



The following draft Minutes of the meeting of the Toronto Police Services Board held on SEPTEMBER 23, 2004 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the Regular Meeting held on JULY 29, 2004 and the Special Meeting held on SEPTEMBER 02, 2004, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on SEPTEMBER 23, 2004.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **SEPTEMBER 23, 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 SEPTEMBER 23, 2004**

**#P275. ORDER OF MERIT FOR THE POLICE FORCES AWARDED TO DEPUTY
CHIEF OF POLICE MICHAEL BOYD (Ret.)**

The Board was in receipt of the following report AUGUST 09, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: ORDER OF MERIT FOR THE POLICE FORCES AWARDED TO DEPUTY
CHIEF MICHAEL BOYD

Recommendation:

It is recommended that the Board extend its congratulations to Deputy Chief Michael Boyd.

Background:

It has just come to my attention that, on May 10, 2004, Her Excellency the Right Honourable Adrienne Clarkson, Governor General of Canada, presented Deputy Chief Michael Boyd, now retired, with the insignia of membership as a Commander of the Order of Merit of the Police Forces. Deputy Boyd's appointment as a Commander was effective January 29, 2004, at which time Deputy Boyd was still a member of the Toronto Police Service.

The Order was created in 2000 to recognize "conspicuous merit and exceptional service by members and employees of the Canadian police forces whose contributions extend beyond protection of the community". The Commander is the highest of the three levels of membership. Chief Julian Fantino is the only other Toronto Police Service member to be invested as a Commander (Board Minute P103/04 refers).

Deputy Chief Boyd was cited as exemplifying "the highest qualities of citizenship and service to Canada by having led the policing community in Canada in developing intelligence-led policing initiatives and combating organized crime".

I recommend that the Board receive the foregoing report and extend its congratulations to Deputy Chief Michael Boyd.

Deputy Chief of Police Michael Boyd was in attendance and was congratulated by the Board. Chair Heisey indicated that Deputy Boyd had recently retired from the Toronto Police Service and presented him with his retirement plaque acknowledging the 34 years of distinguished service he provided to the citizens of Toronto.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P276. PENDING AND OUTSTANDING REPORTS - PUBLIC

The Board was in receipt of the following report SEPTEMBER 09, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: PENDING & OUTSTANDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

- (1) the Board receive the attached list of pending and outstanding public reports; and
- (2) the Board provide direction with respect to the reports noted as outstanding.

Background:

At its meeting held on March 27, 2000 the Board agreed that the Chair would be responsible for providing the Board with a list of the public reports which had previously been requested but which had not been submitted and were, therefore, considered as "outstanding". The Board further agreed that when outstanding reports were identified, the Chair would provide this list to the Board for review at each regularly scheduled meeting (Min. No. C70/00 refers).

I have attached a copy of the current list of all pending and outstanding public reports required from both the Chief of Police and representatives from various departments of the City of Toronto.

A review of this list indicates that there are outstanding reports; these reports are emphasized in bold ink in the attachment.

The Board noted that the report on "an officer's duty to report" was scheduled to be submitted for this meeting and is currently recorded as "outstanding" on the attached list (Min. No. P182/04 refers). The Board requested Chief Fantino to ensure that this report is provided to the Board for its October 21, 2004 meeting for consideration. Chief Fantino assured the Board it would be provided for the October meeting.

The Board approved the foregoing.

Public Reports

Requested by the Toronto Police Services Board

Updated: August 30/04

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required										
P291/02 P34/03	<p>Alternatives to the Use of Lethal Force</p> <ul style="list-style-type: none"> • Issue: 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 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Report Due:</td> <td style="text-align: right;">May 29/03</td> </tr> <tr> <td colspan="2">Extension Reqs'd:</td> </tr> <tr> <td colspan="2">Extension Granted:</td> </tr> <tr> <td colspan="2">Revised Due Date:</td> </tr> <tr> <td colspan="2">Status:.....outstanding</td> </tr> </table>	Report Due:	May 29/03	Extension Reqs'd:		Extension Granted:		Revised Due Date:		Status:.....outstanding		Chair, Police Services Board
Report Due:	May 29/03												
Extension Reqs'd:													
Extension Granted:													
Revised Due Date:													
Status:.....outstanding													
P111/01 P301/01	<p>Framework – Governance & Business Plan 2005 – 2007</p> <ul style="list-style-type: none"> • Issue: 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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p> <p>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	Race Relations <ul style="list-style-type: none"> Issue: 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 	Report Due: . Sept. 23/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:outstanding	Joint Working Group
P216/03	Follow-Up Review of Parking Enforcement Unit <ul style="list-style-type: none"> Issue: results of follow-up review of the Parking Enforcement Unit 	Report Due: Oct. 16/03 Extension Reqs'd: Extension Granted: Revised Due Date: Status: matter is still being reviewed by Auditor General (May 2004)	Auditor General, City of Toronto
P225/03	Policy Governing Non-Acceptance of Fees, Gifts or Personal Benefits <ul style="list-style-type: none"> Issue: review, in consultation with Mr. Albert Cohen, the policy noted above 	Report Due: Feb. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:outstanding	Chair, Police Services Board
P276/03	Conditions of Appointment for Chair, TPSB <ul style="list-style-type: none"> Issue: to review conditions of appointment for the Chair, TPSB 	Report Due: Feb. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:outstanding	Board Staff

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P298/03	Fee Structure for External Legal Services <ul style="list-style-type: none"> Issue: to identify a proposed fee structure for the Board to approve with regard to external legal services 	Report Due: Jan. 22/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:outstanding	City of Toronto – Legal Services
P35/04	IT Governance Framework <ul style="list-style-type: none"> Issue: Chief to develop IT Governance Framework for the Service that reflects the Service's overall strategic plan and priorities 	Report Due: May 27/04 Extension Reqs'd: June 21/04 Extension Granted: Yes, June 21/04 Revised Due Date: Sept. 23/04 Status:	Chief of Police
P77/04	Potential for Federal Funds <ul style="list-style-type: none"> Issue: investigate possibility of obtaining funds related to: intelligence and national security; coast guard responsibilities, consulate protection; and drug money seizures 	Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status: matter is pending a meeting of the Board's Budget Task Force.	Chief of Police, report through the Board Budget Task Force
P77/04	Increasing Foot and Bike Patrols <ul style="list-style-type: none"> Issue: identify whether the Service can increase the number of foot and bike patrol officers in divisions 	Report Due: July 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status: matter is pending a meeting of the Board's Budget Task Force	Chief of Police, report through the Board Budget Task Force

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P71/04 P128/04	<p>eCOPS</p> <ul style="list-style-type: none"> Issue: 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>	Chief of Police
P85/04	<p>Format Guidelines – Board Reports</p> <ul style="list-style-type: none"> Issue: 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>	Chair, Police Services Board
P135/04	<p>Towing and Pound Services Contracts</p> <ul style="list-style-type: none"> Issue: 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
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: one comprehensive report will be submitted addressing all issues regarding the “Ferguson Recommendations”</p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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: one comprehensive report will be submitted addressing all issues regarding the “Ferguson Recommendations”</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: Sept. 23/04 Status:</p>	City of Toronto – Legal Services
C99/04	<p>Attendance at Public Events - Political</p> <ul style="list-style-type: none"> Issue: 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 Reqs'd: Extension Granted: Revised Due Date: Sept. 23/04 Status:</p>	Chair, Police Services Board

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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 Reqs'd: Extension Granted: Revised Due Date: Status: one comprehensive report will be submitted addressing all issues regarding the “Ferguson Recommendations”</p>	Chief of Police
P182/04	<p>A Police Officers’ Duty To Report</p> <ul style="list-style-type: none"> • <u>Issue:</u> provide response to issues raised by Mr. John Sewell and take into consideration recommendations by The Honourable Sydney Robins, Q.C. report on how the Service could implement 	<p>Report Due: Sept. 23/04 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
P208/04	<p>Domestic Violence Training</p> <ul style="list-style-type: none"> Issue: details of domestic violence training provided to Service members and whether there are opportunities for community members to participate in that training 	<p>Report Due: Sept. 23/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Chief of Police
P215/04	<p>Mobile Crisis Intervention Team</p> <ul style="list-style-type: none"> Issue: identify the status of the agreement and/or the potential for renewal of the agreement between the Board and St. Michael's Hospital 	<p>Report Due: February 2006 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P221/04	<p>Parking Enforcement of Private Property</p> <ul style="list-style-type: none"> Issue: provide a more comprehensive explanation of the municipal service delivery model that was considered by the Service and identify, if any, benefits or implications 	<p>Report Due: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P239/04	<p>Search of Persons Procedures</p> <ul style="list-style-type: none"> Issue: review the Service policies and procedures pertaining to searches of persons and provide an opinion as to whether they are consistent with the decision in <i>R. v. Golden</i> 	<p>Report Due: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	City of Toronto – Legal Services Division

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P266/04	<p>Legal Indemnification – Reporting Process</p> <ul style="list-style-type: none"> • <u>Issue:</u> review the manner in which the Service is currently reporting legal indemnification requests to determine if it is consistent with the <i>MFIPPA</i> and the <i>PSA</i> 	<p>Report Due: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	<p>City of Toronto – Legal Services Division</p>

Quarterly Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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: Oct. 21/04 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: Oct. 21/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P208/04	<p>Domestic Violence Training</p> <ul style="list-style-type: none"> <u>Issues:</u> quarterly submissions on the domestic violence quality control reports 	<p>Report Due: date of 1st report to be determined Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police

Semi-Annual Reports

<i>Board Reference No's.</i>	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 	Next report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Semi-Annual Reports

<i>Board Reference No's.</i>	Issue - Pending Reports	Report Status	Recommendation Action Required
	<p>Professional Standards, cont'd.</p> <ul style="list-style-type: none"> • include OPAC information on lethal and non-lethal weapons • 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) <p>identify and include an appropriate comparator or baseline, if possible, in future reports to better assess the complaints data (P209/03 refers)</p>		
P5/01	<p>Legal Indemnification</p> <ul style="list-style-type: none"> • Issue: a report relating to the payment of all accounts for labour relations counsel, legal indemnification claims and accts relating to inquests that are approved by Human Resources and Labour Relations • reports will be submitted in August and February each year 	<p>Next report Due: Aug. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Sept. 23/04 Status:</p>	<p>Manager, Labour Relations</p>

Semi-Annual Reports

<i>Board Reference No's.</i>	Issue - Pending Reports	Report Status	Recommendation Action Required
P5/01	<p>Tracking Implementation of Board Directions</p> <ul style="list-style-type: none"> • <u>Issue:</u> pertains to recommends 17 and 18 in Chief's response to OCCPS • <u>Reference:</u> OCCPS Review 	<p>Report Due: February 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police
P337/98 P491/99 P8/00 P476/00 P121/01 P289/01 P111/03	<p>Audit – Sexual Assault Investigations</p> <ul style="list-style-type: none"> • <u>Issue:</u> to provide semi-annual updates on the implementation of the City Auditor's recommendations • Report in November (for May to Oct) and May (November to April) <p>Follow-Up Audit</p> <ul style="list-style-type: none"> • <u>Issue:</u> a follow-up review of the investigation of sexual assaults will be conducted and reported to the Board 	<p>Report Due: Nov. 18/04</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p> <p>Report Due: Aug. 14/03</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status: matter is still being reviewed by the Auditor General (May 2004)</p>	Chief of Police Auditor General, City of Toronto

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

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

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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:.....outstanding</p>	Chief of Police
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 Reqs'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 Reqs'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 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
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 Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
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 	<p>Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	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 	<p>Next Report Due: Oct. 21/04 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
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
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

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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
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

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	<p>Audited Reports</p> <ul style="list-style-type: none"> • Issue: 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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date: Sept. 23/04</p> <p>Status:</p>	Chief of Police
P4/01 P27/01 P74/01 C59/04	<p>Operating & Capital Budgets</p> <ul style="list-style-type: none"> • Issue: 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 • 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 	<p>Next Report Due: capital operating</p> <p>Sept. 02/04 Oct. 04/04</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	<p>Operating & Capital Budgets</p> <p>feature category summaries be made available publicly when the Board first considers the operating budget request for the next year</p>		
	<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: Oct. 04/04 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: Oct. 04/04 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: Oct. 04/04 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 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
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
P5/01	<p>Organizational Chart</p> <ul style="list-style-type: none"> • <u>Issue</u>: to provide current organizational charts to the Board on annual basis • to be submitted in February each year or at other times as required 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Chief of Police
P177/02 P198/03	<p>Service Performance Year-End Report</p> <ul style="list-style-type: none"> • <u>Issue</u>: an annual report on the activities of the previous year, results of the measurement of Service priorities and an overview of Service performance • compare data to specific identifiers, if possible 	<p>Next Report Due: June 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>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 	<p>Next Report Due: under review Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Auditor General, City of Toronto
C30/03	<p>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 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	Manager, Labour Relations
P136/03	<p>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 	<p>Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chair, in consultation with Chief of Police

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P277. UPDATE ON THE PROGRESS OF THE RECOMMENDATIONS
CONCERNING VARIOUS ASPECTS OF POLICE MISCONDUCT –
MEETINGS WITH JUSTICE GEORGE FERGUSON, Q.C.**

The Board was in receipt of the following updates from the Honourable George Ferguson, Q.C., on the progress of the recommendations contained in the report *Review and Recommendations Concerning Various Aspects of Police Misconduct*:

- correspondence dated August 06, 2004;
- correspondence dated August 24, 2004; and
- correspondence dated September 03, 2004.

Copies of the foregoing correspondence are appended to this Minute for information.

The Board received the foregoing.

HON. GEORGE FERGUSON, Q.C.
ONE BENVENUTO PLACE, SUITE 405
TORONTO, ONTARIO
M4V 2L1



A u g u s t 6, 2004

Alan Milliken Heisey, Q.C., Chair
Toronto Police Services Board
40 College Street
Toronto, ON
MSG 2J3

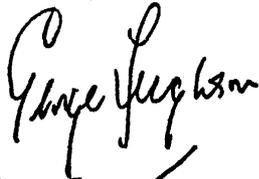
Dear Chair Heisey:

I am pleased to report that the Implementation Committee has continued to make progress in respect of the implementation of my recommendations. The following items highlight said progress:

- Councillor Case Ootes attended the meeting on July 29, 2004.
- An opinion regarding the proposed Drug Testing Program is being sought from the law firm of Hicks Morley.
- The units to be designated as High Risk or Sensitive have been finalized by the Implementation Committee.
- Training & Education and Professional Standards are working together to develop training strategies for those units that have been defined as High Risk or Sensitive.
- The process for mandatory transfers for the High Risk and Sensitive units is now being developed.
- It is anticipated that a proposed whistleblower procedure will be completed by the end of August and will then be tabled for consideration by the Implementation Committee.
- A unit-specific procedure regarding disclosure to the Crown of prior misconduct of police witnesses has been drafted and forwarded to the Implementation Committee for consideration.
- A community meeting has been scheduled for 7:00 p.m. on Monday, August 16, 2004, at Humber College to discuss the move of the Professional Standards, Investigative Unit, to the 22 Division Sub-station.

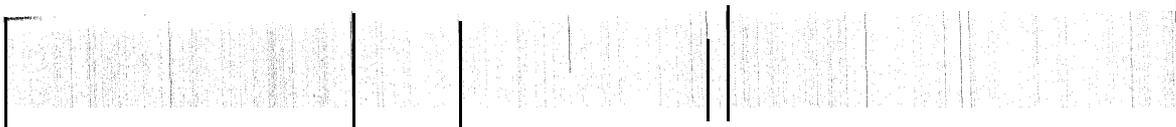
Please feel free to contact me should you or any member of your Board have any questions or comments. I can be reached by telephone at (416) 922-2170 or by email at gfergiudge@sprint.ca. Alternatively, you may contact my research assistant, Ms. Erin Sweeney, by telephone at (416) 808-7807 or by email at erin.sweeney@torontopolice.on.ca.

Yours truly,



George Ferguson

Cc: Councillor Pam McConnell, Vice Chair
Dr. Benson Lau, Member
Councillor Case Ootes, Member
Councillor John Filion, Member
The Honourable Hugh Locke, Member

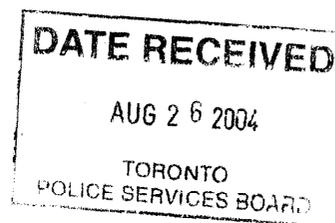


HON. GEORGE FERGUSON, Q.C.

ONE BENVENUTO PLACE, SUITE 405
TORONTO, ONTARIO
M4V 2L1

August 24, 2004

Alan Milliken Heisey, Q.C., Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3



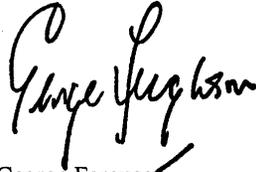
Dear Chair Heisey:

Since my last update to the Board dated August 6, 2004, a number of important developments have occurred concerning the implementation process. These developments are highlighted below:

- On August 12, 2004, the Committee received and accepted the unit-specific procedure for Professional Standards, Risk Management (Legal), concerning the production of information regarding prior misconduct of police witnesses, to the Crown for disclosure purposes. Service procedure 12-08, is currently being redrafted to incorporate several amendments, including the above.
- A community meeting was held on August 16, 2004, at Humber College regarding the relocation of Professional Standards to the 22 Division Sub-station. The community reacted to the anticipated cost of the renovations, but comments from the public were generally fair.
- The first two Senior Officers' Ethics courses were delivered by Dr. Jo Von Stein on August 16- 17 and August 18- 19, respectively. Feedback in respect of these courses has been extremely positive. Dr. Von Stein will be returning in October to deliver the next two courses. If necessary, an additional course may be offered in November to ensure that all senior officers are trained.
- Counsel for the Toronto Police Association (TPA) made an oral presentation to the Committee on August 19, 2004 and advised that the TPA does not support drug testing. A written opinion will be forthcoming.
- A legal opinion regarding the proposed Drug Testing Program will not be sought from the law firm of Hicks Morley. Another law firm will be retained for this purpose.

Please feel free to contact me should you or any member of your Board have any questions or comments. I can be reached by telephone at (416) 922-2170 or by email at gfergjudge@sprint.ca. Alternatively, you may contact my research assistant, Ms. Erin Sweeney, by telephone at (416) 808-7807 or by email at erin.sweeney@torontopolice.on.ca.

Yours truly,

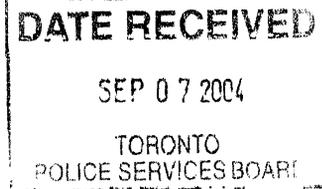


George Ferguson

Cc: Councillor Pam McConnell, Vice Chair
Dr. Benson Lau, Member
Councillor Case Ootes, Member
Councillor John Filion, Member
The Honourable Hugh Locke, **Member**



HON. GEORGE FERGUSON, Q.C.
ONE BENVENUTO PLACE, SUITE 405
TORONTO, ONTARIO
M4V 2L1



September 3, 2004

Alan Milliken Heisey, Q.C., Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3

Dear Chair Heisey:

Please be advised of the following, most recent developments concerning the implementation of my recommendations:

- The tender process for the renovations at the 22 Division Sub-station is complete. A Board report in relation to this issue has been prepared.
- Another date for the Senior Officers' Ethics course has been scheduled in November.
- Mr. Brian Finlay, Q.C., of Weir Foulds LLP has been retained to provide a legal opinion concerning the proposed programs relating to drug testing, psychological assessments and financial background checks.

Please feel **free** to contact me should you or any **member** of your Board have any questions or comments. I can be reached by telephone at (416) 922-2170 or by **email** at gfergjudge@sprint.ca. Alternatively, you may contact my research assistant, Ms. Erin Sweeney, by telephone at (416) 808-7807 or by **email** at erin.sweeney@torontopolice.on.ca.

Yours truly,



George Ferguson



Cc: Councillor Pam McConnell, Vice Chair
Dr. Benson Lau, Member
Councillor Case Ootes, Member
Councillor John Filion, Member
The Honourable Hugh Locke, Member



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P278. RIGHTS AND RESPONSIBILITIES OF PEDESTRIANS

The Board was in receipt of the following report JUNE 24, 2004 from Julian Fantino, Chief of Police:

Subject: RIGHTS AND RESPONSIBILITIES OF PEDESTRIANS

Recommendation:

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

Background:

At its April 29, 2004 meeting, the Board requested that the Toronto Police Service prepare a response to the report submitted by Chair A. Milliken Heisey, entitled 'Rights Of And Protections For Pedestrians'. The Board requested a report be prepared, in consultation with representatives of the City, with a focus on the legislative amendments outlined in Chair Heisey's report, including the creation of a 'fail to yield to pedestrian' offence, as well as, pedestrian responsibilities and any additional initiatives that could be implemented to make Toronto a safer place for pedestrians (Board Minute P131/04 refers).

Historically, approximately 50% of fatal collisions reported to the Toronto Police Service (TPS) each year, involve pedestrians. The TPS continues to focus on pedestrian safety in support of the 2002-2004 Service Priority 'Traffic Safety'. Through corporate and localized traffic safety campaigns, the TPS continues to raise the issue of pedestrian safety, with an aggressive philosophy of awareness, education and enforcement.

In 2003, 74 traffic fatalities were reported to the Service, reflecting a significant reduction when compared to the 97 traffic fatalities reported in 2002. In 2003 there were 43 pedestrian fatalities, compared with 50 pedestrian fatalities reported in 2002.

While any traffic related death is unacceptable, the latest available statistics from 2002 indicate that Toronto has one of the lowest total traffic and pedestrian fatality rates compared with cities of similar size across North America. Compared to other cities with a population base of over 2 million, Toronto remains the safest city in North America, with a pedestrian fatality rate of 1.91 per 100,000 population.

The goal of the TPS is to reinforce the shared responsibilities of all road users to ultimately make the streets of the City the safest that they can be for everyone.

Service Initiatives and Activities:

Members of the Service are actively involved in monthly traffic safety initiatives, such as, 'Operation Transit Watch' and the Provincial 'Aggressive Driving Campaign', which focus on the activities of all road users, including pedestrians. In 2003, the following initiatives and activities related specifically to pedestrian safety;

'Operation Ped Safe' Spring and Fall campaigns:

'Operation Ped Safe' is a combined public awareness and enforcement campaign, which directs all police officers to pay particular attention to road users who jeopardize the safety of pedestrians. This includes those motorists and cyclists who commit offences at pedestrian crossovers, sidewalks, footpaths and crosswalks. Additionally, the campaign targets pedestrians who disobey traffic signals, fail to yield to traffic or commit any other pedestrian violations.

In excess of 1400 offence notices were issued during the spring campaign that ran from March 17 to 21, 2003. The Fall campaign was originally scheduled to run from November 7 to 16, 2003, but was extended until December 7, 2003 due to a rash of pedestrian deaths. This campaign resulted in excess of 5,200 offence notices being issued.

Strategic Traffic Enforcement Measures (STEM) Team:

The Strategic Traffic Enforcement Measures (STEM) team is a specialized enforcement unit attached to Traffic Services (TSV) which relies on the analysis of collision data to strategically deploy their enforcement activities. The team focuses on high-risk locations such as school zones, community safety zones, continuous complaint areas, high collision areas, and areas where excessive speed is an issue.

Implementation of a 'Ped Squad' pilot project:

This initiative was announced at the media launch for the Fall 2003 'Ped Safe' campaign. The TSV 'Ped Squad' was implemented to address pedestrian injuries and deaths. The role of the 'Ped Squad' is to augment the efforts of front line officers through enhanced education and enforcement programs. Vigorous targeted enforcement is used to change the behaviour of motorists, cyclists and pedestrians found committing offences that jeopardize the safety of pedestrians.

Analysis of collision data is ongoing, continuing to identify high-risk areas and factors to be used in the strategic deployment of the 'Ped Squad' and STEM team, and in support of TSV/Divisional pedestrian initiatives.

Development and co-ordination of service-wide traffic safety initiatives:

TSV is responsible for the development and co-ordination of service-wide traffic safety initiatives. A recent survey found that in 2003, Divisions made in excess of 300 presentations to schools and community groups relating specifically to pedestrian safety, including the Elmer Safety Program, Over Here (No. 41 Division), and the Parent School Safety Program (Parking Enforcement). Additionally, in excess of 140 presentations were made to seniors, including 60 presentations of the 'Daredevil' program. The one-hour 'Daredevil' presentation provides safety tips to senior pedestrians, and is delivered by police officers and the staff at Sunnybrook and Women's College Health Sciences Centre.

TSV works in partnerships with community interest groups and many road safety partners, such as the Toronto Pedestrian Committee, the TSV Community Police Liaison Committee (CPLC), CAA Central Ontario, the Road Safety Coalition of Greater Toronto, the Ministry of Transportation (MTO) and City of Toronto-Transportation Services, to deal with pedestrian safety concerns and issues.

Enforcement:

Enforcement is a key component in achieving a reduction in deaths and injuries caused through preventable collisions and poor driving behaviour. In 2003, traffic enforcement levels service-wide increased by 18%. This included a 54% increase by TSV personnel. A comparison of January 1 to June 9, 2003 to January 1 to June 9, 2004 reveals a decrease in all categories of collisions reported to the Service, with an overall decrease of approximately 28% service-wide.

Media:

The TPS works in partnerships with Toronto and area television, radio and print media to promote public awareness of traffic safety programs and initiatives. TSV continues to work closely with media outlets to ensure traffic safety messages receive maximum coverage.

Additional Service Initiatives and Activities:

The Service will continue to proactively address the issue of pedestrian safety through current initiatives and activities while taking every opportunity to develop and implement new initiatives in consultation with our road safety partners. The TPS is creating a decentralized training video which is to be shown to front line officers regarding pedestrian fatalities in the City. The video will outline the roles and the responsibilities of front line officers when dealing with pedestrians engaged in risk taking behaviour. This video is scheduled to be available in July 2004. Further, in the Fall of this year, the Service will explore hosting a pedestrian safety summit with our road safety partners, involving information sharing and a consultative process to further address potential solutions to this ongoing issue.

City of Toronto – Transportation Services Initiatives and Activities:

Les Kelman, Acting General Manager, City of Toronto, Transportation Services was consulted and provided the following pedestrian safety initiatives that are presently in place or that will be in place during 2004 including;

- Red Light Cameras – to reduce the frequency of red light runners and the number of right angle collisions. Currently the City has 10 cameras, which can be moved to any of the 38 equipped intersections.
- High Reflective Fluorescent Yellow-Green Crossing Signs – replace school crossing signs with highly reflective fluorescent yellow-green crossing signs. This provides greater visibility from dusk to dawn.
- Don't Block the Box – pilot project implemented on 5 downtown intersections to reduce intersection gridlock through the use of cross-hatched intersection pavement markings and signage.
- We're All Pedestrians Program – the program has 2 components; the first is a safety and awareness campaign focusing on kids at play and school zones. The second is a pilot project to test different techniques for reducing pedestrian/motor vehicle collisions at signalized intersections.
- Pedestrian Refuge Island Guidelines – new design guidelines for the location and construction of pedestrian refuge islands.
- Pedestrian Crossover Review – all pedestrian crossovers on arterial roadways are being reviewed from both a safety and operational perspective to ensure they are still appropriate for the surrounding conditions.
- Safety and Operational Improvements Program – a capital works program that identifies and prioritizes road modifications or improvements to the road system that will mitigate safety and operational problems at specific locations or intersections.
- Traffic Safety Bureau – the goal of the Traffic Safety Bureau is to initiate, support and co-ordinate successful internal and external traffic safety programs and to increase the safety awareness within the City.
- Partnerships with External Groups – working together with external partners to promote traffic safety in the city, e.g. CAA Central Ontario and the Road Safety Coalition of Greater Toronto Police Service.

Legislation:

The Highway Traffic Act of Ontario (HTA) places responsibility on motorists and pedestrians, and holds both responsible for their actions through the offence section of the Act.

Chair Heisey has suggested that section 10 of the Metropolitan Toronto Uniform Traffic By-law 32-92 be amended to allow pedestrians to cross 'only where traffic conditions warrant, using the shortest path necessary, as quickly as reasonably possible, and being aware of all vehicle traffic'. The additional requirements may be worthy additions to the current wording, however, care must be taken to ensure that any change does not encourage pedestrians to cross a roadway without due care and attention, with the assumption that motorists will stop for them. Repealing the existing requirement for pedestrians to yield the right-of-way in the Metropolitan Toronto Uniform Traffic By-law may fail to adequately protect their interests. Additionally, any amendments to the bylaw should create offences for both motorists and pedestrians.

All road users must share in the responsibility of road safety and offences must reflect that shared responsibility. Motorists must be cognizant of their surroundings and potential hazards, while pedestrians should not place themselves in high risk or potentially dangerous situations.

City of Toronto, Legal Services, is preparing a response on behalf of the City, which to date, has not been received.

Initiatives and Activities – Other Jurisdictions:

The Chair has outlined a number of European countries as models for pedestrian friendly jurisdictions. Countries such as Germany and The Netherlands have taken proactive measures to promote pedestrian safety, including vehicle free pedestrian zones, high visibility intersection markings, pedestrian activated signals at intersections and crossovers, pedestrian refuge islands, traffic calming, and wide, well lit sidewalks. With the exception of the vehicle free pedestrian zones, Toronto has these measures in place in various areas of the City. The TPS would welcome any expansion of these programs by City of Toronto, Transportation Services.

The differences in reporting statistics make it difficult to compare between Toronto, Canada, The Netherlands and Germany. The last year in which comparable statistics were available for analysis, with the exception of Canada, was 1996, and those results are reflected in the following chart. The ‘Total Pedestrian’ statistics are for information only as they cannot be put into context for comparison purposes:

	1996 Pedestrian Fatality Rate/100,000 Population	Total Pedestrian Fatalities 1980	Total Pedestrian Fatalities 2001	Total Pedestrian Fatalities 2002
Toronto	1.88	61	32	50
Canada	N/A	817	334	370
The Netherlands	0.70	295	106	97
Germany	4.47	3,720	900	873

There are a number of philosophies that have been successful in these countries that may be difficult to incorporate into the City infrastructure, including;

- Residential and commercial developments designed to provide safe and convenient pedestrian access; with quieter, less travelled road networks and numerous amenities in close proximity to encourage walking.
- Restrictions on the use of motor vehicles. Many European countries have restricted the use of motor vehicles by implementing vehicle free pedestrian zones, low speed limits in residential neighborhoods, limited the supply of parking spots, and prohibiting right turns on red lights. Between 1975 and 2001, total pedestrian fatalities declined by 82% in Germany and by 73% in The Netherlands.

