWH dealers. A mandatory meeting for the service providers was held on April 19, 2004 and a mandatory site inspection was held on April 20, 2004. Six firms attended the mandatory meetings. Three firms subsequently submitted proposals.

The appropriate TPS personnel have reviewed the RFP submissions. The submissions were evaluated independently using a weighted matrix format and were evaluated based on the following criteria:

1. Qualifications and experience of the service provider's staff with the C-Cure 800/8000 System.
2. Past history with the TPS and City.
3. Past history with large security systems.
4. Unit pricing and maintenance agreement costs.
5. Maintenance schedule submitted.
6. Staffing, and equipment resources and back-up resources.
7. Compliance with WSIB and City requirements (i.e.- fair wage, etc.)

The service provider with the highest average ranking is recommended as the "Vendor of Record" and the provider of system maintenance. The final average ranking of the various service providers was:

1. Johnson Controls Ltd.	168.3
2. Siemens Building Technologies Ltd.	111.0
3. Intercon Security Ltd.	106.3

Johnson Controls (JCL) Limited, being the highest rated service provider, is the firm best able to meet the needs of the TPS. Under this agreement JCL will assist TPS personnel in the design of new security systems and the enhancement of the existing system. JCL will provide the hardware, software, installation, integration and training of the system on a project by project basis. Each project will be priced and subject to TPS review and approval before commencement of the work. The TPS has spent approximately \$1.0M annually over the past five years with JCL. It should be noted however that this expense included the initial installation of the system. Future expenses, excluding new construction, will be less. JCL will also be responsible for all routine, preventative and demand (repair) maintenance of the security system for the period of the agreement.

Therefore, it is recommended that the Board: (i) approve the award of "Vendor of Record" status for the provision of security systems to Johnson Controls Ltd. for a period of five years commencing July 1, 2004 to June 30, 2009, and (ii) approve the award of a security system maintenance contract to Johnson Controls Ltd. for a period of five years commencing July 1, 2004 to June 30, 2009 at a total cost not to exceed \$562,000 for the five-year period. Funding for this work is provided in the TPS Capital and Operating Budgets.

Mr. Frank Chen, Chief Administrative Officer, Corporate 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 JUNE 21, 2004**

**#P193. RESPONSE TO CITY OF TORONTO MOTION - ESTABLISHMENT OF
A RACE RELATIONS OUTREACH PROGRAM**

The Board was in receipt of the following report MAY 18, 2004 from Julian Fantino, Chief of Police:

Subject: CITY COUNCIL MOTION TO CONSIDER IMPLEMENTING A RACE
RELATIONS OUTREACH PROGRAM

Recommendation:

It is recommended that the Board:

1. approve a reallocation of \$0.5M from the planned contribution of \$1.7M to the Vehicle & Equipment Reserve in 2004 to fund the Race Relations Outreach Program;
2. approve an increase of 18 uniform positions and two civilian positions to the Service's established strength; and
3. forward this report to the City's Policy & Finance Committee.

Background:

The following report addresses the motion made by Councillor Shiner, as amended by Councillor Mihevc, regarding the Toronto Police Service's 2004 Operating Budget. The motion was passed by City Council at its meeting of April 2004, and stated that:

The Toronto Police Service Board be requested to consider reducing the contribution to the Vehicle Reserve by \$0.5M in 2004, from \$1.7M, to fund Race Relations.

The Race Relations Outreach Program was included as a Request Above Base in the Toronto Police Service's 2004 Operating Budget request, and was approved by the Board at its meeting of November 13, 2003 (Board Minute No. P329/03 refers). The request, which would have increased the budget by \$1.1M in 2004, was subsequently removed as no new initiatives were being considered by the Budget Advisory Committee (Board Minute No. P33/04 refers). This same initiative was included in the 2003 Operating Budget submission and due to funding constraints was also removed.

The Race Relations Outreach Program was developed to provide a dedicated and permanent outreach to minority communities, consistent with and contributing to the works of the City of Toronto Race and Ethnic Relations Committee. It was designed to provide an effective and consistent approach to addressing our diverse communities across Toronto, to enhance police-race relations, and to enable the Service to comply with anticipated provincial adequacy

standards dealing with police-race relations. The program requires, in addition to our current established strength, 18 police officers and 2 civilian positions. This staffing complement would allow for a police constable to be assigned to every division to form a direct link between the minority communities and the divisional unit commanders. Further, these officers would provide a means of developing best practices across the Service and ensure consistent corporate communication to these communities. The program would be centrally directed, co-ordinated and supported by two uniform positions, a civilian analyst and a civilian clerk.

Financial Impact

Implementing the Race Relations Outreach Program in the manner motioned by Councillor Shiner would have no impact on the 2004 Operating Budget: \$500,000 would be reduced from the Vehicle & Equipment Reserve contribution and allocated to this program. This action would result in a 2005 budget pressure in order to reinstate the contribution to the Reserve and for the annualised cost of the program.

First, reducing the Service’s contribution to the Vehicle & Equipment Reserve by \$0.5M in 2004 would require a corresponding increase in 2005 to ensure that the appropriate contribution is made to the Reserve.

Second, the impact of hiring 20 additional permanent positions in September 2004 would create an annualization impact in 2005. Based on 18 additional recruits added to the September 2004 class and two civilians hired at the same time, the 2004 cost would be \$0.5M and the annualised cost in 2005 would be \$1.2M.

	(\$000s)	
	2004	2005
Uniform Staff (4 months)	\$280.0	\$1,011.6
Civilian Staff (one month)	11.0	132.0
One-time Equipment Costs	209.0	0.0
Services/Training	0.0	18.5
Total	\$500.0	\$1,162.1

Therefore, the approval of this initiative would result in a 2005 budget pressure of \$0.7M in annualised costs and \$0.5M for the contribution to the Vehicle & Equipment Reserve.

The importance of maintaining and enhancing police-race relations in the most diverse city in the world cannot be overstated. Certainly, the Service must take every opportunity to further our efforts in attaining this goal. City Council’s approval of Councillor Shiner’s motion that the Board consider redirecting funds to this program is an endorsement of our goal, and an opportunity for the Service to advance police-race relations.

It is recommended that the Board approve a reallocation of \$0.5M from the planned contribution of \$1.7M to the Vehicle & Equipment Reserve in 2004 to fund the Race Relations Outreach Program; approve an increase of 18 uniform positions and two civilian positions to the Service's established strength; and forward this report to the City's Policy & Finance Committee.

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

The Board requested a recorded vote for the consideration of the following Motion:

THAT the Board refer the foregoing report to the Board's Budget Subcommittee for consideration during the 2005 operating budget process.

For:

**Chair Heisey
Vice-Chair McConnell
Councillor Filion**

Against:

Councillor Ootes

The Motion Passed.

Mr. Locke did not participate in the vote on the foregoing Motion and Dr. Lau was not present for this portion of the meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P194. REQUEST FOR FUNDS – 2004 VICTIM SERVICES VOLUNTEER
RECOGNITION EVENT AND 2003 ANNUAL REPORT**

The Board was in receipt of the following report APRIL 29, 2004 from Julian Fantino, Chief of Police:

Subject: VICTIM SERVICES PROGRAM - 2003 ANNUAL REPORT AND A
REQUEST FOR FUNDING FOR THE 2004 VICTIM SERVICES
VOLUNTEER RECOGNITION EVENT

Recommendation:

It is recommended that:

1. The Board receive this Annual Report for information; and
2. The Board approve an expenditure not to exceed \$3,500.00 from the Board's Special Fund to cover the costs associated with hosting a Volunteer Recognition Event for Victim Services volunteers.

Background:

This annual report is submitted at the direction of the Toronto Police Services Board (Board Minute 343/93, refers). Established in Toronto in 1990, to assist Toronto police officers and victims of crime, the Victim Services Program has been incorporated with charitable non-profit status since December 1996. The Victim Services Program operates 24 hours a day, 365 days a year and is affiliated with Community Programs.

Charitable Status

Victim Services' charitable status with Revenue Canada has encouraged individuals and corporations to financially support the program. During the 2003 calendar year, Victim Services successfully raised \$36,000.00.

Eighth Annual General Meeting

The Victim Services Eighth Annual General Meeting was held on Friday November 21, 2003. Board of Director elections were held and a total of eight members were elected for the year 2004-2005. The Ninth Annual General Meeting will be held on Thursday November 18, 2004.

Personnel

Victim Services operates with sixteen full-time staff. The Co-ordinator for the Domestic Violence Emergency Response System (DVERS) is attached to the Victim Services Program. The Co-ordinator of the SupportLink Program, (see reference below) is also attached to the Program. Five student placements and 104 volunteers provide support for the Victim Services Program. During 2003, Victim Services conducted two volunteer classes and a total of 60 personnel graduated. The volunteer program concentrates on recruiting persons who represent the many ethnic communities within Toronto. Currently, Victim Services staff and volunteers are able to provide support to victims in 30 different languages. The target for 2004, is to recruit and train 70 new volunteers and 4 social services students.

Financing

The Ministry of the Attorney General and Toronto Community Services continue to provide support to the Victim Services Program. Considerable “in kind” support for the program is provided by the Toronto Police Service. Victim Services has also received financial support from funds raised from the Annual Crime Stoppers Dinner. Victim Services greatly appreciates this support and the public recognition that accompanies it. Fund raising continues to be a priority for the Victim Services Program.

Statistics

In 2003, Victim Services personnel responded to over nine-thousand requests from police officers for victim support. Victim Services continues to provide assistance to victims of crime and their families in incidents related to assault (including domestic/partner assault), elder abuse, traffic fatalities, sudden death, homicide, robbery, theft, break and enter, or any event where a person or persons have been victimized. Victims and their families receive immediate crisis counselling, support, mediation, referrals to community agencies, and court support if desired.

DVERS

The DVERS Program involves the installation of a security system that provides a personal safety alarm that is worn by victims of domestic violence. This system provides protection exclusively in the home. The SupportLink Program, created by Rogers and Ericsson, compliments and improves support to high-risk victims of domestic violence.

SupportLink was developed in 2002, as a joint initiative with the Ontario Government, Rogers AT&T Wireless, Ericsson Canada, the Toronto Police Service, the Victim Services Program and other community agencies. SupportLink provides “high-risk” victims of stalking, sexual assault and domestic violence, with free wireless telephones, pre-programmed to 911. SupportLink also provides assistance with personal safety planning and ongoing case management. Twenty-five cellular telephones, donated by the Toronto Police Service, have been added to this project. Service charges, associated with the additional telephones, are being covered by a generous donation from an anonymous donor. Cellular telephones, pre-programmed to 911, provide additional security for victims when outside the home. The telephones are intended to be used

for high-risk personal safety emergencies only. DVERS and SupportLink are now established programs housed within the Victim Services Program.

Volunteer Recognition

Victim Services ended the year with a Volunteer Graduation and Volunteer Recognition Event. The event was held at the Capital Banquet Hall on Friday November 21, 2003, and was sponsored by the Toronto Police Services Board through a donation from the Special Fund (Board Minute #P166/02, refers). Volunteers were recognized for their support to victims of crime and their unselfish commitment to the community.

The Victim Services Program has been recruiting, training, relying upon, and recognizing the contribution of community volunteers since 1991. Volunteers receive training in areas such as crisis intervention, responding to partner assault, bereavement counselling, elder abuse, and liaising with the judicial system on behalf of victims. Since its inception, the Victim Services Program has met with a great deal of success. Police officers increasingly call upon the Victim Services Program. As the requests for service increase, the role of volunteers becomes increasingly important. Based on previous statistics, it is anticipated that requests for volunteer intervention will continue to rise.

For the past several years, the Board has funded a Volunteer Recognition Event to demonstrate the Board’s gratitude for the valuable contribution made by the volunteers of the Victim Services Program. The services provided by these volunteers are extremely valuable and merit recognition. Victim Services relies upon the Board’s financial support when planning this worthwhile event.

The following table outlines the actual costs for the 2003, Volunteer Recognition Event, as well as the estimated cost of hosting the 2004 event. (Board Minute P77/03, refers).

<u>Vendor</u>	<u>2003 Actual Cost(s)</u>	<u>Vendor</u>	<u>2004 Estimated Cost(s)</u>
Tropies, Plaques	\$ 224.25	Tropies, Plaques	\$200.00
Hall Rental & Food, 90 @ \$30.00	\$2700.00	Food , 100 @ \$30.00)	\$3000.00
Disc Jockey	\$ 550.00	N/A	N/A
Transit	\$ 90.00	N/A	N/A
Door Prizes, Gift Certificates	\$ 175.00	Door Prizes, Gift Certificates	\$160.00
Stamps, Stationary	\$ 146.96	Stamps, Stationary	\$140.00
<i>SUB. TOTAL</i>	<i>\$3886.21</i>		<i>\$3500.00</i>
Less TPS Board Cheque	\$3500.00		
Less Donation to Victim Services	\$ 240.00		
BALANCE	\$ -146.21 (Additional Cost(s) were covered by Victim Services Board)		

This year's appreciation evening is tentatively scheduled for Thursday, November 18, 2004. The plans for the evening include a dinner followed by a volunteer awards presentation. Board members are always welcome and encouraged to attend.

It is therefore recommended that the Board receive this annual report for information and that the Board approve an expenditure not to exceed \$3,500.00 from the Board's Special Fund to cover the costs associated with hosting a Volunteer Recognition Event for the Victim Services volunteers.

Deputy Chief Steven Reesor, Policing Operations Command, will be in attendance to respond to any questions from Board members.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P195. REQUEST FOR FUNDS – 2004 ANNUAL BOARD AND CHIEF’S PRIDE
RECEPTION AND STANDING AUTHORITY TO APPROVE FUTURE
EXPENDITURES**

The Board was in receipt of the following report JUNE 07, 2004 from Julian Fantino, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICES 4TH
ANNUAL BOARD AND CHIEF’S PRIDE RECEPTION.

Recommendation:

It is recommended that:

1. the Board approve up to an annual expenditure not to exceed \$3000.00 from the Special fund to defray 50% of the costs incurred for the Annual Board and Chief’s Pride Reception,
2. the Board authorize the Chair to approve this expenditure on an annual basis

Background:

Pride Week in Toronto is one of the largest celebrations of Gay Pride in North America. This year, Pride Week will be celebrated from June 21 to June 27 and marks the 24th year of Toronto’s Pride Week celebrations. Over a seven day period hundreds of thousands of people from all over the world come to take part in Toronto’s Pride Week.

The Toronto Police Service, recognising the need to enhance its relationship with the Gay, Lesbian, Bisexual and Transgendered (GLBT) communities began celebrating Pride Week in 2000. The Toronto Police Service’s participation in Pride Week festivities serves to increase awareness of contributions made by members of the Lesbian, Gay, Bisexual and Transgendered Communities. The event also reinforces the Service’s commitment to the GLBT Community and improves the excellent rapport that exists between us.

The celebrations by the Toronto Police Service include a walk-about in the community followed by a reception hosted by the Toronto Police Services Board and the Chief of Police. This year, the event is planned for Wednesday, June 23rd. The walk about will start at 4:00 PM and the reception will start at 5 p.m. at O’Grady’s located at 518 Church Street. Members of the Board are cordially invited to attend this event.

In previous years, the Board and the Service split the costs of this event. Last year, the event cost about \$2000.00 of which the Board paid about \$1000.00. The Service pays the remainder of the amount from its operating budget. Liquor is not provided, however, a cash bar is available. As costs for the event tend to escalate with the cost of living, the request is for an annual amount not to exceed \$3000.00 (the Board's portion) to build in a buffer for future years. As a matter of convenience, the Board should consider authorizing the Chair to approve this modest annual expenditure on behalf of the Board.

4th Annual Board and Chiefs Pride Reception Budget - 2004

Food for Reception	\$2000.00
TOTAL	<u>\$2000.00</u>
Board portion	\$1000.00
Service Portion	\$1000.00

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P196. PHOTO-MONITORING – TRAFFIC CLEARWAYS

The Board was in receipt of the following report JUNE 01, 2004 from Julian Fantino, Chief of Police:

Subject: PHOTO-MONITORING ~ TRAFFIC CLEARWAYS

Recommendation:

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

Background:

At its April 29, 2004 meeting, the Board requested that I provide a report on the feasibility of implementing photo-monitoring for enforcement purposes, in traffic clearways and priority lanes (Board Minute P137/04 refers).

The City of Toronto has a road network of 5,345 kilometres, including 45 kilometres of expressways. There are 1.2 million vehicles registered to individuals and companies in the City and 1.3 million vehicles travel in and out of the City on a daily basis. Peak traffic volumes of approximately 100,000 vehicles occur between the hours of 8:00 am to 9:00 am and from 5:00 pm to 6:00 pm. The volume of vehicles travelling on our roadways, the lack of road expansion, ongoing roadway construction and the exhausted load bearing capacity of our roadways has contributed to the congestion which is seen on our streets daily.

In an effort to improve traffic flow, the City, identified a number of traffic clearways and priority lanes throughout the City. Depending on the location, use of these lanes, during the identified time periods, is restricted to Toronto Transit Commission (T.T.C.) buses and streetcars, taxi cabs and passenger vehicles with more than three occupants.

The efficient flow of authorized vehicles travelling within these lanes is the key to their success. In essence, the timely passage of these vehicles ensures commuters arrive at their destinations quicker while improving public perception of the reliability of the lanes which may lead to increased usage of public transportation and car pooling. All important steps in reducing congestion on our roadways.