- Extensive traffic education is provided to drivers and students. A crucial aspect of driver training in both The Netherlands and Germany is the need to pay special attention to avoiding collisions with pedestrians. This training is both extensive and expensive. It is assumed that pedestrians will make unsafe moves in traffic and drivers are required to anticipate these moves by carefully noting the presence of pedestrians as they drive. Anticipation of pedestrian movement is tested during the drivers license examination. Traffic safety education is a high priority with every school providing comprehensive programs to educate children on pedestrian safety, including how to walk defensively, anticipate dangerous situations and to react appropriately.

As new development continues and re-development occurs, opportunities exist for the City to ensure designs reflect a more pedestrian friendly environment. Additionally, opportunities exist to address, with The Ministry of Transportation, current pedestrian safety training presently being delivered in driver training courses.

Conclusion:

Pedestrian safety is and must remain a shared responsibility of all road users and road safety partners. Striking a balance between ‘pedestrian friendly’ and ‘pedestrian safety’ initiatives is key to achieving safer streets and an improved quality of life for all citizens.

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

The Board was also in receipt of the following report JULY 27, 2004 from Albert H. Cohen, Director, Litigation, City of Toronto – Legal Services Division:

**RE: FEASIBILITY OF PROPOSED AMENDMENTS TO LEGISLATION:
RIGHTS AND RESPONSIBILITIES OF PEDESTRIANS**

Subject: RIGHTS AND RESPONSIBILITIES OF PEDESTRIANS

Recommendation:

It is recommended that this report be received for information.

Background:

At its April 29, 2004 meeting, the Board had before it a Report dated March 18, 2004 submitted by the Chair, entitled “Rights of and Protections for Pedestrians” (hereinafter referred to as the “Report”).

The Board adopted the recommendations in the Report. The Board, among other things, also requested that the Chief of Police prepare and submit a report, in consultation with representatives of the City of Toronto, not only commenting on the March 18th Report and the proposed legislative amendments, but also commenting on what additional changes could be implemented to make Toronto a safer place for pedestrians together with the issue of pedestrians' responsibilities. (Min. No. P131/04 refers)

Discussion:

1. Former Municipality of Metropolitan Toronto Uniform Traffic By-law 32-92

Pursuant to recommendation 2 of the Report, after receiving the Chief's response, the Board is to consider sending a request to Toronto City Council to amend former Municipality of Metropolitan Toronto Uniform Traffic By-law 32-92 (hereinafter referred to as "By-law 32-92").

According to the *City of Toronto Act, 1997*, the by-laws of the seven former area municipalities, which were in force immediately prior to January 1, 1998 when the new City of Toronto was created, remain in force until Council repeals them or provides otherwise. These by-laws, however, only apply to the part of the City to which they respectively applied on December 31, 1997.

Accordingly, By-law 32-92 applies only to former Metropolitan roads, those being roadways which were expressways or major arterials, such as the Don Valley Parkway, the F. G. Gardiner Expressway, Bayview Avenue, Yonge Street, Eglinton Avenue, Finch Avenue, Steeles Avenue, etc.

Staff in the Works and Emergency Services Department, Transportation Services Division, of the City of Toronto (hereinafter referred to as "Transportation Staff") have been consulted in the preparation of this report and have advised that the other six former area municipalities also have in place sections similar to the current section 10 found in By-law 32-92, as set out below in Section 2 of the Discussion portion of this report.

Thus, in order to ensure consistency across the City of Toronto, amendments would need to be made to not only By-law 32-92 but also to the by-laws of the other six former area municipalities which contain provisions similar to section 10 found in By-law 32-92.

2. Proposed Recommendation 2(a) of the Report:

Recommendation 2(a) as contained in the body of the Report proposes to repeal section 10 and to specifically remove any provision requiring a pedestrian to yield the right-of way.

Section 10 of By-law 32-92 provides as follows:

10. Except where the traffic control signals are in operation or where traffic is being controlled by a police officer, a pedestrian crossing a highway at a place other than a pedestrian crossover shall yield the

right-of-way to all vehicles and streetcars upon the roadway, but nothing in the section shall relieve the driver of a vehicle or streetcar from the obligation of taking all due care to avoid an accident.

By repealing the requirement for a pedestrian to yield the right-of-way to vehicles when crossing a highway outside of a pedestrian crossover in situations other than where traffic control signals are in operation or where traffic is being controlled by a police officer, a pedestrian could simply step off the curb at the side of the highway onto the highway to cross it. Transportation Staff have advised that such a by-law amendment would raise issues of traffic safety, both for pedestrians and drivers and may also lead to increased risk of accidents.

As a result of the City's duty to maintain its highways under the *Municipal Act, 2001*, Transportation Staff have advised that implementation of this proposed recommendation would necessitate the re-evaluation of all traffic operations on every street, including posted speed limits, roadway construction, etc. City Staff would have to ensure that all roadways were constructed such that drivers would have clear and unobstructed views so that they could view a pedestrian prepared to step off the curb and react to stop the vehicle in time. Transportation Staff have further advised that the proposed amendment may necessitate the removal of on-street parking as parked vehicles may be deemed to obscure the sight-line of drivers.

3. Proposed Recommendation 2(b) of the Report:

The meaning of pedestrian crossing is not defined in the Report nor can a definition be found in the *Highway Traffic Act* (hereinafter referred to as the "HTA"). Assuming that "pedestrian crossing" as referenced in the Report is to have meant a "pedestrian crossover", the current HTA places a number of responsibilities and duties on pedestrians crossing a roadway other than at a "pedestrian crossover" and approaching either a traffic control signal or a pedestrian control signal. These provisions are outlined in Appendix A attached hereto.

The Report also references the legislation used in Germany. According to the German legislation, as outlined in the Report, pedestrians, when using the roadway, "must walk within certain sections or on the left hand side. When walking in the dark, pedestrians must walk in single file".

Similar legislation already exists in the HTA.

Subsection 179(1) of the HTA provides that, where sidewalks are not provided on a highway, a pedestrian walking along the highway must walk on the left side of the highway facing oncoming traffic and, when walking along the roadway, must walk as close to the left edge of the highway as possible.

4. Proposed Recommendation 2(c) of the Report:

Recommendation 2(c) of the Report provides that By-law 32-92 be amended to "make it an offence to fail to yield to a pedestrian within a pedestrian crossing as outlined in the parallel legislation used in England".

As the meaning of “pedestrian crossing” is not defined in the Report nor can a definition be found in the HTA, both pedestrian crossovers and pedestrian crosswalks are discussed below.

(a) Pedestrian Crossover:

Section 140 of the HTA specifically addresses the issue of vehicles yielding the right-of-way to pedestrians within pedestrian crossovers and specifically outlines the particulars of when vehicles must yield to pedestrians in a pedestrian crossover. The text of subsections 140(1) and (2) are provided in Appendix B attached hereto.

If reference to “pedestrian crossing” in recommendation 2(c) was meant to have been reference to “pedestrian crossover”, the proposed recommendation attempts to expand the duty of a driver or a streetcar to yield to pedestrians crossing a roadway within a pedestrian crossover as currently provided for in the HTA to include all circumstances where a pedestrian is within the pedestrian crossover, even if the pedestrian has only just stepped into the pedestrian crossover.

Subsection 140(4) of the HTA, however, provides that "no pedestrian or person in a wheelchair shall leave the curb or other place of safety at a pedestrian crossover and walk, run or move the wheelchair into the path of a vehicle or street car that is so close that it is impracticable for the driver of the vehicle or street car to yield the right of way."

Accordingly, the intention of the proposed recommendation appears to contradict subsection 140(4) of the HTA.

(b) Crosswalk:

If the reference to “pedestrian crossing” in recommendation 2(c) of the Report was meant to refer to “pedestrian crosswalk”, the provisions of the HTA, as outlined in Appendix C attached hereto, already provide that a pedestrian lawfully within the crosswalk has the right of way over vehicles. As such, a by-law provision is not required.

In addition, proposed recommendation 2(c) fails to limit the pedestrian’s right of way to situations where the pedestrian is lawfully within the pedestrian crosswalk. Rather, it provides that a by-law provision should be created making it an offence to fail to yield to a pedestrian within a pedestrian crossing as outlined in the parallel legislation used in England. As outlined in the Report, in England, there is no penalty for a pedestrian who fails to yield to traffic or disobeys a red light. The Report points out that “the spirit of the law is that motorists have to be mindful of pedestrians”.

Any by-law provision which would provide a pedestrian unlawfully within a pedestrian crosswalk with the right-of-way over vehicles would conflict with the HTA provisions.

(c) By-law Provisions which contradict HTA provisions:

Pursuant to subsection 195(1) of the HTA, if a provision of a municipal by-law passed by the council of a municipality or a police services board for (a) regulating traffic on the highway or (c) prohibiting or regulating the operation of motor vehicles or any type or class thereof on the highway is inconsistent with the HTA or its regulations, the provision of the by-law shall be deemed to be repealed upon the inconsistency arising.

The proposed recommendation 2(c) could possibly create a conflict between the proposed by-law provision and the HTA. Accordingly, given subsection 195(1) of the HTA, the proposed by-law provision would be deemed to be repealed upon the inconsistency arising.

If the Board still wishes for the City by-laws to be amended as recommended, the Board may wish to first consider requesting the Province to amend the HTA. If the HTA provisions are amended to incorporate the intent of the Recommendations in the Report, the City may then subsequently make amendments to the various by-laws and Codes without risking that they be later repealed due to inconsistency with the HTA.

(d) The England Model:

Recommendation 2(c) of the Report proposes that the offence be paralleled to the legislation in England. According to the England model set out in the Report, in England the penalty for the offence of failing to yield to a pedestrian within a pedestrian crossing is a fixed rate of 60 pounds and three demerit points and the offender is given up to 24 days to pay. The Report points out that, in England, if a plea of not guilty is entered, then the presiding magistrate can impose up to the maximum penalty for Level 3 offences and increase the demerit points up to 12.

The penalty structure set out in the "England" section cannot, however, be imported to Ontario. In Ontario, the Demerit Point System is set out in Regulation 339/94 to the HTA. The Table that is attached to Regulation 339/94 sets out the number of demerit points for certain offences. If a conviction is entered for one of the offences listed in the Table, the Registrar of Motor Vehicles must record the prescribed demerit points. Further, a Justice of the Peace has no discretion with respect to the demerit points, as the points for the prescribed offences cannot be increased, reduced or waived in court. The only exception to this is where the defendant negotiates a guilty plea with the prosecutor for another offence, the Justice of the Peace approves the offence amendment, and the offence on the ticket is amended. The Justice of the Peace is then bound by the prescribed points as set out in the Table for the amended offence.

Conclusion:

Recommendation 2 of the Report proposes to amend Section 10 of By-law 32-92. As pointed out above, By-law 32-92 applies only to former Metropolitan Roads. Accordingly, if amendments were to be made, not only would amendments need to be made to By-law 32-92, but amendments to by-laws containing provisions similar to section 10 found in By-law 32-92 would also be required in order to ensure consistency across the City of Toronto.

Further, as discussed above, the meaning of “pedestrian crossing” as referenced in the Recommendations is uncertain and would also need to be clarified in order for the Board to make specific recommendations to City Council with regard to the necessary by-law changes which the Board considers necessary to achieve the objective of enhancing pedestrian safety in Toronto.

In addition to the previous comments, I have been advised by Transportation Staff that the Works and Emergency Services Department is not in support of the proposed amendments to section 10 of By-law 32-92 or to any similar provisions in the by-laws or codes of the other former area municipalities for safety reasons. Further, Transportation Staff point out that the City’s by-laws as they currently read in relation to this issue are consistent with most by-laws in force in Canada.

Transportation Staff have advised that amendments to the various by-laws or Codes should neither encourage nor permit pedestrians to cross a highway without due care and attention to drivers of vehicles on the highway and on the assumption that drivers will automatically yield to them. Transportation Staff are of the view that recommendation 2(a) of the Report would have that result. Accordingly, the Works and Emergency Services Department is of the opinion that such a recommendation would be undesirable.

Any proposed by-law amendments to the various by-laws or codes should also not result in provisions which conflict with HTA provisions. Unfortunately, it is likely that the proposed 2(c) recommendation conflicts with HTA provisions and as such would be subject to legal challenge.

If the Board still wishes for the City by-laws to be amended as recommended, the Board may wish to first consider requesting the Province to amend the HTA. If the HTA provisions are first amended to incorporate the intent of the Recommendations in the Report, the City may then subsequently consider making amendments to the various by-laws and Codes without risking that they be later repealed due to inconsistency with the HTA.

Transportation Staff have also pointed out that HTA amendments would ensure consistency across the province and would not result in driver and pedestrian uncertainty as to the rules and regulation in effect according to municipality.

Ms. Rhona Swarbrick was in attendance and made a deputation to the Board. A copy of a written submission also provided by Ms. Swarbrick is on file in the Board office.

Supt. Steve Grant and Staff Sergeant Gord Jones, Traffic Services, were in attendance and responded to questions by the Board about this matter.

cont...d

The Board approved the following Motions:

- 1. THAT the Board receive the deputation and written submission by Ms. Swarbrick;**
- 2. THAT the Board receive the foregoing reports; and**
- 3. THAT, in order to ensure the most effect use of speed measuring devices – hand-held radar sets - the Board request Chief Fantino to provide a report on the criteria used by the Service to determine where radar sets will be deployed with regard to all traffic enforcement initiatives, and specifically, when addressing pedestrian safety issues.**

Appendix A

Subsections 144(22) to 144(27) of the Highway Traffic Act:

Subsection 144(22) of the HTA provides that "where portions of a roadway are marked for pedestrian use, no pedestrian shall cross the roadway except within a portion so marked."

Subsection 144(23) of the HTA provides that "subject to subsections (24) and (27), a pedestrian approaching a traffic control signal showing a circular green indication or a straight-ahead green arrow indication and facing the indication may cross the roadway."

Subsection 144(24) of the HTA provides that "no pedestrian approaching a traffic control signal and facing a flashing circular green indication or a solid or a flashing left turn arrow indication in conjunction with a circular green indication shall enter the roadway."

Subsection 144(25) provides that "no pedestrian approaching a traffic control signal and facing a red or amber indication shall enter the roadway."

Subsection 144(26) provides that "where pedestrian control signals are installed and show a "walk" indication, every pedestrian facing the indication may cross the roadway in the direction of the indication despite subsections (24) and (25)."

Subsection 144(27) provides that "no pedestrian approaching pedestrian control signals and facing a solid or flashing "don't walk" indication shall enter the roadway".

Appendix B

Subsections 140(1) and 140(2) of the Highway Traffic Act:

140. (1) Subject to subsection (2), when a pedestrian or a person in a wheelchair crossing a roadway within a pedestrian crossover,
- (a) is upon the half of the roadway upon which a vehicle or street car is travelling; or
 - (b) is upon half of the roadway and is approaching the other half of the roadway on which a vehicle or street car is approaching so closely to the pedestrian crossover as to endanger him or her, the driver of the vehicle or street car shall yield the right of way to the pedestrian or a person in a wheelchair by slowing down or stopping if necessary.
- (2) when a vehicle or street car is stopped at a pedestrian crossover, the driver of any other vehicle or street car overtaking the stopped vehicle or street car shall bring the vehicle or street car to a full stop before entering the crossover and shall yield the right of way to a pedestrian or a person in a wheelchair,
- (a) who is within the crossover upon the half of the roadway upon which the vehicle or street car is stopped; or
 - (b) who is within the crossover and is approaching such half of the roadway from the other half of the roadway so closely to the vehicle or street car that he or she is in danger if the vehicle or street car were to proceed.

Appendix C

Subsections 144(7) and 144(28) of the Highway Traffic Act:

Subsection 144(7) of the HTA provides that "when under this section a driver is permitted to proceed, the driver shall yield the right of way to pedestrians lawfully within a crosswalk".

Subsection 144(28) provides that "every pedestrian who lawfully enters a roadway in order to cross may continue the crossing as quickly as reasonably possible despite a change in the indication he or she is facing and, for purposes of the crossing, has the right of way over vehicles."

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P279. REVISED BOARD POLICY FOR THE DESTRUCTION OF ADULT
PHOTOGRAPHS, FINGERPRINTS AND CRIMINAL HISTORY**

The Board was in receipt of the following report JULY 08, 2004 from Julian Fantino, Chief of Police :

Subject: REVISED BOARD POLICY FOR THE DESTRUCTION OF ADULT
PHOTOGRAPHS, FINGERPRINTS, AND CRIMINAL HISTORY

Recommendation:

It is recommended that:

1. the Board approve the revised policy entitled, "Requests for Destruction of Adult Fingerprints, Photographs, and Records of Disposition" and
2. the Board approve the collection of an application fee of \$50.00 plus GST per occasion for the process of expunging Adult Fingerprints, Photographs, and Records of Disposition in accordance with recommendation (1).

Background:

This Board report pertains to the destruction of an individual's fingerprints, photographs, and Record of Disposition in relation to criminal charges. The federal Identification of Criminals Act, R.S.C. 1985, c.I-1, as amended (the Act), provides the authority for a police service to collect the fingerprints and photographs of a person *charged* with an indictable offence; however, the Act is silent with respect to the subsequent destruction of such records when the underlying criminal charge does not result in a conviction. In fact, there is no legislative direction specifying what a police service should do with such fingerprints and photographs in these circumstances.

Criminal courts dispose of criminal charges by way of conviction or non-conviction dispositions. The federal pardons process covers destruction procedures for conviction dispositions not by actually destroying, but by sealing the file when the appropriate conditions are met.

However, the pardons process does not address charges disposed of by non-conviction. Under these circumstances, police services have historically been free to set their own policy regarding the circumstances under which they would entertain an application from an individual to have his or her fingerprints, photographs, and Record of Disposition removed from file. The Toronto Police Services Board set such a policy (Board Minute 454/69 refers) dealing with the destruction of fingerprints and photographs. This policy is still in effect, and states as follows:

“Fingerprints and photographs concerning withdrawn or dismissed charges against first offenders shall be expunged from the files of the Metropolitan Toronto Police when a request is received, in writing, for the return of the material from the individual concerned or his solicitor.”

Such requests are forwarded to Corporate Information Services – Criminal Records for processing.

The term ‘first offenders’ was reinterpreted in 2002 by the Ontario Court of Appeal in the matter of *Regina v. Duale Dore* to convey a different meaning than that originally intended in 1969 when the policy was drafted.

From the inception of this policy, the Toronto Police Service has defined ‘first offender’ as an individual who had not previously been charged with a criminal offence regardless of whether or not the charge resulted in a finding of guilt. Fingerprints and photographs taken for a subsequent criminal charge that, again, did not result in a conviction would be retained. The failure by the person to request that such records be destroyed in the circumstances of the first offence resulted in a refusal to destroy in the case of the subsequent non-conviction disposition.

The general public now recognizes the term ‘offender’ as applying to an individual who has been convicted rather than one who has simply been charged. This has brought about significant complications in relation to requests for destruction of records for those persons receiving a non-conviction disposition who, therefore, do not consider themselves an ‘offender.’ The new policy is intended to clarify the meaning of the wording by introducing the term ‘non-conviction disposition’ rather than ‘first offenders.’

What must also be taken into consideration when processing such requests is the nature of the offence. The Service must exercise discretion and caution in destroying files pertaining to non-conviction dispositions for charges linked to violence, sexual issues, guns, weapons, or explosives. The new policy incorporates a stipulation whereby the Service can deny an application for file destruction (even in circumstances of a non-conviction) should the nature of the offence justify the retention of such files to protect the public interest. Patterns can be detected to assist in police investigations. If the individual has been cleared of the offence his/her fingerprints and photographs will not be disclosed for clearance letters.

In 2003, the Toronto Police Service received 3237 requests for file destruction relating to non-conviction dispositions. Given the volume of applications received to date, it is projected that a comparable number of applications will be processed in the current year.

Therefore, the estimated annual cost recovery given the institution of an application fee for file destruction is approximately \$161,850 (plus GST). The monies collected for processing such requests will be incorporated into the Service’s net operating budget.

Historically, the Service has not charged for this destruction process, although each occasion has an associated cost of approximately \$50.00. To recover costs and be consistent with fees charged by other police services, an application fee of \$50.00 plus GST is proposed for processing a file destruction request (with the exception of acquittals where no charges shall apply).

It should be noted that young offender processes in relation to fingerprints and photographs are mandated under the Youth Criminal Justice Act and are, therefore, not affected by this policy.

The new policy is intended to achieve the following:

1. Clarify the procedure by changing the wording from a first offender to a non-conviction disposition.
2. Provide a mechanism to permit the Service to retain those files on non-conviction where it is necessary in the public interest.

The new recommended revised policy entitled, “Request for Destruction of (Adult) Photographs, Fingerprints, and Criminal History” will read:

“Adult photographs, fingerprints, and criminal record files related to a non-conviction disposition shall be destroyed on application by the individual or their representative in all cases except where violence, sexual issues, guns, weapons, or explosives are involved.”

Such destruction will only take place following expiration of any associated prohibitions, court orders or Peace Bonds, and appeal periods.

Conclusion:

It is therefore recommended that the Board approve the revised policy and approve a cost recovery fee of \$50.00 plus GST per occasion for the process of expunging Adult Fingerprints, Photographs, and Records of Disposition in accordance with this policy.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, and Staff Inspector George Cowley, Professional Standards – Legal Branch, will be in attendance to answer any questions that the Board members may have.

The Board was also in receipt of the following:

- **correspondence, dated August 04, 2004, from Ann Cavoukian, Information and Privacy Commissioner of Ontario; and**
- **correspondence, dated September 22, 2004, from Avvy Yao-Yao Go, Clinic Director, Metro Toronto Chinese & Southeast Asian Legal Clinic.**

Copies of the foregoing correspondence are appended to this Minute for information.

The Board approved the following Motions:

- 1. THAT the Board refer the foregoing report, dated July 08, 2004, back to Chief Fantino along with the correspondence from Commissioner Cavoukian and Ms. Go and request Chief Fantino to review their concerns and provide a further report to the Board following the review which addresses each of those concerns; and**
- 2. THAT the Board request Mr. Albert Cohen, City of Toronto – Legal Services Division, to provide a report to the Board on issues related to the levying of a new fee as proposed in the Chief’s report.**



Information and Privacy
Commissioner/Ontario
Commissaire à l'information
et à la protection de la vie privée/Ontario



August 4, 2004

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

Dear Mr. Heisey:

**RE: Revised Board Policy for the Destruction of Adult Photographs,
Fingerprints and Criminal History**

As the Information and Privacy Commissioner of Ontario, I am writing to you to express my concerns with respect to the proposed revisions to the current Toronto Police Service practice regarding the destruction of photographs and fingerprints of individuals that have been charged with a criminal offence, but have not been convicted.

In my view, the proposed changes in policy are unwarranted, and would constitute an unreasonable infringement of the privacy rights of individuals. Such changes would also be contrary to commonly accepted principles underlying the presumption of innocence that exist in our criminal justice system.

Under the current policy, individuals that have been charged, but not convicted of a crime are able to have their fingerprints and photographs expunged from the police record by making a request in writing to the Toronto Police Service. Currently, there is no fee associated with the application, and records are destroyed in response to any application regardless of the nature of the charge.

It is my understanding that the proposed changes in policy would:

- provide the Police with a discretionary power to refuse to expunge an applicant's record based on the nature of the offence giving rise to the charge; and
- create a \$50.00 application fee for the processing of such requests.

.../2



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In my view, both the creation of this discretionary power to refuse requests, as well the application fee is unreasonable. Citizens expect that once an individual has been exonerated of a charge, he or she will be free to return to society with a 'clean slate,' and should not be adversely affected by a prior criminal charge that did not lead to a conviction. This right should apply regardless of the charge.

Likewise, these individuals should not be faced with a costly, and potentially complicated application process to have their records cleared. In many cases, these individuals may have already encountered significant legal fees in relation to these charges, and the imposition of further fees would be unjustified. I am also concerned that the amount of the proposed fee may constitute an unfair barrier to individual's ability to pursue this right.

I would also like to note that while I am generally opposed to the practice of maintaining fingerprints and photographs of individuals that have been acquitted, I do realize that there may be a limited number of exceptional cases where the retention of such records may be necessary. For instance, situations involving ongoing investigations, or cases of particularly serious crimes, may necessitate the retention of this type of information.

However, I would recommend that if such a situation were to arise, a process be developed by the Police Service that ensures that record retention occurs in a manner that is open and transparent to those involved, including a requirement to notify the affected individual that his or her records will be maintained, and providing them with the opportunity to present a case for expungement.

In addition, with respect to the current process, I recommend that it be altered so that individuals no longer have to submit an application to have their personal identifiers expunged from the record when they have been acquitted and when a charge has been withdrawn or the matter is no longer being pursued. In my opinion, the Police Service should only retain the minimum amount of personal information necessary, and should destroy extraneous information as a matter of course.

Thank you for considering my concerns. I hope that any change in policy take place with due consideration to the privacy rights of individuals involved. Please do not hesitate to contact my office if you would like to discuss these issues further.

Sincerely yours,



Ann Cavoukian, Ph.D.
Commissioner



法律援助中心 (服務華人及東南亞社區)

METRO TORONTO CHINESE & SOUTHEAST ASIAN LEGAL CLINIC

TRUNG TÂM HƯỚNG DẪN LUẬT PHÁP CỘNG ĐỒNG HOA-VIỆT-KHMER-LÀO

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A free community legal service funded by Ontario Legal Aid Plan



September 22, 2004

Toronto Police Services Board
40 College Street
Toronto, Ontario

Via Fax: (416) 808-8082

Dear Board Members:

Re: Proposed Fingerprint Records Policy

We are writing to express our concerns over the proposed change to the policy with respect to the clearing of fingerprint records of people who have been charged but not convicted of a crime.

In particular, we would like to register our objection to the proposed \$50 fee for the clearing of such records. We are aware that the province's Information and Privacy Commissioner has commented on other aspects of the proposal, and we wish to state that we agree with the Commissioner's comments.

Established in 1987, our Clinic has served tens of thousands of low income immigrants and refugees from Toronto's Chinese and Southeast Asian communities. While we do not represent accused in criminal trials, we do provide legal advice to individuals who have come into contact with the criminal justice under a variety of circumstances.

It is not unusual for us to receive calls from immigrants who - due to language and cultural barriers - find themselves in conflict with the law, and are charged with minor offenses such as assault and shoplifting. Often because of their lack of English proficiency, and the lack of non-English speaking officers within the police services, these immigrants find themselves in situations where they are 'unable to defend themselves, when the police decide to lay charge based on the information provided by another - English speaking - party. This is especially true in shoplifting cases, where certain companies in fact engage in questionable and sometimes discriminatory practices to deal with the so-called shoplifters, particularly those from the racialized communities.

Once charged, these individuals will be subject to fingerprinting by the police, regardless of whether they have in fact committed the crime in question. Many of them have no money to hire their own lawyer and their cases are not covered by legal aid. Most of these cases will be diverted into the diversion program or resulted in some kind of a peace bond and the matter will be taken out of the court process.

Often times, the only consolation that we could provide with these clients is that, at the end of the day, their names will be cleared and the fingerprints will be removed.

To ask these individuals - many of whom should never have been charged in the first place - to pay a price to remove their fingerprint records, is to add injury to insult. As new immigrants, they are baffled by the ease with which our system comes to judge them, without ever giving them a chance to explain their circumstances. Their sense of dignity and self worth is already shattered by the fact that they have been branded a criminal. It is bad enough that they have to pay for legal counsel just to prove that they have done nothing wrong, it is worse to expect them to pay just so to remove that one last stigma that is associated with criminals.

The proposal for a \$50 charge, in our view, is absolutely unnecessary and insensitive. It also has a discriminatory effect as it poses an extra burden on low income Torontonians, who are more likely to be charged with petty crimes than the affluent members within our communities.

In view of the above, we respectfully urge the Board to completely reject the proposal made by Chief Fantino. We thank you for your consideration.

Yours truly,



AVVY YAO-YAO GO
BARRISTER & SOLICITOR
CLINIC DIRECTOR

advocacy\tpsbs22

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P280. INTERNATIONAL ACCREDITATION OF THE TORONTO POLICE
SERVICE BY THE COMMISSION ON ACCREDITATION FOR LAW
ENFORCEMENT AGENCIES (“CALEA”)**

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

Subject: INTERNATIONAL ACCREDITATION OF THE TORONTO POLICE
SERVICE BY THE COMMISSION ON ACCREDITATION FOR LAW
ENFORCEMENT AGENCIES (CALEA)

Recommendation:

It is recommended that: the Board endorse and support the international accreditation of the Toronto Police Service by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Background:

Policing a major North American city today is becoming increasingly more of a challenge. Toronto is no exception. Gun violence, the use of modern technology to commit crime, and the threat of terrorism, combined with the fact that the Toronto Police Service has four hundred fewer officers than a decade ago, has made policing this city a very complex and difficult undertaking.

The Toronto Police Service has had to bear the additional burden of intense public and media attention to issues regarding the Police Services Board, the Police Association and so-called “police corruption”.

Through it all, the Service has not only endured, it has flourished. We have become a highly educated, more professionally trained, more ethnically representative and progressive Service.

Over the years the Toronto Police Service has been subjected to unprecedented number of reviews, studies and analyses which have ensured that this Service is performing to the highest possible standards.

I have compiled a thirty-two page inventory of internal measures taken since the year 2000. This document is categorized into Command initiatives, Procedural, Structural and Organizational Improvements, Enhanced Policing Initiatives, Community Programs and Training.

Other examples of the scrutiny to which the Service has been subjected are the 1999 review of the Service's discipline process by the Ontario Civilian Commission on Police Services, and a consulting firm's study of the Service's organizational and management structure compared to other large North American municipal police Services.

More recently, the Honourable George Ferguson, Q.C., conducted an exhaustive study dealing with issues related to police misconduct. The breadth of Justice Ferguson's study is unprecedented in North American policing. Justice Ferguson canvassed best practices around the world and interviewed dozens of stakeholders from the community. After two and one half years of intensive work, Justice Ferguson produced a report containing thirty-two recommendations ranging from recruiting, to disclosure, to informant handling. The recommendations are practical and implementable. This groundbreaking work is being sought by law enforcement agencies around the world.

I have also asked Justice Ferguson to oversee the implementation of his recommendations. To my knowledge, never before in North American policing has the author of a report also supervised the implementation of his recommendations.

As of this date, nearly half of the recommendations have been implemented. Full implementation will be completed by year-end.

Despite all of these initiatives we continue to strive for improvement. Intense public scrutiny, increased civil litigation and media sensationalism are not about to go away. The Service needs to constantly look for ways to improve and to have that improvement measured against a recognized standard. This is crucial to securing the confidence of the public that the police Service is performing to the highest standards of professionalism and efficiency.

One method of accomplishing this is to pursue certification from the Commission on Accreditation for Law Enforcement Agencies (CALEA).

CALEA was created in 1979 as a result of the efforts of the International Association of Chiefs of Police, The National Organization of Black Law Enforcement Executives, The National Sheriff's Association and the Police Executive Forum.

CALEA's purpose is to establish standards of professional excellence for public safety agencies and to administer a process for recognizing professional excellence.

I am particularly impressed by the specific goals of CALEA:

- Strengthen crime prevention and control capabilities.
- Formalize essential management procedures.
- Establish fair and non-discriminatory personnel practices.
- Solidify interagency co-operation and co-ordination.
- Boost citizen and staff confidence in the agency.

CALEA is a private, non-profit corporation. Accreditation by CALEA is an impartial, unbiased recognition of the professional excellence of the accredited agency. Accreditation will also provide objective, independent evidence that we are committed to and succeeding in achieving excellence in leadership, resource management and ethical service delivery.

The accreditation process will also enable the Toronto Police Service to manage risks, adopt internationally accepted best practices and create efficiencies.

While we can be justifiably proud of the world-wide reputation enjoyed by the Toronto Police Service, I believe that accreditation by CALEA will ensure that the citizens of Toronto are receiving the best possible police services tailored to the special needs of our multi-cultural community.

Accreditation is by no means easy. In order to successfully complete the programme, the dedication and support of the Service's leadership and that of the Board will be essential.

The cost of making the application for accreditation is \$16,150.00 (U.S.). When the Service is ready for an on-site assessment, CALEA will invoice the Service for the estimated cost of the assessment. It is estimated that the cost of the on-site assessment, plus the preparation of the final report, would be approximately \$60,000.00 (U.S.). This amount, totalling approximately \$103,000.00 (CDN) will be absorbed in the 2004 Operating Budget.

The accreditation process, in addition to the on-site assessment by CALEA staff, includes a monitored self-assessment by the Service seeking accreditation. During the on-site assessment, a team of trained assessors verifies the Service's compliance with standards by checking its proofs and interviewing operational and management personnel. The assessors also conduct public hearings to solicit input from the community.

Currently, 560 agencies have been awarded CALEA accreditation including, in Canada, Edmonton Police Service, Winnipeg Police Service and Peel Regional Police Service.

Finally, I wish to emphasize that it is a proven fact, that accreditation works. Accreditation is about recognizing and accepting the challenge of achieving the required standards. To be accredited is to be recognized as being on the leading edge of progressive policing, especially regarding the concept of community-based policing. It is about delivering the highest standard of professional police services. The citizens of Toronto deserve no less.

The Board approved the following Motions:

- 1. THAT the Board approve the recommendation contained in the foregoing report "in principle" at this time but defer consideration to specifically endorse and support the international accreditation of the Toronto Police Service by the Commission of Accreditation for Law Enforcement Agencies to its November 18, 2004 meeting, and that Chief Fantino provide the Board**

with a further report for that meeting which identifies the implications for the 2005 operating budget and future operating budgets, including estimates of potential soft dollar costs, and, in the interim:

- arrangements be made for a representative(s) of the Board to meet with representatives of CALEA as well as with the Chairs of the Boards of the two Ontario police services which have participated in CALEA accreditation in order to develop a greater understanding of the accreditation and re-accreditation process, the staff resourcing that may be required throughout accreditation, the length of time that the accreditation process may take and the potential soft dollar costs of achieving the CALEA standards;**
- 2. THAT the report to be submitted by Chief Fantino also include the differences between the Adequacy Standards Regulation and the CALEA standards of professional excellence.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P281. RESPONSE TO CONCERNS REGARDING THE BOARD'S
RECOMMENDATIONS PERTAINING TO POLICING YONGE-DUNDAS
SQUARE**

The Board was in receipt of the following report JUNE 22, 2004 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO BOARD'S RECOMMENDATIONS REGARDING POLICING
YONGE-DUNDAS SQUARE

Recommendation:

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

Background:

The Board at its meeting on February 26th, 2004 was in receipt of a copy of correspondence (see attached Appendix 'A') from Mr. Ron Soskolne, Chair, Yonge-Dundas Square Board of Management. (Board Minute #P38 refers). The Board approved the following motion:

THAT the Board refer the correspondence from Mr. Soskolne to Chief Fantino and request that he provide a report to the Board addressing Mr. Soskolne's comments.

Issue

Mr. Soskolne suggested the Service staffing estimates for Yonge-Dundas Square events were unrealistic. He based his conclusion on the first year of operation. Based on events in 2003, Mr Soskolne indicated that events were fewer and smaller than predicted. Mr. Soskolne requested that the Toronto Police Service give consideration to re-calculating the potential policing costs associated to Yonge-Dundas Square.

Response

In the original submission to the Board on the "Impact of Dundas Square on Police Operations" (Board Minute P252 from September 18, 2003) the Service identified the maximum potential annual financial impact for policing special events at Yonge-Dundas Square. The \$1.4 million projection was based on seventy (70) dates set aside for City sponsored events with the assumption that each event would require the highest level of policing as per the operational policing plans. There are three different operational plans to provide policing to Yonge-Dundas Square events. The size of the police response varies in each plan according to the anticipated size and nature of the event.

The original projection of the maximum potential annual financial impact for policing special events at Yonge-Dundas Square remains valid. The Service recognizes that during the first year of operation the actual costs were much lower than that \$1.4 million projection. Neither the 2003 nor the 2004 Police Service operating budget included extra money for policing events at Yonge-Dundas Square. To date, additional policing costs have been absorbed by the Service.

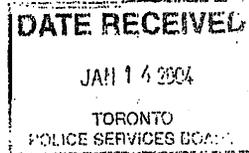
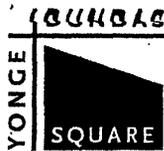
Conclusion

The Service has worked with representatives from the City and the Yonge-Dundas Square Board of Management during the planning phase of all events and is committed to continuing to do so. The Service will ensure that the level of police response is kept to the minimum required to deal with all aspects of public safety.

Deputy Chief Steven Reesor, Policing Operations Command, will be in attendance to answer any questions the Board may have.

The Board received the foregoing.

APPENDIX 'A'



Jan. 7, 2004

Mr. Alan Heisey, Chair
Toronto Police Services Board
40 College street
Toronto, Ontario M5G 2J3

Dear Mr. Heisiy,

Re: **Poke Board motions regarding Yonge-Dundas Square**

The Yonge-Dundas Square Board of Management has received a copy of a letter drafted by the Toronto **Police** Services Board dated Oct. 10, 2003 and submitted to the Toronto City Clerk. The letter outlines two motions approved by the Police Board that rely on misperceptions that we'd like to take the opportunity to address.

Yonge-Dundas Square is managed under municipal code 636 by a volunteer board representing various community partners including a **representative** of the Toronto Police Service. The current representative is Superintendent Paul **Gottschalk**, Unit Commander of **52 Division**.

The Yonge-Dundas Square Board issues permits for events and related activities at the Square. However, it should be noted that the municipal code allows for other public uses of the Square. In the case of rallies and protests, the public has occasionally exercised their right to use the Square as a platform for civic expression without the Board of **Management's** express consent. While integral to our democratic principles, this type of activity is not representative of the day to day usage of the Square.

The Square was envisioned as a welcoming environment for Toronto's citizens and **visitors** that would help rejuvenate a deteriorating downtown core. In its short life we are already seeing the positive impact of the redevelopment. The atmosphere of the Square is open and relaxed. Many patrons enjoy sitting at the cafe seating available to eat their lunch or watch some of our great community programming. The Square has been active almost daily since its grand opening and the ownership of the space by the general **public** has discouraged undesirable elements from gathering.

We have taken every precaution to ensure a safe environment for our patrons. The Square has been diligent to provide **onsite** security and monitoring through our CCTV camera program. The number of incidents requiring police assistance has been very few and typically of the nuisance variety. **Our** efforts have no doubt reduced the requirement for police to have a large presence in the area.

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T 416.979.9960 F 416.979.8836 E info@ydsquare.ca www.ydsquare.ca

The Square's ability to host events has a direct relationship to the perception of the downtown as a vibrant community and creates economic benefit for area businesses and therefore tax revenues.

The Police Board motions contain a reference to 70 annual City-sponsored events with a policing cost as high as \$1.4 million. While the Cii retains the ability to use the Square for up to this number of days per year, this is far from the practice. In 2003 there were 22 so-called City days, the majority of which were used for small scale community events such as a performance by **Serbian Folk** dancers, a walk for SARS workers and a Bike Day. Attendance at these events was well **below the** capacity of the Square and the environment fostered was extremely positive.

Of the 6 days of street closure it should be noted that 'Celebrate Toronto' accounted for 2 days. This is an event that takes place annually on Yonge Street would the Square exist or not. Another day was for our grand opening - a one-time only, family oriented festival to mark the beginning of a new chapter in the history of downtown. The Square also hosted a concert by Canada's foremost rock group, Nickelback, as part of the City's "Toronto You Belong Here" campaign to raise the City's profile following a devastating year for civic morale and the local economy.

These 3 events represent the biggest impact on policing requirements for the Square but experience demonstrates even these activities required far fewer officers than the number anticipated by the 'Level Three' plan developed by the Police Services. It is important to note that traffic was kept moving during these events along Dundas Street, including the streetcar line, except during a brief pyrotechnic display. In the wake of our first year of experience we trust the Police Services will be revisiting the response plans with a mind to implementing more realistic staffing models.

All events proposing to exceed the capacity of the Square have involved planning consultation with the **City's** Street Events team including members of the Police Service. This is the standard process used in other areas of the city and would seem to address the concerns of your second motion. The economic and cultural benefit of street closure events to the **City** is extremely important and it is our hope that the Police Services will support such efforts.

A mechanism exists for **Police** Services participation in the management of the Square at the Board level but to date has been underutilized. We encourage your input and would welcome the opportunity to meet and discuss these issues. Together we can make this new model for civic revitalization a success.

Sincerely,



Ron Soskolne
Chair

cc. Joe Halstead, Commissioner - Economic Development, **Culture** and Tourism
Uli S. Watkiss - City Clerk



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P282. RESPONSE TO REQUEST FOR INFORMATION REGARDING THE
EXPANSION OF THE STRATEGIC TRAFFIC ENFORCEMENT
MEASURES PROGRAM**

The Board was in receipt of the following report JUNE 21, 2004 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO REQUEST FROM BUDGET ADVISORY COMMITTEE TO
ACCOMMODATE EXPANSION OF STRATEGIC TRAFFIC
ENFORCEMENT MEASURES (STEM) PROGRAM WITHIN CURRENT
BUDGET

Recommendation:

It is recommended that:

- 1) The Board receive this report for information, and
- 2) The Board forward this report to the City's Chief Financial Officer for information.

Background :

The following report addresses the request from the Budget Advisory Committee in their correspondence, dated May 25, 2004, regarding the expansion of the STEM Program within the Toronto Police Service's current 2004 Operating Budget:

The Budget Advisory Committee requested the Chief Financial Officer and Treasurer and the Chair of the Toronto Police Services Board to see how the STEM Program can be accommodated within the current budget and existing resource and report thereon to the Budget Advisory Committee.

At its meeting of April 1, 2004, the Board received a report discussing the feasibility of expanding the STEM initiative (BM #P105/04 refers). The report stated that the deployment of four additional police officers to the STEM initiative would generate additional fines of approximately \$522,240 for the City of Toronto. The report indicated that four officers could be redeployed from the existing Service strength; however, requisite equipment such as vehicles, radios, and laser radar equipment would have to be purchased. The estimated costs associated with the STEM expansion totalled \$129,300. The result would be a net revenue to the City of \$400,000 (excluding any City Court Services costs). At that time, City Court Services and the Chief Financial Officer recommended any expansion of the STEM initiative be delayed pending a verification of estimated additional revenues to the City based on actual STEM revenues.

At the request of the Budget Advisory Committee, the Toronto Police Service reviewed the expansion proposal to determine whether the expanded program could be accommodated within the current budget using existing resources. It has been confirmed that the Service is able to redeploy four officers from within its current strength to this program expansion; however, we can neither absorb the cost of requisite equipment, nor redeploy equipment from other programs. Therefore, the option to absorb the cost of all equipment within the current budget is not possible.

As was reported in the 2004 Operating Budget Variance Report (as at April 30, 2004) at the Board's meeting of June 21, 2004, the Service is not anticipating any surplus funds. Furthermore, the Service is already facing additional funding pressures (e.g. implementation of the recommendations of the Ferguson Report) to be accommodated within the current budget.

It is recommended that the Board receive this report for information, and that the Board forward this report to the City's Chief Financial Officer for information.

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

The Board considered the foregoing report in conjunction with the Toronto Police Service 2005-2009 capital program submission (Min. No. P294/04 refers).

Supt. Steve Grant and Staff Sergeant Gord Jones, Traffic Services, were in attendance and discussed this report with the Board.

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

- 1. THAT the Board approve an increase in the proposed 2005-2009 capital program submission by an amount equivalent to the total capital-related costs, if any, associated with the deployment of an additional four officers into the STEM program;**
- 2. THAT the increase in funds for the additional four officers be financed from the OMERS Type 3 Surplus;**
- 3. THAT this report be referred to the Budget Advisory Committee with a request that it advance the time required to access those OMERS funds;**
- 4. THAT the Budget Advisory Committee be advised that the Board has allocated funds for the purposes of increasing the STEM program as noted above and request authorization for the advanced use of the OMERS funds effective January 01, 2005.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P283. REDUCTION OF STAFFING IN CORPORATE COMMUNICATIONS

The Board was in receipt of the following report JULY 13, 2004 from Julian Fantino, Chief of Police:

Subject: REDUCTION OF STAFFING IN CORPORATE COMMUNICATIONS

Recommendation:

It is recommended that:

1. the Board receive this report for information purposes, and
2. the Board forward a copy of this report to the City's Policy & Finance Committee for their information.

Background :

During the 2004 budget process, the City's Budget Task Force recommended a reduction in salaries and benefits of \$100,000 from the Corporate Communications Unit, being the equivalent of two positions. This was discussed with Service members, and the Service agreed to this reduction. During its consideration of the Task Force recommendations, the Board recommended that I identify a further \$75,000 in proposed reductions to the Corporate Communications 2004 budget, and that I provide a report to the Board on the manner in which the additional reduction is accomplished. The total reduction to the Corporate Communications budget amounted to \$175,000 (Board Minute #P105/04 refers).

In addition, Toronto City Council passed a motion with respect to the Corporate Communications Unit at the Toronto Police Service. The motion reads "the Toronto Police Services Board be requested to consider reducing staff in the Communications Division with an equivalent increase to the Internal Affairs Department".

The purpose of this report is to provide an update for the Board and City Council on the budget reduction recommended during the budget process and to respond to Council's request that the Board consider a reduction in Corporate Communications with a corresponding increase at Internal Affairs.

Reorganisation:

Subsequent to the budget process, Corporate Communications was reorganized to eliminate two positions and to redistribute the work performed by the positions eliminated. As agreed, the Unit's budget was reduced by \$175,000. This was achieved through the elimination of 1 civilian

position (Ethnic Media Specialist) and the redeployment of one Inspector (Second in Command) position to a front-line, Police Constable position. This is in keeping with the Task Force, Board and Council's direction to keep the Service's uniform staffing target at 5,260.

In addition, effective September 1, 2004, the Media Relations Sergeant's position will be replaced by a police constable, thereby creating a further reduction in the Unit's budget. The work normally performed by the second in command (Inspector's) position has been assumed by others in the Unit. The work performed by the Ethnic Media Specialist has been assumed by the head of the Communications section.

Full savings will not be realized in 2004, as the \$175,000 reduction represents an annualized amount. In 2004, the differential will be absorbed elsewhere in the Service's budget. It should be noted that the changes made to Corporate Communications' staffing complement amount to a fully-annualized budget reduction of \$168,000. The Unit's budget is not being reduced further in 2005, as this was a one-time, full-year savings amount. The remaining \$7,000 will be absorbed within the Service's total budget request for 2005.

Further Reductions :

In considering Council's request that the Board consider a reduction to the Corporate Communications Unit in addition to the \$175,000 reduction agreed to with the Budget Task Force and a corresponding increase to the Internal Affairs Unit, it is my opinion that this is not operationally feasible. Further reductions to the Corporate Communications Unit are not possible without drastically impacting the vital work performed by the Unit. The Unit is responsible for how the Service communicates both internally with its members and externally with the public on issues as varied as Community Safety Notices, appeals for public assistance to help solve crimes, the Service's Annual Report, and satisfying the media's seemingly insatiable appetite for information on crime and policing in Toronto. If further permanent staff is required at Internal Affairs, I will follow the established process to request an increase or find an alternative from within our existing strength.

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

The Board received the foregoing and requested that a copy be referred to the Board's Budget Sub-Committee for consideration during the preparation of the 2005 operating budget submission.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P284. *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT - COMPLIANCE***

The Board was in receipt of the following report JULY 26, 2004 from A. Milliken Heisey, Chair:

Subject: *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE*

Recommendation:

It is recommended that:

1. The Board communicate its willingness to work with the Information and Privacy Commission to identify strategies to improve its compliance rate,
2. The Chief of Police work in collaboration with the staff of the Information and Privacy Commission to develop a workplan to improve compliance with the objective of achieving a minimum 34% compliance rate in 2004 and a minimum 58% compliance rate in 2005,
3. The Chief of Police provide this workplan to the Board's October 21, 2004 meeting; and,
4. Effective immediately, the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.

Background:

I have been contacted by Dr. Ann Cavoukian, Commissioner, Ontario Information and Privacy Commission (IPC) with respect to her concerns about the Toronto Police Services Board's poor rate of compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). I met with Dr. Cavoukian and her staff last week and, specifically, the Commissioner indicated concern with response rate compliance. The Commission's 2003 Annual Report, which was tabled in the Legislature in June, 2004, highlighted concerns with the Toronto Police Services Board's compliance rate.

Discussion:

The Toronto Police Services Board is designated as the head of the organization for the purposes of MFIPPA. The Board has delegated this responsibility to the Chief of Police, therefore, the Toronto Police Service is responsible for receiving, responding to and processing requests from members of the public for information.

The *Act* requires institutions to respond to requests for information within 30 days, except in limited circumstances where the legislation permits an extension. All institutions must report to the Commission annually on their ability to meet this response rate standard. This information is

collated by the IPC and published in its annual report. In the past, this annual statistical report has been compiled internally by the Service's Freedom of Information Unit and forwarded directly to the IPC. The statistical report has not been requested by the Board.

Based on statistical information provided by the IPC, the Toronto Police Service's rate of compliance has declined steadily over the past several years. The following statistics reflect the 3-year performance of the Toronto Police Service in relation to other GTA police services.

Per Cent Requests Processed within 30 Days and
Number of Requests Processed (in brackets)

	2003	2002	2001
Durham PSB	78.3% (586)	87.1% (527)	81.9% (492)
Halton PSB	100% (617)	100% (552)	100% (542)
Niagara PSB	84.2% (690)	84.6% (664)	93.1% (461)
Hamilton PSB	71% (1245)	67.6% (1132)	75.2% (977)
Toronto PSB	32.5% (2794)	34.3% (2346)	55.1% (2265)

An increase in the number of requests received and processed has been reported in all major police services. However, over the past 5 years the Toronto Police Service's compliance rate has declined steadily.

Toronto Police Service
30-Day Compliance Rates

2003	2002	2001	2000	1999
32.5%	34.3%	55.1%	61.2%	82.2%

The IPC has also assessed the City of Toronto's compliance with the 30 day response requirement. The City's compliance rate has steadily declined since 1999, as well, with an increasing number of requests. However, its 2003 compliance rate of 58.7% still exceeds that of the Toronto Police Service, as can be seen below.

City of Toronto
30-Day Compliance Rates

2003	2002	2001	2000	1999
58.7%	67.5%	71.6%	77.2%	70.3%

Conclusion:

There are likely many reasons for the decline in compliance. The Toronto Police Service has the highest volume of requests of any municipal police service, there have been staffing changes in the Toronto Police Service Freedom of Information Unit and resourcing may not have kept pace with workload. Nonetheless, Dr. Cavoukian has indicated to me that she considers the Toronto Police Service's compliance rate to be unacceptable.

In view of the declining rate of response compliance by the Toronto Police Service, the IPC have indicated to me their willingness to work collaboratively with the Service to help identify the causes of delays in processing requests for information and to work together to find a suitable solution. The IPC has worked with other institutions with compliance issues and have been successful in finding solutions to improve compliance rates.

In order to address the IPC Commissioner's concerns I recommend that the Board communicate its willingness to work with the Information and Privacy Commission to identify strategies to improve its compliance rate.

I further recommend that the Chief of Police work in collaboration with the staff of the Information and Privacy Commission to develop a workplan to improve compliance with the objective of achieving a minimum 34% compliance rate in 2004 and a minimum 58% compliance rate in 2005. This rate of 58% is equal to the City of Toronto's 2003 compliance rate and while this is not perfect it would be a great improvement over current compliance results. This workplan should be provided to the Board's October 21, 2004 meeting.

Given that the annual statistical report on compliance has not been provided to the Board in the past, I recommend that the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.

The Board was also in receipt of correspondence, dated August 30, 2004, from Mayor David Miller, City of Toronto, regarding the City's compliance with the *Municipal Freedom of Information and Protection of Privacy Act*. A copy of the correspondence is appended to this Minute for information.

Mr. Frank Chen, Chief Administrative Officer, was in attendance and responded to questions by the Board about the Service's level of compliance.

The Board approved the following Motions:

- 1. THAT the correspondence from Mayor Miller be received;**

cont...d

2. **THAT recommendation nos. 1 and 4 in the foregoing report be approved;**
3. **THAT recommendation no. 2 be approved with the following amendment: “ ... with the objective of achieving a *much higher rate of compliance for the balance of 2004* and a minimum 80% compliance rate in 2005”;**
4. **THAT recommendation no. 3 be approved with the following amendment: “The Chief of Police provide this workplan to the Board’s *November 18, 2004* meeting”;**
5. **THAT the Chair provide a report to the Board on the feasibility of assuming, as head of the organization for the purposes of *MFIPPA*, the legislated authority for *MFIPPA* which was previously delegated to the Chief of Police and that the report include all budget implications;**
6. **THAT the Chief of Police provide the Board with a report on the total number of *MFIPPA* requests that are currently overdue divided into categories of 30, 60, or 90 days, or longer; and**
7. **THAT the Chief of Police provide the Board with quarterly reports identifying the Service’s *MFIPPA* compliance rates.**

— *Mayor* —

DAVID MILLER



August 30, 2004

To: Members of Council
Chief Administrative Officer and Commissioners
Chairs of Agencies, Boards and Commissions

From: Mayor David Miller

Re: Corporate Access and Privacy Program

I am writing to you in response to the recent publication of the Information and Privacy Commissioner's 2003 Annual Report on the administration of the Municipal Freedom of Information and Protection of Privacy Act.

This documents reports that in 2003, the City of Toronto received more than 3,000 Freedom of Information requests – far more than any other municipality in Ontario. During that year, the City responded to only 58.7% of these requests on time – well below the average compliance rate for municipalities in Ontario. We must do better.

I know you share my personal commitment to transparency, accountability, and public accessibility as core values for the renewal and improvement of public services in the City of Toronto. An important part of that commitment involves the effective administration of the MFIPPA.

The City is also facing new and more complex challenges in access and privacy. Last January, the Personal Information Protection and Electronic Documents Act came into effect in Ontario. This new privacy law, enacted by the Government of Canada, applies to private and non-profit organizations that are engaged in commercial activities in Ontario. Consequently, we must address the impact of this new law on our relationships with external business and service delivery partners.

In addition, a new provincial health privacy law will come into effect on November 1, 2004. The Personal Health Information Protection Act will have a substantial impact on those City departments that maintain personal health records and deliver health care services to the public.

As we respond to this new privacy legislation, we must not lose sight of our obligation to ensure the timeliness of our responses to freedom of information requests under MFIPPA. I am pleased that we have begun a series of initiatives to renew the Access and Privacy program in the City to respond to these new legislative challenges. Some of these initiatives include:



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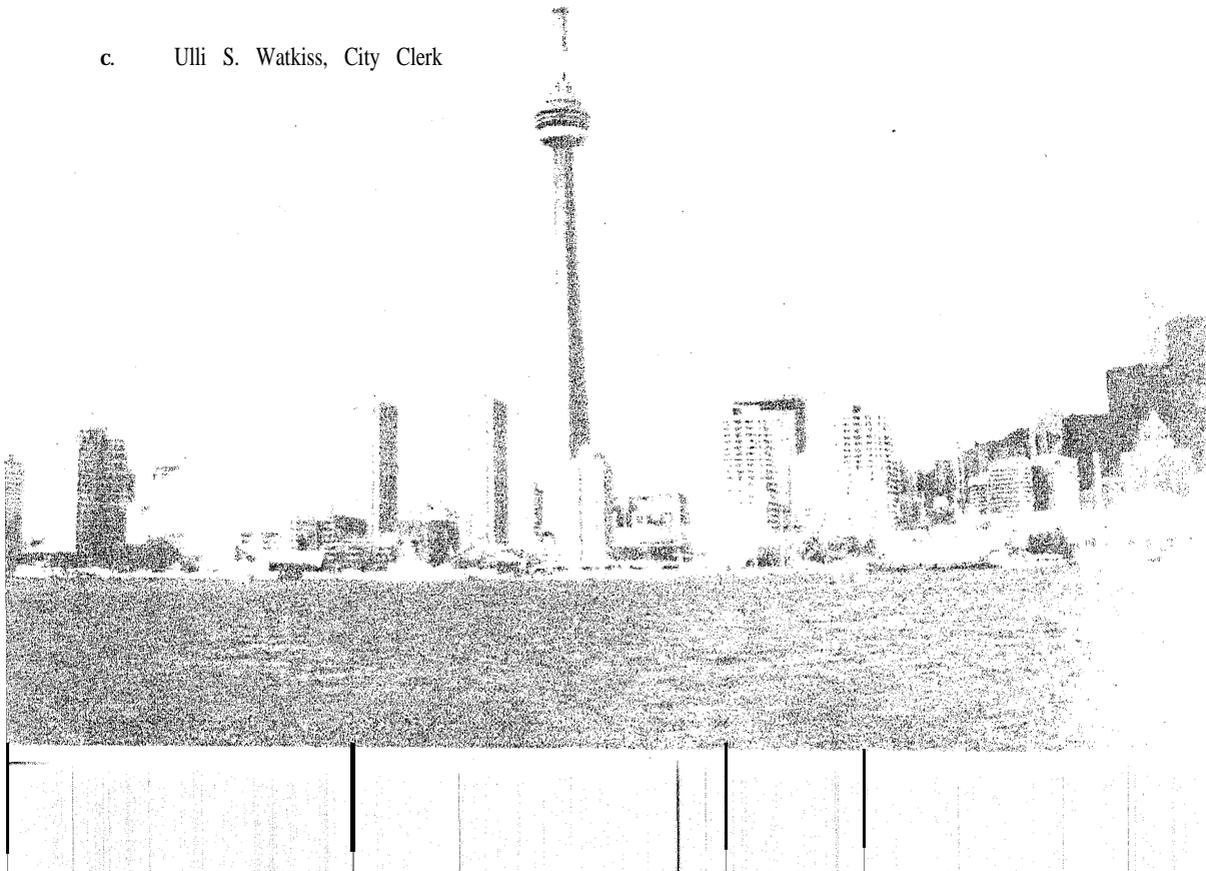
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- Establishment of an access and privacy working group composed of senior management staff **from** all departments. This group has met regularly over the past year to identify ways to better address our access and privacy responsibilities;
 - Streamlining of the response process for Freedom of Information requests across City departments
 - Routine disclosure of information to which the public has a clear right to access, resulting in quicker access to information and less administrative expense for individuals and the City;
 - Establishment of a senior-level Access and Privacy Management Committee to increase our ability to manage access and privacy issues across City departments and functional areas;
 - Development of a city-wide staff training programme for Freedom of Information and Privacy to support departments in discharging their access and privacy responsibilities and to build management and administrative capacity across the City.
 - Establishment of a cross-department team to co-ordinate the implementation of the Personal Health Information Protection Act.

As Mayor, I strongly believe in the principles of freedom of information and privacy legislation. I am confident that with your help we will once again demonstrate leadership in this important area, and I ask for support to ensure that the City fully responds to its access and privacy responsibilities.



Mayor David Miller

c. Ulli S. Watkiss, City Clerk



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P285. EMPLOYMENT EQUITY REPRESENTATION

The Board was in receipt of the following report JULY 23, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: EMPLOYMENT EQUITY REPRESENTATION

Recommendation:

It is recommended that:

1. by August 30, 2004, the Chief work with the Chair to complete an inventory of Toronto Police Service employment equity policies, procedures and programs; and,
2. the Chair review the inventory in light of the motions approved by the Board at its meeting on June 21, 2004 (Board Minute P185/04 refers) and in light of the report on this agenda prepared by the City Solicitor; and
3. the Chair report to the Board's September 23, 2004 meeting as to the appropriate next steps.

Background:

At its meeting on June 21, 2004 the Board approved, among others, the following motions in principle (Board Minute P185/04 refers):

THAT, in view of the statistical information provided by the Chief regarding visible minorities within the Toronto Police Services, 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:

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;

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;

Discussion:

Although the Board directed, in principle, that a framework for an action plan be provided on July 29, 2004, it is clear that an action plan cannot be contemplated until the Board has familiarized itself with the employment equity policies, practices and programs that currently shape the manner in which members of racialized groups are recruited, retained and promoted at

the Toronto Police Service. For this reason, I recommend that the Board direct that the Chief work with me to complete, no later than August 30, 2004, an inventory of relevant material.