The following chart outlines the 16 locations within the City that currently have priority lanes;

Street	Location	Restrictions		Authorized Vehicles
		Day	Hours	
Bay Street	Wellington Street West to Yorkville Avenue	Monday to Friday	7:00 am to 7:00 pm	T.T.C. buses, taxi cabs, bicycles
Eglinton Avenue West	Oakwood Avenue to Richardson Avenue	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. buses, taxi cabs, bicycles
Eglinton Avenue West (eastbound only)	Old Forest Hill Road to Duplex Avenue	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. buses, taxi cabs, bicycles
Eglinton Avenue East (eastbound only)	Dunfield Avenue to Brentcliffe Road	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. buses, taxi cabs, bicycles
King Street West (streetcar lane)	Dufferin Street to John Street	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. streetcars, taxi cabs
King Street East (streetcar lane)	Jarvis Street to Parliament Street	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. streetcars, taxi cabs
Don Mills Road	Overlea Boulevard to Finch Avenue East	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Overlea Boulevard	Millwood Road to Don Mills Road	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Pape Avenue	Danforth Avenue to Donlands Avenue	Monday to Friday	7:00 am to 9:00 am; 4:00 pm to 6:00 pm	T.T.C. buses, taxi cabs, HOV*
Eglinton Avenue East	Leslie Street to Cedar Drive	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Yonge Street	Bishop Avenue to Steeles Avenue	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Dufferin Street/Allen Road	Transit Road to Finch Avenue West	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Dundas Street West	Etobicoke Creek to Auckland Road	Monday to Friday	7:00 am to 10:00 am; 3:00 pm to 7:00 pm	T.T.C. buses, taxi cabs, HOV*
Spadina Avenue	Sussex Avenue to Queens Quay West	All days	All times	Median dedicated streetcar line
Queens Quay West	Waterpark Place to Bathurst Street	All days	All times	Median dedicated streetcar line
Bathurst Street	Queens Quay West to Lakeshore Boulevard West	All days	All times	Median dedicated streetcar line

* High Occupancy Vehicle (HOV) ~ three or more occupants

Current Enforcement Activity:

The current legislation to support enforcement activity of these designated lanes is found in two acts. Lanes located on the 'old' Metropolitan Toronto roadways are governed by the Municipality of Metropolitan Toronto By-law 132/93 Section 3(a);

'Drive non-designated vehicle in reserved lane during prohibited hours'

and the lanes located on Toronto roadways are governed by the City of Toronto Municipal Code Chapter 400-21 section C(1);

'Drive Vehicle Designated Lane'

The out of court fine is \$65.00 plus a \$15.00 Victim Fine Surcharge. An offence has been made out when an unauthorized vehicle travels in excess of 45 metres within the designated lane before or after an intersecting roadway where the vehicle had an opportunity to exit or enter from.

A continued high visibility presence of police officers pro-actively enforcing violations in a particular area will result in a change in driving behaviour. This has been reflected anecdotally after a recent enforcement initiative on Don Mills Road.

Photo-Monitoring:

Legislation:

In recent history, two photo-monitoring programs, for enforcement purposes, have been enacted in the Province of Ontario. The first, which amended the Highway Traffic Act (H.T.A.) to permit the use of photo radar on Provincial highways, was proclaimed into law on August 15, 1994 and subsequently repealed on July 5, 1995.

The second program, the red-light camera pilot project, amended the H.T.A. to enable municipalities to use evidence obtained from red-light cameras. This amendment was proclaimed into law on November 20, 2000. The initial pilot project was for a two year period, however, it was extended and will now finish on November 19, 2004.

While both programs use photo-monitoring technology, each program required independent legislation to amend different sections of the H.T.A. and to create independent Provincial Regulations. As a result, the only remaining program and supporting legislation, is specific to red-light offences and photo-monitoring enforcement can only be used for that purpose.

In order to proceed with a program that would use photo-monitoring for enforcement of traffic clearways and priority lanes, the Provincial government would have to provide a new updated statutory framework, amendments to the H.T.A. to allow municipalities to create owner liability offences, a procedural code outlining appropriate devices for use and outlining the grounds that any appeals may be launched.

Technology:

The short time frame required for this report did not allow for an in-depth analysis of various technologies that may be available for this purpose. The supplier, to the City, of the red-light cameras presently being used in the pilot project was consulted on the feasibility of this initiative and provided the following information.

The current red-light camera system operates using a combination of 'loops' embedded in the roadway and a single mode camera. The 'loops' determine the speed for the vehicle using the distance between the axles and simple time/distance calculations. If the vehicle speed exceeds the calculated threshold for the vehicle to stop in time when facing a red-light at the intersection, the second 'loop' activates the camera and takes the picture of the vehicle disobeying the light.

The supplier has suggested that an installation similar to the present red-light camera system, with slight modifications, should provide the necessary technology to support this initiative. Having said that the supplier has indicated that this would be a new use for their technology and that they have not used it in this manner yet.

A dual mode camera, capable of providing both a still photograph and video image would be required for this application. In this installation the 'loops' embedded in the roadway capture an image of the underside of a vehicle. Each image is unique to a specific vehicle and using the distance between the axles any unauthorized vehicle would be identified and the video mode of the camera would be activated. Once the vehicle has passed over the subsequent 'loops' providing sufficient evidence to support a charge, a 'still' photograph of the vehicle is generated to identify the vehicle.

The installation includes any necessary road markings, landmarks and signs that would be required to reference distances and locations. The locations would be heavily signed to encourage a modification of driver behaviour and reduce violations.

Prosecution of Offences:

Jean Gillespie, Supervisor of Prosecutions, City of Toronto, was consulted and indicates that with the appropriate legislation in place, prosecution of photo-monitoring offences for traffic clearways and priority lanes would be possible.

Program Administration:

An infrastructure is required to administer and process the images. Traffic enforcement is a police function and in order to ensure the programs success and creditability it is necessary that the Service manages and controls the program. It is difficult to predict the number of offences that maybe captured by this program, which in turn makes it difficult to assess staffing requirements.

Michael Brady, Manager, Red-Light Camera Operations Unit, City of Toronto, Works and Emergency Services, indicates that there are presently five part-time provincial offences officers, and two administrative clerks assigned to administer the red-light camera pilot project. This section is however used by all jurisdictions that are participating in this pilot project provincially. Presently this section processes approximately 85,000 images a year from red-light offences generated by camera locations within the City of Toronto.

With this infrastructure already established, Mr. Brady has indicated that this section would be in a position to initially assist with administering the photo-monitoring program with the necessary authorizations remaining with the Service.

Program Expenditures:

The cost for each camera location, which includes the installation of the camera, 'loops' and signage is approximately \$140,000. There are a number of options available to finance this program including;

- Outright purchase of the necessary equipment including the processing software. The City chose this option for the red-light camera pilot project and administers the project themselves.
- Paying a flat monthly fee to the supplier who is then responsible to administer the program including processing offences, repairing and upgrading equipment when required.

Operational costs in order to administer and control the program relate to police officer(s) salaries. For each Sergeant position identified, salary and benefits total \$91,776 per year and for each Constable position identified, salary and benefits total \$80,502 per year.

Program Limitations, Issues and Concerns:

- There presently is no legislation to support this type of enforcement.
- Photo-monitoring for enforcement purposes must be used to augment traditional police enforcement in problematic areas and tied to improving road safety.
- Criteria for the placement of the cameras must be established to ensure they are placed in appropriate locations that will have the greatest impact on traffic flow, that will provide sufficient evidence to support a prosecution while limiting defence arguments.
- The use of this technology is not feasible in designated lanes that allows vehicles to carry three or more occupants (HOV) as the image produced is not capable of clearly identifying the number of occupants of a vehicle. As a result, this technology can not be deployed on 10 of the 16 priority lanes previously noted in this report.
- Large capital outlay to enforce approximately 14 kilometres of designated lanes for a limited number of days and hours.
- This technology cannot ascertain the difference between a taxi cab, which is authorized to use a designated lane, and a passenger vehicle which is not. As a result images will be generated for taxi cabs which must be vetted before processing.
- This technology may not identify some of the larger sports utility vehicles as unauthorized vehicles.
- A dual mode camera is required to provide a video image that will clearly show an offence. A single photo image simply shows a specific vehicle in a designated lane, as a snap shot in time. This image will not provide any possible lawful reasons that

the vehicle may be in the designated lane such as it is going to turn right, a roadway obstruction, it has broken down or the driver is fulfilling their responsibilities under the H.T.A. when an emergency vehicle is approaching.

- Congestion within a designated lane may not allow for a clear image to be taken of an offending vehicle(s) as a result of the site lines that must be established to ensure that the camera functions properly.
- It would be speculation as to the cost to process an offence captured by photo-monitoring in priority lanes, however, at the present time it costs approximately \$40.00 to process a red-light camera offence which includes the cost of the equipment, detection of the offence and the prosecution of the charge.
- The T.T.C. has just begun to examine this issue. HOV lanes are not included in this process. It is anticipated that this process may take up to two years to complete.

Conclusion:

In an all out effort to make our roads safer, traffic enforcement has been designated as a core responsibility for all police officers during the course of their daily duties. The Service's goal is to reduce collisions and incidents of poor driving behaviour, thereby reducing needless deaths and injuries occurring daily on Toronto's roadways.

Technology does exist to support photo-monitoring for enforcement purposes of traffic clearways and priority lanes. The ability to put in place the essential infrastructure including capitol costs, supporting legislation, administration and prosecution of offences is necessary to ensure the success of the program.

Through innovative initiatives the City's roadways will become safer and the quality of life for all Toronto's citizens will be significantly improved.

Acting Deputy Chief, David Dicks, Policing Support Command, will be present to answer any questions.

Supt. Steve Grant, Traffic Services, was in attendance and responded to questions by the Board about this report.

The Board received the foregoing report and requested that a copy be forwarded to the City of Toronto - Chief Administrative Officer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P197. IN-CAR CAMERAS – PILOT PROGRAM

The Board was in receipt of the following report MAY 10, 2004 from Julian Fantino, Chief of Police:

Subject: IN-CAR CAMERAS – PILOT PROGRAM

Recommendation:

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

Background:

At its meeting of March 25, 2004 (Board Minute #P82/04), the Toronto Police Services Board requested that the Chief of Police provide the Board with a report on the feasibility of establishing a pilot project involving cameras in police patrol cars in the most cost-effective manner possible, and that the implementation of this proposed pilot project be considered by the Board as part of the 2005 capital budget request process.

To prepare this report, the Video Services Unit (VSU):

- Researched the leading in-car camera technologies;
- Researched the solution architecture and business processes implemented by other law enforcement agencies in Canada and the United States;
- Consulted with Digital Video storage and management technology companies;
- Reviewed the Ontario Provincial Police (OPP) pilot program.

Having reviewed implementations of in-car systems with other police agencies, the transport, storage, management and disclosure systems have been overlooked by many of the agencies and have in some cases been afterthoughts. In reality, these are the areas that can make or break the financial viability of an in-car camera system.

Taking the strengths and experience from the police agencies that have already implemented digital video in-car systems, the Video Services Unit has conceived a system, associated processes and a staffing model to manage the digital video files efficiently and with adequate discipline to address chain of custody requirements.

Through this research, the key operational requirements are as follows:

Officer Training

Effective officer training is necessary to ensure the successful adoption and use of the in-car systems and procedures. In their current in-car pilot program, the Ontario Provincial Police (OPP) focused much of their resources on developing and implementing effective training. The OPP believe training will improve the efficiency of their solution by optimizing the officers' use of the system. The OPP also believe their training has contributed to a positive perspective toward the system by minimizing the system's distractions and emphasizing the system benefits.

Capture Technology

This is the most mature element of the system components. Mobile video for public safety organizations has been popular since the early 1990s, purpose-specific cameras, microphone, control and display technologies to acquire video and audio are broadly available, and field-hardened.

Video Transport System

Video Transport is the means by which video is moved from the point of capture to a secure location beyond the patrol vehicle. For digital video technology, there are many options for implementing video transport including:

- Wireless upload from car to Division server using high-speed wireless network connections;
- Downloading video files by connecting a network cable to the vehicle when it returns to the Division;
- Physically removing the digital video files from the in-car system on a DVD-RAM or portable hard disk drive.

Each of the Video Transport solutions has unique strengths and weaknesses. In the interest of managing pilot program costs and taking a conservative approach to the selection of pilot technologies, a removable DVD-RAM is the best video transport technology for this pilot. DVD-RAM, as the transport technology, represents the lowest cost option with the lowest level of technical complexity; therefore, DVD-RAM represents the lowest risk option.

In the long-term, wireless upload from cars to the Divisions will likely represent the most efficient and effective means of acquiring digital video from the patrol vehicles. On the date of this submission to the Board, there is not a comfort level with the current maturity-level of wireless video transfer systems for this application. The wireless video transport technology reviewed would need to run on the Mobile Work Stations (MWS), presenting additional risks to mission-critical Toronto Police Service (TPS) applications. Design decisions for the pilot system and subsequent system developments will be made with consideration for future migration to a wireless video transfer system.

Video Management System

Video Management System is the most challenging element of the in-car system to implement effectively. Many technologies exist today that provide video management solutions for broadcast media and entertainment organizations, but the unique requirements for managing digital video in a police organization have yet to be addressed because demand for such a system is in the earliest stage of the technology lifecycle.

An effective management system for video evidence will feature the following capabilities:

- Multi-format media management – The system must work independently from the video format it is managing. Minimizing the dependency on a specific video file format will ensure the Video Management System can support new formats as they become available. Like other technologies, video file formats are becoming increasingly efficient over time. State of the art commercial technology like Windows Media 9 is approximately three times as efficient as the aging video file formats used within most video systems today. Over time, more efficient video file formats will be developed and the system the Toronto Police Service implements to manage in-car video should be able to leverage these advancements.
- Efficient search systems – Preparing video for disclosure, investigative or training purposes requires an efficient set of search tools within the video management system.
- Access control – An effective management system for video evidence must provide a suitable level of user and group privilege management to prevent accidental or malicious destruction or tampering with video files.
- Redundancy – To ensure video files and associated metadata (date, time, badge number) is not lost, adequate duplication of system components must be in place for common failure points. For example, off-site copies of digital video files should be maintained in the event of a fire, flood or other incident that would limit the accessibility or usefulness of the data stored within Headquarters. Adequate redundancy will ensure the system and data are available under reasonable circumstances.
- Chain of custody auditing – The system must track every user interaction with video files and must track the lifecycle of a file as it moves through the system.
- Reporting – At a minimum, adequate tools must be available for supplying chain of custody reports. The Video Management System for the pilot should also provide usage statistics for calculating capacity requirements and time/work-effort statistics in the final pilot program report.

Video Storage System

Of all data types, digital video files consume a very large volume of storage per unit. Since the cost of offline data tape storage is generally less expensive than that of online storage, the video system must migrate content between storage systems to maximize cost efficiency.

Disclosure

Police records, such as the in-car video files, are subject to disclosure in court proceedings. To efficiently handle the process of disclosing in-car video, the system must have a tool for quickly preparing one or more copies of the in-car video on a CD or DVD.

Comments:

Establishing a pilot in-car camera project is clearly feasible. To serve the interests of the Toronto Police Service and the citizens of Toronto, the program will require clear, objective criteria for measuring results. Upon completion of the pilot, a defensible decision for further investment in this area will also depend on a pilot program of adequate scope and scale to collect a reasonable volume of statistical data and subjective feedback from the public and members of the Toronto Police Service.

The main criteria for measuring the results of the pilot program are:

(1) Program Efficacy – The effectiveness of an in-car system must be measured against some objective criteria. These criteria must be established before the pilot begins so that adequate baseline statistics can be assembled to provide the basis for comparison when the program is completed.

(2) Program Costs – It will be crucial for the Project Manager for the In-car Pilot Program to track operating costs and operational statistics. These costs and statistics will be used to project the total capital and operating costs required to support the Program beyond the Pilot user community.

These two criteria must be evaluated together. An in-car camera system that produces positive statistical results demonstrating increased officer and community safety, reduced false complaints and increased officer professionalism may be financially prohibitive. Conversely, scaling the in-car camera program to all TPS vehicles may prove to be financially feasible, but may demonstrate negative or neutral statistical results rendering the program costs valueless to the Toronto Police Service and its stakeholders.

Program Features and Budget Estimates

Pilot Program Steering Committee - Establish a Pilot Program Steering Committee prior to 2005 comprised of senior representatives from management and field officers.

The Steering Committee will set the objectives for the program, monitor the status of the program, represent the interests of the stakeholder groups and communicate Program developments. This group will influence key decisions at the outset of the Program such as the functional scope of the system or the number of cameras to pilot per car. This group will also develop the formal implementation plan for the pilot project and set the criteria upon which the ultimate efficacy of the Program will be measured. As well, the Steering Committee will determine the target pilot group, following a complete review of all relevant information.

Target Pilot User Group – At this time, it is recommended that the target user community should be the Traffic Services Highway Patrol section. This user group is ideal for generating sample data and establishing system support costs because these officers are engaged in a high proportion of community interaction within the in-car camera field of view.