I will undertake to review this material in light of the motions approved by the Board and the advice of the City Solicitor with respect to the Board's obligations under the Police Services Act. I will also consult informally with Board members and report the results of my review to the Board at its September 23, 2004 meeting.

The Board was also in receipt of the following report JULY 27, 2004 from Albert Cohen, Director, Litigation, City of Toronto – Legal Services Division:

Subject: EMPLOYMENT EQUITY REPRESENTATION

Recommendation:

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

Background:

At its meeting held on June 21, 2004, the Board received a report from the Chief of Police entitled "Employment Equity Representation" (Minute No. P185 refers).

In receiving the report, the Board approved a number of motions. Through those motions, the Board requested the City Legal Division to:

- (i) provide a report 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; and
- (ii) clarify the Board's role and responsibility with regard to the approval of promotions of Service members recommended by the Chief of Police.

Discussion:

- (i) Board Obligation For Demographic Composition

Section 1 of the *Police Services Act* (the "Act") provides that police services shall be provided throughout Ontario in accordance with various stated principles. Principles 4 and 5 in section 1 specify that police services shall be provided in accordance with:

- (a) the need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society; and
- (b) The need to ensure that police forces are representative of the communities they serve.

Given this statement of principles, a board's exercise of its authority to appoint the members of the police force under clause 31(1)(a) of the Act, must be carried out in light of the principles. As well, a board in exercising its authority to establish policies for the effective management of a police service and to set objectives and priorities for a police service in a municipality, would also have to consider the application of these principles. Although no specific, explicit obligation exists to require a police service to reflect the demographic composition of the community in which the service is situated, the provision of police services must take account of the statutory principles, which may involve the consideration of these demographic issues.

In fact, the Board's 2002-2004 Business Plan recognizes these principles. The section of the Plan entitled "Human Resource Development" clearly states the goal of attempting to have the Service membership reflect the community it serves and identifies actions to be taken to achieve the goal and performance indicators to help assess whether the goal has been achieved. As well, I am advised by staff in Human Resources at the Service that the human resources strategy, on which the Board has received periodic reports, attempts to ensure the realization of the Plan's goals and the Act's principles discussed above.

(ii) Board's Role and Responsibility with Regard To Promotions

The City Legal Division has previously provided legal advice to the Board and the Service that it is the Board's responsibility to approve the promotion of members of the Service. This conclusion was reached on the basis that clause 31(1)(a) of the Act gives the Board the responsibility to appoint members of the Police Service, which includes the power to promote. Therefore, it is the Board that promotes the members of the Police Service although, for obvious practical reasons, the Board would be required to evaluate the recommendation for promotion from the Chief of Police based largely on the material that is supplied by the Chief and obtained through the promotional process in place at the Service.

The Board should note that although it is still my opinion that it is the Board's authority to promote members of the Police Service, since the previous opinion was provided, Ontario Regulation 421/97 has been made under the Act. This is the regulation establishing Board members' Code of Conduct. Section 2 of that regulation provides that:

Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers.

There is an argument that as a result of this section of the Regulation, Board members are prohibited from dealing with anything to do with promotion of police officers. While that is one possible view of the effect of the section, in my opinion, the superior view is that this limitation is designed to prevent Board members from becoming involved in the actual promotional process at the Service. For example, a Board member would be prohibited from recommending to the Chief or other members of the Service that a particular officer be promoted or that a particular officer not be considered for promotion. The section does affect the Board's responsibility, as a whole, to appoint and promote the members of the Police Service. This is particularly true when the general power to appoint is contained in the Act itself, while the

possible limitation on such power is contained in the Regulation that is subordinate to the Act. Reading both the Act and the Regulation together, in my view the better conclusion is that the Board continues to be responsible for the appointment and promotion of members of the Police Service.

The Board approved the following Motions:

- 1. THAT, with regard to the foregoing report from Chair Heisey, recommendation no. 1 be amended to read: “by October 29, 2004 the Chief of Police work with the Chair to complete an inventory of Toronto Police Service employment equity policies, procedures and programs”; and recommendation no. 3 be amended to read: “the Chair report to the Board’s November 18, 2004 meeting as to the appropriate next steps”;**
- 2. THAT the Board receive the foregoing report from Mr. Cohen; and**
- 3. THAT the Board request staff from the City of Toronto to participate in 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*.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P286. "DROVE AWAY" PARKING TAGS

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

Subject: "DROVE AWAY" PARKING TAGS

Recommendation:

It is recommended that:

The Board request that the Ministry of the Attorney General amend Part II of the Provincial Offences Act to provide for an additional form of service of Parking Infraction Notices, preferably by first class mail; and,

The Board forward this recommendation to the Toronto Transit Commission requesting that they support the recommendation and communicate their support to the Ministry of the Attorney General.

Background :

At its meeting on December 11, 2002 the Board considered issues related to "Drove Away" parking tags (Minute P330/02 refers). This report referred to the circumstances surrounding motorists who get into their vehicles and drive away while the Parking Enforcement Officer is in the process of writing out a parking infraction notice.

The Board was informed that this is a very significant officer safety issue. It was reported to the Board that Parking Enforcement Officers have been struck and injured by drivers seeking to avoid a parking tag being placed on their windshield. In addition, I am advised that street congestion may increase when traffic becomes impeded as drivers park illegally, drive away as the tag is being written and then return to park illegally again in the hopes that the Parking Enforcement Officer has moved on.

In 2002, in response to a recommendation from the City's Administration Committee, the Board was advised that it is not feasible for the Police Service to employ the number of staff needed to personally serve Parking Infraction Notices. Instead, the Chief of Police recommended that the Board submit a request to the Ministry of the Attorney General to amend the Provincial Offences Act to provide for an additional form of service of Parking Infraction Notices, preferably by first class mail.

In January 2003, the Board corresponded with the then Attorney General. In a response dated April 4, 2003 (Minute P155/03 refers) the Attorney General indicated that he anticipated that the Ministry would be undertaking a review of the Provincial Offences Act in the Spring of 2003. The Board sent a second letter and was advised that stakeholder consultations would begin in the Fall of 2003 (Minute P258/03 refers). With the change in Provincial Government, I believe that it is important for the Board to raise this issue once again. Given that, in addition to being an officer safety issue, it has an impact on congestion and traffic flow, I believe that the Toronto Transit Commission may wish to consider supporting the Board's motion.

I therefore recommend that the Board reiterate its 2002 recommendation and make a request to the Ministry of the Attorney General to amend Part II of the Provincial Offences Act to provide for an additional form of service of Parking Infraction Notices, preferably by first class mail.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P287. LEASE OF FIRE HALL – EXHIBITION PLACE

The Board was in receipt of the following report JULY 21, 2004 from Julian Fantino, Chief of Police:

Subject: LEASE OF FIRE HALL – EXHIBITION PLACE.

Recommendation:

It is recommended that:

1. the Board approve a 5-year, 4-month lease commencing September 1, 2004 and concluding December 31, 2009 with Exhibition Place for the Fire Hall located at 8 Manitoba Drive; and
2. the Board direct the appropriate City officials to execute the lease agreement, subject to a review by City Legal.

Background:

The Toronto Police Service (TPS) 14 Division Sub-station currently occupies 4,290 square feet in the Fire Hall located at Exhibition Place. This space is immediately adjacent to the Sub-station. This space has been occupied by the TPS, without a formal agreement, for several years. The space is used by the TPS for the storage of motorcycles, bicycles and other items. Exhibition Place has requested the tenancy of the TPS be formalised.

There is no rental charge associated with this lease. The TPS however will be responsible for all utility, janitorial and operational costs associated with the facility. The TPS has not paid for these services previously. These costs will vary depending on the prevailing labour rate, the cost of services and the maintenance/janitorial schedule. The following chart provides an estimate of the costs associated with this operation.

The estimated annual costs of this lease are:

EXPENSE	2004 4 MTHS.	2005	2006	2007	2008	2009
UTILITIES	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
JANITORIAL	\$ 400	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
OPERATIONS	\$ 600	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
TOTAL	\$ 2,000	\$ 6,100	\$ 6,100	\$ 6,100	\$ 6,100	\$ 6,100

The estimated total cost of the 5-year, 4-month lease is \$32,500. The annual estimated operating cost will be included in the TPS Operating Budget.

The lease is subject to the TPS sharing the Fire Hall facility with Exhibition Place staff during the Molson Indy, Caribana and the Canadian National Exhibition. These restrictions do not constitute a significant restriction and are acceptable to the TPS.

Therefore, it is recommended that the Board approve a 5-year, 4-month lease commencing September 1, 2004 and concluding December 31, 2009 with Exhibition Place for the Fire Hall located at 8 Manitoba Drive subject to a review by City Legal Services.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P288. JOB DESCRIPTION – CO-ORDINATOR, CHAPLAINCY SERVICES

The Board was in receipt of the following report AUGUST 16, 2004 from Julian Fantino, Chief of Police:

Subject: JOB DESCRIPTION – CO-ORDINATOR CHAPLAINCY SERVICES

Recommendation:

It is recommended that: the Board approve the attached new Excluded position description and job classification (X30001) for a Co-ordinator Chaplaincy Services within Occupational Health & Safety Unit of Human Resources.

Background :

The Police Chaplaincy program was initiated in 1974 to minister to the religious needs of the Service. In December 1995, a proposed report on redefining the Chaplaincy service was approved by the Command Officers and in 1999 the Chaplaincy service request was actioned and the Committee hired an Interfaith Chaplaincy Co-ordinator on an 18 month contract basis.

The program has been designed to minister to the personal and spiritual needs of members, regardless of religious background. The benefits of Interfaith Chaplaincy services can be realized through improved levels of employee wellness, emotional stability, professional conduct and morale. The program ministers to the entire organization, to the larger community and to individual members. In addition, Interfaith Chaplaincy is another form which compliments Wellness and the Employee and Family Assistance programs that benefits, promotes and encourages police communities to care and support one another.

The position of Chaplaincy Co-ordinator has been staffed on a contract basis for quite some time utilizing an informal summary of duties. As a result, no formal job description has ever been developed and properly graded to outline all of the duties and responsibilities. To this extent, as the long term effectiveness of the program would be better served through the staffing of this position full time, the attached formal job description for the Co-ordinator Chaplaincy Services was developed and graded.

Budget/Cost Impact

Based upon the attached description, Compensation & Benefits has evaluated this position within the Service's job evaluation plan and it was determined to be job class X30 within the Excluded group salary scales. This carries a current salary range of \$57,928 to \$67,648 per annum effective January 01, 2004.

The Chief Administrative Officer has certified that funding is available in the 2004 Operating Budget.

It is recommended, therefore, that the Board approve the attached job description for the position of Co-ordinator Chaplaincy Services.

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

The Board approved the foregoing.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class x30

JOB TITLE: Co-ordinator, Chaplaincy Services
BRANCH: Corporate Support Command
UNIT: Human Resources
SECTION: Occupational Health & Safety
REPORTS TO: Manager, OH&S
JOB NO.: X30001
SUPERSEDES: New
HOURS OF WORK: 3.5 SHIFTS: 1
NO. OF INCUMBENTS IN THIS JOB: 1
DATE PREPARED: 06 August 2004

SUMMARY OF FUNCTION: Responsible for co-ordinating the provision of spiritual, moral/ethical and supportive emotional counselling for members of the Toronto Police Service and their families through interfaith recognition of diverse religious faiths, belief systems/practices and the development and maintenance of partnerships within various communities and groups as outlined within the Chaplaincy Services' mandate.

DIRECTION EXERCISED: Provides direction and co-ordinates all Chaplaincy programs and services; assigns and evaluates the work of support staff and volunteer Chaplains

MACHINES & EQUIPMENT USED: Micro-computer/word processor with associated software and any other related office equipment as may be required.

DUTIES AND RESPONSIBILITIES:

- 1. Provides or co-ordinates the provision of guidance or spiritual/emotional counselling and assistance for members of the Service and their families in personal, family and religious matters.
2. Ensures the timely provision of on site crisis management support and religious/emotional counselling for critical traumatic incidences/situations, (i.e. police shootings, death of a member, multiple death situations etc.) visits members in hospital in cases of serious illness/injury etc.
3. Conducts and offers prayers at public religious ceremonies for the Service, (i.e. Remembrance Day, Police Memorial, other special ceremonies; events etc.); upon request, officiates at or acts as a liaison with other clergy in funeral services for deceased employees or member of their families; conducts and/or arranges for religious services as request by TPS members.
4. Ensures that appropriate representation and interfaith recognition for all diverse religious faiths, belief systems/practices is effectively maintained through the development of sound relationships with other clergies and partnerships within various community groups etc; represents the Service as directed in matters involving religious communities.
5. Attends training meetings, conferences, seminars/conventions as appropriate; provides presentations/lectures at C.O. Bick College or other designated locations regarding Chaplaincy related issues and matters;
6. Works within the spirit and mandate of the Wellness and the Employee & Family Assistance Program, refers members and assists in the provision of referral services as appropriate.
7. Recruits, trains, provides guidance and co-ordinates the activities of volunteers, and volunteer Chaplains within the Chaplaincy Services program.

.../2

dg:106998
The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.





TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class x30

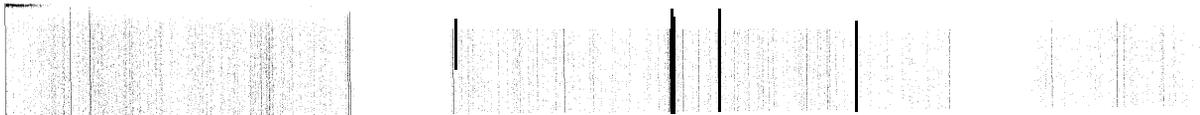
JOB TITLE:	Co-ordinator, Chaplaincy Services	JOB NO.:	x30001
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Human Resources	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Occupational Health & Safety	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager, OH&S	DATE PREPARED:	06 August 2004

DUTIES AND RESPONSIBILITIES: (con't)

8. Develops, selects and/or prepares appropriate articles for official publication in Toronto Police Service, bulletins, periodicals, magazines etc.
9. Participates in training seminars pertaining to the professional, moral and ethical conduct expected of Toronto Police Service personnel.
10. Maintains absolute integrity and ensures a high level of confidentiality with respect to all information obtained through the performance of any/all duties related to this function. (i.e. including but not limited to criminal intelligence, personal information relating to members, details of individual **counselling** sessions and other matters of the Service, except as duly authorized by law)
11. Performs other related duties and services as required.

dg:106998

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



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P289. SPECIAL CONSTABLES: TORONTO COMMUNITY HOUSING
CORPORATION (TCHC) - APPOINTMENT**

The Board was in receipt of the following report AUGUST 23, 2004 from Julian Fantino, Chief of Police:

Subject: APPOINTMENT OF A SPECIAL CONSTABLE FOR THE TORONTO
COMMUNITY HOUSING CORPORATION (TCHC)

Recommendation:

It is recommended that: the Board approve the appointment of Dioclecio De Brito as a special constable for the Toronto Community Housing Corporation (TCHC), 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.

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).

On March 8, 2000, the Board entered into an agreement with the former Metropolitan Toronto Housing Authority (MTHA), now called the Toronto Community Housing Corporation (TCHC), for the administration of special constables (Board Minute #414/99, refers).

On May 27, 2004, the Board approved the continuation of the TCHC special constable program for an initial five year term in accordance with the agreement between the Board and the TCHC in respect to the program (Board Minute #P146/04, refers).

The Service has received a request from Ms. Terry Skelton, Director, TCHC Community Safety Unit, that Dioclecio De Brito be appointed as a special constable.

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

The agreement between the Board and the TCHC requires that background investigations be conducted on individuals recommended for appointment as special constables. The Service's Employment Unit completed background investigations on the individual and there is nothing on file to preclude him from becoming a special constable.

The TCHC advise that the applicant has met the TCHC hiring criteria and successfully completed the mandatory training program conducted by the TCHC for their special constables.

It is therefore recommended that the Board approve the appointment of Dioclecio De Brito as a special constable for the TCHC, 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 Board members may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P290. REQUEST FOR LEGAL INDEMNIFICATION:
FORMER P.C. CRAIG BROMELL (1425)
FORMER P.C. MICHAEL HAMMOND (6183)
FORMER P.C. GORDON McLEOD (4646)
P.C. ALBERT COOMBS (512)
P.C. PAUL RUBBINI (269)
P.C. DALE CORRA (6641)
P.C. PATRICK McLEOD (1465)
P.C. MARKKU LAINE (3914)
P.C. JOHN REID (1149)**

The Board was in receipt of the following report AUGUST 16, 2004 from Julian Fantino, Chief of Police:

Subject: LEGAL INDEMNIFICATION

Recommendation:

It is recommended that: the Board deny the request from the Toronto Police Association for the payment of \$190,000.00 for legal costs associated with the defense of former Police Constable Craig Bromell #1425, former Police Constable Michael Hammond #6183, former Police Constable Gordon McLeod #4646, Police Constable Albert Coombs #512, Police Constable Paul Rubbini #269, Police Constable Dale Corra #6641, Police Constable Patrick McLeod #1465, Police Constable Markku Laine #3914 and Police Constable John Reid #1149 in the civil action filed by Mr. Thomas Kerr.

Background:

The Toronto Police Association has requested payment of legal fees under the legal indemnification clause of the Uniform Collective Agreement in the amount of \$190,000.00. This request was made on behalf of above-named former and serving officers.

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

It is recommended that the Board deny the request for payment of legal costs requested by the Toronto Police Association.

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

The foregoing report was withdrawn at the request of the Chief of Police.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P291. PARKING ENFORCEMENT 2005 – 2009 CAPITAL PROGRAM
SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 08, 2004 from Julian Fantino, Chief of Police:

Subject: PARKING ENFORCEMENT 2005-2009 CAPITAL PROGRAM SUBMISSION

Recommendation:

It is recommended that:

- 1) The Board approve the 2005-2009 Capital Program for Parking Enforcement, as reflected in this report, with a 2005 request of \$4.1 million (M) and a total of \$4.1M for 2005-2009;
- 2) The Board authorise the Chair to approve, subject to ratification by the Board, any required changes to the capital budget submission during the time between meetings of the Board; and
- 3) The Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

Background:

Attachment A provides a financial summary of Parking Enforcement's 2005-2009 Capital Program submission. There is only one capital project in the 2005-2009 Capital Program, and this project is a previously-approved one that requires full project approval in 2005 due to a change in funding.

City Financial Guideline

No specific guideline has been established for the 2005 year for Parking Enforcement. Generally, the City guideline is based on no new debt, except for the Toronto Transit Commission, being incurred by the City.

2005-2009 Submission – Handheld Parking Devices (\$4.1M)

This project had full funding approval in the amount of \$2.9M, in 2004. The project provides for the implementation of Handheld Parking Devices, which would provide Parking Enforcement with more expedient data transfer, an increased ability to locate stolen vehicles, an increased rate for processing tickets, and more enhanced management information.

As the project began implementation in 2004, and issued a Request For Proposals (RFP) for potential vendors, it became apparent that the budgeted amount was insufficient to complete the project. Furthermore, based on City guidelines, cashflow can be carried forward for one year only. Original approval of funds was obtained in 2003. Therefore, all spending on the project

has been halted at this time, and the project is being resubmitted in its entirety for 2005, with an additional request of \$1.2M.

The result of the RFP and responses received shows that the equipment that was considered in the original submission in 2002 is being phased out. Based on up-to-date environmental and ergonomic testing as well as hardware availability, the following prices have increased:

1. Equipment on average has gone up by \$1,000 per unit,
2. Fees for professional services have increased by \$50,000,
3. Infrastructure related items such as electrical wiring, Ethernet wiring and docking of charging units have increased by \$150,000; and
4. The work for system integration has been identified to be more complicated than originally anticipated. There are nine interfaces that are to be developed and maintained between the Toronto Police Service (TPS), the City and the new hand held server. Two of the nine interfaces are for the benefit of TPS and the remaining seven interfaces are for the benefit of City of Toronto. The estimated cost for system integration is \$750,000.

The following are the financial benefits to the City:

1. Improve Processable Rate – Through use of hand held technology it is possible to improve the processable rate of 98% to 100%. The City collects 78% of total processable tickets. An increase in the processable rate to 100% would result in additional revenue of \$530,000; and
2. Staff Savings – With the hand held devices, parking data will be directly entered by enforcement officers which eliminates re-entry of data by data entry operators at the City of Toronto Parking Tag Operation (PTO). It is estimated that the savings would be approximately 12 full time employees for an estimated amount of \$450,000.

Operating Budget Impacts

The following table identifies the net operating budget impact in future years for the 2005-2009 program, if approved.

Net Operating Budget Impact of 2005-2009 Program (\$000s)					
Impact	2005	2006	2007	2008	2009
Operating impact (over 2004)	0	450	450	450	450

It is the Service's expectation that City Council would recognise this additional cost in 2006.

The project has a net positive return-on-investment, as it will result in an increased number of processable tickets, and therefore increased Parking Tag revenue collected by the City. Furthermore, efficiencies in City processing activities are expected. However, these savings impact on City departments and cannot be reflected here.

Summary

The 2005 portion of the 5-year program is summarised as follows:

2005 portion of the Capital submission (\$000s)	
On-going projects	0
2005 projects with no funding approval	4,100
Total 2005 Request	4,100

It is recommended that the Board approve the 2005-2009 Capital Program for Parking Enforcement, as reflected in this report, with a 2005 request of \$4.1 million (M) and a total of \$4.1M for 2005-2009, and the Board authorise the Chair to approve, subject to ratification by the Board, and any required changes to the capital budget submission during the time between meetings of the Board, and the Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, and Acting Deputy Chief David Dicks, Policing Support Command, will be in attendance to answer any questions.

Mr. Angelo Cristofaro, Director, Finance and Administration, delivered a presentation to the Board on the proposed 2005-2009 capital program submission for the Parking Enforcement Unit.

The Board approved the foregoing.

Project Name	Plan to end of 2004	2004 C/F C/F	2005-2009 Plan					2005-2009 Total Plan	2010-2014 Total Plan	Total Project Plan
			2005	2006	2007	2008	2009			
2005 New Projects :										
Handheld Parking Devices	0	0	4,100	0	0	0	0	4,100	0	4,100
Total 2005 Capital Budget Request	0	0	4,100	0	0	0	0	4,100	0	4,100

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P292. POLITICAL ACTIVITY POLICY

The Board was in receipt of the following report AUGUST 31, 2004 from A. Milliken Heisey, Q.C. Chair:

Subject: POLITICAL ACTIVITY POLICY

Recommendation:

It is recommended that: the Board approve the attached policy regarding the political activity of police officers (Political Activity of Police Officers).

Background:

At its meeting of January 22, 2004, the Board approved a number of Motions with respect to the issue of political activity of police officers (Min. No. P7/04 refers).

One of these Motions related to the establishment of a Board policy dealing with political activity and is reproduced below:

- 2(d) THAT Board staff, in consultation with City Legal, be asked to develop a draft policy to implement the direction as outlined in Recommendations 2 (a) and (b) above with regards to the political activity of police officers;**
- (e) THAT the Chair of the Board be directed to meet with representatives of the Toronto Police Association to seek input into this policy prior to the policy being adopted by the Board.**

The Motion further states that the policy is to include the Board's decision to accept the advice given in the two legal opinions on this issue, which state that:

- (a) The endorsement of opposition of candidates in an election by police officers is prohibited by the Police Services Act and its Regulations; and**
- (b) Members of the Toronto Police Association and its Executive are considered police officers and, therefore, subject to the Police Services Act and its Regulations governing political activity.**

Board staff drafted the policy governing political activity as requested by the Board. As this has been an important issue for the Toronto Police Association (TPA), I have sent official correspondence to the TPA on two occasions, inviting members of its Executive to meet with Board members to discuss the issue of political activity and the draft Board policy. A copy of

the draft policy was sent to the TPA. However, despite these efforts, I received no response from the TPA and, thus, the Board was unable to receive any input from the TPA or its Executive on this issue.

The draft policy regarding political activity is attached for your information and submitted for approval.

The Board approved the following Motion:

THAT, given that Mr. George Tucker, Director – Uniform Field Services, Toronto Police Association, has just recently contacted Chair Heisey and expressed an interest on behalf of the Association to meet with the Board to discuss this matter, the Board defer the foregoing report to its next meeting in order to enable the Association an opportunity to provide input into this policy prior to being adopted by the Board.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL – XXX Political Activity of Police Officers

<input checked="" type="checkbox"/>
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<input type="checkbox"/>

New

Amended

Reviewed – No Amendments

Board Authority: BM 398/97; 493/00; 07/04

Board Authority:

BOARD POLICY

As provided for in Section 46 of the *Police Services Act*, “[N]o municipal police officer shall engage in political activity, except as the regulations permit.” Ontario Regulation 554/91 governs the *Political Activities of Municipal Police Officers*.

Generally, the Regulation sets out permissible political activities for municipal police officers, distinguishing situations in which officers are off duty and not in uniform. The Regulation also provides for certain exceptions where officers have taken a leave of absence from a police service.

Section 2 of the Regulation allows an officer who is not on duty and who is not in uniform to participate in a list of political activities. This includes “[e]xpressing views on any issue not directly related to the police officer’s responsibilities as a police officer” but prohibits the officer from associating “his or her position as a police officer with the issue” and from representing “the views as those of a police force.”

Section 3 of the Regulation, which also deals with expressing political views, is outlined below:

If authorized to do so by the police services board or chief of police, a municipal police officer may, on behalf of the police force,

- (a) express views on any issue, as long as the police officer does not, during an election campaign, express views supporting or opposing,
 - (i) a candidate in the election or a political party that has nominated a candidate in the election, or
 - (ii) a position taken by a candidate in the election or by a Political party that has nominated a candidate in the election;

...

The Board has adopted the proposition that Members of the Toronto Police Association or its Executive are subject to the *Police Services Act* and its Regulations and are, therefore, like every municipal police officer, prohibited from endorsing or opposing candidates in an election. While members of the Executive of the Toronto Police Association are on leaves of absence from the Toronto Police Service, they remain subject to the Code of Conduct under the *Police Services Act* and are subject to the lawful direction of the Chief of Police. It would be contrary to the purpose and spirit of the legislation to allow police associations greater latitude to participate in political activities than that provided to individuals, the Chief or the Board.

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

- (1) The endorsement or opposition of political candidates by municipal police officers is prohibited by the *Police Services Act* and its Regulations.
- (2) Members of the Toronto Police Association or its Executive are subject to the *Police Services Act* and its Regulations.
- (3) The Chief of Police shall communicate with the Service each time an election campaign commences to reiterate that police officers are prohibited from using their status as police officers to endorse or oppose candidates during an election.
- (4) The Chief of Police shall discipline any police officer who contravenes this policy.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		46
Police Services Act R.S.O. 1990 as amended	Ontario Regulation 554/91, Political Activities of Municipal Police Officers	

BOARD POLICIES: N/A

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P293. RELOCATION OF PROFESSIONAL STANDARDS (PRS) –
INVESTIGATIVE SECTION**

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

Subject: RELOCATION OF PROFESSIONAL STANDARDS (PRS) –
INVESTIGATIVE SECTION

Recommendation:

It is recommended that the Board award construction services, required at 791 Islington Avenue to relocate the Investigative Section of PRS, to A.G. Reat Construction Company for a total amount of \$1,647,800 (including taxes).

Background:

The Board at its meeting of April 29, 2004 (BM #P134/04 refers) received a report dated March 26, 2004 entitled "Response to Recommendations of the Honourable Justice George Ferguson". The Board also received a report dated April 26, 2004 on "Supplementary Report – Response to Recommendations of the Honourable Justice George Ferguson." The supplementary report included information on the relocation of the Investigative Section of PRS. Discussions with the City of Toronto concluded there was no available space within City-owned facilities to meet the space requirements. Service staff identified three (3) options for facilities that would meet the space requirements, and would be available for occupancy by year-end 2004 (the target date identified by the Service to implement the recommendations of Justice George Ferguson). The supplementary report recommended that the facility at 791 Islington Avenue (22D Sub-station) was the preferred location for the Investigative Section of PRS because it was the lowest cost option with the earliest implementation date.

The Board approved the following motions on the relocation of the Investigative Section of PRS.

"8. (a) THAT the Board request the Chief to provide a report for the June 29th Board meeting on the implementation of the following recommendation made by Justice Ferguson, to be implemented by January 2005:

Aside from having a representative at Headquarters, the entire operation of Internal Affairs must be moved to a separate, independent location.

(b) THAT the Board write to the Mayor and request that he convene a meeting with the City Chief Administrative Officer, City Chief Financial Officer and Treasurer, Commissioner of Corporate Services and the Executive Director of Facilities and Real Estate to determine whether there are any available facilities at Metro Hall and report back to the Board.”

In response to motion 8(a) above, the Service has been reviewing various options, and the following provides a response to the motion. In regards to motion 8(b) above, correspondence was sent by the Board to the Mayor’s Office dated June 3, 2004. The Service has not been advised of any response to this correspondence.

In early May 2004, I initiated a weekly meeting of the Command Officers, Justice Ferguson, representatives of the Toronto Police Association, the Board Liaison Officer, and key Service staff. This group was tasked with implementing all of the outstanding recommendations from the Justice Ferguson report. Judge H. Locke, and Councillor C. Ootes, also attended some of the weekly meetings. Justice George Ferguson also provides the Board members with weekly updates on the status of the recommendations contained in his report. The relocation of the Investigative Section of PRS has been an agenda item at each meeting.

Service staff examined a number of potentially suitable locations for the Investigative Section of PRS to accommodate their operational requirements, and to meet the year-end target date. These locations include City-owned facilities, other facilities that could be leased, and existing Service facilities that could be renovated.

City-owned Facilities

The Service requested City Real Estate to review any City-owned facility that would meet our operational needs and would be available for occupancy by year-end 2004. City Real Estate identified a former Hydro Commission building located at 1652 Keele Street. No other City-owned properties were identified (including a specific request for Metro Hall). Service and City staff examined the Keele Street location but determined that, to bring the facility to appropriate working conditions, an estimated \$2.3M (Million) would be required immediately, and an additional \$2.5M of state-of-good-repair funding would be required over the next 3 years. Additionally, the on-site parking was inadequate to meet operational needs.