The experience of other police agencies indicates the importance of implementing a pilot for all users within a single functional group, therefore if it is ultimately determined that Traffic Services be selected as the pilot test group, it is recommended that this pilot be implemented for all 20 vehicles within the Traffic Services Highway Patrol section.

Capture System Costs - The per-car cost of the digital video in-car capture systems with DVD-RAM removable drives and dual cameras is approximately \$11,000. In-car system installation costs are variable; however, a conservative cost estimate for installation would be \$500 per car. The per-unit cost of DVD-RAM cartridges is in the range of \$8.00 to \$16.00 and for the Traffic Services Highway Patrol section, the VSU estimates 200 DVD-RAM cartridges will be required to support the capture process. This means the media cost will be approximately \$3,200. Assuming 20 cars participate in the pilot, the up-front, fixed capital cost for the capture systems will be \$233,200.

Transfer System Costs – For the VSU pilot plan, DVD-RAM cartridges will be labeled by the officer at the Division and sent to Headquarters for upload into the Digital Video Asset Management (DVAM) system. DVD-RAM cartridges will be delivered from each Division to the VSU through the existing courier service, so no additional costs will be incurred to transport the video.

Video Management System Costs – Uploading the digital video into the DVAM system will require human resources as well as new computer hardware and software.

For the duration of the pilot, it is estimated an additional 2 temporary administrative clerical staff will be required to support the process of uploading video to the system. These resources are expected to cost \$40,000 per person per year; however, the VSU temporary staff will only be required for the last six months of the program once the supporting systems have been implemented. The total expected cost for these 2 temporary administrative staff for the six-month term of the pilot will be \$40,000.

At a minimum, the Pilot Project will require two high-end computer workstations complete with DVD-RAM drives connected to the Video Storage System. Each workstation will cost approximately \$6,500 for a total hardware cost of \$13,000. Workstations will also be required to house these systems within the Video Services Unit at an estimated cost of \$5,000 per workstation (\$10,000 total).

To streamline the process of uploading content to the DVAM system, the DVAM interface will need to be optimized for this purpose.

At the time of this report it was unknown if the in-car camera vendor video asset management programs will work in conjunction with our current DVAM program. In the event it does not, a conservative cost estimate in developing an application will be approximately \$250,000. This is a system component that represents a fixed cost that would ultimately support the entire Service if the pilot is successful.

Video Storage System – The cost of storage capacity will depend on the volume of video content generated by each user per unit of time, the file format of the digital video, the video file properties and the ability for the organization to implement effective retention rules. Using statistics from the OPP pilot project, it is reasonable to assume that video content captured over approximately 24 hours of regular duty will fit on a single DVD-RAM.

There are two options for storing the digital video files:

OPTION 1 – Online Storage – The data can be stored on an online system for the term of the pilot and then migrated to a less-expensive tape format. Online storage provides almost instant access to any of the video files. This form of storage is the most costly per storage unit. Using the 20 car storage projections, the cost of online storage capacity to support the pilot for one year will be approximately \$1,120,000. The \$1,120,000 figure only represents the Video Storage portion of the system costs. The complete in-car camera pilot system under OPTION 1 will require the same additional costs as OPTION 2 making OPTION 1 the more costly option. The cost of online storage to support additional vehicles will grow in a linear fashion and will recur on an annual basis.

OPTION 2 – Offline Storage - The video can be cached on a small online storage system for a pre-determined timeframe and then moved to an off-line digital tape media. The cost of moving immediately to an offline tape archive media will be approximately \$250,000 for the server hardware and \$34,400 for the estimated 172 storage tapes required.

To manage the anticipated volume of video files, the VSU recommends implementing OPTION 2, a digital tape media robotic library. This technology will virtually eliminate the manual retrieval and management of physical tape that currently consumes 80% of the Video Services Unit labour capacity. The estimated cost of a digital tape media robotic library, software and server system to manage the video files will be roughly \$500,000, bringing the total Video Storage portion of the system costs under OPTION 2 to \$784,400.

Disclosure – The system required to efficiently prepare in-car video for disclosure will be based on DVD technology because of the relatively large storage capacity (4.7GB) of DVD media compared with CD (0.586GB).

The Video Services Unit may require additional equipment and personnel to manage the increased volume of disclosure required under the in-car pilot. The cost of equipment to support increased disclosure capacity will be approximately \$25,000 per disclosure system. This per system cost includes the cost of a computer workstation, an automated DVD publishing system and DVD thermal printer for durable labeling. The VSU estimates two disclosure systems will be required for a total cost of \$50,000.

It is difficult to anticipate the exact volume of disclosure required to support the in-car video. Fortunately, the cost of the DVD media is low (~\$3.00 per DVD), so this will not likely represent a significant cost over the life of the pilot.

System Integration – Integrating the technology components will require the support of a technology consultant because the availability of an internal technology resource with the appropriate skills cannot be guaranteed at this time. This resource will integrate the Capture systems, Video Management system, Storage system and Disclosure systems at a total cost of approximately \$243,000. The System Integration resource will be familiar with the DVAM system and will develop an intimate technical knowledge of the in-car camera technology vendor’s application and hardware.

Project Management – A dedicated Project Management resource will be required for the Pilot Project to manage implementation, streamline ongoing operations and produce the pilot project status reports, efficacy reports and cost projections. This resource may be required for a total of approximately eighteen months. For eleven months preceding the pilot the Project Manager will manage the scope definition, procurement process, training, trial system deployment and communication. The Project Manager will be required during the six-month pilot project to manage service-wide communication, track issues and manage the progress of the pilot. Following the pilot, the Project Manager will lead efforts to compile a final report that summarizes the qualitative and quantitative data gathered from the initiative. External Project Management resource costs for six months will be approximately \$180,000. An external resource is assumed because the availability of an internal Project Manager with the appropriate skills cannot be guaranteed at this time.

Pilot Project Organization – It is recommended that a Sergeant be temporarily allocated to participate as a member of the in-car Pilot Project. This Officer will act as an operational expert during the in-car Pilot Project, liaise with Provincial Court Prosecutors and will play an instrumental role in the broader rollout across the organization if the results of the Pilot Project are positive.

Pilot Budget Summary

1. VARIABLE COSTS PER VEHICLE

The variable costs per vehicle represent the portions of the program costs that will increase or decrease proportionally with the number of vehicles in the pilot. Based on these estimates, the variable costs per vehicle will be approximately \$13,380.

Item	Units	Unit Cost	Extended
Capture System Costs	20 cars	\$11,500 per car	\$230,000
DVD-RAM media Costs	200 units	\$16.00 per unit	\$3,200
Ultrium II media (tapes)	172 x 2	\$100 per tape	\$34,400
Disclosure media (DVD)	Unknown	\$3.00 per DVD	Unknown
		TOTAL	\$267,600

2. FIXED INFRASTRUCTURE COSTS

The fixed costs of the program infrastructure will be required regardless of the number of vehicles engaged in the pilot. These fixed costs will not increase proportionally with the number of cars added to the program; however, it is assumed these costs will grow moderately to manage content from an increasing number of vehicles.

Item	Units	Unit Cost	Extended
VSU Admin Workstations	2 units	\$6,500 per computer	\$13,000
VSU Admin – Desks	2 desks	\$5,000 per desk	\$10,000
DVAM Video Management Interface (may not be required)		\$250,000	\$250,000
Storage system server hardware		\$250,000	\$250,000
Digital Tape Library System and Software	1	\$500,000	\$500,000
Disclosure – DVD disclosure systems	2	\$25,000	\$50,000
System integration services		\$243,000	\$243,000
Project Manager		\$180,000	\$180,000
		TOTAL	\$1,496,000

3. PILOT PROGRAM LABOUR COSTS

It is estimated an additional two VSU staff will be required to manage the volume of activity the pilot program generates.

Item	Units	Unit Cost	Extended
VSU Temporary Staff	2 for 6 months	\$20K each per 6 months	\$40,000
		TOTAL	\$40,000

TOTAL PILOT PROGRAM COSTS

Item	Extended
1. Variable Costs per Vehicle	\$267,600
2. Fixed Infrastructure Costs	\$1,496,000
3. Pilot Program Labour Costs	\$40,000
	\$1,803,600

Conclusion:

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

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P198. RESPONSE TO RESOLUTIONS PASSED AT THE 2003 ANNUAL
MEETING OF THE CANADIAN ASSOCIATION OF POLICE BOARDS**

The Board was in receipt of the following report MAY 12, 2004 from Julian Fantino, Chief of Police:

Subject: 14th ANNUAL MEETING AND CONFERENCE OF THE CANADIAN
ASSOCIATION OF POLICE BOARDS (CAPB)

Recommendation:

It is recommended that: the Board receive this report.

Background:

Between August 20 and 23, 2003, Gloria Lindsay Luby, then a member of the Toronto Police Services Board, attended the 14th Annual Meeting of the Canadian Association of Police Services Boards. Sixteen resolutions were passed at that conference, fifteen of which potentially impact this Service.

At its meeting of September 18, 2003, the Board requested that the Chief prepare a report detailing any impact the CAPB resolutions would have on the Toronto Police Service (Board Minute P254/03 refers).

At its meeting of December 11, 2003, the Board approved a request for an extension to submit the above-mentioned report (Board Minute P357/03 refers).

Given the range of issues, a survey was drafted and forwarded to the various Service stakeholders to determine any impact with respect to cost to the Service, human resource allocation, operational processes, officer safety and public safety for each of the resolutions that may impact the Service.

Listed below are the fifteen resolutions identified as potentially impacting the Service, followed with a response as to any impact to the Service in those above-mentioned areas.

RESOLUTION 02–11
INTEGRATED CHILD EXPLOITATION INVESTIGATION UNITS

"WHEREAS all Provinces need a timely and coordinated approach to deal with the increasing number of child pornography offences; and

WHEREAS increased internet use has resulted in international child pornography networks that require timely information to secure search warrants and additional resources to investigate these offences; and

WHEREAS the creation of uniform Provincial Integrated Child Exploitation Investigation units with the mandate to aggressively investigate child pornography offences needs to involve municipal, provincial, and federal agencies to ensure a timely and coordinated approach;

THEREFORE BE IT RESOLVED that the CAPB request that the Federal Government support the creation of provincial Integrated Child Exploitation Investigation units to aggressively investigate child pornography and sexual exploitation of children offences and establish a mechanism to promote a timely and coordinated response involving municipal, provincial and federal police agencies."

The Service concurs with this resolution. It is imperative that all police agencies have a unit dedicated to conducting child pornography investigations and representation in, if not, access to an integrated provincial unit. The Internet allows offenders to communicate directly with other like-minded persons, as well as communicate with potential victims through chat rooms and e-mail.

This resolution may pose a financial impact on the Service. Child exploitation investigations require specialized training and equipment. Technology is advancing dramatically and investigators must continually upgrade their skills.

An integrated provincial unit would require the participation of police agencies from various jurisdictions, and could be located outside of the geographic boundaries of Toronto. The Service might therefore incur the expense of assigning an officer(s) to a unit located outside of the city.

This resolution will also enhance public safety through co-ordinated enforcement and monitoring of offenders.

RESOLUTION 02–12
INTEGRATED PROCEEDS OF CRIME FUNDING

"WHEREAS in 1996 the Federal Cabinet approved the implementation of 13 Integrated Proceeds of Crime (IPOC) units across Canada; and

WHEREAS IPOC is mandated to investigate organized crime groups in order to seize, restrain and forfeit assets gained through criminal activity, including terrorist money laundering; and

WHEREAS IPOC is funded on a cost recovery basis, receiving a “loan” each year to operate and that this amount must be repaid from the forfeited value of seized assets; and

WHEREAS the investigation of crimes and the forfeiture of assets that do not have a third party claim are critical to the success of IPOC units and as a result, the vast majority of files that are investigated are drug targets; and

WHEREAS other organized criminal groups do not always receive the benefit of IPOC investigations as these forfeitures tend to have a third party claim; and

WHEREAS the Federal Government and the RCMP have been negotiating to change the funding of IPOC units from cost recovery to base funding. This would allow IPOC units to investigate all organized crime and enterprise crimes regardless of third party claims;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards encourage the Federal Government and the RCMP to expedite negotiations for a change in the funding of IPOC units from cost recovery to base funding; and

BE IT FURTHER RESOLVED that the Canadian Association of Police Boards urge the Federal Government to revise its funding requirements so that municipal police forces can apply directly to the Federal Government for funding from proceeds of crime to offset municipal police department operations and to recoup funds lost by police departments via undercover operations involved in the IPOC matter.”

The Service concurs with this resolution. This Service has one member attached to the IPOC Newmarket office, whose salary is reimbursed at the end of the RCMP’s fiscal year. This Service does not otherwise recover any financial costs. This resolution would likely require an increase in strength in the TPS Proceeds of Crime Section, Detective Services as the volume of investigations undertaken would likely rise.

The provincial government's proceeds of crime legislation has clearly defined regulations regarding how assets from any forfeiture are apportioned to any victim and/or agency. This ensures that everyone involved, including the Attorney General and Ministry of Public Safety and Security receives cost recovery. The municipal police services benefit from allocated funds forfeited to their supervising ministry, the Ministry of Public Safety and Security. This benefit can only be made through approved grant applications for community policing initiatives and Central Intelligence Services Organization (CISO) funding.

The majority of forfeited assets are from federally prosecuted offences namely drug-related charges. The forfeiture from the federal ministries is sent under the authority of the proceeds legislation to the provincial ministries as indicated above.

The resolution to permit direct application to the Federal Government may not be favourable in the eyes of the Provincial Government. An additional approach might be to lobby the Provincial Government to modify their regulations under the proceeds of crime legislation to allow a police service to receive a greater benefit based on their forfeiture achievements and incurred costs.

RESOLUTION 02-13
REQUEST TO RE-INTRODUCE CUMULATIVE SENTENCING BILL

“WHEREAS in 1998 the House of Commons voted 81 to 3 in favour of a Private Members’ Bill (Bill C-251) from Mississauga East MP Albina Guarnieri to amend the Criminal Code and the Corrections and Conditional Release Act to require convicted murderers and rapists to serve sentences for each victim consecutively instead of concurrently; and

WHEREAS the Bill received third reading and was passed by the House of Commons on 7 June 1999 and was also given first reading in the Senate, but later died on the order paper when the Parliamentary Session ended on 18 September 1999; and

WHEREAS the CAPB Board of Directors in January 1999 voted unanimously to support the Private Members’ Bill on Cumulative Sentencing for serious criminals such as sexual predators and multiple murderers; and

WHEREAS CAPB members have asked that this matter be re-visited;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards write to the Federal Minister of Justice and Solicitor General of Canada urging them to re-introduce cumulative sentencing legislation that would require convicted murderers and rapists to serve sentences for each victim consecutively instead of concurrently.”

The Service concurs with this resolution.

RESOLUTION 02-14
RED LIGHT CAMERAS

“WHEREAS the Ottawa Police Services Board has indicated that it supports the use of appropriate technologies (e.g. red light cameras at intersections) by its law enforcement agencies; and

WHEREAS police forces in Canada should have access to all appropriate technologies (e.g. red light cameras) as they attempt to apply the laws governing safety on our urban roadways; and

WHEREAS the use of these technologies has been shown to be cost effective in many jurisdictions throughout the world, including some in Canada;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards urge the federal and provincial governments to work together to remove all remaining legal impediments to the routine use of red light cameras by municipal police forces.”

The Service concurs with this resolution. The Service supports any initiative that moves the Service towards its goal of making the streets of Toronto the safest they can be.

This resolution poses a financial impact on the Service, as the Service is a major stakeholder in the program as discussed in previous board reports. (Board Minutes P101/04 and P/105/04 refer).

**RESOLUTION 03-01
INCARCERATION IN MINIMUM SECURITY FACILITIES**

“WHEREAS there are insufficient controls to prevent criminals convicted of first degree murder from being incarcerated in minimum security facilities; and

WHEREAS some of these criminals have simply walked away from these institutions to become a serious risk to society as well as a tremendous drain on police resources in seeking out the return of these offenders; and

WHEREAS the escape of these criminals from these insecure facilities causes serious public alarm;

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards express its concern to the Solicitor General of Canada about criminals convicted of first degree murder being incarcerated in minimum security facilities, and request that immediate corrective action through changes to corrections policy be taken to prohibit the incarceration of criminals convicted of first degree murder in minimum security facilities.”

The Service concurs with this resolution.

**RESOLUTION 03-02
EXTRA-JURISDICTIONAL POLICE AUTHORITY**

“WHEREAS police in Canada need the ability to perform police duties outside of the jurisdiction in which they are sworn; and

WHEREAS the Federal, Provincial and Territorial mechanisms which are currently in place for the conferring of police officer status on out-of-province police officers are often cumbersome and time consuming; and

WHEREAS there is an ever-increasing need for police to investigate serious crimes, organized crime and outlaw motorcycle gangs within other jurisdictions in Canada; and

WHEREAS given the advent of the threat of terrorism, police will now be required to conduct counter terrorism investigations within other jurisdictions in Canada; and

WHEREAS the Uniform Law Conference of Canada has been asked by the Government of Canada to develop a solution to this concern; and

WHEREAS the Canadian Police Association, the Canadian Association of Police Boards and the Canadian Association of Chiefs of Police have worked in partnership with the Uniform Law Conference of Canada and the Canadian Association for the Civilian Oversight of Law Enforcement to develop draft model legislation;

THEREFORE BE IT RESOLVED THAT:

- a) *The Canadian Police Association, the Canadian Association of Police Boards and the Canadian Association of Chiefs of Police are jointly committed to endorsing the draft model legislation prepared by the Uniform Law Conference of Canada;*
- b) *The Canadian Police Association, the Canadian Association of Police Boards and the Canadian Association of Chiefs of Police will continue to work together with the Uniform Law Conference of Canada and the Canadian Association for the Civilian Oversight of Law Enforcement to further the implementation of the proposal;*
- c) *The Canadian Police Association, the Canadian Association of Police Boards and the Canadian Association of Chiefs of Police will seek opportunities to inform and encourage Federal, Provincial and Territorial officials with respect to the importance of this proposal.”*

The Service concurs with this resolution. Our complex and sometimes lengthy cases can cross provincial borders. The ability to continue investigations into our neighbouring provinces would facilitate an effective, efficient and timely conclusion to these cases. Quick resolution of cases would free up officers to work on other investigations. Most importantly, quicker apprehension of fugitives would enhance public and officer safety.

**RESOLUTION 03-03
LAWFUL ACCESS – FEES FOR COURT ORDERS**

“WHEREAS Canadian police, in carrying out their duties to protect life and property and apprehend criminals frequently receive, obtain and execute orders made by the courts pursuant to the Criminal Code and other federal and provincial statutes; and

WHEREAS failure to comply with an order of the court can result in civil and criminal sanctions including criminal contempt of court; and

WHEREAS it is vital to the administration of justice and the protection of the public that orders of the courts made during the course of a criminal investigation such as search warrants and assistance orders be effectively and efficiently executed; and

WHEREAS the growth in modern information technologies means that very often the subject matter of the court order or evidence being sought can only be acquired with the help or expertise of the person or agencies to which the order is directed; and

WHEREAS there is a growing trend in Canada for some corporations and organizations to endeavour to impose a fee or fees upon police agencies as a prerequisite to compliance with the court order; and

WHEREAS this growing trend with respect to the attempt to impose fees on law enforcement agencies as a prerequisite to compliance with court orders diminishes the authority of the courts and compromises the rule of law; and

WHEREAS the Canadian Association of Police Boards believes that it is in the interests of all Canadians that the authority of the courts remain unchallenged and that all citizens, corporate or otherwise, be required to comply with court orders made in the course of a criminal investigation without attempting to impose extrajudicial conditions such as a fee for service;

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards call upon the Minister of Justice to amend the Criminal Code of Canada to prohibit the imposition of a fee by any person in relation to an order made pursuant to a criminal investigation.”

The Service concurs with this resolution. At present, the Service is required to pay fees for technical assistance in relation to lawful interception of private communications. In recent years, approximately \$400,000 has been spent on these technical assistance expenses. However, other information sources such as hospitals, doctors’ offices, banks, phone companies, have indicated that they may implement a cost recovery fee in the future, for photocopying etc.

It is likely that this cost for these expenses would decrease if this resolution were reflected in the applicable legislation.

RESOLUTION 03-04

SEX OFFENDER INFORMATION REGISTRATION ACT / NATIONAL SEX OFFENDER REGISTRY

“WHEREAS the Government of Canada has given second reading to Bill C-23, the Sex Offender Information Registration Act, which allows for the creation of a National Sex Offender Registry; and

WHEREAS this proposed legislation, although supported in principle by police services across Canada, falls short of the scope and effectiveness envisioned by the policing community, namely:

- *No photograph is required, even though this tool is most effective in identifying offenders*
- *The proposed database fields are restricted to only the most basic information such as name, address, physical description, scars, marks, tattoos and postal code which falls far short of the investigative value of the Ontario model*
- *The proposed national database search capabilities are restricted to postal code and address queries which do not allow for immediate, accurate geo-mapping radius searches*
- *The proposed non-compliance first conviction penalty of \$10,000 or six months in jail is far too low*
- *Sex offenders only have to register at the nearest police facility to their residence – not necessarily with the local police service responsible for their residence*
- *The Registry is not retroactive – meaning existing sex offenders in custody will not be entered. Since records would only be entered from the “Go Live” date, this tool could take years before it builds a critical mass; and*

WHEREAS the Ontario Sex Offender Registry has proven to be a very effective tool since its inception in April of 2001 for police to investigate, monitor, prevent and solve crimes of a sexual nature; and

WHEREAS the Ontario model has consistently maintained in excess of a 92% compliance rate and is considered the world leader;

THEREFORE BE IT RESOLVED THAT the Government of Canada revisit the functionality of the proposed national registry and expand its capabilities to meet or exceed the functionality of the Ontario Sex Offender Registry prior to the passage of legislation.”

The Service concurs with this resolution, although the financial impact is already being realized through the creation of the Sex Offender Registry Unit.

This resolution should result in improved public and officer safety and greater confidence in this Service’s ability to monitor sex offenders. The proposed federal legislation is not up to current provincial Sex Offender Registry standards and needs to be strengthened to Ontario’s levels.

**RESOLUTION 03–05
HOME GROWS & CLANDESTINE LAB OPERATIONS**

“WHEREAS hydroponics operations that are designed to grow and harvest marijuana continue to pose a significant problem, and

WHEREAS methamphetamine labs have now migrated into Canada from the United States and are becoming an overwhelming problem, and

WHEREAS cocaine continues to be a drug of choice and is synonymous with firearms and organized criminal groups, and

WHEREAS the vast majority of drugs are tied directly to and provide the fuel for gang activity resulting in disputes over customers and territory, many times culminating in homicides and serious injury,

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards present these concerns to the Departments of Justice Canada and Solicitor General Canada and that the Federal Government join with its respective Provincial and Territorial counterparts in developing harmonious strategies, including but not restricted to, joint forces operations, federal and provincial funding, standards, public education, and medical concerns.”

The Service concurs with this resolution. Marihuana hydroponic operations have increased significantly over the past several years, (140 in 2003 compared to 120 so far in 2004). It takes four to six officers approximately four hours to dismantle an average sized grow operation. As methamphetamine labs become more prevalent, the cost of training “dismantling crews” will rise.

In clandestine lab investigations, there is a risk of injury or death to both the public and police due to traps that are set to kill or injure intruders. Investigators also face the threat of fire, explosion, electrical shock and exposure to volatile chemicals.

To properly address the problem, the Toronto Drug Squad feels a dedicated Clandestine Laboratory team is required. That is in addition to the present number of officers currently assigned to the Drug Squad. The team dedicated to dismantling marihuana hydroponic operations could be made up of members temporarily seconded from the field to the Drug Squad.

The dismantling of methamphetamine labs could be addressed through the formation of a multi-jurisdictional task force from all Greater Toronto police services, including the Ontario Provincial Police and the Royal Canadian Mounted Police. Any support from the various levels of government with respect to funding, setting of standards, public education and medical concerns would be of assistance to this Service.

RESOLUTION 03-06

COST BENEFIT ANALYSIS OF GUN REGISTRATION LEGISLATION

“WHEREAS gang activity does not appear to comply with legislation governing gun registration; and

WHEREAS debate respecting gun registration has not abated; and

WHEREAS the cost for implementing, maintaining and sustaining gun registration in Canada will exceed more than one billion dollars;

THEREFORE be it resolved that the Canadian Association of Police Boards go on record and urge the Federal Government to revisit gun registration, do a cost benefit analysis and prove beyond any shadow of doubt that gun registration legislation is more than public safety and more than a financial drain on the public purse.”

The Service concurs with this resolution. In fact, the Service’s position has been consistent in that the process of registering firearms has neither deterred the perpetrator nor helped this Service solve any gun-related crimes. The money could be more effectively used for security against terrorism as well as other public safety initiatives.

**RESOLUTION 03–07
CBRN FUNDING FOR MUNICIPAL POLICE FORCES**

“WHEREAS society has placed significant emphasis on crisis and consequence management capacity in response to terrorist acts based on Chemical, Biological, Radiological and Nuclear (CBRN) events; and

WHEREAS police services, and other first responders, will be the first to attend CBRN incidents within their local jurisdictions; and

WHEREAS the lives of citizens will be directly impacted on the capacity of those first responders; and

WHEREAS the acquisition and maintenance of these capabilities is very expensive; and

WHEREAS the current method of obtaining CBRN funding for municipal police services is through the Joint Emergency Preparedness Program (JEPP) grant, disbursed by the Office of Critical Infrastructure Protection and Emergency Preparedness (OCIPEP) after Provincial and Municipal government approval; and

WHEREAS this present method of obtaining extraordinary funding has proven to be inadequate, time consuming and cumbersome;

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards urge the Federal and Provincial governments to provide increased and streamlined funding opportunities for crisis and consequence management of Chemical, Biological, Radiological and Nuclear events directly to municipal police services (based on their current and identified police responsibilities).” (sic)

This Service concurs with the resolution. Stronger financial support from government would allow this Service to commit the necessary resources and properly equip our members for response to CBRN events.

As previously reported in the 2004 Operating Budget Submission,

“The Service operates within a joint CBRN team (TPS, Toronto Fire and Toronto EMS) in response to CBRN incidents. Due to terrorist attacks from 2001 and 2002 involving chemical weapons, coupled with Canadian and U.S. international military activities, the threat of terrorism involving CBRN equipment has been heightened. Toronto, as Canada’s largest city, is a major target. The Service is still inadequately prepared to deal with such attacks. Negligible financial support has been received from the Federal/Provincial governments for CBRN equipment. Therefore, it is paramount that the Service prepares itself using its own resources as best available, and thus the one-time funding request of \$0.4M in 2004.” (Board Minute P329/03 refers)

**RESOLUTION 03-09
GLOBAL STANDARDS TO COMBAT CORRUPTION IN POLICE
FORCES/SERVICES**

“WHEREAS the Interpol Group of Experts on Corruption has developed Global Standards to Combat Corruption in Police Forces/Services; and

WHEREAS the Standards were ratified by the member countries at the 71st Interpol General Assembly in October 2002; and

WHEREAS Canadian police services are generally respected worldwide and the great majority of our law enforcement officials govern themselves according to the highest standards of ethics; and

WHEREAS the adoption of the Standards by the CAPB would represent an universal statement of our collective commitment to implementing and encouraging high standards of integrity in the international police and law enforcement community, and would reflect leadership worldwide in the advancement of ethical standards and measurements in policing and law enforcement; and

WHEREAS the Standards constitute a statement of principles that is in no way intended to replace existing codes of ethics and codes of conduct governing police forces in Canada;

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards endorse the Global Standards to Combat Corruption in Police Forces/Services developed by the Interpol Group of Experts on Corruption.”

The Service concurs with this resolution. The Service constantly strives to achieve and maintain the highest standard of integrity and ethical principles.

The Global Standards to Combat Corruption in Police Forces/Services were developed by the Interpol group of experts on corruption to benefit those developing nations trying to establish or improve policing standards.

This Service exceeds these standards due to its compliance with such governance protocols as the Police Services Act, provincial and federal legislation and this Service's own policies, rules and procedures.

**RESOLUTION 03-10
CALLING FOR A NATIONAL COUNTER-TERRORISM STRATEGY REGARDING
RISK MITIGATION BY FIRST-RESPONDERS**

“WHEREAS the tragically shocking events of September 11th, 2001, have highlighted the need for effective counter-terrorism plans and capabilities in North America; and

WHEREAS the Government of Canada has since taken many new steps to counter terrorism, both domestically and internationally; and

WHEREAS there exists no comprehensive assessment of national infrastructure vulnerabilities, risks, security needs, or mitigation plans pertaining to potential terrorist threats; and

WHEREAS the burden of responsibility to respond during and immediately after a terrorist attack on national infrastructure falls upon local, municipal first-responders; and

WHEREAS municipal first responders are woefully unprepared and under-equipped to respond to the range of potential terrorist attacks on national infrastructure within municipal boundaries; and

WHEREAS several members of the Canadian Association of Police Boards appeared before the Parliamentary Sub-Committee on National Security on April 8th, 2003; and

WHEREAS the Sub-Committee acknowledged that municipal concerns embrace five (5) major themes, those being inadequacies in: planning, equipment, training, intelligence, and communications compatibility; and

WHEREAS the Sub-Committee further acknowledged that federal counter-terrorism funding has generally not been provided to municipal first-responders; and

WHEREAS the Canadian Association of Police Boards, as leaders in public safety, have a moral obligation to address these inadequacies; and

THEREFORE BE IT RESOLVED THAT the Canadian Association of Police Boards aggressively pursue the establishment of a comprehensive national counter-terrorism strategy regarding risk mitigation by municipal first-responders, that includes a national needs assessment, initiates independent assessment of local mitigation measures, and ultimately addresses all counter-terrorism gaps with appropriate needs-driven national and provincial funding provided directly to municipal first-responders.”

The Service concurs with this resolution. The Service and the Board have been actively working in this regard especially since the events of September 11th, 2001. (Board Minutes P321/01, P333/01, P55/02, P85/02, P104/02, P332/02, P51/03, P91/03, P153/03, P221/03, P256/03, P257/03 P329/03 77/04 refer.)

Terrorism is not a localized problem and it is highly unlikely that acts of terrorism would respect jurisdictional boundaries. A national counter-terrorism strategy, which provides a plan for cohesive co-operative response from municipal, provincial and federal agencies would enhance our ability to respond to threats and acts of terrorism. Provincial and federal funding is required to ensure that our first responders are adequately trained and equipped for such events.

RESOLUTION 03-15
REQUEST FOR IMMEDIATE ACTION ON LAWFUL ACCESS

“WHEREAS the current provisions of the Criminal Code that govern the lawful interception of private communications were enacted in 1974 and have not been adapted to meet the challenges of modern technology and trends such as high speed Internet, wireless telecommunications devices, deregulation of the telecommunications industry, global and cross border criminal activity and cyber crime; and

WHEREAS the gap between the law and the reality of today’s technology poses a serious threat to public safety and creates a safe zone where criminals can operate free from fear of detection and apprehension; and

WHEREAS the current situation is hampering the ability of police to investigate criminal offences and apprehend offenders; and

WHEREAS the Canadian Association of Police Boards recognizes concerns about the possible erosion of individual privacy rights;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards urge the Federal Government to make it a top priority to update the legal framework for Lawful Access so that police maintain the ability to lawfully intercept communications and search and seize data in order to investigate and support prosecution of crimes, but that the circumstances in which police may intercept private communications and search and seize data continue to be the subject of prior court approval.”

The Service concurs with this resolution. Legislation must keep pace with technology, and allow law enforcement the ability to effectively intercept communications and search and seize data in order to investigate and support prosecution of crimes under judicially authorized conditions.

RESOLUTION 03-16

MOTOR VEHICLE SAFETY REGULATIONS TO MANDATE ANTI-THEFT IMMOBILIZERS

“WHEREAS vehicle theft is a serious threat to public safety, particularly in light of stolen vehicles often being used to commit other crimes and injure bystanders; and

WHEREAS the objective of Project 6116 is to reduce the incidence of vehicle theft in an effort to improve public safety; and

WHEREAS there is a Canadian National Standard (“CAN/ULC-S338-98”), recognized by the Standards Council of Canada, prescribing the minimum level of effectiveness for automotive theft deterrent systems; and

WHEREAS a resolution adopted at a meeting on February 13-14, 2002 of Provincial and Territorial Ministers Responsible for Justice called upon automobile manufacturers to work in collaboration with Transport Canada and other stakeholder, including the insurance industry, to ensure that immobilizers meet the Canadian National Standard on all vehicles as soon as practicable; (sic)

THEREFORE BE IT RESOLVED that the Canadian Association of Police Boards support the initiatives of Project # 6116: National Committee to Reduce Auto Theft, and request that Transport Canada’s Proposed Amendments to Motor Vehicle Safety Regulations requiring vehicle immobilizers in all new light vehicles follow the guideline that vehicle immobilization systems must meet the Canadian Standard (“CAN/ULC-S338-98”) and that systems which meet other technical standards or general guidelines would be required to qualify under the Canadian Standard as well.”

The Service concurs with this resolution. An anti-theft immobilizer is an electronic automotive theft deterrent system. As of May 2004, roughly 70% of all new motor vehicles sold in North America are equipped with an immobilizer meeting the proposed standard, even though compliance is strictly voluntary at this time. Transport Canada has extended the deadline for voluntary compliance until 2007, after which the imposition of regulations will be entertained.

This resolution will enhance both public and officer safety by reducing the likelihood that young persons will be able to steal motor vehicles equipped with immobilizers, some of which will result in suspect apprehension pursuits and other crimes.

Conclusion:

It is therefore recommended that the Board receive this report.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P199. TORONTO POLICE SERVICE - 2004 OPERATING BUDGET
VARIANCE REPORT AS AT APRIL 30, 2004**

The Board was in receipt of the following report JUNE 03, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT APRIL 30, 2004

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 held on April 19 to April 23, 2004, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$679.2 Million (M), which is the same amount as the revised budget approved by the Toronto Police Services Board at its meeting of April 1, 2004 (Board Minute #P105/04 refers). The Council-approved budget provides sufficient funding to maintain the same level of service as in 2003 as well as funding for costs related to the 2002 to 2004 salary settlements.