Leased Facilities

The Service is aware of City Council’s direction to move away from leased premises, and has been quite successful in moving operations from leased facilities over the past few years. However, this option was examined as a potential interim measure if no other alternatives would satisfy the Ferguson recommendation at this time. A leased facility would cost approximately \$500K (Thousand) per year for a minimum term of three years, for a total lease expense of \$1.5M. Additionally, the Service would have to pay tax escalation, maintenance escalation, and the cost of renovating the space to meet operational requirements. It is estimated that the total cost of a leased facility would reach \$3M over the three-year period.

Current Toronto Police Service (TPS) Facilities

Service staff examined current facility inventory to determine if there were any opportunities that would satisfy Judge Ferguson's recommendation. The only option that was identified is the current 22 Division Sub-station (i.e. formerly 21 Division) located at 791 Islington Avenue. Currently, there is a small contingent of staff operating at the 22 Division Sub-station. Most of this staff could be relocated to 22 Division, and the entire facility would be available. A small 22 Division operational element could be moved to the Property Unit located at 799 Islington Avenue. The 791 Islington Avenue facility would require infrastructure work (which has been deferred in previous years), internal renovations (e.g. removing cells, a modified garage space, etc.), an enclosed courtyard, and a small extension to the building. The enclosure and extension would be required to meet the space requirements for the PRS Investigative Section staff. The estimate for the infrastructure and internal renovations is \$0.9M, and a further \$0.9M is estimated for the enclosure and extension, for a total estimate of \$1.8M.

As a result of the review and analysis of each option, the Service determined that the 791 Islington Avenue facility was the most cost-efficient solution meeting the requirements and time frame. Moreover, it provides a permanent location for the PRS Investigative staff.

Currently, the majority of the PRS Investigative staff is located at Police Headquarters. The other staff is located at 951 Wilson Avenue. The relocation to 791 Islington Avenue would free up space at Police Headquarters. This space could then be utilised to bring any remaining PRS staff at 951 Wilson Avenue to Police Headquarters, and accommodate initiatives such as Major Case Management (which will be legislated by the Province) and other special projects. The end result is the Service would be able to turn 951 Wilson Avenue back to the City. However, given the co-ordination of moves required, the 951 Wilson Avenue facility would not be available to turn back to the City until mid-2006. The current estimated sale value for the City of 951 Wilson Avenue is \$200,000.

Community Impact

I met with Councillor Grimes (the local Councillor) to describe the Service's plans for the use of the facility at 791 Islington Avenue, and to assure him that the policing service being provided to his constituents would not be affected. We also agreed that a community meeting would be arranged to discuss this plan.

The Service held a community meeting on August 16, 2004 at Humber College on Lakeshore Boulevard. This meeting was advertised in the local paper, and 12,000 notices were distributed to residents. The purpose of this meeting was to provide the residents with information on the Service's plan for the 791 Islington Avenue facility, and to ensure them that the current level of police service would be maintained. From the questions asked and the comments made by residents at the meeting, it was quite clear that their main concern was the maintenance of the current level of policing service. I reassured the residents that there would be no reduction to the level of policing service they now receive, particularly in the areas of regular patrol and beat assignments. Moreover, a reporting function formerly staffed by 22 Division officers at 791 Islington Avenue would be relocated to the Property Unit (located at 799 Islington Avenue).

Renovations

The Toronto Police Service (TPS) retained the services of Mayhew & Associates to design the facility at 791 Islington Avenue. TPS Professional Standards staff, TPS Facilities Management staff, City of Toronto staff, and Mayhew & Associates personnel, met on several occasions to develop and finalise the facility design. Following finalisation of the design, Mayhew & Associates proceeded with the completion of working drawings and specifications.

Construction Services RFP

The City of Toronto, Management Services, Purchasing and Materials Supply Division, on behalf of the TPS, issued a "Request for Proposal" (RFP #3907-04-5216) for the supply of construction services. The RFP was issued to the five (5) TPS approved "Vendors of Record" (BM #P317/03 refers). Three (3) vendors responded with proposals meeting the requirements, one vendor submitted an informal response, and one vendor did not respond. The three qualified proposals were evaluated on the costing submitted, and the ability of the contractor to meet the completion date. The final evaluation of the service providers was:

1. A.G. Reat Construction - \$1,647,800
2. DPI Construction Management - \$1,739,158
3. West Metro Contracting Inc. - \$1,797,600
4. Cloke-Kirby Builders Limited – informal response
5. J. Cafisco Renovations – no response

Funding for the renovations to the 791 Islington Avenue facility would come from the 2004 Operating and Capital budgets. A reprioritisation of the Operating Tenant Renovation budget would occur to accommodate the renovations. Also, given that some of the renovations to be completed are state-of-good-repair work, a reprioritisation of the 2004 Capital State-of-Good-Repair project would occur to absorb these costs. Funding is available for 2004, however; if the renovations extend beyond year-end, the portion attributable to 2005 would be requested as additional funding in the Service's 2005 budget requests.

It is recommended that the Board award construction services, required at 791 Islington Avenue to house the Investigative Section of PRS, to A.G. Reat Construction Company for a total amount of \$1,647,800 (including taxes).

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

The Board was also in receipt of correspondence, dated September 17, 2004, from Mayor David Miller, City of Toronto, with regard to the re-location of Professional Standards – Investigative Section. A copy of Mayor Miller's correspondence is appended to this Minute for information.

Councillor Mark Grimes, Ward 6 Etobicoke-Lakeshore, City of Toronto, was in attendance and made a deputation to the Board on this matter. A copy of a written submission also provided by Councillor Grimes is on file in the Board office.

Councillor Grimes advised the Board that an opportunity to re-locate the No. 22 Division sub-station, on a temporary basis, to a facility located at 2986 Lakeshore Blvd. West, rather than moving it to the Property Unit at 799 Islington Avenue, had just been confirmed. The owners of the Lakeshore facility have authorized the use of this space for the purposes of operating a No. 22 Division sub-station until it can be moved permanently into the new Police College when its construction is completed.

The Board indicated that, in the event that the Professional Standards – Investigative Section re-locates to 791 Islington Avenue which results in the requirement to move the No. 22 Division sub-station to an interim location, it will support Chief Fantino if he agrees to move the sub-station to the facility at 2986 Lakeshore Blvd. West as recommended by Councillor Grimes rather than the originally proposed location at 799 Islington Avenue.

The Board approved the following Motions:

- 1. THAT Councillor Grimes' deputation and written submission be received;**
- 2. THAT the Board defer consideration of the foregoing pending the following:**
 - (a) that, given the correspondence from Mayor Miller indicating his willingness to facilitate a meeting to determine whether there is any space in facilities owned by the City of Toronto that would be suitable for the Professional Standards – Investigative Section, the Board schedule a meeting between:**
 - Chief Administrator Officer, City of Toronto**
 - Chief Financial Officer & Treasurer, City of Toronto**
 - Commissioner of Corporate Services, City of Toronto**
 - Executive Director of Facilities and Real Estate, City of Toronto**
 - Chair, or his designate, Toronto Police Services Board**
 - Chief Administrator Officer, Toronto Police Service**
 - (b) that the meeting noted in (a) take place prior to Tuesday, October 12, 2004; and**
 - (c) that, if it is determined at this meeting that there are no alternative facilities, the Board will give consideration to the foregoing report , via a telephone poll, as quickly as possible following this meeting should no other viable alternative locations be identified.**

Chief Fantino advised the Board that if the Professional Standards – Investigative Section is moved to a location other than 791 Islington Avenue, the No. 22 Div. sub-station will remain at its present location at 791 Islington despite the opportunity to move it to 2986 Lakeshore Blvd. West as recommended by Councillor Grimes.

Mayor
DAVID MILLER



September 17, 2004

By Fax (416) 808-8082

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

Dear Mr. Heisey:

I am writing in regard to your letter of June 3, 2004 inquiring about the availability of City of **Toronto** facilities that could be used by the investigative services section of the Professional Standards Unit. Please excuse the late reply, however, my office only received your letter in the latter part of August.

I understand that the relocation of the investigative services section is an important element of Justice Ferguson's recommendations because it aims to foster independence and accessibility, both of which increase effectiveness and public confidence. As you requested, I would be pleased to facilitate a meeting of staff from the City, Police Services Board and Toronto Police Service to explore ways in which the City can assist in furthering this important initiative.

Please provide my office with further details at your earliest convenience in order to set up an initial meeting.

Yours truly,

A handwritten signature in black ink that reads "David Miller".

Mayor David **Miller**

Copy: Shirley Hoy, Chief Administrative Officer
Joseph Permachetti, Chief Financial Officer & Treasurer
Joan Anderton, Commissioner of Corporate Services



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Telephone: 416-397-CITY • Fax: 416-696-3687 • E-mail: mayor-miller@toronto.ca



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P294. TORONTO POLICE SERVICE 2005 – 2009 CAPITAL PROGRAM
SUBMISSION**

The Board was in receipt of the following report SEPTEMBER 09, 2004 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICE 2005-2009 CAPITAL PROGRAM
SUBMISSION

Recommendation:

It is recommended that:

- 1) The Board approve the 2005-2009 Capital Program as reflected in this report, with a 2005 request of \$35.5 million (M) (excluding cash flow carry forwards from 2004), and a total of \$240.3M for 2005-2009;
- 2) The Board authorise the Chair to approve, subject to ratification by the Board, any required changes to the capital budget submission during the time between meetings of the Board; and
- 3) The Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

Background:

The Service's Capital Program, as submitted, addresses the Service's Infrastructure priority. The projects identified meet the operational requirements in the areas of state-of-good-repair, occupational health and safety, officer and public safety and lifecycle replacements.

Attachment A provides a financial summary of the Toronto Police Service's 2005-2009 Capital Program submission and a summary of the requests for the years 2010-2014, as per City of Toronto instructions. Details of this submission are outlined in this report.

Business cases have been prepared for each new capital project. These have been evaluated and prioritised to reflect the Service Goals and Objectives. The Command and I have conducted a review of all projects to identify that the Capital Program reflects legitimate, bona fide needs of the Toronto Police Service (TPS) for the effective delivery of services. TPS is aware that the City continues to experience significant budget pressures and as a result, projects have been deferred, deleted or phased in wherever possible.

City Financial Guideline

The City Chief Financial Officer and Treasurer has provided a preliminary guideline to the Service of \$35.458M for the year 2005. The City Budget Advisory Committee has not approved this guideline. The City guideline is based on no new debt (except for Toronto Transit Commission) being incurred by the City.

2005-2009 Submission

The 2005-2009 submission is segregated into two categories:

- A. On-going projects: Projects which have been approved by City Council in previous years. This is further broken down into three sub-categories:
 - (i) Projects with Commitment (contract or legal obligation in place)
 - (ii) Projects with Commitment by year-end 2004
 - (iii) Projects with no Commitment (no contract or legal obligation in place)
- B. Projects with no funding approval: Projects that are scheduled to begin in 2005 or future years, and have no funding approval from City Council.

A. On-going Projects

There are thirteen projects in this category. This category is further broken down into three sub-categories and projects which have funding in 2005 (other than cash flow carryover) are described below.

(i) Projects with Commitment (contract or legal obligation in place)

1. Traffic Services and Central Garage Facility (\$8.6M)

The relocation of the current facilities is required due to the proposed Front Street expansion, resulting from the Waterfront Development Program. City Council in July 2003 approved the acquisition and renovation of a facility at 9 Hanna Street.

The full cost of this project is \$35.4M (an increase of \$3.5M over the previous year). The City and the Waterfront Redevelopment Program will fund the replacement value of these facilities at the new location. However, discussions with the City have concluded that the Waterfront Development project should cover only those costs required to establish "the same" facility at a new site. Any other costs (e.g., security system, equipment, landscaping, etc.) related to the facility would be a Service cost. The Service's share in the replacement of Traffic Services and Garage facility is \$8.6M.

This project started in 2004 and is expected to be completed by mid-2005. The available funding of \$5.1M in 2004 will be fully spent by year end, and \$3.5M will complete the project in 2005.

2. 43 Division (\$12.7M)

This is a City-initiated project and provides funds for the construction of a new division on City-owned land at Manse Road. Construction of the new division commenced in 2004 and completion is expected by year-end 2005.

3. Police Command Centre (\$0.73M)

This project provides funds for the renovation and equipping of a Police Command Centre in a building collocated with the City of Toronto's Emergency Operations Centre. This location would be equipped with state-of-the-art technology, with sufficient space to accommodate government officials, police personnel and other agencies.

This facility would also be used to manage and direct the security of the inhabitants of the City/Community in the event of a massive event/disaster. Training of personnel with respect to managing events/disasters would be conducted at the facility.

This project started in 2004 and is expected to be completed in early 2005. The available 2004 funding of \$605,000 will be fully spent by year end, on renovations and acquisition of equipment. The remaining \$120,000 will complete computer hardware acquisition in 2005.

4. Voice Logging Recording System (\$0.8M)

This project provides for replacement of the Communication Centre Voice Logging Recording System at both 703 Don Mills Road and 4330 Dufferin Street sites based on the equipment lifecycle. Integrity of continuous recordings for 911 calls is essential, along with all other phone communications, as well as the Voice Radio System. The new system architecture would allow for long term archiving from both sites, immediate retrieval, increased access points for multiple users and the potential for further expansion.

This project started in 2004 and is expected to be completed in early 2006. The available 2004 funding of \$400,000 will be fully spent by year end. \$273,000 is available in 2005 and \$131,000 for 2006.

5. Facility Fencing (\$3.7M)

This project addresses site security deficiencies and enhances Officer safety by: upgrading existing fencing to an acceptable standard; installing new fencing, where required, to an acceptable standard; installing automatic gates to parking areas; and integrating the gate system(s) into the existing security system to provide Service personnel secure access; and installing appropriate signage.

This project started in 2004, with specific facilities being addressed each year, to be completed in 2007. In 2004, Divisions 52, 55, and 22 are expected to be completed by year end, and engineering work for Division 13, and minor modifications to existing fences at Division 14, Emergency Task Force, Public Safety and Dog Services will have commenced. The current plan for 2005 (\$915,000) is targeted for the Marine Unit and Divisions 12, 33 and 54. Implementation is dependent on the City providing Site Plan approvals in a timely manner; as a result, the order of facilities addressed may change.

(ii) Projects with Commitment by year-end 2004

6. Occupational Health & Safety Furniture Lifecycle Replacement (\$3.0M)

This project provides funding for the on-going management of the furniture lifecycle replacement program adopted by the Service. This allows the Service to be proactive in providing proper furniture to members of the Service and to avoid Occupational Health & Safety issues. A major component of the 2005/2006 amounts is the replacement of workstations at the Communication Centre, to address ergonomic and Health & Safety issues.

7. New Training Facility (Replacement of C.O. Bick College) (\$50.9M)

This project provides for the construction of a new Police College at Birmingham Drive, and a training facility for Firearms/Defensive Tactics. The new facility will provide classroom-training, firearms training and the ability to interact with the community. This project also includes funding for the Police Vehicle Operations (PVO) function, including a skid-pad. The PVO will be housed in a Fire Department-owned building at 40-50 Toryork Drive. The office portion of the PVO function was completed in 2004 and the skid pad construction will be done by 2005.

The Department of National Defence (DND) has approached the Service and expressed interest in partnering in the new college facility. Negotiations with the DND are continuing (and City staff are involved in these). If a partnership with DND is achieved then the design would incorporate their requirements and there would also be a cost contribution to the project by DND. At this time, the project cost does not include any monies from DND. Moreover, DND also provides many youth programs which will be beneficial to the community. The Service intends to have a consultant and Construction Manager under contract by the end of 2004. Soil remediation and design work is expected to begin before year end, continuing into 2005. The 2005 budget of \$3.8M will provide for the start of construction, to be completed in 2008.

8. Police Integration Systems (Internal & External) (\$5.3M)

This project was initiated in 2002 and is expected to be completed by 2005. It provides for the creation of network connections between various systems (internally and externally). It allows for the internal exchange of information between Repository for Integrated Criminalistic Imaging (RICI), Automated Fingerprint Identification System

(AFIS), and Major Case Management (MCM), as well as external exchange of information between other regional police services, and Provincial and Federal agencies.

9. Investigative Voice Radio System (\$3.6M)

This project provides for the migration of investigative services users from the existing investigative services radio system to the new emergency services voice radio network. This migration provides for encryption capability for users; enough capacity to meet existing needs; the potential for interoperability with neighbouring police services; new mobile and portable field radios for investigative services personnel and voice-radio communications beyond the boundaries of the City of Toronto and the Province. Investigative operations have a broad range, and may go beyond the boundaries of the City of Toronto or even the Province.

(iii) Projects with No Commitment

10. State of Good Repair – Police (\$8.7M over 5 years)

This project provides funds for the on-going maintenance and repair of Police-occupied buildings, and is managed by TPS' Facilities Management. The scope of the work includes flooring replacement, window coverings, painting, and Occupational Health & Safety issues.

11. 23 Division (\$15.2M)

This project was initiated in 2003, and is expected to be completed by 2006. This project provides for the construction of a new 23 Division (with a central lock-up) at Finch and Kipling.

Land was purchased in May 2003, and Site Plan approval has been received. The selection of a construction manager is underway. It is anticipated that the construction work will begin before the end of 2004.

12. Boat Replacement (\$1.4M)

This continuing project provides for the replacement of 1 vessel (MU3) in 2005 as part of a lifecycle plan that was developed in 1998, based on the results of an independent survey of the boats done in 1997. The survey found many structural and mechanical issues with most of the boats in the Service's fleet.

By the end of 2004, the Service will have replaced nine boats and 2005 is the last year of this lifecycle replacement program.

13. 11 Division (\$16.9M)

This project provides for the construction of a new 11 Division. A Toronto Transit Commission site, meeting the established criteria, has been identified (at 640 Lansdowne Ave.) and City Real Estate has initiated the process of transferring the property to the Service. It is expected that in 2005, the Service will proceed with the design of the facility and site remediation.

B. Projects with no funding approval

There are thirteen projects in this category. These are listed below in priority sequence:

1. SmartZone Upgrade (\$0.5M)

This project is to upgrade the joint Police/Fire/Emergency Medical Services (EMS) SmartZone voice radio system software to version "Z".

The original system was purchased in 2000. In November 2003, Motorola announced that the last version of software upgrade for SmartZone would be at December 2004. Any customer that does not upgrade to that version will not be able to get Motorola support for the SmartZone radio system. All customers that do upgrade are guaranteed support until 2012, at which time the system itself will be retired. Although TPS provides its own front-line maintenance and support, it is recommended that this upgrade be implemented, as lack of Motorola support could result in loss of functionality in the Service's voice radio system.

The expected cost for this software upgrade is \$1.5M to be equally divided between Toronto Fire Services, EMS and Toronto Police Service. The cash flow has been reflected as \$0.5M in 2005 (the Service's share) and \$1M in 2006 (recoverable from Fire and EMS).

2. Centracom Upgrade (\$0.4M)

The latest and final version of the Motorola SmartZone infrastructure is referred to as the "Z Version". The "Z Version" upgrade requires the Centracom Elite Consoles to operate on a Windows XP platform. This system provides communication between Communication Centre dispatch personnel and the uniform/non-uniform members in the field.

Microsoft announced late last year that they would discontinue support for Windows 2000. As a result Motorola has made a similar announcement. In order to ensure continued Motorola support the Service needs to upgrade the Centracom Gold Elite console software.

This project would provide funding for the Centracom Elite Console upgrade to XP and Windows Server 2003 Operating system. This is required for continued Motorola support until 2012 (please note explanation in item 1, above). Moreover, the SmartZone upgrade will not function without this upgrade.

The expected cost for this software upgrade is \$0.8M. At the present time only Toronto Fire Services and Toronto Police Service utilise Centracom Elite Consoles for their primary means of dispatch communications to the field personnel. The total cost of the upgrade will be shared equally between both. The cash flow is reflected as \$0.4M in 2005 (the Service's share) and \$0.4M in 2006 (recoverable from Fire).

3. Replacement of Call Centre Management Tools (ACD MAX E-911) (\$0.9M)

To replace 4 ACD MAX Call Centre applications, which were purchased in 1995 and are no longer supported by the provider since 2002. The ACD MAX works in conjunction with the 911 system, to provide TPS with the ability to dispatch in real time and to generate statistics such as real-time status on call volume, which allows the Supervisors to effectively deploy resources to meet the needs and demands for 911 service.

These statistics also provide the number of calls waiting to be answered, calls in progress and any possible backlog within the system. The additional management reports on call duration, time of call, and abandoned and deflected calls, allows the technical staff to identify any capacity issues and Communications Supervisors the ability to meet staff-training requirement.

4. Advanced TASER Deployment (\$1.1M)

The Advanced TASER is a battery powered, hand held, less-lethal conducted energy weapon (CEW) specifically designed to subdue a violent subject within a distance of 21 feet. The Advanced TASER has proven extremely effective, yet it does not cause any permanent harm or serious after effects. It is considered by many experts to be the best less-lethal weapon currently available to law enforcement and has been credited with saving hundreds of lives.

This request is for implementation and use of the Advanced TASER, in accordance with Ministry guidelines, by three hundred and ninety-nine (399) uniform front-line supervisors and ninety (90) non-uniform supervisors in high risk assignments for a total of four hundred and eighty-nine (489) supervisors.

5. Radio Lifecycle (\$42.9M)

The Service has approximately 2,700 portable MTS 2000 Motorola radios, and 2,000 mobile Spectra radios. These radios were purchased beginning in 1992 and, based on industry standards, have an expected lifecycle of 10 years. The vendor, Motorola, stopped manufacturing both the Spectra mobile radio and the MTS portable radio. As a result, parts for both these products will not be available after the end of 2006. This

means that as radios become non-functional, it may not be possible to repair them due to lack of replacement parts. This will result in an ever-decreasing number of radios available to officers in the field. Given that these radios represent their main means of communication the result could create an officer safety issue that will expand with the number of radios that become non-functional after 2006.

The project funding includes \$0.1M in 2005 to conduct a study to ensure that the Service reviews all options available prior to commencing the lifecycle replacement plan. This will provide the Service with the most cost-effective solution in order to proceed. The lifecycle replacement will commence in 2006, and is expected to be completed by 2011.

6. Automated Vehicle Location System Expansion (\$1.6M)

The first phase of this project was initiated in 2001 and was completed in 2003. The second phase of the Automated Vehicle Location (AVL) system project encompasses the installation of a further 1,000 Global Positioning System (GPS) receivers in remaining cars, not already equipped in the first phase, along with the associated software solution on the mobile workstation for the display of vehicle location. The GPS data would then be transmitted to the Computer Aided Dispatch (CAD) system and display the location of the vehicle.

7. Strong Authentication – Computer Security (\$1.56M)

Strong Authentication provides facilities to accurately and reliably identify an individual electronic user. Digital Certificates provide facilities to secure communication over any network (including the Internet). It provides both integrity of the message from source to destination, and the reliable identification of the individual through Digital Signature.

This project would investigate Strong Authentication solutions and implement a selected solution Service-wide. The ever-increasing access to police information has introduced significant security risks both for unauthorized access to information and modification of information. The portability of electronic devices has also increased the possibility of loss or theft of these devices. These security risks can be adequately mitigated with the implementation of a Strong Authentication system coupled with individual digital certificates. It provides the facilities to identify an individual requesting access to a computer, accurately and reliably.

The Royal Canadian Mounted Police (RCMP) and the Ontario Provincial Police (OPP) have implemented Strong Authentication using a token and Personal Identification Number (PIN) coupled with Digital Certificates. As well, the Canadian Police Information Centre (CPIC) Advisory Committee (comprised of all police chiefs throughout Canada) has advocated the migration to a Strong Authentication system for all police agencies. CPIC will require Strong Authentication by 2008.

8. JetForm Replacement (\$1.2M)

Many administrative and operational functions of the Service require and depend upon the use of 600 forms to process information. These forms are created and produced/generated by a program called JetForm. These forms touch every aspect of the Service's business, criminal investigative and legal processes.

JetForm was acquired in 1994 and is outdated and no longer commercially available or supported by any vendor. No further licences will be available for purchase after December 31, 2004. Therefore, any new workstations purchased after this date cannot be licensed for JetForm use. Also, JetForm is not certified to work with the Windows XP operating system (which the Service will be moving to in 2005), which has significant technical implications that place the organisation at risk. Many court forms, including CIPS (Criminal Information Processing System) printouts, are created using electronic form technology.

The cost of replacing this system is currently estimated to be \$1.2M, based on information from Adobe (the company that has acquired Jetform). However, a Request For Proposal (RFP) will confirm costs and determine a vendor. The RFP will also include a request for vendors to identify a time frame for support of the product.

9. Digital Photography Conversion (\$0.7M)

The photography industry has established that the digital camera is becoming the primary means of taking pictures and is already essential for Web publishing. This project would provide for the replacement of current cameras with state-of-the-art digital cameras. In addition, this would provide Service-wide digital photography and storage for better utilisation of equipment and staff, quicker availability of prints and immediate viewing capabilities in units.

With digital photography, instant feedback will be available to officers taking the pictures. Also, the workflow in the Forensic Identification Services (FIS) Photo section will be improved and the investigators will have easy access to images related to their cases. With digital cameras, the images would be stored on a central database accessible by the investigator from a desktop computer.

The advantages of converting to digital are: over \$55,000 per year would be saved in film and chemical costs; instant photographs would increase the standard of evidence; investigators would have easy access to photographs concerning their cases; and, chemicals would be eliminated in the FIS photo section.

10. 14 Division (\$19.7M)

This project represents the construction of a new 14 Division. City Real Estate is pursuing the acquisition of a site at 1100 King Street. It is expected that, if the site is acquired in 2005, then the Service will proceed with the design and site work with construction commencing in 2006 and completing by 2008.

11. In-Car Camera Pilot Program (\$0.56M)

In an attempt to increase officer/community safety, the Police Services Board has directed that the Service undertake a pilot project to evaluate the effectiveness and cost of in-car camera systems and technology. Through this project, the Toronto Police Service will equip 15 cars with in-car cameras, microphones and digital video capture systems. The estimated cost per camera is \$14,000, for total of \$210,000. The remainder of the funds requested are for a storage system and project management.

The pilot will allow the Service to quantify the capital and operating costs of systems and resources required to support the management and disclosure of the video. Further, the pilot project evaluation stage will provide information with respect to the operational pros and cons of such a system.

12. HRMS (Human Resource Management System) Additional Functionality (\$1.8M)

There are additional opportunities to improve operational efficiencies by implementing more functionality available in PeopleSoft (the Service's Human Resources (HR) system). This request proposes the implementation of those additional modules, which TPS has already purchased, and additional available functionality be implemented in order to further improve workforce management.

The benefits expected from this project include:

- Streamlined business processes (e.g. payroll efficiencies, benefits enrolment, and security administration)
- Improved corporate reporting (e.g., succession planning, performance management, skills match analysis, online job descriptions)

13. TRMS (Time Resource Management System) Additional Functionality (\$2.5M)

In order to continue to optimize workforce management, additional business practices can be supported with further enhancements to TRMS (the Service's time and attendance system). These include increased technology access to more workforce segments, expanded use of employee self-service, the use of decision support tools, attention to small cost-saving measures that add up for a cumulative process improvement effect, and the growing focus on optimizing current HR systems by improving legacy systems and connecting existing disparate systems.

TRMS can be enhanced to further support:

- Workflow to support timely reaction to business events
- Court Scheduling for officers attending POA court (interface from the new or re-vamped CASC system) and criminal court (interface from eCOPS)
- Additional corporate reporting
- Workforce Optimization Related to Scheduling and Deployment
- Employee Portal Solution
- Mobile access for reporting time and activities in order to gauge workforce effectiveness

During the 2004 Budget deliberations at Council, several motions were made regarding helicopters, and that the Board consider the issue of purchasing a helicopter(s) for the Toronto Police Service. Although this continues to be a priority for the Service, TPS is aware that the City continues to experience significant budget pressures, and projects have been deferred or deleted wherever possible. The issue of helicopter acquisition, and whether such equipment would be leased or bought, continues to be reviewed and may be included in future years' submissions as a request.

Other-Than-Debt Expenditures

In 1992, OMERS (Ontario Municipal Employees Retirement System) decided to make a supplemental benefit, known as the Type 3 benefit, part of the basic plan. This rendered the funds that had been allocated to the Type 3 benefit as superfluous. Accordingly, the OMERS Board advised each participating employer of the amount of the excess Type 3 funds in its account. The Police Services Board (PSB) and the Toronto Police Association (TPA) entered into an agreement to share the excess funds on a 50-50 basis. Funds from the Type 3 surplus can only be accessed based on the annual OMERS contribution made by TPS.

In August 2000, City Council recommended (Policy & Finance Report No. 10, Clause No. 8, August 1-4, 2000) that the OMERS Type 3 funds be returned to the City to offset funds 'lent' to the PSB for replacement of vehicles, and that the remaining funds be used for specific Service vehicle and equipment replacement requirements. The original recommendation stated vehicle replacement, but was subsequently amended by the creation of the Reserve in 2004 to reflect the intent of the recommendation.

The concept of utilizing OMERS Type 3 funding for equipment such as that listed here, and the replacement of such funding through operating budget contributions to the Service's Vehicle and Equipment Reserve, has been reviewed and supported by the City Chief Financial Officer and Treasurer. This is the second year of this plan.

Based on City of Toronto capital guidelines, several projects are included in the Capital Budget submission for information purposes, although these projects are not debt funded and do not impact on the total net capital expenditures. In 2005, these are:

- Vehicle and equipment replacement (\$5.033M)
A review of the Police fleet several years ago determined an optimum lifecycle replacement plan for each type of vehicle owned by the Service. This was then used to determine the annual amount required to replace vehicles in a timely manner.
- Workstation, laptop and printer lifecycle plan (\$2.9M)
Until recently, the Service leased all computer equipment. Service direction is to purchase all computer equipment requiring replacement, that are not currently on a lease lifecycle replacement plan (consistent with City direction). A purchase lifecycle plan has been developed to replace all equipment not currently on a lease, with the intent of maintaining funding in a reserve to ensure future replacement.
- Server lifecycle plan (\$1.3M)
As Service direction is to purchase all computer equipment not currently leased, a lifecycle plan has been developed to ensure servers are replaced as they become obsolete, with the intent of maintaining funding in a reserve to ensure future replacement.
- IT business resumption plan (\$1.7M)
2004 was the first year for the Service's business resumption plan. \$1.7M in 2005 (the second year of a 3-year plan) continues funding required to ensure all critical systems have business resumption plans in the event primary systems should become unusable. The intent is to maintain funding in a reserve to ensure future replacement.

These projects are fully funded in 2005 from the OMERS Type 3 funding, and do not impact on debt expenditure for the City. Furthermore, the operating cost of replenishing the Reserve is included below for 2006. This replenishment ensures that there will be enough funding in the Reserve for the replacement of items dependent on their lifecycle.

Operating Budget Impacts

Many capital projects incur subsequent operating costs such as maintenance costs. Each year the operating budget impact is reviewed and updated as part of the annual capital process.

The following table identifies the net operating budget impact in future years, if the 2005-2009 capital budget is approved as submitted.

Net Operating Budget Impact of 2005-2009 Program (\$000s)

Impact	2005	2006	2007	2008	2009
Operating impact (over 2004)	1,677	4,582	6,475	8,321	9,383

It is the Service's expectation that City Council would recognise these costs in the respective operating budgets for the above years.

Summary

The 2005 portion of the 5-year program is summarised as follows:

2005 portion of the Capital submission (\$000s)

On-going projects	25,440
2005 projects with no funding approval	10,051
Total 2005 Request	35,491
City Financial Guideline	35,458
Amount over Guideline	33

It is recommended that the Board approve the 2005-2009 Capital Program as reflected in this report, with a 2005 request of \$35.5 million (M) (excluding cash flow carry forwards from 2004), and a total of \$240.3M for 2005-2009; that the Board authorise the Chair to approve, subject to ratification by the Board, any required changes to the capital budget submission during the time between meetings of the Board; and that the Board forward a copy of this report to the City Chief Financial Officer and Treasurer.

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

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and delivered a presentation to the Board on the proposed 2005-2009 capital program submission.

The Board approved the following Motions:

- 1. THAT, with regard to the list of new 2005 projects in priority order, project no. 11 “In-car cameras” be moved to the position held by project no. 4 “Advanced TASER deployment” and that Advanced TASER deployment be removed from the list;**
- 2. THAT Chief Fantino provide a report to the Board on the use of Advanced TASERS by supervisors in accordance with guidelines established by the Ministry of Community Safety and Correctional Services;**
- 3. THAT the Board approve an increase in the proposed 2005-2009 capital program submission by an amount equivalent to the total capital-related costs, if any, associated with the deployment of an additional four officers into the STEM program;**
- 4. THAT the increase in funds for the additional four officers be financed from the OMERS Type 3 Surplus;**

5. **THAT this report be referred to the Budget Advisory Committee with a request that it advance the time required to access those OMERS funds;**
6. **THAT the Budget Advisory Committee be advised that the Board has allocated funds for the purposes of increasing the STEM program as noted above and request authorization for the advanced use of the OMERS funds effective January 01, 2005; and**
7. **THAT the Board approve the foregoing report on the proposed 2005-2009 capital program submission based upon the amendments noted in Motion Nos. 1 through 6.**

The Board noted that it considered Motion Nos. 1 and 2 in conjunction with a report from Mr. Albert H. Cohen, City of Toronto – Legal Services Division, on the use of Advanced TASERS and these two Motions are also reflected in Minute No. P328/04.

The Board also noted that it considered Motion Nos. 3 through 6 in conjunction with a report from Chief Fantino on the STEM program and these four Motions are also reflected in Minute No. P282/04.

Project Name	Plan to end of 2004	2004 C/F C/F	2005-2009 Plan					2005-2009 Total Plan	2010-2014 Total Plan	Total Project Plan
			2005	2006	2007	2008	2009			
On-going Projects:										
Projects with Commitment (contract or legal obligation in place)										
Traffic Services and Garage facility	5,100	0	3,500	0	0	0	0	3,500	0	8,600
43 Division	8,700	0	4,000	0	0	0	0	4,000	0	12,700
Police Command Centre	605	0	120	0	0	0	0	120	0	725
Voice Logging Recording System	400	0	273	131	0	0	0	404	0	804
Facility Fencing	915	0	915	915	915	0	0	2,745	0	3,660
Projects with Commitment at yearend										
Occupational H&S Furniture Lifecycle Replacement	750	0	750	750	750	0	0	2,250	0	3,000
New Training Facility (Replace C.O. Bick College)	3,400	750	3,800	12,200	14,720	16,780	0	47,500	0	50,900
Police Integration Systems (internal & external)	3,700	0	1,550	0	0	0	0	1,550	0	5,250
Investigative Voice Radio System	1,200	-1,200	1,200	1,200	0	0	0	2,400	0	3,600
Projects with no commitment (no contract or legal obligation in place)										
State-of-Good-Repair – Police	7,430	0	1,700	1,600	1,700	1,800	1,900	8,700	9,000	25,130
23 Division (Kipling and Finch)	2,724	1,390	6,132	6,300	0	0	0	12,432	0	15,156
Boat Replacements	868	-93	500	0	0	0	0	500	0	1,368
11 Division (640 Lansdowne Ave.)	800	0	1,000	7,800	5,300	2,000	0	16,100	0	16,900
Total On-Going Projects:	36,592	847	25,440	30,896	25,385	20,580	1,900	102,201	9,000	147,793
2005 New Projects :										
SmartZone Upgrade	0	0	500	1,000	0	0	0	1,500	0	1,500
CentreCom Upgrade	0	0	400	400	0	0	0	800	0	800
Replacement of Call Centre Management Tools	0	0	590	296	0	0	0	886	0	886
Advanced TASER Deployment	0	0	1,100	0	0	0	0	1,100	0	1,100
Radio Lifecycle	0	0	100	7,133	5,133	5,133	11,133	28,632	14,266	42,898
Automated Vehicle Location System Expansion	0	0	385	395	405	405	0	1,590	0	1,590
Strong Authentication-computer security	0	0	595	960	0	0	0	1,555	0	1,555
Jet Forms Replacement	0	0	1,200	0	0	0	0	1,200	0	1,200
Digital Photography Conversion	0	0	668	0	0	0	0	668	0	668
14 Division	0	0	1,250	8,850	7,050	2,550	0	19,700	0	19,700
In-Car Camera	0	0	538	24	0	0	0	562	0	562
HRMS additional functionality	0	0	1,175	625	0	0	0	1,850	0	1,850

Project Name	Plan to end of 2004	2004 C/F C/F	2005-2009 Plan					2005-2009 Total Plan	2010-2014 Total Plan	Total Project Plan
			2005	2006	2007	2008	2009			
TRMS additional functionality	0	0	1,550	925	0	0	0	2,725	0	2,725
Total 2005 new project	0	0	10,051	20,608	12,588	8,088	11,133	62,468	14,266	76,734
Beyond 2005 Projects:										
41 Division	0	0	0	400	2,100	5,950	6,700	15,150	0	15,150
Mobile Personal Comm'n to Police Information System	0	0	0	262	1,805	1,430	0	3,497	0	3,497
Digital Video Asset Management II	0	0	0	2,833	2,833	0	0	5,666	0	5,666
Intelligence / Special Investig'ns Facility Replacement	0	0	0	1,410	4,510	7,580	6,000	19,500	0	19,500
52 Division	0	0	0	0	1,800	2,200	3,350	7,350	0	7,350
54 Division	0	0	0	0	400	3,900	9,500	13,800	2,000	15,800
32 Division	0	0	0	0	4,000	2,800	1,250	8,050	0	8,050
13 Division	0	0	0	0	0	0	2,000	2,000	13,800	15,800
42 Division	0	0	0	0	0	0	2,000	2,000	1,350	3,350
Additional Facilities	0	0	0	0	0	0	0	0	96,800	96,800
Total, Beyond 2005 Projects:	0	0	0	4,905	21,448	26,860	16,800	70,013	120,950	190,963
Total Capital Submission	36,592	847	35,491	56,409	53,421	52,528	43,833	241,681.8	137,216	415,490
Other Than Debt Expenditures										
Vehicle and Equipment Replacement	5,033	0	5,033	5,033	5,033	5,033	5,033	25,165	25,165	55,363
Workstation, laptop, printer – lifecycle	2,400	0	2,918	1,900	0	0	0	4,818	0	7,218
Servers – lifecycle	1,800	0	1,279	1,589	0	0	0	2,868	0	4,668
IT business resumption – lifecycle	3,600	0	1,654	1,910	0	0	0	3,564	0	7,164
Total, Other-than-Debt Expenditures	12,833	0	10,884	10,432	5,033	5,033	5,033	36,415	25,165	74,413
Summary										
Total Capital submission, incl. other-than-debt	49,425	847	46,375	66,841	58,454	57,561	48,866	278,097	162,381	489,903
Less OMERS Type 3 / Reserve funding	-12,833	0	-10,884	-10,432	-5,033	-5,033	-5,033	-36,415	-25,165	-74,413
Less Recovery	0	0	0	-1,400	0	0	0	-1,400	0	-1,400
Total 2005 Capital Budget Request	36,592	847	35,491	55,009	53,421	52,528	43,833	240,282	137,216	414,090

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P295. NEW JOB DESCRIPTION – CORPORATE PSYCHOLOGIST

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

Subject: NEW JOB DESCRIPTION - CORPORATE PSYCHOLOGIST

Recommendation:

It is recommended that: the Board approve the attached new Civilian Senior Officer position description and job classification for a Corporate Psychologist, Human Resources (Z36005).

Background:

At its meeting of April 29, 2004, the Board received the Service's response to the *Review and Recommendations Concerning Various Aspects of Police Misconduct* report, as prepared by the Honourable Justice George Ferguson, QC (Board Minute P134/2004 refers).

The Board was advised that since the report was received in March 2004, the Service has been actively pursuing an implementation plan to accommodate the various recommendations. An Implementation Committee comprised of staff from Professional Standards, Detective Services, Detective Support, Training and Education, Human Resources, and Corporate Planning was formed to address the recommendations in the report.

Mr. Justice Ferguson made thirty-two (32) recommendations and divided them into six (6) categories. Recommendation #6, pertaining to the category Recruitment and the Employment Unit, states the following:

“The Service should employ two full-time, fully qualified psychologists to conduct all psychological testing of potential recruits as well as members of the Service seeking promotion or members of the Service seeking transfer to high-risk areas. The psychologists' positions should not be held on a contract basis, as is the current practice.”

In keeping with this recommendation, a new position description for a Corporate Psychologist has since been developed.

Budget/Cost Impact:

Based upon the attached description, the Joint Board/Senior Officers' Job Evaluation Committee assessed this position within the Toronto Police Service job evaluation plan. The Committee determined that this new position was comparable to a Z36 classification within the Civilian

Senior Officer salary scales. This classification carries a current salary range of \$107,924 to \$130,914 per annum, effective January 01, 2004.

Funding within the 2004 Operating Budget has been made available for the remainder of 2004, for two corporate psychologists, by prioritizing other expenditures.

It is recommended, therefore, that the Board approve the attached job description for the new position(s) of Corporate Psychologist, and any adjustment to the civilian establishment that may be required to accommodate these job functions.

Upon approval, these positions will be advertised and the selection process for qualified candidates will begin.

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

The Board approved the foregoing.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class Z36

JOB TITLE:	Corporate Psychologist	JOB NO.:	Z36005
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Human Resources	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	2
REPORTS TO:	Director	DATE PREPARED:	18 May 2004

SUMMARY OF FUNCTION: Responsible for the provision of a broad range of corporate psychological assessments and counseling for the Toronto Police Service.

DIRECTION EXERCISED: None

MACHINES & EQUIPMENT USED: N/A

DUTIES AND RESPONSIBILITIES:

1. Provides pre-placement psychological examinations and assessments for applicants seeking promotion; utilizes and applies appropriate psychological tests for assessment.
2. Conducts in depth psychological evaluations for members seeking transfers into high risk/sensitive positions within the service.
3. Provides clinical psychological evaluation and referral to serving personnel experiencing non-occupational health problems; assists members managing physical illness and disorders and works in conjunction with the Service's EFAP in the development of programs designed to enhance employee Wellness.
4. Examines and assesses behaviour, diagnoses behavioural problems, emotional and cognitive disorders and recommends appropriate counseling/therapy; plans intervention programs, conducts program evaluation and follows ups on referrals; evaluates member progress.
5. Works closely with the Career Development Officer and other Human Resources managers in the development of new policies and assists in the development of rating scales and psychological tests to assess skills, abilities, aptitudes and interests as aids in the selection, placement and promotion process.
6. Maintains all confidential records pertaining to member counseling, therapies etc.

/2

dg:103960

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class Z36

JOB TITLE:	Corporate Psychologist	JOB NO.:	Z36005		
BRANCH:	Corporate Support Command	SUPERSEDES:	New		
UNIT:	Human Resources	HOURS OF WORK:	35	SHIFTS:	1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	2		
REPORTS TO:	Director	DATE PREPARED:	18 May 2004		

DUTIES AND RESPONSIBILITIES: (con't)

7. Works with the Training & Education Unit to develop and deliver training programs.
8. Performs any other appropriate duties as required.

dg:103960

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P296. ANNUAL REPORT: 2003 ANNUAL REPORT OF THE TORONTO
POLICE SERVICE**

The Board was in receipt of the following report JULY 26, 2004 from Julian Fantino, Chief of Police:

Subject: 2003 ANNUAL REPORT

Recommendation:

It is recommended that: the Board receive the 2003 Annual Report and that a copy be forwarded to Toronto City Council through the Policy and Finance Committee.

Background:

Each year, the Toronto Police Service prepares an annual report on activities during the previous year. The report provides highlights relating to Service Priorities, major Service initiatives and community events. The report also provides a brief overview of personnel, fleet, communications, financial, crime and public complaint information. The report is also available on the Toronto Police Service website at www.torontopolice.on.ca.

There is a new format for this year's report. It concentrates on the individual and collective achievements of frontline members, police and civilian, recognizing the efforts of the dedicated men and women of the Toronto Police Service. It is a more accessible document and has been printed in a way which allows many more copies to be printed while, at the same time, achieving significant cost savings. The annual report can be circulated to more members of the community; in particular, those without Internet access, as well as being available at various other police locations such as station front counters, Headquarters Duty Desk or public libraries or Toronto City Hall.

There were delays in compiling some of the statistical material contained in the annual report and in the printing of the document which resulted in it not being available for the June Board meeting.

Superintendent Wayne Cotgreave, Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P297. SEMI-ANNUAL REPORT: JANUARY – JUNE 2004: WRITE-OFF OF
UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES**

The Board was in receipt of the following report AUGUST 09, 2004 from Julian Fantino, Chief of Police:

Subject: WRITE-OFF OF UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES
SEMI-ANNUAL REPORT: 2004 JANUARY 01 TO 2004 JUNE 30

Recommendation:

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

Background :

At its 2003 May 29 meeting (Board Minute #P132/03 refers), the Board approved the new Financial Control By-law 147. Part IX, Section 29 - Authority for Write-Offs includes the requirement for a semi-annual report on amounts written off in the previous six months. The following report covers the period of 2004 January 1 to 2004 June 30.

During this period, no accounts receivable amounts were written off.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P298. RESPONSE TO BOARD'S PROPOSED AMENDMENTS TO THE *POLICE
SERVICES ACT***

The Board was in receipt of correspondence, dated August 03, 2004, from The Honourable Monte Kwinter, Minister of Community Safety and Correctional Services, containing a response to an earlier recommendation of the Board for amendments to the *Police Services Act*. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing.

Ministry of Community Safety
and Correctional Services

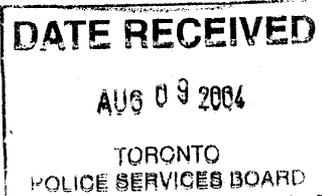
Office of the Minister

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

Ministère de la Sécurité communautaire
et des Services correctionnels

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél.: 416-325-0408
Télééc.: 416-325-6067



CU04-02486

AUG 03 2004

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

Dear Mr. Heisey:

Thank you for your letter of July 7, 2004, requesting a review of the Police *Services Act* (PSA), particularly the section dealing with suspension of police officers.

I appreciate the concerns you express about this issue. However, it is not my intention to amend this section of the PSA at this time. Should a review of the PSA be conducted, I believe this issue would be among the items brought forward for discussion.

The recommendations made by the PSA Working Group reveal the great deal of time, effort and thought that went into them. I can assure you that, when the PSA is reviewed for possible amendments, the ministry will consult fully with police professionals, along with community groups and concerned citizens.

Again, thank you for your input on this issue.

Sincerely,

A handwritten signature in black ink, appearing to read "Monte Kwinter".

Monte Kwinter
Minister



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P299. NEW LEGISLATION REGARDING RED LIGHT CAMERAS

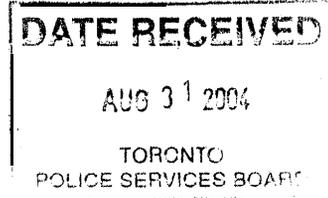
The Board was in receipt of correspondence, dated August 25, 2004, from The Honourable Harinder S. Takhar, Minister of Transportation, announcing recent changes to provincial legislation related to the use of red-light cameras in designated municipalities throughout Ontario. A copy of the correspondence is appended to this Minute for information.

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

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AUG 25 2004

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

Dear Ms. Heisey:

Recently, I advised the mayors and regional chairs of Ontario that designated municipalities throughout the province will now be able to use red light camera technology as an additional tool to prevent red-light running. Given your organisation's keen interest in road safety matters, I am writing to give you some more information.

One third of all deaths at municipal traffic light intersections are due to failing to observe the red stop light. And province-wide, there have been 251 deaths in the last ten years that are directly attributable to red light running. This is clearly a significant safety issue that we are committed to addressing.

We have recently completed the analysis of a two-year pilot project, involving the municipalities of Toronto, Ottawa, Hamilton, Peel Region, Halton Region and Waterloo Region. The study showed a 6.8% decrease in all types of fatal and injury collisions within the pilot boundaries. This equates to a prevention of 47 fatal and injury collisions during the operation of the pilot project. Similar positive findings have been documented, where red light cameras have been used in other Canadian provinces, US states, and Europe.

We believe that red light cameras are a successful, effective mechanism by which we can improve safety and reduce the unacceptable levels of carnage on our roads every year. I hope that you will be able to support this important step in improving road safety in Ontario.

Sincerely,

A handwritten signature in cursive script, appearing to read 'H. Takhar'.

Harinder S. Takhar
Minister



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P300. RESPONSE TO THE CITY AUDITOR GENERAL'S REPORT ON FLEET
OPERATIONS – PHASE 1**

The Board was in receipt of the following report AUGUST 23, 2004 from Julian Fantino, Chief of Police:

Subject: RESPONSE TO THE CITY AUDITOR GENERAL'S REPORT ON FLEET
OPERATIONS – PHASE 1

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward this report to the City Audit Committee.

Background :

The City Auditor General's report, dated November 18, 2003, on phase one of the fleet operations review contained recommendations requesting responses to the City Audit Committee for their meeting of October 24, 2004. The recommendations in the Auditor General's report specifically addressed:

- fuel site use and management;
- vehicle procurement, utilisation and disposal;
- fleet safety activities; and
- initiatives to minimize the environmental impact of respective fleets.

The majority of the recommendations from the Auditor General were directed to the Commissioner, Corporate Services, for a response. Service staff, where applicable, will work with Corporate Services staff to provide information related to the Service's fleet operations. However, the Auditor General in his report did request that City organisations who separately manage their own fleets report back on the specific issues listed above. The following recommendation was contained in the Auditor General's report:

- (1) That City Council direct that this report be forwarded to those City organizations who separately manage their own fleet operations including the Toronto Police Service, Emergency Medical Services Division and Fire Services Division in order to ensure that the issues raised in this report are addressed by them where appropriate. These organizations be required to report back to the October 2004 meeting of the Audit Committee in connection with the results of their review, specifically addressing:
 - (a) fuel site use and management, including:
 - (i) daily fuel reconciliation procedures and administration; and

- (ii) compliance with Ontario's Technical Standards and Safety Act fuel site Inspections by the Technical Standards and Safety Authority;
- (b) vehicle procurement, utilization and disposal activities;
- (c) fleet safety activities; and
- (d) initiatives to minimize the environmental impact of respective fleets.

The following is provided in response to the above recommendation.

Fuel

The Service currently operates twenty-two (22) fuelling sites with twenty-five (25) tanks as listed in Appendix A. Fleet & Materials Management (FLT) is responsible for the care and control of these sites including fuel purchasing, delivery, legislative compliance and maintenance program. Fuel, both gasoline and diesel, is purchased in conjunction with the City of Toronto. This joint agreement allows for beneficial cost savings due to bulk purchasing from a single source. The Service's FLT unit conducted studies in 1994 and 2003, exploring other opportunities for fuel delivery. Based on the results of these studies, it was concluded that alternative options were not feasible as they would increase officer downtime due to travel and the current price discount could not be matched.

These dispensing facilities are essential and are deemed "emergency sites" (i.e. the Service receives priority fuel delivery from our supplier during an emergency situation). During the August 14, 2003 power outage, the importance of these sites was evident as all police vehicles, as well as those from other City Departments and outside agencies, obtained uninterrupted product delivery.

(1) (a)(i) - Daily fuel reconciliation procedures and administration

The Service is in complete compliance with the Technical Standards and Safety Act S.O. 2000, c.16 Liquid Fuels Handling Code, Section 11, "Manual Leak Detection (inventory control)", for underground tanks as per Appendix B. The Service enters individual vehicle usage and pertinent tank and pump information daily into the fleet management system. The Service's fuelling sites also perform a daily reconciliation of fuel usage, maintain a fuel log and ensure that the key for access to the gas pumps must be obtained from staff at the fuelling location. In addition to this Code, the Service has initiated programs for increased protection as follows:

- Tank replacement program – old steel tanks are being phased out based on a replacement plan
- Annual tank and line pressure testing – all in-ground fuel storage tanks are either pressure or vacuum tested annually by an outside agency
- Pump hose/nozzle inspection – all pumps, hoses and nozzles are inspected monthly by Fleet staff
- Product pump containment – in case of an accidental discharge, spill containment kits are provided at each pump
- Calibration of meters – meters are calibrated annually during the pressure or vacuum testing

- De-activation of sites as required – includes the removal of the in-ground tank and contaminated soil if present.

(1) (a)(ii) - Compliance with Ontario's Technical Standards & Safety Act fuel site inspections by the Technical Standards Safety Authority (TSSA)

The legislative requirement for inspection is every 24 months for retail and unlimited for private facilities. The Service consults with the TSSA and has random audits completed on a minimum of three (3) sites per year.

(1) (b) - Vehicle procurement, utilization and disposal activities

The City Auditor, in March 2000, conducted a review of the Service's vehicle replacement policy at the request of the City Budget Advisory Committee. The results of the review are contained in a report prepared by the City Auditor and is attached as Appendix C. The Service concurred with the recommendations contained in the report, and continues to comply with those recommendations. Based on the vehicle replacement criteria, Fleet staff has developed a replacement program that allows the Service to achieve a manageable level of vehicle replacements and maintenance requirements. As mentioned in the Auditor's report, if the Service were to strictly apply the replacement criteria, the annual amount for vehicle purchases would increase significantly. Funding for the procurement of vehicles is obtained from the Service's Vehicle & Equipment Reserve. The Service contributes an annual amount through the Operating Budget to this Reserve to ensure that sufficient funds are available based on the lifecycle of a vehicle.

A review of the utilization and allocation of Service vehicles was completed in 2001. Each Service vehicle was identified by type, assignment, and rationale for need. The review resulted in vehicle rotation that shifted vehicles from high usage functions into lower usage functions. As a result, a reconciliation of vehicle usage is now conducted every six (6) months.

Service vehicles are disposed of through an auction process consistent with the Board's Financial Control By-law #147. The number of vehicles auctioned in a given year equals the number of vehicles purchased as per the replacement plan. The Service's practice in rotating vehicles from high usage to lower usage ensures that vehicles identified for auction have incurred the appropriate mileage based on lifecycle estimates. The replacement of vehicles based on the criteria and the rotation of vehicles ensures that the Service obtains the maximum value at the time of auction while minimising maintenance during the life of the vehicle.

(1) (c) - Fleet safety activities

All police officers receive police vehicle driver training at the Aylmer Police College. This training includes destination driving, patrol, emergency response, and pursuit. All Ontario police Services are also legislatively required to train all police officers in suspect apprehension pursuit. This training not only enhances officer safety but also reduces the number of accidents/damage to vehicles. The viewing of training/information videos is also a mandatory requirement for Service police officers. An example of this is the "Guaranteed Arrival" video produced by

Traffic Services. Civilian staff are not required to take specialized training as outlined above; however, Civilians requiring the use of a Service vehicle are evaluated based on a questionnaire on their driving experience and record. Where necessary, staff are instructed in compliance with all Commercial Vehicle Operator's Registration (CVOR) requirements. The FLT unit provides specialized training for the safe repair of vehicles, and has implemented an extensive preventative maintenance program (i.e. more extensive servicing and checking, during regular vehicle inspections, than suggested by the manufacturer) to ensure the safety of all personnel operating Service vehicles.

(1) (d) - Initiatives to minimize the environmental impact of respective fleets

As a result of legislative requirements for fuel tanks and sites, along with programs initiated by the Service (as indicated in 1(a) (ii) above), the potential for fuel spillage onto the ground is extremely minimal.

In order to take advantage of more fuel efficient vehicles that emit fewer pollutants, the Service identifies the type of vehicle to be purchased based on the task to be performed. This allows the Service to downsize wherever practical. An example of this is the Service's decision to discontinue the use of full size plain police-packaged vehicles, and opt for mid-size vehicles that are more fuel efficient and economical. The Service has also examined the use of alternative fuels (e.g. natural gas, propane) and to date these have not proved to be a cost efficient solution for the Service. However, we will continue to examine options to minimise environmental impacts and report accordingly.

Conclusion:

It is recommended that this report be received by the Board, and forwarded to the City Audit Committee.

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

The Board received the foregoing and agreed to forward a copy to the City of Toronto – Audit Committee.

Appendix A

<u>PUMP#</u>	<u>ADDRESS</u>	<u>CAPACITY</u> (Liters)	<u>LICENSE #</u>
D11	211 MAVETY ST	22730	1046885-01
D12	200 TRETHERWAY DRIVE	27280	1046714-01
D13	1435 EGLINTON AVE. W	25000	1046724-01
D14	150 HARRISON ST	25000	1046734-01
D21	791 ISLINGTON AVE	15000	1046744-01
D22	3699 BLOOR ST. W	22700	1046755-01
D23	2126 KIPLING AVE	22730	1046765-01
D31	40 NORFINCH DRIVE	27280	1046775-01
D32	30 ELLERSLIE AVE	22700	1046795-01
D33	50 UPJOHN ROAD	22700	1046804-01
D41	1001 BIRCHMOUNT ROAD	22730	1046815-01
D42	242 MILNER AVE	27280	1046825-01
ETF	300 LESMILL ROAD	27280	1046835-01
D51	30 REGENT STREET	22730	1046895-01
D52	255 DUNDAS STREET W	25000	1046905-01
D53	75 EGLINTON AVE W	27280	1046915-01
D54	41 CRANFIELD ROAD	25000	1046925-01
D55	101 COXWELL AVE	22700	1046935-01
FLT-E	35 STRACHAN AVE	22700	1046855-01
FLT-W	35 STRACHAN AVE	22700	1046855-01
FAD-E	2050 JANE STREET	22700	1046865-01
FAD-W	2050 JANE STREET	22700	1046865-01
MAR	259 QUEEN'S QUAY	4780	1046875-01
MAR	259 QUEEN'S QUAY	4780	1046875-01
S42	4040 LAWRENCE AVE. E	22730	0076357607

Appendix B

Manual Leak Detection (Inventory Control)

1 Underground Tanks

- 1.1 Where an underground storage tank system is equipped with a manual leak detection system, as is allowed under 2.2.2.1 (d), the system shall include,
1. a daily record, excluding Saturdays, Sundays, or holidays for a manual system if the facility is closed and no product is removed or added during those days, of
 - a) measurement of the contents of each tank,
 - b) measurement of the amount of product withdrawn from and delivered to each tank,
 - c) a reconciliation of sections (I) and (ii) for each tank if they are not inter-connected by siphons or joined together by product piping, and
 - d) a recorded measurement of the water content of each tank,
 2. a record made every 6 months confirming the operation of the interstitial space monitoring system if applicable;
 3. a reconciliation of the measurement of the tank content just before closing prior to a weekend or holiday closing, with the measurement of the tank contents prior to reopening;
 4. a retention of the records required by sections (a), (b) and (c) for two years at the facility; and
 5. a retention of records older than two years until the facility is decommissioned.
- 1.2 Where the measurement required by section C.1.1 (a) (iv) shows water in excess of five centimeters, the operator of the underground storage tank system shall
- a) investigate the cause and take corrective action to prevent further intrusion of water, and
 - b) immediately cease withdrawing product from the affected tank until the water is removed, and
 - c) in the event that a leak from the underground storage system is discovered comply with the requirements of Section 7.2.
- 1.3 Where the reconciliation required by section C.1 (a) (iii) shows an unexplained loss of product for 5 consecutive days or an abnormal variance for any single day greater than the lesser of 0.5% of the monthly tank throughput or 0.5% of the tank volume the operator shall
- a) immediately commence an investigation into the cause of the loss of product and,
 - b) if a leak is confirmed, comply with the requirement of Section 7.2
- 1.4 Where there is a change of owner or operator of a facility, the new owner or operator shall be provided, with all of the records required by section C.1. and all information disclosed by the investigations undertaken pursuant to sections C.1.2. (a) and C.1.3. (a).

- 1.5 The owner or operator of a facility that has underground storage tanks shall,
 - a) if the dispenser is metered, comply with section C.1., and
 - b) if the dispenser is not metered shall
 - i. at least twice per month not receive or withdraw product for at least 12 hours,
 - ii. measure product level at the start and end of the 12 hour period, including water indication
 - iii. investigate any level change to determine if a leak exists, and
 - iv. maintain a record of the measurements and investigations for the life of the tank.

Appendix C

TORONTO STAFF REPORT

March 31, 2000

To: Budget Advisory Committee

From: Chairman, Toronto Police Services Board and City Auditor

Subject: VEHICLE REPLACEMENT POLICY - TORONTO POLICE SERVICE

Purpose:

The purpose of this report is to respond to Budget Advisory Committee's requests to provide the annual amount required to maintain the Toronto Police Service fleet at a reasonable rate and to provide a policy for vehicle replacement for both marked and unmarked cars.