At its meeting on February 24, 2004, during consideration of the Service's October 2003 operating budget variance report, the City's Policy and Finance Committee requested:

“the Toronto Police Services Board in future, to provide a much more complete budget variance report”

In previous years, details from variance reports presented to the Board in the early months of the year were often not repeated in subsequent variance reports. This was done to highlight new or major issues. As part of the above request, the Service will repeat details in subsequent reports resulting in a more complete variance report. Furthermore, this and future variance reports will provide additional detail on specific variances, as the detail becomes available.

2004 Operating Budget Variance

As at April 30, 2004, no overall variance is projected.

STAFFING

A net shortfall of \$0.3M is projected for staffing costs to year-end.

Projected uniform separations for 2004 are currently estimated to be on budget at 224 (compared to 143 separations in 2003) as follows:

	2004 Estimate	2004 Actual/ Projection	2003 Actual
Year to date	108	97	62
Full year	224	224	143

Although to date separations are less than anticipated, no impact on expenditures is currently identified, as future separations are expected to offset current variances due to attrition being later than expected.

Based on experience to date, salaries are projected to be underspent by \$0.8M. This savings is due in large part to a greater than expected number of staff on long term sick. There are currently 27 members funded from the Central Sick Bank Reserve (CSB), compared to the budget of 14, which is based on historical averages. Members are not eligible to receive funding until they have exhausted all of their own leave accumulations that are payable by the Service. Therefore, the number of members funded from the CSB can fluctuate based on leave accumulations as well as the number of sick members. Eligible staff are paid from the CSB and represent savings in the Service's salary accounts. As per the collective agreement, funding to the CSB is provided by the Service through a contribution of 1/6 of one percent of total payroll to the CSB. The Service's operating budget includes a contribution to the CSB.

Premium pay expenditures are estimated to be \$1.7M over budget, \$1.2M of which is recoverable, resulting in a net variance of \$0.5M over budget. This recovery is due to the combined Service and City initiative to schedule officers to attend night court while off duty as previously reported to the Board at its meeting of June 19, 2003 (Board Minute P165/04 refers).

This initiative is expected to net the City \$720,000 in excess of the \$1.2M premium pay cost. The remaining \$0.5M projected expenses are associated with major investigations such as guns and gangs (for example, project Impact where over 60 suspected gang members were arrested), seizure of marijuana grow operations (resulting in increased costs due to dismantling, evidence continuity and security), investigation and prosecution of violent hold-ups, and complex homicide investigations. The Service continues to strictly enforce the monitoring and control of premium pay. Overtime can only be worked with supervisor approval or in an emergency situation. Attendance at court is minimized as much as possible. However, the exigencies of policing result in the requirement for premium pay.

Not included in the above projection is a proposal for the Community Action Policing Program (CAP) which is currently before the Board. This program is expected to cost \$1.2M; however, funds are not available within the TPS budget.

The Service was able to avoid several major crimes, including homicides, and solve others through the increased proactive use of part-time detective support staff in several policing investigations. Use of part-time detective support staff is strictly controlled and restricted to high risk projects. However, the associated unfunded costs are currently projected to be \$0.6M. Every effort is being made to reduce this projected over expenditure while balancing the need to provide support to ongoing investigations.

BENEFITS

Benefits are projected to be underspent by \$0.8M.

Starting with the first full pay in 2004, OMERS required employers and employees to remit pension costs at 100% of the increased rate, compared to 33% during 2003. The Service budgeted for the increased pension contribution costs for the full year. However, the remittance of 100% was applicable to the first full pay of the year. The Service's first full pay of 2004 was in late January and therefore, the first 12 days of the year were remitted at 33%, resulting in a one-time savings of \$1.1M.

During the 2004 budget process the Service reduced the medical/dental accounts, based on 2003 spending. In order to achieve City funding targets, the Service took an aggressive approach and further reduced these accounts. At this time, current trends indicate that medical/dental spending will be overspent by at least \$0.3M.

As part of its recent budget, the provincial government delisted several services previously covered by OHIP and introduced a new OHIP premium. These initiatives may have an impact on the Service and are currently being reviewed.

NON SALARIES

Non salary accounts are projected to be overspent by \$0.5M.

Based on current information, it is expected that the budget for legal indemnification of officers will be overspent by \$0.5M by year-end. Per the collective agreements, a member charged with but not found guilty of a criminal or statutory offence, because of acts done in the attempted performance in good faith of his/her duties as a police officer, shall be indemnified for the necessary and reasonable legal costs in the defense of such charges. During the 2004 budget process, the budget for legal indemnification of officers was reduced by \$0.4M based on historical average spending patterns. It was reported at the time that this account is unpredictable and subject to large fluctuations based on the types and number of cases experienced each year. Legal bills for a recently settled case are in excess of the liability set aside to cover this case by an amount equal to the entire 2004 budget that was set up for legal indemnification of officers.

This projected variance of \$0.5M assumes no further large cases will impact the Service this year.

The Service has experienced pressures in some non salary accounts, but is attempting to offset them with reductions in other accounts. The recent increases in gasoline prices may result in additional spending pressures depending on the extent and length of the price increases. At this point, no variance for gasoline is projected.

In addition to the above, the Service is faced with the need to implement recommendations from the Judge Ferguson report. Every attempt is being made to reallocate funding to accommodate anticipated expenditures, but full implementation of the recommendations may require additional funding.

SUMMARY

As at April 30, 2004, no overall variance is projected. The Service will continue to control costs and defer discretionary expenses in an attempt to remain within the approved budget.

The above variances can be summarized as follows:

	<u>Budget</u>	<u>Projection</u>	<u>Savings/ (Shortfall)</u>
Staffing	\$528.3	\$528.6	(\$0.3M)
Benefits	\$106.8	\$106.0	\$0.8M
Non Salaries	<u>\$44.1</u>	<u>\$44.6</u>	<u>(0.5M)</u>
Total	<u>\$679.2</u>	<u>\$679.2</u>	<u>\$0.0M</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 report and agreed to forward a copy to the City of Toronto - Chief Financial Officer and Treasurer, and to the City of Toronto - Policy and Finance Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P200. 2003 ANNUAL REPORT – PROFESSIONAL STANDARDS

The Board was in receipt of the following report MAY 06, 2004 from Julian Fantino, Chief of Police:

Subject: PROFESSIONAL STANDARDS 2003 ANNUAL REPORT

Recommendation:

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

Background:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with a singular report to be submitted on a semi-annual basis (Board Minute 199/96 refers).

Additional reporting requirements, as outlined in Part 5 – Reporting of the Toronto Police Services Board's Complaints Policy Directive entitled 'Board's Policy on Complaints' (TPSB AA-001) have been integrated into the appropriate sections of this report. The semi-annual reporting requirements for suspect apprehension pursuits have also been incorporated into the report as a separate section (Board Minute 233/2000 refers).

The Toronto Police Service Professional Standards 2003 Annual Report is appended.

It is recommended that the Board receive this report for information. A/Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions if required.

The Board received the foregoing. A copy of the complete 2003 Professional Standards Annual Report is on file in the Board office.

EXECUTIVE SUMMARY

The Toronto Police Service Professional Standards Report was designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparison, examination of trends, and a more comprehensive analysis of officer conduct and discipline. The proposed report format, based on the anticipated data capture and analysis capabilities of the Professional Standards Information System (PSIS), was approved by the Board at its meeting of June 13, 1996 (Board Minute 199/1996 refers). Revisions to the appropriate sections of the Professional Standards Report as required by Directive 31 (TPSB Policy Manual updated 01.03.27) have been incorporated into this report.

Highlights

- The Professional Standards Information System (PSIS) specifically customized for the Toronto Police Service was activated at the end of October 2003. Data entry for the 2003 historical material is progressing ahead of schedule.
- The PSIS system provides early intervention alerts based on pre-set conduct thresholds. This will allow the Service to identify members who may be at risk of unacceptable standards of conduct and to provide early intervention to mitigate the consequences of such behaviour.
- During 2003, a total of 723 public complaints were made about TPS members – 480 about officer conduct, two about Service policy and 25 about the level of service provided; 216 complaints did not meet the criteria set out in the Police Services Act and were, therefore, not subject to investigation. A further 93 complaints were withdrawn by the complainant prior to investigation.
- Complaints of a serious nature account for approximately one in six complaints received in 2003. This compares very favourably to previous years when they accounted for one in four in 2001 and 2002.
- The Police Services Act makes provision for the public to pursue their complaint if they are dissatisfied with the disposition at the Service level. The Ontario Civilian Commission on Police Services (OCCPS) has been set up to review decisions and, if appropriate, to recommend further investigation or order a hearing. In this regard a total of 10 classifications and 116 dispositions were referred for review. OCCPS referred 8 classifications and 20 dispositions back to TPS for further investigation in 2003 and 52 files were outstanding at year end.
- The average number of days for completion of a public complaint investigation was 64. Forty four percent of the complaints were investigated and resolved within 30 days. A further 29% were concluded within 90 days. One hundred and seventy five complaints received in 2003 were outstanding at year-end – more than half had been outstanding for less than 90 days.

- A total of 54 new PSA cases were opened in 2003 and 84 PSA charges were laid against 53 individual officers (1% Service-wide) – only one officer was the subject of 2 PSA cases.
- The lower number of charges laid during 2003 reflects the decision of the Legal and Prosecutions Section to focus on the more serious conduct and to consolidate charges.
- A total of 1,898 Use of Force reports were submitted to the Service in 2003, although there were only 1,353 incidents where TPS officers were obliged to use force. Of the 1,898 reports submitted, 438 were submitted by a team of officers and the remainder were submitted by individual officers.
- When weapons were found in Use of Force incidents, they were of the lethal variety – edged weapons and firearms. In approximately one in every five use of force reports, officers were faced with subject(s) armed with lethal weapons.
- 818 injuries were reported in 2003 resulting from Use of Force incidents. Injuries to police officers and third parties account for 30% and 6% respectively. This distribution of injuries is very similar to that reported in 2002.
- SIU invoked their mandate to investigate 43 incidents in 2003. Eleven were terminated after an initial investigation found that they did not meet the threshold of the SIU mandate. Of the 32 remaining investigations, the SIU exonerated the officers involved in 29 investigations. One investigation led to an officer being charged criminally. Two investigations are ongoing.
- In 2003, TPS officers initiated 176 suspect apprehension pursuits. The number of pursuits reported in the past 3 years has been very consistent (183 and 180 in 2001 and 2002 respectively). In 65% of the cases the initiating officer believed that a criminal code offence had occurred. Almost one-third of the pursuits were initiated as a result of a stolen vehicle.
- In total, 29 persons (19 pursued subjects, 5 officers and 5 uninvolved citizens) were injured during or subsequent to a suspect apprehension pursuit. Injuries resulting from pursuit related collisions have averaged 30 per year for the past six years.
- In 2003, 420 members of the Toronto Police Service received Service Awards, including five Merit Marks, 75 Commendations, 287 Teamwork Commendations, 3 Chief of Police Awards, 10 Letters of Recognition and 40 Chief of Police Excellence Awards. A total of 554 long service awards were presented to Service members – 205 crested watches to commemorate 25 years of service, and 349 pins/awards to recognize long and exemplary service. In addition, 114 members received retirement plaques.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P201. 2003 ANNUAL REPORT – TRAINING PROGRAMS

The Board was in receipt of the following report MAY 20, 2004 from Julian Fantino, Chief of Police:

Subject: TRAINING PROGRAMS - 2003

Recommendation:

It is recommended that the Board receive the following report.

Background:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report will address training delivered by the Toronto Police Service (TPS) during the year 2003. (Board minutes 333/95 and 66/99 refer).

Response:

The TPS continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means, training offered through the Training and Education Unit (T&E), unit specific training offered only to members of a particular unit and course tuition reimbursement at external learning institutions.

Effectiveness of Training:

Measuring the effectiveness of training is a complex and difficult process. Many external and internal variables affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. During 2003, T&E implemented additional methods to better determine the effectiveness of TPS training. New training record software implemented at the end of 2002 provides significantly enhanced analysis capabilities. The unit is working closely with Professional Standards, Corporate Planning and Human Resources to validate the information available. For example, a Service-wide survey contains three questions pertaining to the effectiveness of training.

2003 Personnel Survey:

As part of the 2003 Personnel Survey, the following questions were asked of the respondents:

- Q. 3 The Service provides me with the training I need to do a good job.
- Q. 7 The training I've received at C.O. Bick College in the past two years has been of high quality.
- Q. 9 I have received at least some training or information about organized crime during the past year.

The findings of the survey, provided by TPS Corporate Planning, are as follows:

- A.3 80% of respondents agreed or somewhat agreed that the Service provided them with the training they needed to do a good job.
- A.7 80% of respondents agreed or somewhat agreed that the training they had received at the College in the past 2 years was of high quality.
- A.9 47% of uniform respondents and 25% of civilian respondents agreed or somewhat agreed that they had received some training or information about organized crime during the past year.

This low response to question 9 was somewhat surprising to training staff as sessions dealing with drug trafficking networks, street gangs and outlaw motorcycle gangs were covered on Recruit, Advanced Patrol Training and front-line training. It is felt that the survey respondents might have interpreted the term "organized crime" as meaning more traditional organized crime.

T&E held four meetings in 2003 with the training supervisors representing each of the TPS divisions and units. At each of these meetings, there was a discussion of the adequacy and effectiveness of TPS training. The feedback received was generally positive. This year, T&E has increased the frequency of these meetings to ten times per year. This is providing much more communication between T&E staff and the units to ensure a high degree of satisfaction with the quality and relevance of training.

Compliance with Government Regulations:

Pursuant to Provincial Adequacy Standards Regulation 3/99, the Ministry of the Solicitor General must accredit certain highly critical police training. There are nine courses within these criteria, and the TPS has been accredited to deliver all nine. Two other highly critical areas, namely use of force and suspect apprehension pursuits are subject to ongoing reporting and analysis as required by other Ontario Regulations.

Ontario Regulation 33/99 also requires every police service to have a skills development and learning plan. The TPS skills development learning plan has been in place since 2001 and is scheduled for triennial review this year. The revised plan is scheduled to be placed before the Board at the September 2004 meeting. The plan describes the training requirements for various positions within the TPS and describes learning opportunities to meet the necessary standards. TPS training is fully compliant with all government regulations.

Quality of Training:

The TPS evaluates training based on the four-level Kirkpatrick Hierarchy of Evaluation:

- **Reaction:** Did participants find the program positive and worthwhile? This question has many sub-parts relating to the course content including: format, the approach taken by the facilitator, physical facilities and audio-visual aids.
- **Learning:** Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit in order to determine changes.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the 'real-world'? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area of transfer that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables. Methods used to measure transfer may include: participant course surveys at the six-month mark; interviews with training co-ordinators and supervisors; and in-field training session observance of students by co-ordinators.
- **Impact of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, "Was the problem solved"?

The four categories of evaluation are carried out at different times during and after the program:

- **Reaction:** occurs during and after the program.
- **Learning:** occurs prior to, during, and at the end of a training program.
- **Transfer:** occurs back in the 'real-world' within six to eight weeks.
- **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard. All are evaluated on the reaction and learning categories. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis conducted only on selected programs each year. During 2003 four TPS training programs were selected for detailed evaluations based on their criticality and regulatory requirements:

- Policing and Diversity Training
- Racially Biased Policing Session on the Advanced Patrol Training Course
- Use of Force Training
- Police Vehicle Operations

The results of these in-depth evaluations are summarized below.

Audit of the Policing and Diversity Course:

Auditors on the staff of the City of Toronto Auditor General attended C O Bick College in February of 2003 as a part of the Jane Doe Audit follow-up. They reviewed the Policing and Diversity course in detail. Several suggestions were made and all were implemented. The Service Human Rights Co-ordinator assisted in this implementation and the course was adjusted to make it student-learner-centred and includes more appropriate case studies. All supervisory training for the Service was also reviewed and an expanded level of race relations training added with Racially Biased Policing examined in detail.

Racially Biased Policing Session on the Advanced Patrol Training Course:

During 2003, T&E conducted surveys and interviews with front-line officers concerning the Advanced Patrol Training course. They indicated that the program was a very good preparation for front-line policing.

The students were very positive about the ninety-minute session on Racially Biased Policing. T&E Staff responded to allegations of racial profiling very quickly. They conducted a thorough review of best practices and training techniques used in Canada, the United States, Great Britain and Australia. Staff Sergeant Peter Csefko #622, the Section Head in charge of Diversity training attended the New Jersey State Police Academy for the purpose of reviewing the impact of the New Jersey State Police Consent Decree on racial profiling. He developed a specific one and one-half hour Racially Biased Policing training initiative. This provided an outline of the history and impact of racially biased policing. Officers were asked to examine their motivation and practices as they affect contact with visible minorities in street stop situations. This session was presented to all Advanced Patrol Training classes held during 2003.

T&E contacted Professional Standards to obtain information on internal and external complaints that might have racial overtones or implications in an effort to assess the effectiveness of this training.

Because of the prohibition on keeping race-based statistics, Professional Standards was unable to provide specific information on race-based public complaints. The new Professional Standards Information System (PSIS) does include a category of complaints known as "Discriminatory Practices," however, the system does not yet contain comparative data for the years before 2003. In 2003, only 8 of 142 complaints were classified under the Discriminatory Practices category.

Professional Standards personnel remain very involved in training programs delivered throughout the TPS. If problematic trends are identified, they will continue to be addressed in training.