Financial Implications and Impact Statement :

The Toronto Police Services Board is requesting that a total of \$5.36 million be released from the City Vehicle Reserve in the year 2000. The Chief Financial Officer and Treasurer has reviewed this report and concurs with the financial impact statement.

Recommendations :

It is recommended that:

- (1) the Toronto Police Service vehicle replacement guidelines be confirmed such that marked patrol cars are replaced on average after 150,000 km and unmarked cars are replaced on average after 135,000 km but that the policy for motorcycles be changed to replacement after 80,000 km;
- (2) based on the existing fleet size, that a total of \$5.36 million be released to the Toronto Police Service from the City Vehicle Reserve in the year 2000 and that, beginning in 2001, the Toronto Police Service be provided \$7,242 million annually for replacement of vehicles; and
- (3) the annual amount approved in accordance with recommendation (2) above be adjusted annually for increases in new vehicle prices.

Background :

The Budget Advisory Committee, at its meeting on January 14, 2000, requested the Chairman of the Toronto Police Services Board and the City Auditor, in consultation with the Chief Financial Officer and Treasurer, to report to the Budget Advisory Committee:

- (1) providing the annual amount required to maintain the Toronto Police Service fleet at a reasonable rate; and
- (2) providing a policy for vehicle replacement for both marked and unmarked cars;

and further requested that all best efforts be made to have the said report before the Budget Advisory Committee when they are dealing with the fleet in February 2000 or otherwise prior to the completion of the Operating Budget.

Comments:

Operating a fleet of vehicles requires balancing the costs of purchasing new vehicles against the repair costs and operational downtime that occur when vehicles are held for an extended period of time. As an additional factor, as vehicles age the residual value, the value that can be received on their eventual sale, declines. The purpose of this report is to set an optimum level for vehicle replacements which minimizes the overall costs of operating the police fleet while at the same time ensuring that core policing functionality is not unnecessarily jeopardized.

The Budget Advisory Committee requested we recommend a policy for vehicle replacement specifically for marked and unmarked cars. While we have addressed this specific issue, the recommended annual funding includes all vehicles under the service's control, with the exception of boats which are funded separately in the capital budget.

In performing this review we have:

- prepared a high level summary of the composition of the Toronto Police Service's fleet;
- reviewed the history of vehicle replacements and repairs at the Toronto Police Service;
- reviewed residual values realized at Toronto Police Service vehicle auctions for the years 1995 to 1999 and consulted with other police services on actual residual values obtained under their vehicle replacement policies;
- compared Toronto Police Service new vehicle purchase prices with prices paid by other Canadian police services;
- reviewed the current vehicle replacement policy along with actual vehicle replacement experience;
- discussed fleet replacement with the fleet administrator of a major local commercial fleet;

- performed a modeling exercise on the costs of various fleet replacement policies on the overall cost of operating the service's fleet; and
- benchmarked the vehicle replacement policy of the Toronto Police Service against 17 other North American police services;

Overview of Toronto Police Service Fleet

To put some perspective on the number of vehicles in the Toronto Police Service's fleet, the following table shows the fleet establishment for the Toronto Police Service and the average annual mileage for each type of vehicle:

Vehicle Type	# of Vehicles	Average Annual Mileage (kms)
Marked Patrol	411	40,850
Marked Minivans/4WD	41	22,000
Marked Parking Enforcement	44	37,500
Motorcycles	130	8,000
Other marked vehicles	<u>98</u>	15,000
Total Marked Vehicles	<u>724</u>	30,200
Unmarked	683	22,250
Unmarked Parking Enforcement	<u>41</u>	22,000
Total Unmarked Vehicles	<u>724</u>	22,230
Trailers	32	N/A
Boats	<u>19</u>	N/A
Total Vehicles	<u>1499</u>	

The actual fleet size fluctuates as new vehicles are received and old ones are sent to auction. As at the date of this review, the actual police fleet consisted of 1,511 vehicles with 12 of those vehicles awaiting auction. Excluding boats, the original cost of the fleet as at February 1, 2000 was \$32.7 million with a replacement cost estimated at \$38.2 million.

Replacement History

From 1993 to 1997 inclusive, the Toronto Police Service spent a total of \$13.6 million on vehicle replacements. When converted to year 2000 dollars using the increase in new vehicle prices during that period, this translates into a total of \$16.9 million, or an average of \$3.4 million per year. Given the current replacement value of the service's fleet of \$38.2 million as noted above,

a return to the 1993 to 1997 vehicle replacement rate would mean it would take approximately 11 years to fully replace the fleet. In other words, vehicles would not be sent to auction until they were, on average, 11 years old.

In the years 1998 and 1999, the Toronto Police Service's approved vehicle replacement budget totaled \$15 million. This replacement amount was in recognition of under funding in previous years and was meant to bring the police fleet to an average age and state of repair that was acceptable to the Toronto Police Service. Continuation of this funding level would completely replace the fleet in approximately every five years.

Repair History

At the 1993 to 1997 level of vehicle replacement funding, the fleet began to age and downtime increased as did repair costs which rose from \$7,957.9 in 1993 to a total of \$8,495.3 in 1997. Although the level of funding increased in 1998, the resulting replacements had little effect on the 1998 maintenance costs. The 1998 maintenance costs actually increased to \$8,721.3 because of the timing of the new vehicle acquisitions and the overall age of the fleet. With the additional 1999 acquisitions, the maintenance costs are projected to decline by \$265.3 from the 1998 level. Should the 2000 request for vehicle replacements be approved a further decrease of \$131.8 is anticipated.

Vehicle Replacements – Actual Replacement Versus Vehicle Replacement Policy

In planning for the replacement of the fleet, the Service has established a fleet replacement policy as follows:

Marked Patrol	2.5 years	150,000 km
Unmarked	5 years	135,000 km
Support	5 years	175,000 km
Motorcycles	4 years	N/A

If the current policy, (in kilometers) were strictly followed, the service would require annual vehicle purchases totaling approximately \$7.6 million. Although the established vehicle replacement policy may have been followed for critical front line vehicles, in reality, this was only accomplished by a system of vehicle rotation that shifted cars from high usage functions into lower usage functions. By doing this, the service has been able to maintain a reasonable standard for high demand vehicles while at the same time operating within approved vehicle replacement budgets.

A review of mileage on auctioned vehicles over the past four years indicates how the Service has been able to manage its fleet in order to accommodate the fiscal constraints of the period 1993 to 1997. The following information shows the average actual mileage on vehicles the Service has sent to auction over the past four years.

Year	Number of Marked Cars	Average km	Number of Unmarked Cars	Average km
1996	81	192,800	12	160,800
1997	7	171,000	14	202,100
1998	77	211,200	71	170,100
1999	158	214,000	88	183,100
Total	323	207,100	185	178,100

The information in the table above shows clearly that the Toronto Police Service has been keeping its vehicles for longer than anticipated in the existing fleet replacement policy.

While there is not a standard for how long a police vehicle should be kept, it is possible to compare mileage on police vehicles to passenger vehicles. The Ontario Road Safety Report suggests a passenger vehicle average kilometers of 24,000 km per year with a corresponding life expectancy of six years. This level of usage would result in passenger vehicles being disposed after six years with a total of 144,000 km on the odometer. This type of guideline, while useful for comparative purposes, is not necessarily appropriate for police vehicles as police vehicles are different from passenger vehicles in many ways. First, police vehicles have specifications that include more durable mechanical components for certain parts of the vehicle.

A second difference between police and passenger vehicles is in the way the vehicles are used. Police vehicles often sit with the engine idling for extended periods of time. Therefore, the actual engine usage is much higher than would be expected based on the number of kilometers on the odometer. While it is possible to develop a vehicle replacement policy based on engine running time, this requires the installation of a meter in each vehicle at a unit cost of approximately \$125. This is not recommended but rather any replacement policy developed should subjectively consider that engine running time is far higher than would be indicated by the vehicle odometer reading.

Modeling Information

To determine the optimal replacement policy for the Toronto Police Service's fleet, we estimated the various annual replacement cost, residual values and repairs and maintenance costs for different replacement policies. Although the chart below only shows the mileage policy for marked vehicles, the underlying calculations include varying policies for all other service vehicles. The following is a summary of the complete modeling exercise:

Mileage (kms) (Note 1)	Annual Replacement Cost (\$000's)	Residual Value (\$000's)	Repairs and Maintenance Costs (\$000's)	Total Net Annual Costs (\$000's)
120,000	8,597	2,858	6,921	12,660
150,000	7,242	1,937	7,215	12,520
170,000	6,441	1,318	7,532	12,655
190,000	5,792	880	8,020	12,932
210,000	5,236	576	8,456	13,116
230,000	4,809	350	8,849	13,308

Note 1 - Mileage on marked patrol cars

In previous communications to the City's Budget Advisory Committee, the Toronto Police Service has indicated that annual vehicle replacement funding in the \$5.1 million range, although not ideal, would be manageable. This funding level was determined during the budget process but did not result from a complete analysis of all costs to operate the fleet. In the table above, we have analysed the effects of differing policies on residual values and repairs and maintenance costs. The result of this analysis is a recommended policy which replaces marked patrol cars at 150,000 km.

One important factor to note regarding the above costs is that given the fleet turnover rate, it will take approximately five years of funding at the \$7,242.0 level before the residual values and repairs and maintenance cost levels indicated above can be achieved.

Based on this information, we are confirming the existing policy which anticipated replacement the Toronto Police Service's marked patrol cars once they reach 150,000 km and unmarked cars when they reach 135,000 km. The recommended guideline for all police vehicles is listed in the table below which also includes the current policy for comparative purposes. We have referred to this recommendation as a guideline, as it is important to allow a fleet administrator the flexibility to retain some vehicles beyond the recommended life, while at the same time, affording the opportunity to dispose of specific vehicles before they reach the recommended number of kilometers. The fleet administrator bases these decisions on the type of usage the vehicle has received, its repairs and maintenance history and, anticipated needs for major repairs. Making these guidelines a formal policy which required strict adherence and would remove the opportunity for application of the fleet administrator's judgment and would undoubtedly increase the costs of vehicle replacement for the Toronto Police Service.

Recommended Vehicle Replacement Guideline

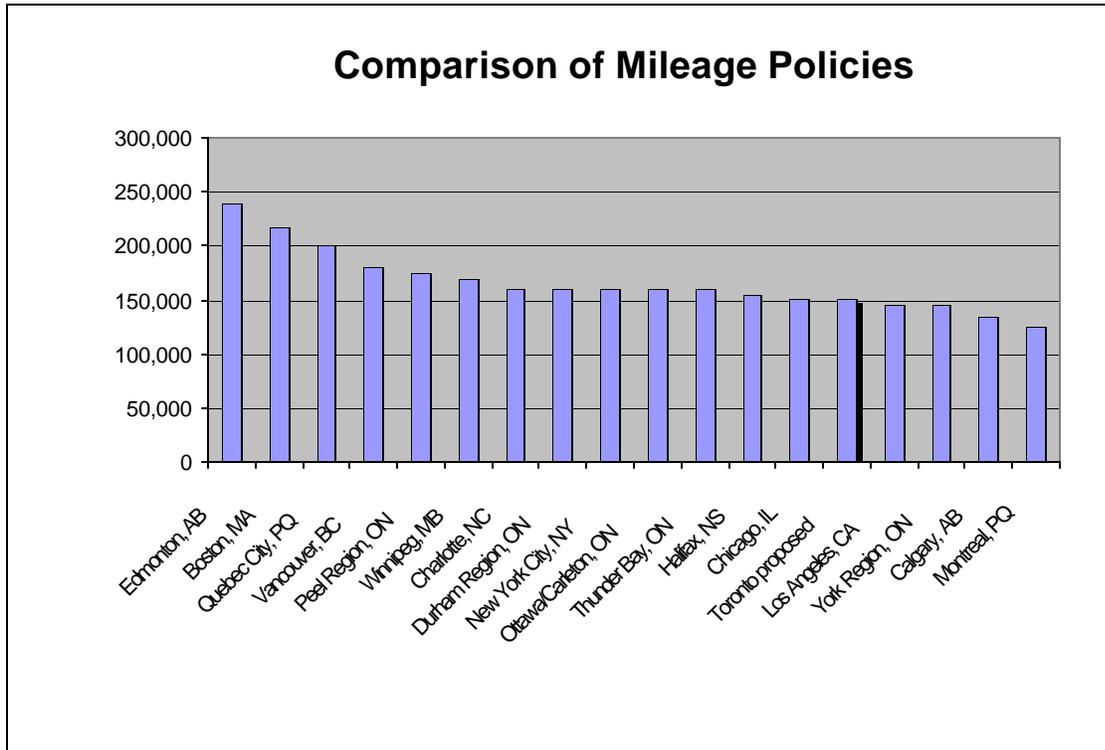
Vehicle	Proposed Guideline		Existing Guideline	
	Age (years)	Mileage (km)	Age (years)	Mileage (km)
Marked Patrol	3.7	150,000	2.5	150,000
Unmarked	6.1	135,000	5.0	135,000
Support	6.0 to 11.7	160,000 – 220,000	5.0	175,000
Motorcycles	10.0	80,000	4.0	N/A

Adopting this recommended guideline would provide the service with \$7,242 million per year commencing in the year 2001. In order to ensure the purchasing power of this allotment is not eroded, it is also recommended that this amount be increased annually for changes in new vehicle prices.

Further, given the 2000 budget constraints, and the significant funding received over the past two years, the Service maintains that, for the year 2000 the \$5.36 million previously requested will allow them to effectively manage their fleet and begin the reductions in repairs and maintenance costs already projected in the 2000 operating budget.

Replacement Policies of Other Police Services

In assessing the guideline recommended above, it is useful to compare it to the policies used in other police services. Appendix 1 (attached) sets out the vehicle replacement policies of 17 other police services in North America. The graph below shows how Toronto Police Service's replacement policy compares with this selection of other police services.



As can be seen from this graphical presentation of vehicle replacement policies provides some assurance that the vehicle replacement policy recommended in this report is reasonable when compared to policies in existence at other North American police services.

Other Items

The type of vehicle chosen and the amount paid for these vehicles will clearly impact the annual funding required to replace the Toronto Police Service's fleet.

The service relies on several sources for guidance in the type of vehicle purchased. The two main sources for this guidance are standards set by the Solicitor General of Ontario and testing from the United States referred to as the Michigan State Police Trials. Vehicles selected by reference to these resources are then subject to approval by internal committees of the Toronto Police Service.

In surveying the various police services, particularly in Canada, it was noted that the majority of services use the same vehicle as that used by the Toronto Police Service. In addition, the prices paid for these vehicles are very similar between the various Canadian police services. Therefore, it is reasonable to conclude that, in general, the Toronto Police Service is purchasing the right vehicles at a fair price. The Toronto Police Service currently tests other vehicles as they become available and will continue to do so with a view to getting the best value for its vehicle replacement dollars.

Conclusions:

Funding for the replacement of the fleet of the Toronto Police Service has been erratic over the past seven or eight years. From 1993 to 1997, funding was severely restricted with 1998 and 1999 seeing significant increases in funding to compensate for the earlier restrictions. In previous communications to the City's Budget Advisory Committee, the Toronto Police Service has indicated that annual vehicle replacement funding in the \$5.1 million range, although not ideal, would be manageable. This funding level was determined during the budget process but did not result from a complete analysis of all costs to operate the fleet. The more current and detailed analysis performed in the preparation of this report indicates that the fleet can best be managed, and the total cost to the City minimized, through a consistent funding for the Toronto Police Service's fleet. This report recommends annual funding \$7,242.0 for the Toronto Police Service's fleet. This recommendation is based on an analysis of actual usage of police vehicles and anticipated costs for operating the fleet under various replacement guidelines. The recommended guideline produces the lowest estimated net annual cost for the operation of the Toronto Police Service's fleet. Given year 2000 budget pressures being experience by the City, and the timing of the recommendations in this report, we are recommending that 2000 funding be approved at the requested level of \$5.36 million with revised annual funding of \$7,242.0 commencing in the 2001 budget year.

The Chief Financial Officer and Treasurer and Chief of Police were consulted in the preparation of this report and concur with the recommendations.

FLEET REPLACEMENT POLICIES/GUIDELINES
SELECTED NORTH AMERICAN POLICE FLEETS

Fleet	Marked Cars	Unmarked Cars
	(in kilometers)	(in kilometers)
Boston, MA	217,000	217,000
Calgary, AB	135,000	135,000
Charlotte, NC	160,000	160,000
Chicago, IL	150,000	150,000
Durham Region, ON	160,000	160,000
Edmonton, AB	240,000	125,000
Halifax, NS	155,000	155,000
Los Angeles, CA	145,000	145,000
Montreal, PQ	125,000	96,000
New York City, NY	160,000	160,000
Ottawa/Carleton, ON	160,000	180,000
Peel Region, ON	175,000	115,000
Quebec City, PQ	200,000	200,000
Thunder Bay, ON	160,000	160,000
Vancouver, BC	180,000	180,000
Winnipeg, MB	170,000	190,000
York Region, ON	145,000	130,000
Total	2,837,000	2,658,000
Average (Total 17)	167,000	156,000
Toronto proposed	150,000	135,000
Toronto Average Actual 96-99	207,000	178,000

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P301. SEMI-ANNUAL REPORT: JANUARY – JUNE 2004: PARKING
ENFORCEMENT UNIT ABSENTEEISM**

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

Subject: SEMI-ANNUAL REPORT: JANUARY – JUNE 2004: PARKING
ENFORCEMENT UNIT ABSENTEEISM

Recommendation:

It is recommended that:

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

Background:

The City of Toronto Policy and Finance Committee has requested semi-annual reports on Parking Enforcement Unit Absenteeism. This report consists of the information pertaining to the first half of the year 2004.

Effective January 1, 2003, the Unit implemented the attendance management program and has undertaken to closely monitor individual officer attendance. This program focuses on both monitoring members who have a higher absenteeism rate (excluding any chronic illness) and recognition for members with a perfect attendance record (Board minute #P220/02 refers). Based on the attendance patterns in each quarter, letters were submitted to members who fall within the following criteria.

Criteria:

Where a member is absent due to illness three (3) or more times (separate incidents) the supervisor shall submit a letter, unless there are mitigating circumstances, in which case the supervisor shall provide a TPS 649 (Internal Correspondence) to the Unit Commander outlining the reason(s) for exclusion.

Where a member is absent due to illness two (2) or more times for a total of four (4) days or more, the supervisor will discuss the reason for the absences with the member. The supervisor will outline the provisions of the Attendance Management Program policy and submit a TPS 649 (Internal Correspondence) to

the Unit Commander stating that the member has been reminded of the provisions.

Where a member is absent due to illness (one incident) for more than three (3) days, aside from the Service requirement to provide a doctor's note, the Attendance Management Program will not be triggered. The member need not be spoken to unless there are other factors to be taken into account.

The supervisors have been assigned the responsibility of ensuring that sick members comply with all Service requirements. The individual cases are reassessed when specified by the Service's Medical Advisory Service and the Unit takes the required steps to return the employee to work at the earliest opportunity, as their situation permits.

The analysis for the second quarter of 2004 is currently underway and the data from the last year will be considered in order to effectively manage any patterns that may develop.

The Unit continues to monitor the sick days of individual officers by utilizing the following structured procedure on a micro level:

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

This report is for the January to June 2004 period. The monthly absenteeism rates are provided in table #1, and the actual figures are reported in table #2 (appendix A refers). The average number of sick days per officer are also included in table #2, as requested by the Board (Board Minute #P334/2001 refers). In order to highlight absenteeism patterns, the reporting is grouped into four categories: IOD, Long Term Sick, Short Term Sick, and Dependent Sick. IOD represents staff members who were injured while performing their duties. Long term sickness represents staff who remained sick for two or more months, Dependent sick represents time taken off due to illness of a dependent family member, and Short Term Sickness represents all other sickness.

The January to June 2004 absenteeism rate is 4.3 % which is the same compared with the last year rate (table #3, appendix A refers). Although the Parking Enforcement Unit has set a goal of 4% for short-term absenteeism, the year to date totals report 2.4%, which is 1.6 percentage point below the set goal. Further compounding the challenges associated with containing any increases in short-term absenteeism is the ageing of the workforce within the unit. The average age of the Parking Enforcement Officer is 42 years of age with more than 34% of the members being over 50 years of age facing ailments associated with long term exposure to inclement weather and the fatigue related to the physical demands of the job. The ageing workforce will continue to have an impact upon the capacity of personnel to perform in an uninterrupted enforcement role.

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

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

To date, no specific guidelines have been provided, therefore comparison with other city departments absenteeism rates is not included in this report.

To ensure that productivity levels are not encumbered by those who are incapable of performing in the enforcement function due to long-term incapacity or illness, steps are currently underway to explore all options available for permanent reassignment within other areas of the Service. The feasibility of this solution is being reviewed by Superintendent Gary Ellis, Unit Commander of Parking Enforcement, and Maureen Carey, Manager of the Employment Unit.

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

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

The Board received the foregoing and agreed to forward a copy to the City of Toronto - Policy and Finance Committee for information.

Table #1.
Parking Enforcement Unit Absenteeism
January – June 2004
Absenteeism Rate

TYPE	January	February	March	April	May	June	Average
Injured on duty	0.6%	1.4%	1.3%	0.5%	0.9%	1.0%	0.9%
Long term sick	0.9%	1.0%	0.7%	0.5%	0.5%	0.5%	0.7%
Short term sick	3.5%	2.3%	1.5%	2.6%	2.3%	2.1%	2.4%
Dependent Sick	0.5%	0.3%	0.2%	0.2%	0.3%	0.2%	0.3%
TOTAL	5.4%	4.9%	3.7%	4.0%	4.0%	3.8%	4.3%

Table #2.

**Parking Enforcement Unit Absenteeism
January – June 2004
Sick Shifts Summary Actual Figures**

TYPE	January	February	March	April	May	June	Average	AVG./ Person
Injured on duty hrs.	424	912	1,016	400	624	752	688	9.9
Injured on duty shifts	53	114	127	50	78	94	86	1.2
Average Persons/Day	2	4	4	2	3	3	3	NA
Long term sick Hrs.	608	640	552	384	320	352	476	6.9
Long term sick shifts	76	80	69	48	40	44	60	0.9
Average Persons/Day	2	3	2	2	1	1	2	NA
Short term sick hrs.	2,432	1,536	1,128	1,944	1,592	1,492	1,687	24.3
Short term sick shifts	304	192	141	243	199	186	211	3.0
Average Persons/Day	10	7	5	8	6	6	7	NA
Dep. Sick hrs.	352	184	168	176	224	176	213	3.1
Dep. Sick Shifts	44	23	21	22	28	22	27	0.4
Average Persons/Day	1	1	1	1	1	1	1	NA

Source: TRMS, PINS.

Parking is 7 Days 24 hrs. operation and shifts range from 10, 8 and 7 hrs.

An average/ shift is taken at 8 hours.

**Table #3. Parking Enforcement Unit Absenteeism
2000 – June 2004**

	2000	2001	2002	2003	Jan. to June 2004
Total	5.3%	6.1%	5.6%	4.3%	4.3%

Source: Parking Information System, PINS

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P302. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2004 CAPITAL BUDGET VARIANCE REPORT AS AT JUNE 30, 2004**

The Board was in receipt of the following report AUGUST 23, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE - PARKING ENFORCEMENT AS AT JUNE 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 - Parking Enforcement 2004 Capital Budget, at a total expenditure of \$1.67 Million (M) and a total of \$1.72M for 2004 – 2008. The budget approved by the Toronto Police Services Board at its meeting of October 16, 2003 was for \$1.9M for 2004 and a total of \$5.1M for 2004 - 2008 (Board Minute #P272/03 refers). The Board approved the requested capital budget with the exception of the costs associated with Parking Enforcement East and Parking Enforcement West which were deferred pending the receipt of further reports on alternative options for the location of the Parking Enforcement facilities. The revised amount is the same as the City Council approved amount.

Summary of Capital Projects:

The following table provides a summary of the Parking Enforcement project in 2004. Capital projects are managed within a total approved project amount that spans over several years, and any unspent budget allocation from previous years is carried forward to future years. The carry forward amount prior to 2004, not included in the \$1.67M, is \$1.15M and therefore, the available expenditure for 2004 is \$2.82M (\$1.67M + \$1.15M).

Project Name (\$000s)	Available to Spend in 2004	YTD Actual + Commitment as at April 30, 2004	2004 Projected Actual	Year-End Variance (Over)/ Under
Handheld Parking Devices	2,815.1	40.6	40.6	2,774.5
TOTAL:	2,815.1	40.6	40.6	2,774.5

Based on the above, the Service is projecting a year-end expenditure of \$0.041M against the \$2.82M available spending amount.

Variances

The Handheld Parking Devices – This project requires assistance and support from Information Technology Services' (ITS) network and staff. At present Parking Enforcement Unit Management Information System (PINS) has this support available from ITS; however, this project will require some additional resources. Due to other priorities, ITS does not have the additional resources at this time to dedicate to this project.

This project was previously approved for the total funding of \$2.8M; however, it requires full project approval due to City's one year cash carry forward policy. In year 2005, the new request will include one time additional costs for system integration, electrical renovation, professional consulting, and a two-year system maintenance with the recommendation that ITS is to take over system maintenance starting in 2007. The new strategy requires additional funding of \$1.5M above the approved funding in 2003 and 2004.

Summary

The Toronto Police Service is projecting a 2004 year-end under-expenditure of \$2.77M. The available funding for Handheld Parking Devices will not be spent in 2004. This project requires additional funding of \$1.5M above \$2.8M approved amount. Due to City's one year cash carry forward policy, this project requires full project approval in 2005.

It is recommended that the Board receive this report, and the Board forward this report to the City Chief Financial Officer and Treasurer, and to the City Policy and Finance (P&F) Committee.

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 and agreed to forward copies to the City of Toronto - Policy and Finance Committee and City of Toronto Chief Financial Officer & Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P303. TORONTO POLICE SERVICE: 2004 CAPITAL BUDGET VARIANCE
REPORT AS AT JUNE 30, 2004**

The Board was in receipt of the following report AUGUST 13, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT JUNE 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's (TPS) 2004 Capital Budget at a total expenditure of \$27.5 Million (M), and a total of \$188.4M for 2004 – 2008.

At the Board's meeting on October 16, 2003, the Service requested a 2004 - 2008 capital program of \$188.8M with a 2004 request of \$33.3M. The Board recommended various cash flow deferrals to the 2004 request resulting in the Board approved capital program for 2004 - 2008 of \$188.8M with a 2004 amount of \$28.3M (Board minute #271/03 refers). Subsequently, further reductions were made in order to achieve the City's 2004 affordability target by deferring, or phasing in projects wherever possible. This resulted in a revised 2004 capital budget of \$27.5M and \$188.4M for 2004 – 2008 (Board minute #359/03 refers). This report provides details regarding the capital budget variance for year 2004 as of June 30, 2004.

Summary of Capital Projects:

Attachment A provides a summary of the twenty-one projects in 2004, of which thirteen projects are continuing from 2003, and eight projects commenced in 2004. Capital projects are managed within a total approved project amount that spans over several years, and any unspent budget allocation from previous years is carried forward to future years. The carry forward amount prior to 2003, not included in the \$27.5M, is \$5.4M and therefore, the available expenditure for 2004 is \$32.9M (\$27.5M + \$5.4M).

The Service is projecting a year-end expenditure of \$32.9M against the \$32.9M available spending amount with no variance.

Variances

The following explanations are provided for 2004 projects reflecting a variance when compared to the available spending amount.

- The 51 Division project – At the time of year-end reporting, only \$0.5M of cash flow carry forward was reported; however, work was delayed and additional cash carry forward was realized. This project is now complete and spending is within the total budget.
- The Livescan Fingerprinting System project – Phase 2 of this project includes \$0.2M for system acceptance (testing, sign off, etc.) which is not expected to be completed until early 2005. The \$0.2M remaining amount in 2004 will be carried forward to 2005.
- The New Training Facility – This project provides for the construction of a new Police College (replacing C.O. Bick), a training facility for Firearm / Defensive Tactics and a Driver Training Track. It is anticipated that only \$2.1M of \$2.9M available funding will be utilised during 2004. Currently the TPS is adjusting the feasibility study to include the Department of National Defence (DND) requirements. The TPS intends to have a Consultant and Construction Manager under contract by the end of 2004. The \$0.8 M remaining amount in 2004 will be carried forward to 2005.
- The 23 Division project – Currently the TPS has applied for Site Plan approval and that process is underway. The TPS will be retaining the services of a Construction Manager over the next few months and pending approvals, it is anticipated that the construction work will begin before the end of 2004. At this time, the Service is projecting to spend \$1.3M of the \$2.7M in 2004. The remaining amount will be carried forward to 2005.
- The Boat Replacement project – The 2004 budget provides for the continuing lifecycle replacement of the TPS boats. Two boats require replacement in 2004. The cost is slightly higher than expected; however, the total project cost remains within the total approved budget.
- The Mobile Command Post Vehicle project – These vehicles are custom made and require extensive construction, and the required technology is very complex (computer, telecommunications including radio, satellite, video, and landline telephone). TPS is presently researching the best technologies to integrate into this Mobile Command Post Vehicle, and will be issuing an RFP shortly. At this time, the Service is projecting to spend \$0.5M of the \$0.8M in 2004. The remaining amount will be carried forward to 2005.

Summary

The Toronto Police Service is projecting a 2004 year-end expenditure of \$32.9M and according to plan. Projects continue to be monitored closely to ensure that they remain within the total project budget and on schedule.

It is recommended that the Board receive this report, and the Board forward this report to the City Chief Financial Officer and Treasurer, and to the City Policy and Finance (P&F) Committee.

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 and agreed to forward copies to the City of Toronto - Policy and Finance Committee and City of Toronto Chief Financial Officer & Treasurer for information.