USE OF FORCE TRAINING:

In the course of their duties, police officers are required to use force to protect the public and themselves. In addition to common law powers, officers are granted special powers by the Criminal Code of Canada to use force where necessary to carry out their duties. In turn, police officers are accountable under both the Criminal Code and the Police Services Act, for the appropriate use of force. Prescribed standards issued by the Ministry of Community Safety and Correctional Services specifically addresses use of force in the performance of policing duties. The primary focus of these standards is sufficient and appropriate training, the development of appropriate training courses and the delivery of a standard training level to all police officers.

To assist in the development of Use of Force training, information is gathered from the Provincial Use of Force Report (UFR Form 1). Data from the report is extracted in two stages. First, the Use of Force Training Analyst maintains a database that identifies existing trends and training concerns. Second, the data is entered into a centrally maintained system by TPS that allows only restricted inquiry capabilities and provides no analytical tools. Between 1993 (when the Ontario Use of Force legislation was enacted) and the present, the numbers of reportable situations our officers have been involved in has seen consistent annual increases (see Table #1, provided by T&E Use of Force Analyst). This is consistent with the increases in violent offences against our officers (see Table #2 provided by Corporate Planning Analysis Support Unit).

Table #1

Year	Use of Force Reports Submitted
2003	1773
2002	1885
2001	1842
2000	1639
1999	1471
1998	1656
1997	1484
1996	1351
1995	1314
1994	1462
1993	1252

Table #2

Major Violent Offences Against TPS Officers	1998	1999	2000	2001	2002	2003
Attempted Murder	4	2	2	5	4	3
Aggravated Assault	5	6	4	7	5	4
Assault With Weapon or Causing Bodily Harm	53	82	103	95	94	72
Assault	125	98	105	94	74	65
Assault Police Officer	468	522	574	593	660	509
Assault to Resist Arrest	392	405	531	482	566	414
Attempt to Choke, Strangle, etc.	1	0	0	0	0	0
Dangerous Operation of a Motor Vehicle Causing Bodily Harm	6	2	4	1	4	2
Total Offences	1054	1117	1323	1277	1407	1069

T&E believes that enhanced use of force, crisis intervention, and tactical training for frontline officers has had a significant impact on ensuring officer and public safety by equipping officers physically and mentally to use the least amount of force required in any given situation. Numerous unsolicited reports from frontline officers indicates that the training received has provided the knowledge, skill and confidence to successfully resolve the types of high-risk situations encountered by our members. This is supported by statistical and other anecdotal evidence.

Statistical information gathered for “officer involved shootings” shows these shootings have decreased as training in this area has increased. During the years 1987 to 1997 inclusive, prior to the start of crisis intervention training, there was an average of five such incidents per year. For the years 1998 to 2003 inclusive, the average is 2.3 per year. Annual Use of Force re-qualification training was mandated for all police officers by the Province in 1994. Since then, despite the fact that incidents of use of force, incidents of officers being assaulted, and incidents of officers facing subjects with weapons has increased, the use of lethal force has decreased.

Firearms training since 1994 has placed an extreme emphasis on firearms safety, especially in relation to proper loading and unloading and the operation of the firearm with the finger off the trigger until the conscious decision has been made to fire. As a result, the number of unintentional discharges has been significantly reduced from the late 80’s early 90’s. In 2002 there were only two cases of unintentional discharge with no injury, and in 2003 there were no incidents.

Police Vehicle Operations:

T&E Police Vehicle Operations (PVO), in conjunction with Professional Standards and Traffic Services, have made improvements to Procedure 07-05 - Collisions Involving Service Vehicles.

These changes created a new program to identify risk drivers of police vehicles. The areas being monitored are Trend Analysis, Problem Identification, Quality Assurance and Training Issues.

This will help to reduce the number of “at fault collisions” in the Service and will help to identify officers who appear to be having difficulties in the operation of a police vehicle. These officers will then be monitored and/or given remedial training.

The PSIS database does include information on police vehicle collisions, but this system does not yet contain comparative data for the years before 2003. Year to date figures for the period January 1, to May 5, 2003 and 2004 respectively indicate a positive trend as police vehicle collisions have declined from 277 to 183. As the PSIS database is populated it will become very useful in adjusting training strategies to more effectively manage risk. In addition, training staff frequently consult with Professional Standards and Traffic Services to monitor trends to ensure corrective action in the area of training for risk drivers.

T&E, in partnership with Traffic Services, has created and delivered an Accident Reconstruction Course which has gained widespread credibility. The Accident Reconstruction Course has grown in popularity and is in demand by many other police services. While TPS has attempted to accommodate officers from other Services, there is limited classroom and physical capacity available.

Discussions are now under way with the Ontario Police College (OPC) to offer the Accident Reconstruction Course at the OPC. This will allow officers from all other police services to benefit from the knowledge and experience of the TPS and is an excellent example of partnership, co-operation and teamwork.

Summary of Toronto Police Service Training for the Year 2003:

To achieve the target of offering quality training that is delivered in a timely and efficient manner, T&E has put into place a learning system that is designed to meet the needs of all members of the Service. This learning system includes:

1. A systematic Service wide training needs assessment;
2. A training design and approval system to ensure that training needs are addressed by course offerings;
3. A comprehensive and consistent evaluation system for training programs;
4. A reporting system to allow management to assess the value and relevance of all training initiatives.

This system uses T&E courses supplemented by “Frontline” training videos and “Roll Call” training bulletins delivered by unit training co-ordinators. T&E performs the necessary needs assessments and gap analysis to ensure training needs are met.

Once course offerings have been established, comprehensive evaluation methodologies are undertaken annually to ensure high quality and effective training occurs on a timely basis.

In addition to T&E, the following units conduct unit specific training:

1. Parking Enforcement Unit
2. Court Services
3. Public Safety Unit
4. Forensic Identification
5. Marine Unit
6. Human Resources and Information Technology Services
7. Mounted and Police Dog Services
8. Communications Centre
9. Emergency Task Force

Tuition Reimbursements:

The TPS reimburses members for 50% of the cost of tuition for designated university or college courses and approved seminars. During the year 2003, 236 course tuition fees were reimbursed for a total expenditure of \$79,080.12

Summary of Training Delivered by T&E:

T&E is divided into seven training sections. Each of these Sections has a specific mandate and plays a key role in the delivery of quality training to uniform and civilian Service members.

The training staff are well qualified in their subject areas and in addition to training delivery, the Unit is responsible for supporting and administering training delivered by all other TPS Units. The following is a chart comparison of the total number of training sessions and total student activity for 2002 and 2003 (See Table #3 and Table #4, provided by T&E). See Appendix A for the complete breakdown of each Section.

These figures do not include the training sessions that are offered in the units through Frontline or decentralized Roll Call training.

Table #3

T&E Sections	Number of Courses 2002	Number of Courses 2003
Officer Safety Training	438	*261
Tactical Training	51	73
Investigative Training	50	73
Outreach & Distance Learning (includes Information Systems Training)	175	**159
Traffic & Provincial Statutes (includes Police Vehicle Operations)	304	355
Recruit Training	17	22
Leadership Training	44	40
Total:	1079	983

Note:

*The significant decrease in the total number of courses offered in 2003 is due to the completion of the expandable baton and oleoresin capsicum programs at the end of 2002.

**Decrease in this training is reflective of T&E instructors being allocated to assist Information Technology Services to implement training across the Service for the new TRMS/HRMS and eCOPS software programs that were introduced in 2003.

Table #4

T&E Sections	Number Trained 2002	Number Trained 2003
Officer Safety Training	6346	5872
Tactical Training	466	978
Investigative Training	1171	1895
Outreach & Distance Learning (includes Information Systems Training)	4361	3180
Traffic & Provincial Statutes (includes Police Vehicle Operations)	2290	2255
Recruit Training	832	728
Leadership Training	729	900
Total:	16195	15808

Summary of Training Delivered by Specific Units of the TPS:

In addition to the training offered by T&E, the following Units deliver significant amounts of training to police officers and civilian members of the TPS (See Table #5 and Table #6, provided by T&E). This training is specific to members of that Unit, or falls within the particular expertise of members of that Unit. Each Unit has a training co-ordinator and instructors who have considerable operational and training expertise. (Refer to Appendix B for the complete breakdown of each Unit).

Table #5

Unit	Number of Courses 2002	Number of Courses 2003
Parking Enforcement	129	58
Court Services	150	530
Public Safety	36	65
Forensic Identification	58	139
Marine	42	53
Human Resources & Information Technology Services	N/A	215
Mounted and Police Dog Services	40	41
Communications Centre	88	78
Emergency Task Force	273	297
Total:	822	1476

Table #6

Unit	Number of Students 2002	Number of Students 2003
Parking Enforcement	2519	1463
Court Services	981	1535
Public Safety	920	2148
Forensic Identification	643	1099
Marine	325	252
Human Resources & Information Technology Services	N/A	*2347
Mounted and Police Dog Services	115	86
Communications Centre	1739	1383
Emergency Task Force	3846	4143
Total:	11088	14456

* Note: The significant increase in training during 2003 was due to the addition of HRMS/TRMS/and eCOPS software programs that were introduced in 2003.

The demand for training opportunities within the TPS continues to grow due to many factors. These factors include workforce renewal, training that is mandated by the province to accredit members for specific jobs, training that is mandated by the Service in response to inquest or other civil remedies and training that is in response to current issues and themes that impact the Service. To ensure that training is prioritized and delivered to members of the Service in a timely and appropriate method, training is broken down and delivered according to the following priorities:

1. Training Required by Law, TPS Standards or Provincially Mandated Training:
This category of training includes, as examples, Use of Force Re-qualification, Management and Evaluation of Risk Investigations, Suspect Apprehension Pursuit, General Investigators, Sexual Assault Child Abuse, Ontario Major Case Management and Domestic Violence Investigators Courses.
2. Training Required to Enhance Public and Officer Safety:
This category of training includes, as examples, the Booking Hall Officer Safety Course, Introduction to Plainclothes and Drugs, Interview and Tactical Firearms Courses.
3. Training Required to Allow Members to Perform Their Current Duties More Effectively:
This category of training includes, as examples, Uniform and Civilian Professional Development, Crime Prevention Through Environmental Design and Instructional Techniques.
4. Training that is Desirable to Develop Members for Future Work Assignments:
This training is supported by tuition reimbursement (off-duty course attendance).
5. Training for the Personal Development of Members:
This training is the responsibility of the individual member (off-duty course attendance).

Service Priorities:

T&E continues to play a role in meeting the goals of the Service Priorities by delivering training that specifically impacts field and support personnel in meeting the following Service Priorities.

SERVICE PRIORITY: *Youth violence and the Victimization of Youth and Organized Crime.*

A number of courses are offered that educate members of the Service about issues relating to street gangs and their link to organized crime. Courses such as Proceeds of Crime, Bill C24 and the Youth Criminal Justice Act training all contribute to the education of field personnel at different levels within the organization.

SERVICE PRIORITY: *Drug Enforcement and Education.*

T&E offers an Introduction to Drug Course specifically aimed at members who perform duties where they may encounter drugs, but are not attached to a drug squad. Also, a number of drug squad officers have received special motorcycle training through PVO to allow them to function in this environment in an undercover capacity.

SERVICE PRIORITY: *Traffic Safety.*

Driving a police vehicle represents one of the highest levels of risk driving. PVO has created and maintained extensive community and government partnerships that have allowed the Service to have influence and guidance with respect to traffic safety and external driving programs.

Front-line police officers and communications personnel have completed Ministry mandated "Suspect Apprehension Pursuit" training. Additional police vehicle operations training structured around the themes of "Guaranteed Arrival" and "Co-operative driving" has supplemented this. This training focuses on accountability and stresses the importance of ensuring that police driving is safe and courteous.

SERVICE PRIORITY: *Human Resources Development and Community Safety and Satisfaction.*

T&E contributes to the success of this Priority in a number of different ways.

a) T&E has conducted research and entered partnerships with the Royal Canadian Mounted Police (RCMP) to deliver ethics and integrity awareness training to members of the Service that work in areas that are considered high risk. The first of many joint sessions conducted with the RCMP took place in October 2003. Also, integrity awareness scenarios have been built into many training situations to challenge students on confronting investigative and ethical dilemmas.

b) As a result of concerns that members of the TPS were engaging in racial profiling, the course topic “Racially Biased Policing” was added to the course content of Advanced Patrol Training (APT) during 2003.

Students were given valuable insights into the decision making process and the role that conflicting values have in the ability to make decisions as they pertain to suspect targeting. Also, students were taught to identify the linkage between stereotyping, discrimination, prejudice and racism.

c) Through PVO, the importance of professional behaviour and sound decision making is reinforced to ensure that officers understand that even one abuse of a legislative driving requirement, may have significant impact on the integrity of the Service.

d) In keeping with the TPS vision for the future of introducing youth to the profession of policing, a program was initiated by T&E whereby the youth of the City of Toronto would be invited to attend the Recruit Graduation Ceremonies held at C.O. Bick College. The Recruit Training Section has found this to be an invaluable experience for youths and an effective recruitment tool in promoting one of our Services most valued Priorities - Human Resources Development.

Trends in Training:

The training requirements for the TPS will continue to increase during the next several years as renewal of the workforce continues due to retirements and resignations. The implications to training are budgetary, staffing, course and room allocation and emerging issues that have not been planned or considered in the current environment that must be immediately addressed through training.

With the departure of each senior member of the Service, there is a minimum of four to six years required before a new recruit can enter the investigative training stream and gain sufficient competencies, accreditation and experience to conduct criminal investigations. Workforce renewal multiplies the training requirements for replacement personnel and continues throughout the organization into specialized squads, bureaux and units.

T&E attempts to predict through a survey of training demands (eight to ten months in advance) the needs of the Service for the following year. Course calendars, room allocations and funding must all be considered when arranging training programs.

However, situations occur where additional courses are required that have not been factored into the survey at the beginning of the budget process. For example, as a result of the Report by His Honour Justice Ferguson, additional ethics and integrity training for all Service personnel must be completed within a reasonable time period. This training will place additional demands on the training staff and the C. O. Bick College facility to meet and accommodate all of the training goals for the Service.

Additionally, funds for new programs may not be available and must be diverted from other areas that already have a budget consideration. Another impact is the unknown number of new hires that will occur and the training dates that must be co-ordinated with the OPC, whose fiscal year differs from the TPS.

These pressures, along with increasing demands placed on training due to the mandated requirements, adequacy regulations and independent recommendations have all impacted on the Service's ability to provide adequate training.

Mandated Training:

Pursuant to Provincial Adequacy Standards Regulation 3/99 the Ministry of Community Safety and Correctional Services must accredit certain highly critical police training courses. Further, the regulation requires every police service to have a skills development and learning plan. The TPS "Skills Development Learning Plan" describes the skills or training requirements for various positions within the TPS and assists members and supervisors to acquire the skills development and learning opportunities they require to meet the necessary standards. There are nine courses with these criteria and the TPS has been accredited to deliver all nine. In addition to provincially mandated training, the Board and Service have mandated courses, such as Policing a Diverse Community, that must be delivered by T&E to all members of the Service.

Conclusion:

The TPS devotes considerable resources to meeting the learning requirements of police officers and civilian members. Training is carried out in a systematic and thorough manner to ensure it meets all legislative requirements and the needs of Service members. Ongoing evaluation and continuous improvement of curricula and training delivery ensure quality and relevance. This training increases our members' competence and confidence to make them more effective and responsive to community needs. The over-all goal is to make the City of Toronto a safe place to live and work. During 2004, T&E will continue to identify methods to better determine the effectiveness of TPS training. The information derived will be used to improve training and keep the Command and Toronto Police Services Board informed.

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

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

The Board received the foregoing.

Appendix A

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Officer Safety Training	Court Officer Use of Force	50	1	456	0
	Advanced Patrol 2003	40	4	2684	0
	Use of Force 2003	131	1	2025	0
	Booking Hall Officer Safety	10	2	196	2
	Expandable Baton	15	5	225	0
	O.C. Spray	15	.50	284	0
	Section Total:	261	13.50	5870	2
Tactical Training	Shotgun Requalification 2003	58	1	764	0
	MP5 Operator	2	4	9	9
	Glock 27	8	1	144	0
	Mini 14 Rifle	1	1	12	0
	Squad Advanced	4	1	25	15
	Section Total:	73	8	954	24
	Investigative Training	Ontario Major Case Management	9	10	189
General Investigator		13	10	308	8
Sexual Assault/Child Abuse		4	10	96	48
Sexual Assault/Child Abuse Update		1	2	14	0
Domestic Violence Investigator		11	3	263	0
Domestic Violence Investigator/Senior Officer		1	1	60	5
Plainclothes Course		3	5	89	5
Intro to Drug Investigation		3	5	89	5
Firearms Investigation		3	10	101	7
MERI		1	4	16	12
Bill C-24		4	2	128	8
Interview Course		8	5	114	3
Major Incident Rapid Response		1	8	25	0
Death Investigator	1	5	22	4	

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Advanced Fraud Investigation	1	10	18	1
	Undercover/Officer Safety	4	3	34	1
	Surveillance Techniques	2	5	23	0
	Youth Criminal Justice	3	1	172	0
	Section Total:	73	99	1761	134
Outreach & Distance Learning (includes Information Systems Training)	First Aid & Cardio Pulmonary Resuscitation	14	2	236	0
	CPR/First Aid Re-certification	57	1	2551	0
	Systems Application & Product (SAP)	8	.50	45	0
	CIPS	28	1	12	20
	eCOPS -(super trainers)	2	4	16	0
	Mainframe	33	.50	22	23
	Mobile Workstation	5	.50	11	12
	Workstation Orientation	8	.50	180	6
	Microsoft FrontPage	1	1	10	0
	PowerPoint	3	1	36	0
	Section Total:	159	12	3119	61
Traffic & Provincial Statutes (includes Police Vehicle Operations)	At Scene Collision Investigation	2	10	51	4
	Traffic Generalist	11	5	247	0
	Technical Collision Investigation	1	10	23	0
	1 Day Collision Report	2	1	24	0
	Traffic Investigators Seminar	1	5	31	0
	Provincial Statutes	10	5	234	0
	Vehicle Operations – Civilian	5	1	9	0
	Vehicle Operations – Civilian & Uniform	15	1	39	0
	Vehicle Operations – Police	13	2	41	0
	M/C Operations – Class M	2	4	10	0
	M/C Operations – ClassM2	3	8	18	0

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	M/C Operations – Sidecar	2	2	5	0
	M/C Operations – Trainer	1	4	10	0
	Wagon Trainers	1	1	1	0
	M/C Operations – Refresher	55	1	87	0
	Wagon Operations	29	1	29	0
	Trailer Operations	4	1	4	0
	Truck Operations	1	1	2	0
	Community Station Ops	3	1	9	0
	Vehicle Operations – Bicycle	40	5	125	0
	Vehicle Operations – ATV	5	1	15	0
	Veh Op – Bicycle Instr	3	4	12	0
	Motorcycle Operations M2 Exit	5	1	17	0
	M/C Ops Requalification	3	1	12	0
	Veh Op Suspect Apprehension Pursuit (SAP)	80	1	952	0
	Tire Deflate Device Deploy Trainers	3	1	21	0
	Tire Deflate Device Deploy	55	1	223	0
	Section Total:	355	79	2251	4
Recruit Training	Recruit Training	4	28	320	0
	Uniform Coach Officers	5	3	165	0
	Lateral Entry	2	10	7	7
	Crime Prevention Level II	1	5	20	6
	Community Policing	2	1	106	0
	R.C.M.P. Field Coaching	7	5	23	23
	Auxiliary Officers	1	10	51	0
	Section Total:	22	62	692	36
Leadership Training	Supervisor Level I	1	10	15	0
	Effective Presentation	4	5	46	2
	Civilian Management Level I	1	10	14	0
	Professional Development Workshop	3	4	62	0
	Professional Development Course	1	4	23	0

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Operational Supervisor (Uniform)	4	5	67	0
	Instructional Techniques Level I	1	4	16	0
	Instructional Techniques Level II	4	4	46	0
	Community School Liaison Officer Accreditation	1	5	21	0
	Policing a Diverse Community	20	3	547	41
	Section Total:	40	54	857	43
	Overall Total:	983	327.50	15504	304
				15808	

Appendix B

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
Parking Enforcement	PEO Recruit Class	1	23	24	0
	PEO Refresher	1	1	1	0
	Police Vehicle Operation	12	1	24	0
	Front-line PEO and Supervisor Update: - 'First Responder Safety' video - Radio Procedures - Chemical / Biological / Radiological / Nuclear Awareness - Colorectal Cancer - SARS Memo book entries - Disabled parking - Chief's video	10	0.25	393	0
	Acting Patrol Supervisor Orientation	1	2	17	0
	Private MLEO Certification	25	1	0	900
	TTC MLEO Certification	2	.50	0	30
	City WES MLEO Certification	2	1	0	40
	City WES MLEO Retraining	1	11	0	4
	MLE Agency Managers	3	.50	0	30
	Unit Total:	58	41.25	459	1004
Court Services	Court Officer Recruit	2	25	52	0
	Coach Officer Training	2	3	40	0
	Ontario Human Rights	5	1	70	0
	Use of Force/CPR re-certification	48	1	470	0
	Use of Force	35	1	35	0
	DNA Training	1	3	18	0
	X-ray Machine Training	15	0.25	200	0
	Mental Health Act Training	1	.50	70	0
	Occupational Health & Safety Training	1	.50	70	0

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Prisoner Bus Transportation	4	7	10	0
	Location Training Refreshers - various topics	416	.50	500	0
	Unit Total:	530	42.75	1535	0
Public Safety	Basic Tactical Course	2	5	97	4
	Basic Search Course	1	10	16	8
	ARWEN Basic Course	1	5	20	0
	POU Commanders Course	1	6	1	23
	Aux Search Level 1 Course	5	2	123	0
	POU Awareness (TFS)	8	1	0	180
	POU Mass Training	5	1	250	50
	POU Modular Training	5	1	250	0
	Emergency Management Trg	18	1	60	336
	Basic CBRN	8	2	220	0
	CBRN Awareness	5	.50	110	0
	EM Response Exercises	6	1	100	300
	Unit Total:	65	35.50	1247	901
Forensic Identification	Scenes of Crime Officer	8	25	126	0
	Digital Camera Training	3	1	30	0
	R.I.C.I. Fingerprint Course	12	2	78	0
	R.I.C.I. Quality Control Course	25	1	50	0
	C3 DNA & Fingerprint Classes	1	1	15	0
	Numerous tours, talks and training session for TPS Officers and numerous other police agencies in Canada and abroad (FIS Annual Seminar)	90	100	300+	500+
	Unit Total:	139	130	599	500
Marine	Husky Airboat	26	2	42	2
	Ice Rescue Specialist	1	4	8	0
	Ice Rescue Specialist-Refresher	4	3	36	0
	Ice Rescue -Trainer	2	4	0	16

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	River Rescue	1	4	6	2
	River Rescue-Refresher	0	0	0	0
	Level One Coxswains	4	10	16	18
	Basic Trauma -Life Support	3	2	12	6
	Defibrillator	2	1	10	0
	Defibrillator - Refresher	6	1	38	0
	First Aid - CPR	4	1	40	0
	Unit Total:	53	138	208	44
Human Resources & Information Technology Services	TRMS – Admin. Co-ordinator	7	3	159	0
	TRMS – Admin. Personnel	21	2	498	0
	TRMS – Parade/Training Sergeants	57	1	824	0
	TRMS – HQ Personnel	1	1	19	0
	TRMS – Station Duty	1	2	22	0
	HRMS PeopleSoft Ver 8 Refresher	13	1	183	0
	HRMS PeopleSoft Ver8 Spec Units	10	1	78	0
	HRMS PeopleSoft Ver8 HQ Units	5	1	45	0
	eCOPS Training	100	1	519	0
	Unit Total:	215	13	2347	0
Mounted and Police Dog Services	Truck & Trailer A Licence	5	5	5	0
	Truck & Trailer - 2 Horse	8	2	8	0
	Basic Equitation Course	1	75	7	0
	Basic Equitation Course	1	75		2
	Introduction to Basic Equitation	2	10	16	0
	PDS Basic Training	2	63	1	0
	PDS Basic Training Re-Certification	13	4	21	3
	PDS Narcotic Detector Re-Certification	3	4	4	1
	PDS Explosives Detector Re-Certification	1	4	1	0
	Quarry Course	4	2	14	0

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Firearm Detector Basic (New)	1	25	3	0
	Unit Total:	41	269	80	6
Communications Centre	Calltaker Training	1	50	13	0
	Dispatch Training	2	50	27	0
	Supervisor Pursuit Management Trg	1	1	13	0
	RCMP Police Radio Trg	4	1		12
	Victim services Radio Trg	1	.50	6	0
	Employment Unit Radio Trg	1	.50	6	0
	Radio Training - Auxiliary	1	.50		50
	Radio Training - PC Recruit	12	1	218	0
	PC Lateral Training	3	1	10	0
	In Service Training	50	1	1014	0
	General Communicator	2	9	14	0
	Unit Total:	78	115.50	1321	62
Emergency Task Force	CBRN Live agent training in Suffield Alberta	2	5	40	36
	CBRN general knowledge course for CREW.	1	3	120	0
	Nuclear/Biological/Chemical/Radiological Hazards	4	5	100	80
	Pre Police Explosive Technicians Course	3	14	3	
	Explosive Forced Entry (Teams)	6	1	100	30
	Night Exercises	6	1	80	0
	Dynamic Entry	12	1	120	0
	Active Attacker	6	1	120	20
	Less Lethal Force	12	1	120	0
	Rapid Deployment	7	1	210	120
	Taser	12	1	240	200
	Rappel	6	1	60	0
	Rappel Instructor	2	5	15	5
	Master Rappel	2	5	15	8
	Basic Tactical Orientation Course	2	5	36	28

SECTION	COURSE NAME	TOTAL SESSIONS	COURSE TERM (Days)	TPS STUDENTS	NON TPS
	Sniper / Observer	1	5	11	6
	Basic Sniper	2	1	30	15
	Advanced Sniper	1	5	7	2
	Incident Commander	1	5	40	39
	Hostage Rescue	6	1	60	0
	Close Protection	6	1	60	0
	Perimeter Control and Containment	6	1	60	0
	High Risk Vehicle Stops	12	1	120	0
	High Risk Vehicle Takedowns	12	1	120	0
	High Risk Vehicle Assaults	6	1	60	0
	MP5 Full Auto	12	1	120	0
	EDP Scenario training	48	1	480	0
	Stealth Maintenance training	48	1	480	0
	Accuracy/Combat training.	45	1	450	0
	Use of Force	8	1	77	0
	Unit Total:	297	77	3554	589
	Overall Total:	1476	862	11350	3106
				14456	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P202. RESPONSE TO BOARD'S RECOMMENDATION TO EXTEND THE
RED-LIGHT CAMERA LEGISLATION INDEFINITELY**

The Board was in receipt of the attached correspondence, dated April 29, 2004, from The Honourable Harinder Takhar, Ministry of Transportation, responding to the Board's earlier recommendation to extend the red-light camera legislation indefinitely.

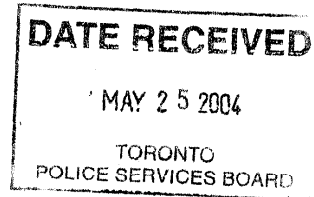
The Board received the foregoing.

**Ministry of
Transportation**

Office of the Minister
Ferguson Block, 3rd Floor
77 Wellesley St. West
Toronto Ontario
M7A 1Z8
416 327-9200
www.mto.gov.on.ca

**Ministère des
Transports**

Bureau du ministre
Édifice Ferguson, 3^e étage
77, rue Wellesley ouest
Toronto (Ontario)
M7A 1Z8
416 327-9200
www.mto.gov.on.ca



APR 29 2004

Mr. A. Milliken Heisey, Q.C.
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Mr. Heisey:

Thank you for your letter advising me that the Toronto Police Services Board approved a motion to request the government extend the provisions of the red light camera legislation indefinitely.

The ministry has received a number of formal requests to make red light camera legislation permanent. The final evaluation has been completed of the Red Light Camera Pilot Project to assess the effectiveness of red light cameras at signalized intersections. I am currently examining the findings of the report and will respond to you after my review is complete.

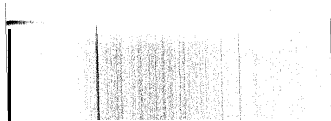
In the meantime, we continue to work closely with our road safety partners and support the police in their ongoing efforts to crack down on aggressive and unsafe drivers. We remain committed to ensuring that Ontario roads continue to be among the safest in North America.

Thank you again for bringing this matter to my attention.

Sincerely,

A handwritten signature in cursive script that reads 'H. S. Takhar'.

Harinder S. Takhar
Minister



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P203. APPRECIATION LETTER: RESULTS OF 2004 ANNUAL GENERAL
MEETING AND CONFERENCE**

The Board was in receipt of the attached correspondence, dated May 20, 2004, from Mary Smiley, President, Ontario Association of Police Services Boards, expressing appreciation for the support provided by the Board towards the recent 42nd Annual General Meeting and Conference.

The Board received the foregoing.

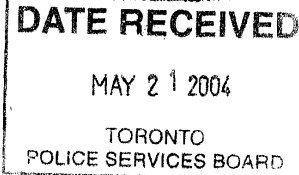


**ONTARIO ASSOCIATION OF
POLICE SERVICES BOARDS**
"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

May 20, 2004

Toronto Police Services Board
40 College Street
7th Floor
Toronto, ON M5G 2J3



Dear Chair and Members,

On behalf of the Ontario Association of Police Services Boards (OAPSB) and the many delegates to our 42nd Annual General Meeting and Conference, I wish to express our sincere appreciation for the contribution your police services board made to the success of our event.

This was the third year in which the OAPSB worked with a host police services board on the planning and execution of its annual conference. Because of the hard work of the Chair Bernie Morelli, Hamilton Police Services Board, Lois Morin, Chief Brian Mullan and his staff, volunteers and the tremendous support of sponsors like you, this conference was considered by our delegates to be one of the most successful and informative of any previous conference! Everyone who came to Hamilton was very impressed by its hospitality and generosity.

I am sending this letter to you in order to personally thank you and your police services board for its tremendous support. The contributions of sponsors such as you did truly make the difference to the success of our 42nd Conference and to the impression left with our delegates.

Just in case you did not see our newsletter, I have enclosed a copy for your information. You will note a little tribute to our sponsors on page 7 of this newsletter. These newsletters were provided to each delegate who attended the conference, when they registered. Appropriate signage was also placed with the event/activity which you sponsored. Last but not least we are also featuring a thank you to our sponsors in the June/July issue of our newsletter "Bulletin Board" for those members who were not able to attend the conference.

I sincerely hope you were as pleased with the outcome of your contribution to the conference as we were.

Yours truly,

A handwritten signature in cursive script that reads "Mary Smiley".

Mary Smiley
President

encl.

c.c. Bernie Morelli

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P204. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between May 10, 2004 and June 03.2004. 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 JUNE 21, 2004**

#P205. PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT*

The Board was in receipt of the following report JUNE 10, 2004 from Pam McConnell, Vice-Chair:

Subject: PROPOSED AMENDMENTS TO THE *POLICE SERVICES ACT*

Recommendation:

It is recommended that the Board request its solicitor to provide comments on the three proposed amendments to the *Police Services Act*, identified in the report below

Background:

At its meeting on May 27, 2004, the Board approved a number of recommendations of The *Police Services Act* Working Group with respect to proposed amendments to the *Police Services Act* and agreed to forward them to the Minister of Community Safety and Correctional Services for consideration (Minute No. P148/04 refers).

During consideration of the amendments proposed by the Working Group, the Board also considered the following three additional proposed amendments:

- (a) a police officer, including an elected official of a police association, be prohibited from conducting any surveillance, including electronic surveillance, of a member of a police services board, a member of a municipal council, a member of the Legislative Assembly, and a chief or deputy chief of police, either directly or indirectly, except in accordance with a lawful criminal investigation;
- (b) a police service, a police officer, a civilian member of a police service, a police association, or an elected official of a police association, be prohibited, either directly or indirectly, from maintaining files, records, internal memoranda or notes concerning a police services board member, a member of a municipal council, or a chief or deputy chief, unless these are required to be maintained (by a police officer or police service) in the course of a lawful criminal investigation; and
- (c) any criminal investigation involving a member of a police services board or a municipal council should be conducted by an outside police service.

The Board decided to defer further consideration of the three abovenoted additional amendments to the Board's June 21, 2004 meeting and agreed, in the interim, to discuss them with Chief Julian Fantino and in light of the two recommendations made by The Honourable Sydney Robins, Q.C., in his report *Alleged Communication Between Police Services Board Member and Members of the Police Service*; reprinted below:

[t]he Board may wish to consider formulating a set of guidelines defining the boundaries appropriate to the Police/Board Member relationship and, among other things, indicating permissible and impermissible topics of conversation.
(Page 22)

Protocols and procedures dealing with the collection of unfounded, unsubstantiated and unproven information should be developed if the present practice is to continue. This requires addressing issues such as whether the incoming information should be subject to some screening process to determine whether it should be recorded at all; the confidentiality obligations of reporting officers; how many officers should be told of it; must the whole chain of command know; where the information is to be filed, how access to it is to be secured, and how long the information is to be retained.
(Page 27)

(Reference: Board Minute No. C73/04)

Consideration of the Proposed Amendments:

On June 10, 2004 I met with Board Members The Honourable Hugh Locke, Q.C., and Councillors John Filion and Case Ootes to discuss these three proposed amendments and the recommendations contained in the report by The Honourable Sydney Robins, Q.C. Following a discussion, it was agreed that the Board should seek comments from its solicitor with regard to the proposed amendments.

Recommendation:

It is, therefore, recommended that the Board request its solicitor to provide comments on the three proposed amendments to the *Police Services Act*, noted as (a), (b) and (c) above.

Councillor Filion made the following statement in order to clarify comments he made during the Board's May 27, 2004 meeting (Min. No. P148/04 refers):

In my comments to the media, regarding my neighbour's observance of a vehicle whose occupants he believed were conducting surveillance on my home, I believe I made it clear that I had no information regarding whom the occupants of that vehicle might have been. I specifically stated that I did not believe that my house was under surveillance by anyone authorized to do so by the Police Service.

My comments were made during a media scrum, in which questions and abbreviated answers fly quickly, and a lack of clarity sometimes results. From my comments, some journalists drew an inference that I did not intend. On a subject as sensitive as this one, it is important that there be no misunderstanding. I therefore wish to state, for the record, that I do not know who the occupants of the vehicle may have been, nor do I offer any speculation as to who they might have been. I have no reason to believe that it was anyone acting on instructions from the Toronto Police Service.

Mr. Andrew Clarke, Director of Uniform Field Services, Toronto Police Association, was in attendance and made a deputation to the Board. During his deputation, Mr. Clarke televised a segment from a video recording of the Board's May 27, 2004 meeting in which Councillor John Filion provided comments relative to proposed amendments to the *Police Services Act*. Following a review of the video recording, Mr. Clarke continued his oral deputation.

Chair Heisey interrupted Mr. Clarke and advised him that the nature of his comments about Councillor Filion could be considered as a complaint about Councillor Filion's conduct. Chair Heisey explained to Mr. Clarke the steps involved in filing a formal complaint to the Board about the conduct of a Board member. Mr. Clarke advised that he did not believe a formal complaint was necessary and indicated that an apology by Councillor Filion would be acceptable.

Mr. Albert Cohen, City of Toronto – Legal Services Division, was in attendance and concurred with Chair Heisey that the nature of Mr. Clarke's comments about Councillor Filion could be construed as a complaint about the conduct of a Board member.

Chair Heisey advised Mr. Clarke that, despite Mr. Clarke's desire to resolve this matter informally, the Board was required to consider his comments in light of the Board's policy governing complaints regarding the conduct of Board members and was now obligated to review this matter in accordance with that policy.

Chair Heisey advised that he would review this matter and would release the results of the review in a report for the Board's July 29, 2004 meeting.

Councillor Filion provided the Board with a copy of a revised Motion containing a "preamble" and requested that it form part of the Minutes with regard to this matter. He then requested that the Board defer the foregoing report, revised Motion and preamble *sine die*.

cont...d

The Board approved the following Motions:

- 1. THAT the deputation by Mr. Clarke be received;**
- 2. THAT, given that the comments by Mr. Clarke regarding Councillor Filion could be construed as a complaint, Chair Heisey send a letter to Mr. Clarke requesting that he provide the Board with his specific concerns in writing so that Chair Heisey can review this matter;**
- 3. THAT, following receipt of the information requested from Mr. Clarke noted in Motion No. 2, Chair Heisey review this matter in accordance with the Board's policy governing complaints and provide the results of that review to the Board for its July 29, 2004 meeting; and**
- 4. THAT the foregoing report from Vice-Chair McConnell and the revised Motion and preamble provided by Councillor Filion be deferred *sine die*.**

A copy of Councillor Filion's revised Motion and preamble as noted above is attached to this Minute for information.

Preamble to Two of the Motions
Prepared by Councillor John Filion
Recommending Amendments to the *Police Services Act*

Whereas, since December 1997, there have been 19 members of the Toronto Police Services Board but only two of them have served beyond a three-year term, and

Whereas a lack of clear guidelines regarding unacceptable methods of attempting to influence a member of the Police Services Board, or a member of Council, may have contributed to this turnover, and

Whereas the Police Services Board needs to be able to attract and retain a full compliment of dedicated individuals who can focus on their duties, without inappropriate distraction, in dealing with extremely important policing matters on behalf of the citizens, and

Whereas former Toronto Police Services Board vice-chair Judy Sgro was publicly reported as saying that there had been attempts to intimidate her in the course of carrying out her duties as a member of the board, and

Whereas former Board vice-chair Jeff Lyons was publicly reported as saying that he had his office swept of bugs out of concern that electronic surveillance was being carried out on him, and

Whereas Toronto City Council authorized members of Council to have their offices swept for bugs, based on similar concerns and

Whereas there were published reports that surveillance may have been conducted on Chief Fantino, and

Whereas former Toronto Police Association President Craig Bromell stated on a CBC documentary that the Association kept files on perceived enemies and that he might accurately be described as a bully, and

Whereas I was shocked when court material from my marital separation appeared in a daily newspaper in March of this year, within weeks of me being warned that members of the police service were discussing my divorce and within days of my scrutiny of a police department budget, and

Whereas my marital separation is five years old and had not previously been the subject of any interest by anyone other than friends and family, and

Whereas, in 22 years of public life, I have not had any similar experiences, and

Whereas, soon afterwards, a neighbour reported to me his believe that my home was under blatant surveillance by the occupants of a vehicle, and

Whereas I have not had any similar reports or experiences in 25 years as a homeowner, and

Whereas, even if I had information on the occupants of the vehicle – which I do not – and was able to connect such actions to my role as a member of the police services board – which I cannot - it is not clear whether such action would be formally considered inappropriate or illegal, and

Whereas the Province is making changes to the Police Services Act and the Toronto Police Services Board is making recommendations to be considered as part of that process, and

Whereas it is in the interests of the Police Services Board, the dedicated men and women of the Toronto Police Service, the Chief of Police and deputy chiefs, and the citizens of Toronto, that reasonable steps be taken to discourage any inappropriate attempts to influence the above-mentioned officials in the carrying out their duties to the best of their beliefs and abilities,

Therefore it be resolved that:

The Toronto Police Services Board recommend that the Police Services Act be amended to provide that:

- 1) A police officer, including an elected official of a police association, be prohibited from conducting any surveillance, including electronic surveillance, of a member of a police services board, a member of a municipal council, and a chief or deputy chief of police, either directly or indirectly, except in accordance with a lawful criminal investigation;
- 2) A police service, a civilian member of a police service, a police association, or an elected official of a police association, be prohibited, either directly or indirectly, from maintaining files, records, internal memoranda or notes concerning a police services board member, a member of a municipal council, or a chief or deputy chief, unless these are required to be maintained (by a police officer or police service) in the course of a lawful criminal investigation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P206. REVISED 2004 SCHEDULE OF MEETINGS

The Board was in receipt of the following report JUNE 14, 2004 from A. Milliken Heisey, Q.C.,
Chair:

Subject: REVISED 2004 SCHEDULE OF MEETINGS

Recommendation:

It is recommended that the Board meeting originally scheduled to take place on August 26, 2004 be cancelled and not re-scheduled at this time, and that the special meeting to consider the preliminary 2005-2009 capital program be moved from October 04, 2004 to September 09, 2004, subject to Board member availability.

Background:

At its meeting in December 2003 the Board approved its schedule of meetings, governance retreats and conference dates for 2004 (Min. No. P360/03 refers). I would like to recommend the following adjustments to the 2004 schedule:

Meeting Originally Scheduled for August 26, 2004:

Unfortunately, three members of the Board have officially advised me that they are unable to attend the Board meeting that was originally scheduled for Thursday, August 26, 2004 and, as the result, a quorum cannot be obtained for a meeting on that date.

In addition to attending the regularly-scheduled meetings and several community consultative meetings, the Board members have been summoned on short notice to numerous special in-camera meetings to address issues of an urgent nature during the past six months. I am, therefore, recommending that the Board not attempt to re-schedule the August 26 meeting for an alternate date in August at this time. If, however, at any time, it is necessary to call a meeting, I would immediately advise the members and schedule a meeting at a time that is convenient to all members, if possible.

Special Meeting Originally Scheduled for October 04, 2004:

A special meeting for the purpose of receiving a preliminary report, presentation and hearing deputations with respect to the 2005 – 2009 Capital Program was originally scheduled for Thursday, October 04, 2004 at 5:30 PM.

I was recently advised by Toronto Police Service Budget staff that, based upon the anticipated schedule for the preparation of the 2005 – 2009 Capital Program, it is apparent that the original date, October 04, 2004, will be too late to seek meaningful public input. I am recommending that the date for the special meeting be moved to Thursday, September 09, 2004 at 5:30 PM, subject to Board member availability.

Revised 2004 Schedule of Meetings:

It is recommended that the 2004 schedule of meetings be revised; the remaining meetings for 2004, therefore, listed as follows:

Thursday, July 29

Thursday, September 23

Thursday, September 09 – special meeting to consider the preliminary report regarding the 2005-2009 capital program

Thursday, October 21

Monday, November 01 – special meeting to consider the preliminary reports regarding the 2005 operating budgets

Thursday, November 18

Thursday, December 16

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P207. BUDGET SUB-COMMITTEE AND OUTLINE OF THE 2005
OPERATING AND CAPITAL BUDGET REVIEW PROCESSES**

The Board was in receipt of the following report JUNE 11, 2004 from Julian Fantino, Chief of Police:

Subject: 2005 OPERATING AND CAPITAL BUDGET PROCESSES

Recommendation:

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

Background:

Each year, the Service embarks on a budget development process well before a budget submission is required by the City. This report is being provided to the Board so that all members are aware of the Service's internal budget process and the issues related to both the Capital and Operating budget development.

During the 2004 budget deliberation process, there was much discussion on the subject of information disclosure (to the Board, City staff and Councillors, and the public), and on the timeliness of the information provided. The 2005 budget process takes into consideration all issues that arose during the 2004 budget deliberation.

Capital Budget Process

The Capital Budget process begins quite early each year. The units are canvassed in April/May, to consider what proposals exist throughout the Service for Capital projects for the next 10 years, although greater attention is given to the first 5 years. Generally, all first-year projects have been identified during the previous budget cycle, so only second-fifth year proposals are requested. Occasionally, unexpected or urgent projects may be introduced in the first year as a new project.

The following table outlines the general timelines for the capital process, from canvassing of units through to scheduled Board approval. The schedule is determined based on the amount of time required to research, develop and finalize business cases, and obtain approval of these cases individually and as a group, by the Command and by the Board, in sufficient time to meet City deadlines. Generally, the City requires a Capital budget submission by mid-September each year. The September Board meeting is often shortly after the City's due date for Capital. However, my Budget staff work with City staff prior to final approval, providing City staff with as much background on individual cases as possible. This allows the Service to manage its internal process while accommodating the City budget requirements as much as possible.

ITEM	DATE
Canvassing of units	April
<i>Submission of preliminary proposals</i> <ul style="list-style-type: none"> • Approved at Command level 	Early May
<i>Business Cases written, reviewed for content, justification, etc. Ongoing projects are reviewed and update for any cash flow adjustments</i> <ul style="list-style-type: none"> • Approved at Command level 	May – June
<i>Capital Budget program compiled, all cases reviewed and prioritised by Command group</i>	July
Board preliminary reviews <ul style="list-style-type: none"> • Full Capital program, including all business cases, available to Board members 	August – Early September
Board meeting – 2005-2009 Capital Budget Submission report <ul style="list-style-type: none"> • Submission made public after conclusion of Board preliminary reviews 	September 23, 2004
City Staff level reviews	September – December
City Committee and Council reviews	January – End of March

Operating Budget Process

The Operating Budget process begins shortly after the Capital process has begun each year. The earlier the Operating Budget process can begin, the sooner the budget is available for review by the Board and by City staff. The current budget is often not approved until late March of the current year (this year, Council deliberated until the end of April).

Through the years, the Service has determined that June is an appropriate starting point for the Operating Budget. By this time, any changes to the current-year budget (based on Board recommendations or Council approvals) have been implemented, units have approximately 6-months actual experience, and some information regarding upcoming pressures may be available.

The following table outlines the general timelines for the operating process, from unit budget development through to scheduled Board approval. The schedule is determined based on the amount of time required to develop the Operating budget, confirm the base budget (that level

required to maintain current year level of service), obtain approval of any new initiatives from the Command, and allow for reviews with the Board budget sub-committee.

Timelines are tightened as much as possible to try to meet City deadlines. Unfortunately, the City generally requires an Operating budget submission by early-to-mid October each year. The Service strives to present the operating budget to the Board in October. However, due to the sheer volume of budget information and the complexity of all reviews, final Board budget approval is often not obtained before November or December. In the event budget approval is not obtained before the City due date, my budget staff again work closely with City staff, releasing as much information as possible in draft form prior to approval.

ITEM	DATE
Unit budget development <ul style="list-style-type: none"> • Identification of staffing allocation, base budget development • All centralized accounts • Any new initiatives 	June – July
New initiatives reviewed and approved by Command <ul style="list-style-type: none"> • May require several reviews for prioritization 	July - August
Significant accounts reviewed and approved by Command <ul style="list-style-type: none"> • May require several reviews 	July - August
Salary and benefit budget review and Command approval	Early August
Evaluation and prioritisation of programs including staff allocation and line-by-line analysis	August
Overall budget review <ul style="list-style-type: none"> • Command group approval 	August
<i>Unit-level reviews</i> <ul style="list-style-type: none"> • Each unit base budget review is on-going, individually approved up to Command Officer level 	August – September
<i>Reviews with Board Budget Sub-Committee</i>	September
Public consultations, final Board approval	October
City Staff reviews	November - December
City Committee and Council reviews	January – April

As I indicated earlier, disclosure of information to the Board, City staff and Councillors, and the public, as well as providing sufficient time for Board review and public consultation, were major topics of discussion during the 2004 Operating Budget review process. The schedule outlined above takes into consideration the Board's desires in this regard. Information available to the public in October will include similar information to that made public at the end of this year's process. The Board, of course, will have access to all detail of both budgets, as required and as requested, similarly to previous years.

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

Mr. Frank Chen, Chief Administrative Officer, will be in attendance to address any concerns that Board members may have.

The Board was also in receipt of the following report JUNE 17, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: 2005 OPERATING AND CAPITAL BUDGETS - POLICE SERVICES BOARD REVIEW PROCESS

Recommendations:

- (1) That the Board's Budget Task Force, created in early 2004, be amalgamated into the Board's Budget Sub-Committee,
- (2) That the Sub-Committee adopt the mandate outlined in this report;
- (3) That membership of the Board's Budget Sub-Committee include the Chair of the Board and a minimum of 1 other member of the Board, representatives of the City of Toronto including staff representing the Chief Financial Officer and Treasurer and the City Internal Auditor, representatives of the Toronto Police Service including the Chief Administrative Officer, staff of Finance and Administration and one Deputy Chief,
- (4) That the Budget Sub-Committee be chaired by the Chair of the Board,
- (5) That the Chair convene a meeting of the Board's Budget Sub-Committee immediately, and
- (6) That this report be forwarded to the City of Toronto Chief Administrative Officer, Chief Financial Officer and Treasurer and Internal Auditor to request the participation of their staff in this initiative.

Background:

The Board directed that the Chair develop a mandate, process and timelines for the review of the 2005 operating budget (Min. P 77/04 refers) and that this process be submitted for the Board's July 29, 2004 meeting. Given the timelines for budget preparation outlined in the Chief's report dated June 11, 2004 it is important that the Board initiate its budget review process somewhat earlier than originally anticipated.

During its deliberations on the 2004 operating budget the Board adopted both a Sub-Committee and Task Force structure. I recommend that we amalgamate these two bodies into a single sub-committee. The Board adopted a Task Force recommendation that City Staff "continue working with the Toronto Police service to identify longer-term opportunities for savings, and report to the Board and Council in June 2004, on a review process for the 2005 budget deliberations".

Budget Sub-Committee Mandate

I would recommend that a meeting of the Sub-Committee be convened immediately and that the Sub-Committee develop timelines to fulfill its mandate; namely to:

- (a) follow up and report to the Board on Budget Task Force recommendations approved by the Board during the 2004 budget review process
- (b) develop and report to the Board on a process to review both the 2005 operating budget and the 2005 – 2009 capital program prior to consideration by the full Board
- (c) reflect the principles that the 1998 Council-approved police service complement of 5260 officers not be reduced and that the deployment of officers to front line duties not be reduced (Min. P77/04)
- (d) ensure that the estimates support the Board's priorities and identify to the Board any priorities or policies that it sees need to be developed (Min. P77/04)

The Board received the report from Chief Fantino and approved the report from Chair Heisey.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

**#P208. RESPONSE TO RECOMMENDATIONS OF THE COMMUNITY
SAFETY TASK FORCE**

The Board was in receipt of the following report JUNE 21, 2004 from Pam McConnell, Vice-Chair:

Subject: COMMUNITY SAFETY TASK FORCE

Recommendations:

It is recommended:

- (1) THAT the Board request that the Chief of Police extends the membership of the External Domestic Violence Advisory Committee to accommodate two (2) members from the Woman Abuse Work Group (WAWG) of the City of Toronto.
- (2) THAT the Board request from the Ministry of Community Safety and Correctional Services:
 - (a) A Compliance Report for the Toronto Police Service; and
 - (b) A description of the domestic violence training provided by the Ontario Police College.
- (3) THAT the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports
- (4) THAT the Board request from the Chief of Police a report that describes:
 - (a) The domestic violence training received from the Toronto Police Service by all officers; and
 - (b) Opportunities for community interaction during Toronto Police Service domestic violence training.

Background:

In February 2004 the Toronto Police Services Board received a report from the Chief of Police entitled "Response to Recommendations of the Community Safety Task Force". This report was held by the Board pending a meeting with all key stakeholders to review and assess the status of the core issues and recommendations raised in the report.

On Friday June 18, 2004 all the stakeholders met to review the report and provide updates. It was a productive meeting that resulted in the recommendations contained in this report.

Therefore, it is recommended that the Board approve the foregoing recommendations.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 21, 2004**

#P209. ADJOURNMENT

A. Milliken Heisey, Q.C.
Chair