CAPITAL BUDGET VARIANCE REPORT AS AT JUNE 30, 2004

Project Name (\$000s)	Available to Spend in 2004	YTD Actual + Commitment as at June 30, 2004	2004 Projected Actual	Year-End Variance (Over)/ Under	Total Project Cost	Total Variance (Over)/ Under
Continuing Projects:						
Long Term Facilities - 51D	567.0	2,798.3	2,803.0	(2,236.0)	18,580.0	0.0
Time Resource Management System	186.0	185.6	186.0	0.0	4,500.0	0.0
Livescan Fingerprinting System	3,714.7	1,068.5	3,514.7	200.0	4,979.4	0.0
Police Integration System	1,650.0	600.4	1,650.0	0.0	5,250.0	0.0
State of Good Repair-Police	1,770.0	828.1	1,770.0	0.0	6,530.0	0.0
New Training Facility	2,870.0	725.8	2,120.0	750.0	48,900.0	0.0
23 Division	2,687.0	597.5	1,297.5	1,389.5	13,424.0	0.0
11 Division	200.0	0.0	200.0	0.0	15,800.0	0.0
TPS Headquarter Renovation	575.0	141.7	575.0	0.0	1,400.0	0.0
Boat Replacement	467.0	66.9	560.0	(93.0)	1,368.0	0.0
43 Division	5,608.0	293.5	5,608.0	0.0	12,700.0	0.0
IT Lifecycle Replacement	139.0	78.7	139.0	0.0	3,900.0	0.0
Traffic Services and Garage	5,100.0	18.9	5,100.0	0.0	5,100.0	0.0
Projects Commencing in 2004:						
Mobile Data Network Conversion	900.0	0.0	0.0	900.0	900.0	0.0
Voice Logging Recording System	400.0	0.0	400.0	0.0	804.0	0.0
Lawfully Authorized Electronic Surveillance	1,850.0	0.0	1,850.0	0.0	1,850.0	0.0
Investigative Voice Radio System	1,200.0	0.0	2,400.0	-1,200.0	3,600.0	0.0
Occupational Health & Safety Furniture Life Cycle Replacement	750.0	0.0	750.0	0.0	3,000.0	0.0
Mobile Command Post Vehicle	750.0	460.0	460.0	290.0	750.0	0.0
Police Command Centre	605.0	0.0	605.0	0.0	725.0	0.0
Facility Fencing	915.0	0.0	915.0	0.0	3,660.0	0.0
TOTAL:	32,903.7	7,863.9	32,903.2	0.5	151,290.4	0.0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P304. TORONTO POLICE SERVICES BOARD - 2004 OPERATING BUDGET
VARIANCE REPORT AS AT JULY 31, 2004**

The Board was in receipt of the following report SEPTEMBER 02, 2004 from A. Milliken Heisey, Q.C. Chair:

Subject: 2004 OPERATING BUDGET VARIANCE FOR THE TORONTO POLICE
SERVICES BOARD AS AT JULY 31, 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:

Due to the cancellation of the August Board meeting, a June variance report was not provided to the Board. The variance reported in June remained unchanged from May, and the current July variance report contains any information that would have been presented in a June report.

Toronto City Council, at its meeting held on April 19 to April 23, 2004, approved the Toronto Police Services Board Operating Budget at a net amount of \$1.38 Million (M). Subsequently, the Toronto Police Services Board requested a technical adjustment for the movement of a uniform Senior Officer position from the board office to Toronto Police Service (TPS). This resulted in an adjustment of \$0.12M to bring the Board's operating budget to \$1.27M.

Operating Budget Variance

As at July 31, 2004, the Board is projecting a zero variance.

STAFFING

The staffing budget for the Board office is \$686,900, or 54.3% of the total net budget. Currently, there is a vacant civilian position.

NON-SALARY ACCOUNTS

The non-salary budget for the Board office is \$578,200. The majority of the Board's costs are related to arbitration and grievance hearings. No variance is anticipated in these accounts at this time.

The Board received the foregoing and agreed to forward copies to the City of Toronto – Policy and Finance Committee and the City Chief Financial Officer & Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P305. UPDATE ON DOMESTIC VIOLENCE ISSUES: RESPONSE TO
RECOMMENDATIONS CONTAINED IN THE REPORT FROM THE
WOMAN ABUSE WORK GROUP**

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

Subject: RESPONSE TO RECOMMENDATIONS CONTAINED IN THE REPORT
FROM THE WOMAN ABUSE WORK GROUP

Recommendation:

It is recommended that:

- 1) the Board receive this report for information; and,
- 2) the Board forward a copy of this report to the Woman Abuse Work Group (WAWG) of the City of Toronto.

Background:

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

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting of the stakeholders, the Board, at its meeting on June 21, 2004, approved the recommendations outlined in the report (Board Minute P208/2004 refers).

The following are the recommendations specifically directed towards the Toronto Police Service and the action taken by the Service to address the issues contained within each recommendation:

Recommendation 1

THAT the Board request 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.

Response

Under the direction of the Chief of Police, two (2) members of the Woman Abuse Work Group (WAWG) have been invited to join the membership of the External Domestic Violence Advisory Committee (DVAC). The inclusion of these two members on the committee fulfils this recommendation and allows for additional community representation. The next meeting of the External Domestic Violence Advisory Committee, including the two new members is tentatively scheduled to be held on September 21, 2004.

Recommendation 3

THAT the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports.

Response

The Toronto Police Service has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of Community Safety and Correctional Services since 2002. Appended to this report are the first and second quarter results of the Domestic Violence Quality Control Reporting for the year 2004 (see Appendices 'A' & 'B'). Subsequent reports will be submitted to the Board on a quarterly basis.

Recommendation 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.

Response

The Toronto Police Service is committed to delivering quality training to its members on a variety of high profile issues. A subject of extreme importance to our Service and one receiving a considerable amount of training is domestic violence. One of the most important components of this training is community input into the design and delivery of the training. Whenever appropriate and feasible, community interaction is included as part of our delivery model. Domestic violence training is provided to all ranks within our organization from recruits to senior officers. The following is a summary of the type of training provided to members of our Service.

Police Officer Recruits

Toronto Police Service recruits undergo extensive training at the Ontario Police College (OPC), Charles O. Bick College and in frontline units under the direction and supervision of qualified “coach” officers. The Ontario Police College training curriculum includes 10.5 hours of domestic violence training that includes, legal issues, the dynamics of abuse, vulnerable sectors of our society, same-sex relationships and practical exercises. This training was developed with input from community members possessing considerable expertise in this field. The segment of the training dealing with the dynamics of abuse is delivered by community representatives.

While attending post OPC training at the Charles O. Bick College in Toronto, recruits receive an additional three (3) hours of domestic violence training that includes a practical exercise requiring the recruits to apply knowledge from the Toronto Police Service Rules and Procedures dealing with domestic violence incidents. Recruits also receive additional exposure and reinforcement of these rules and procedures during their field training at frontline divisions.

Frontline Uniform Officer Refresher Training

The Toronto Police Service has developed a comprehensive and thorough refresher training course for frontline police officers. This refresher training is delivered as a component of the annual Advanced Patrol Training (APT) program conducted at the Charles O. Bick College and is supplemented by Frontline and Roll Call training delivered at the members home units.

The APT program is a mandatory 5-day training program for all frontline uniform officers up to and including the rank of Staff Sergeant. The program has been designed in conjunction with the OPC and community representatives and encompasses mandatory core subjects such as use of force and first aid, combined with a number of other elective topics. The elective topics change each year and follow a 4-year cycle. Members of our Service received two hours (2) of domestic violence training and practical exercises in 2001. Approximately three thousand (3000) frontline officers received this training. The domestic violence training will be updated and repeated as a component of the 2005 APT curriculum.

Every five weeks, the Charles O. Bick College Outreach Training Section issues a Frontline training video and lesson plan that is delivered to members by the training co-ordinator at each respective unit. These sessions are developed utilizing subject experts within our Service and the community. The most recent domestic violence training delivered through the Frontline training program was aired on July 17, 2003, and was entitled “Domestic Violence Update”.

The Charles O. Bick Outreach Training Section also issues about eighty (80) short Roll Call training packages per year to divisional training sergeants. These training packages are delivered to members of our Service as part of the daily parade for duty. They are intended to hone the skills and knowledge of the officers on a variety of important topics. Since the year 2000, approximately fifteen (15) of these training packages have addressed the subject of domestic violence.

Criminal Investigators

In compliance with the Ontario Regulations and the Toronto Police Service Skills Development and Learning Plan, all domestic violence investigators must complete the ministry accredited 3-day Domestic Violence Investigators training course. This program is facilitated by the Charles O. Bick College Investigative Training Section and includes issues relating to Service procedures, case management, case law updates, threat assessment, weapons orders, and interactive lectures from various community agencies and partners. At the time of this report five hundred and sixty (560) Domestic Violence Investigators have received this training.

Supervisors

As part of the promotion process, all probationary Sergeants receive a mandatory 10-day course at the Charles O. Bick College prior to or shortly after being promoted. In addition, a 5-day course on Operational Supervision is provided for experienced Sergeants. As part of the curriculum, both courses include a 1.5-hour session on police response to domestic violence with special emphasis placed on domestic incidents involving members of the Toronto Police Service. Since the domestic violence component was introduced to this training in 2001, a total of two hundred and eighteen (218) supervisors have received this training.

Senior Officers

In 2004, all Senior Officers of the Toronto Police Service were required to attend one of three half-day training sessions on domestic violence held at the Charles O. Bick College. These sessions included lectures on the dynamics of abuse, power and control, high-risk domestics, and community support agencies. A total of one hundred and ten (110) Senior Officers received this training. In addition, thirty (30) officers attached to Human Resources – Employment Unit also received this training.

Domestic Violence Trainers

All members of our Service directly involved in the delivery of domestic violence training have received Ministry accreditation as lead trainers, by completing the Ontario Police College, Domestic Violence Train the Trainers course conducted at the Charles O. Bick College. The Toronto Police Service currently has 7 lead trainers for domestic violence.

In conclusion, the Toronto Police Service is committed to ensuring victims of domestic violence receive a high quality police response from members of our Service and that victims receive proper assistance and referrals as needed. The Toronto Police Service, in partnership with our community agencies, is effectively addressing ongoing issues and concerns relating to domestic violence.

It is therefore recommended that the Board receive this report for information and forward a copy of this report to the Woman Abuse Work Group (WAWG) of the City of Toronto.

Deputy Chief Steven Reesor of Policing Operations Command will be in attendance to answer any questions that the Board may have.

The Board received the foregoing and agreed to forward a copy to the Woman Abuse Work Group for information.

**TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
QUARTERLY REPORT
Jan - Mar/2004**

1. OCCURRENCES:	Male	Female
(a) Total number of occurrences	1848	269
(b) Number of occurrences where charges not laid	45	17
(c) Number of occurrences where charges laid by police	1530	208
(d) Number of occurrences not concluded(No arrest, pending resolution by police)	273	44

2. Reasons Charges Not Laid:	Male	Female
(a) Victim not Available	0	0
(b) Offender Deceased	0	0
(c) Other	45	17
TOTAL	45	17

3 Type of Relationship Between Victim and Accused*:	
(a) Female victim -male accused	1530
(b) Male victim - female accused	208
* Of those charged	TOTAL 1738

4 Type of Charges laid(include all charges laid involving the partner):	Male	Female	Total
a) Assault - (CC Section 245)	856	111	967
b) Assault/Weapon/or Causing Bodily Harm (cc Section 245.1)	208	54	262
c) Aggravated Assault (c.c. Section 245.2)	10	4	14
d) Sexual Assault	28	0	28
e) Sexual Assault / Weapon or Cause Bodily harm	0	0	0
f) Aggravated Sexual Assault	0	0	0
g) Murder	0	0	0
h) Attempted Murder	4	0	4
i) Manslaughter	0	0	0
j) Criminal Harassment	52	6	58
k) Intimidation	3	0	3
l) Uttering Threats	308	31	339
m) Other Charges not listed above - specify	61	2	63
Grand Total	1530	208	1738

5 Weapons Causing Injury(Number of Occurrences):	
(a) Firearms	3
(b) Other weapons(Note: Includes means like Telephone for Criminal Harassment)	346

6 Domestic Violence Homicides:	Male	Female
(a) Total number of domestic violence homicides(M/F breakdown N/A)	0	0
TOTAL	0	0

7 Domestic Violence Related Suicides:	Male	Female
(a) Total number of domestic violence related suicides	0	0

Note: All the numbers in the Form reflect the number of offences as far as TPS is concerned.

**Toronto Police Service
Domestic Violence Occurrences
Quarterly Report
Apr. - June/2004**

1. OCCURRENCES:	Male	Female
(a) Total number of occurrences	2126	346
(b) Number of occurrences where charges not laid	52	21
(c) Number of occurrences where charges laid by police	1672	266
(d) Number of occurrences not concluded(No arrest, pending resolution by police)	402	59

2. Reasons Charges Not Laid:	Male	Female
(b) Victim not Available	0	0
(c) Offender Deceased	1	0
(c) Other	51	21
TOTAL	52	21

3 Type of Relationship Between Victim and Accused*:	
(a) Female victim - male accused	1672
(b) Male victim - female accused	266
* Of those charged TOTAL	1938

4 Type of Charges laid(include all charges laid involving the partner):	Male	Female	Total
a) Assault - (CC Section 245)	911	155	1066
b) Assault/Weapon/or Causing Bodily Harm (cc Section 245.1)	254	72	326
c) Aggravated Assault (c.c. Section 245.2)	4	5	9
d) Sexual Assault	31	0	31
e) Sexual Assault / Weapon or Cause Bodily harm	3	0	3
f) Aggravated Sexual Assault	0	0	0
g) Murder	2	0	2
h) Attempted Murder	4	0	4
i) Manslaughter	0	0	0
j) Criminal Harassment	44	5	49
k) Intimidation	0	0	0
l) Uttering Threats	309	26	335
m) Other Charges not listed above - specify	110	3	113
Grand Total	1672	266	1938

5 Weapons Causing Injury(Number of Occurrences):	
(a) Firearms	3
(b) Other weapons(Note: Includes means like Telephone for Criminal Harassment)	384

6 Domestic Violence Homicides:	Male	Female
(a) Total number of domestic violence homicides(M/F breakdown N/A)	0	2
(b) Number of homicides involving the use of a weapon	0	2
TOTAL	0	2

7 Domestic Violence Related Suicides:	Male	Female
(a) Total number of domestic violence related suicides	0	0
(b) Number of suicide victims related to domestic violence incidents	1	0

Note: All the numbers in the Form reflect the number of offences as far as TPS is concerned.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P306. SEMI-ANNUAL REPORT: JANUARY – JUNE 2004: LABOUR
RELATIONS COUNSEL AND LEGAL INDEMNIFICATION**

The Board was in receipt of the following report AUGUST 09, 2004 from Julian Fantino, Chief of Police:

Subject: SEMI-ANNUAL REPORT: JANUARY 1 - JUNE 30, 2004 FOR LABOUR
RELATIONS COUNSEL AND LEGAL INDEMNIFICATION

Recommendation:

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

Background:

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

During the period of January 1, 2004 to June 30, 2004, 4 accounts from Hicks, Morley, Hamilton, Stewart and Storie for labour relations counsel totalling \$101,189.82 were approved for payment by the Director, Human Resources and the Manager, Labour Relations.

During the same period 45 accounts relating to legal indemnification were paid totalling \$119,810.49 and 10 accounts relating to civil suits were paid totalling \$12,368.16. There were no payments made relating to inquests during this time period.

Therefore, during the period of January 1, 2004 to June 30, 2004, a total of \$233,368.47 was paid in settlement of the above accounts.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P307. TORONTO POLICE SERVICES BOARD'S SPECIAL FUND
UNAUDITED STATEMENT FOR THE PERIOD APRIL TO JUNE 2004**

The Board was in receipt of the following report AUGUST 23, 2004 from Julian Fantino, Chief of Police:

Subject: TORONTO POLICE SERVICES BOARD'S SPECIAL FUND UNAUDITED
STATEMENT FOR THE PERIOD 2004 APRIL 01 TO 2004 JUNE 30

Recommendation:

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

Background:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2004 April 01 to 2004 June 30.

As at 2004 June 30, the balance in the Special Fund was \$408,578. During the second quarter, the Special Fund recorded receipts of \$23,409 and disbursements of \$27,385. There has been a net reduction of \$26,548 against the December 31, 2003 fund balance of \$435,126.

During the second quarter of 2004, the Board hosted several recognition ceremonies for Service and Community members. The award and catering costs are typical of such award functions. In addition, Board members attended numerous retirement and Service-sponsored dinners, causing an increase in these expenditures. These items account for the majority of the second quarter disbursements.

Auction revenues are not anticipated until the fourth quarter of 2004. The Board approved the issuance of a three year contract to Rite Auctions Limited, at its July 29, 2004 meeting. As there is substantial work involved in establishing the website for on-line auctions, revenues are not anticipated for at least two months. Once the website is fully operational, revenue cheques will be received every fifteen (15) business days after the close of each auction.

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.

THE TORONTO POLICE SERVICES BOARD'S SPECIAL FUND
2004 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2004							2003	COMMENTS
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31/04	APR 01 TO JUN 30/04	JUL 01 TO SEPT 30/04	OCT 01 TO DEC 31/04	JAN 01 TO DEC 31/04 TOTALS	ACTUAL	
<i>BALANCE FORWARD</i>	435,126	435,126	435,126	412,554	408,578	408,578	435,126	341,332	2004 initial projection is based on 2003 results. The adjusted projection is based on the results to the end of the second quarter. The amounts are the same if no information is yet available.
<u>REVENUE</u>									
PROCEEDS FROM AUCTIONS	200,000	200,000	0	0	0	0	0	172,183	The initial commission projection is based on the 21% commission rate paid in 2003.
LESS OVERHEAD COST	(42,000)	(42,000)	0	0	0	0	0	(37,585)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	No auction revenue is anticipated until the 3 rd quarter of 2004 as the Service is in the process of setting up the new auction provider.
UNCLAIMED MONEY	0	0	0	0	0	0	0	0	It is anticipated that Property and Evidence Mgmt's efforts to return money to owners will mean minimal monies credited to the Fund.
LESS RETURN OF UNCLAIMED MONEY	0	0	0	0	0	0	0	0	
EVIDENCE AND HELD MONEY	100,000	60,000	14,392	21,686	0	0	36,078	88,231	
INTEREST	12,000	12,000	1,906	1,397	0	0	3,303	11,092	Interest income is based on the average monthly bank balance.
LESS ACTIVITY FEE	(100)	(100)	(182)	(22)	0	0	(204)	(60)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	(48)	Interest shown as "OTHER" expenditure during the first quarter has been reallocated to "ACTIVITY FEE" in the second quarter.
SEIZED LIQUOR CONTAINERS	1,000	1,000	0	348	0	0	348	568	
OTHER	0	0	0	0	0	0	0	0	
<i>TOTAL REVENUE</i>	270,800	230,800	16,116	23,409	0	0	39,525	234,381	
<i>BALANCE FORWARD BEFORE EXPENSES</i>	705,926	665,926	451,242	435,963	408,578	408,578	474,651	575,713	

**THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2004 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS**

PARTICULARS	2004							2003	COMMENTS
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31/04	APR 01 TO JUN 30/04	JUL 01 TO SEPT 30/04	OCT 01 TO DEC 31/04	JAN 01 TO DEC 31/04 TOTALS	ACTUAL	
<u>DISBURSEMENTS</u>									
<u>SPONSORSHIP</u>									
<u>SERVICE</u>									
ONT. ASSOC.OF POLICE SERVICES BOARD	-	5,000	0	5,000	0	0	5,000	0	
CPLC & COMMUNITY OUTREACH ASSISTANCE	24,000	24,000	24,000	6,000	0	0	30,000	27,190	
UNITED WAY	8,000	8,000	8,000	0	0	0	8,000	8,000	
CHIEF'S CEREMONIAL UNIT	5,000	5,000	0	0	0	0	0	0	
COPS FOR CANCER	3,000	3,000	0	0	0	0	0	0	
OTHER	5,000	5,000	0	0	0	0	0	0	
<u>COMMUNITY</u>									
CARIBANA	4,000	4,000	0	0	0	0	0	2,166	
RACE RELATIONS	10,000	10,000	0	0	0	0	0	2,500	
YOUTH ADVISORY GROUP	5,000	5,000	0	0	0	0	0	0	
BLACK HISTORY MONTH	2,000	2,000	0	0	0	0	0	2,000	
VARIOUS ORGANIZATIONS	25,000	25,000	0	0	0	0	0	0	
<u>RECOGNITION OF SERVICE MEMBERS</u>									
AWARDS	100,000	100,000	3,561	8,711	0	0	12,272	43,906	The Board is committed to continuing its recognition of both uniform and civilian members with long standing careers in the Service.
CATERING	50,000	50,000	0	3,875	0	0	3,875	21,817	
<u>RECOGNITION OF CIVILIANS</u>									
AWARDS	15,000	15,000	0	0	0	0	0	13,990	During the second quarter, community members were honoured by the Service.
CATERING	5,000	5,000	0	1,739	0	0	1,739	2,135	
<u>RECOGNITION OF BOARD MEMBERS</u>									
AWARDS	200	200	0	0	0	0	0	0	

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2004 SECOND QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2004							2003	COMMENTS
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31/04	APR 01 TO JUN 30/04	JUL 01 TO SEPT 30/04	OCT 01 TO DEC 31/04	JAN 01 TO DEC 31/04 TOTALS	ACTUAL	
CATERING	2,000	2,000	1,737	0	0	0	1,737	0	A dinner in honour of former Board members was held after completion of their terms.
<i>CONFERENCES</i>									
<i>BOARD</i>									
COMMUNITY POLICE LIAISON COMMITTEES	5,000	5,000	0	0	0	0	0	0	
CANADIAN ASSOC. OF POLICE SERVICES BOARD	5,000	5,000	0	0	0	0	0	0	
OTHER	20,000	20,000	0	0	0	0	0	15,500	
<i>DONATIONS</i>									
IN MEMORIAM	1,000	1,000	0	0	0	0	0	500	
OTHER	500	1,200	300	100	0	0	400	0	
DINNER TICKETS (RETIREMENTS/OTHERS)	10,000	10,000	1,090	1,960	0	0	3,050	505	
OTHER	20,000	20,000	0	0	0	0	0	378	
<i>TOTAL DISBURSEMENTS</i>	324,700	330,400	38,688	27,385	0	0	66,073	140,587	
<i>SPECIAL FUND BALANCE</i>	381,226	335,526	412,554	408,578	408,578	408,578	408,578	435,126	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P308. ANNUAL REPORT – SKILLS DEVELOPMENT AND LEARNING PLAN

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

Subject: SKILLS DEVELOPMENT AND LEARNING PLAN

Recommendation:

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

Background:

At its September 28, 2000 meeting, the Board requested that every three years the Chief of Police provide the Board with the Service Procedure which implements Adequacy Standards Regulation Board Policy A1-002 Skills Development and Learning Plan (Board Minute #P416/2000 refers).

The Toronto Police Service (TPS) has had a Skills Development and Learning Plan in place since December 2000. The Plan is continually reviewed and updated by the Manager of Training and Development, Training and Education Unit to ensure it remains consistent with changing legislation, policy, technology and workforce development needs. Attached for the information of the Board is the current Skills Development and Learning Plan (Attachment 1).

It is recommended that the Board receive this report as 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.

Attachment #1



Toronto Police Service

Skills Development and Learning Plan

In compliance with the Regulation on Adequate and Effective Police Services
(O.Reg. 3/99) Section 33

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Revision History

Date of Revision	Summary of Revision	Person Responsible
2001-11-07	<ul style="list-style-type: none">• Updated to reflect Ministry accreditation granted to all required courses,• Training allocation priorities added,• Field Training updated to reflect current program,• Accreditation through knowledge and skills updated to reflect current practice,• First aid/CPR re-certification added to Advanced Patrol Training	Charles Lawrence #87438 Manager of Training & Development
2004-08-16	<ul style="list-style-type: none">• Updated to incorporate former rules:<ul style="list-style-type: none">- 5.6.0 'First Aid Training'; and- 6.12.0 'Courses, Conferences, Seminars, Workshops'• Updated to include:<ul style="list-style-type: none">- Appendix A - Specific Training Requirements and Recommendations;- Appendix B - Training Development and Approval Procedure, T&E Policy #6;- Appendix C – Training Records, T&E Policy #7; and- Appendix D – Measures to Minimize Risk in Training non-Toronto Police Service.	Charles Lawrence #87438 Manager of Training & Development

Rationale

Section 33 of the Police Services Act Adequacy and Effectiveness Regulation (O. Reg. 3/99) requires every police service to have a skills development and learning plan that addresses:

- the plan's objectives;
- the implementation of a program to coach or mentor new officers;
- the development and maintenance of the knowledge, skills and abilities of members of the police force, including,
 - the police force's criminal investigators,
 - members of the police force who provide investigative support functions, (scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph and behavioural science).
 - members of a public order unit, and
 - members of the police force who provide any emergency response service referred to in sections 21 and 22 (tactical unit, hostage rescue team, major incident commanders, crisis negotiators, police explosive forced entry technicians, explosive disposal technicians, and preliminary perimeter control and containment).

The Adequacy and Effectiveness Regulation also requires that after January 1, 2001 members assigned to specific policing jobs listed in the regulation must:

- have completed required **“training accredited by the Ministry of the Solicitor General”**;
OR
- possess specified competencies (knowledge, skills and abilities) **accredited by the Ministry of the Solicitor General.**

to be selected for or remain in those jobs.

The jobs that require Ministry of the Solicitor General accreditation are:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Perimeter Control and Containment Teams (Note: These teams are not mandatory and the Toronto Police Service does not have such teams.)
- Scenes of Crime Officers
- Forensic Identification Officers
- Criminal Investigators
- Communicators/Dispatchers
- Communication Supervisors

Other provisions require every Chief of Police to ensure that:

- supervisors have the knowledge, skills and abilities to supervise (s. 10),
- court security personnel have the knowledge, skills and abilities to perform this function (s.16),
- police explosive forced entry technicians and explosive disposal technicians have and maintain the appropriate knowledge, skills and abilities for their work (s. 25).
- persons providing investigative support other than scenes of crime analysis or forensic identification have the knowledge, skills and abilities to provide that support (s. 14)
- members of its public order unit, have the appropriate knowledge, skills and abilities to provide the services of the public order unit (s. 19).
- that a person to whom a supervisor assigns an occurrence listed in the Criminal Investigation Management Plan (required by s. 11) whether or not a criminal investigator, has the knowledge, skills and abilities to investigate that type of occurrence (s, 11).

Other training is mandatory under the following provincial regulations or standards:

1. *Police Services Act Use of Force Regulation*
All police officers must have an annual one-day use of force re-qualification if they are to use force or carry a weapon. As other weapons are issued, officers must be trained in their safe use.
2. *Police Services Act Suspect Apprehension Pursuit Regulation*
Communicators/Dispatchers, Communication Supervisors and police officers must have Ministry accredited Suspect Apprehension Pursuit training.
3. *Ontario Major Case Management Manual*
Investigators/case managers (10 day), multi-jurisdictional case managers (5 day), and software users (10 day) must complete Ministry accredited training.

The following training is mandatory under Toronto Police Service Policy or Procedure:

1. *Police Vehicle Operations (Procedure 15-11):*
All members require a “blue card course” along with specific training on safe operation of a wide range of vehicles, including cars, motorcycles, trucks, trailers, buses, and bicycles.
2. *Criminal Investigation Training:*
Ten-day Sexual Assault and Child Abuse course is mandatory for investigators in that field.
3. *Policing and Diversity Training (Procedure 14-16):*
All police officers and other members must complete this training.
4. *Coach Officers (Procedure 14-03):*
They must complete a four-day course.

5. *Crisis Resolution Training:*

All police officers must complete this training which at present consists of a five-day course.

6. *Ethics Training:*

All members of the Service will attend a course on ethics, integrity and corruption as per Judge Ferguson's report.

7. *First Aid/CPR:*

Designated members must maintain current certification.

In addition to the above listed police-specific training the Toronto Police Service is subject to other legislated training under workplace safety and similar legislation.

The Skills Development and Learning Plan's Objectives

The Toronto Police Service Skills Development and Learning Plan's objectives are to help ensure the highest quality police service for the citizens of Toronto by:

- describing the skills or training requirements for various positions within the Toronto Police Service; and
- assisting members and supervisors to get the skills development and learning opportunities they need to provide high-quality, safe, and effective police service.

The development and maintenance of the knowledge, skills and abilities of members of the police service is the responsibility of each member supported by supervisory and training staff and the skills development and learning system.

The skills development and learning system is a strategic and systematic training and staff development program based on risk management principles, legislated requirements and professional operational needs. Training, educational leaves of absence, developmental job laterals and other learning opportunities are allocated to train the appropriate members to do their job better, or develop them for future probable assignments. Staff development opportunities support the goals of the Toronto Police Service. The skills development and learning system makes use of internal and external police training resources along with the broader educational sector, which includes community colleges, universities, training partnerships and flexible training delivery methods.

The skills development and learning system includes:

- ongoing systematic service wide training needs assessment;
- a training design and approval system to ensure that training needs are addressed by course offerings. All courses must be approved by the Training and Education Unit according to the process set out in Appendix B.;

- a comprehensive and consistent evaluation system for training programs. All training should be evaluated according to the process set out in Appendix B.
- a reporting system to allow management to assess the quantity, value and relevance of all training initiatives. All courses must be on record with Training and Education according to the process set out in Appendix C.

Learning opportunities are allocated according to the following priorities:

Priority	Rationale
1	Required by law or Toronto Police Service Standard
2	Required to ensure member or public safety
3	Training allowing member to perform current duties better, and is cost effective.
4	Training is desirable to develop member for future probable work assignment
5	Personal interest – anything else

Ministry of the Solicitor General Accreditation

The Toronto Police Service jobs that require Ministry of the Solicitor General accreditation are:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Scenes of Crime Officers
- Forensic Identification Officers
- Criminal Investigators
- Communicators/Dispatchers
- Communication Supervisors

Toronto Police Service Accreditation

The Manager of Training and Development is responsible for the development of TPS Core Competencies to assist Unit Commanders to ensure that members assigned to jobs with required skills or training other than those requiring Ministry Accreditation have the knowledge, skills and abilities to carry out their roles. The Manager of Training and Development also accredits Toronto Police Service and non-Ministry Accredited external training.

Accreditation through Training

If a member has successfully completed a Ministry or TPS Accredited Training program, he or she is automatically accredited. Successful completion of training means that the member has met the training standards of the course as evaluated by the member and trainer(s) and the

member is confident in his or her ability to apply the course material to the current or future job function.

Toronto Police Service courses in the following areas have been granted Ministry accreditation:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Scenes of Crime Officers
- Perimeter Control and Containment (The Toronto Police Service provides this training to other Ontario police services.)
- Criminal Investigators
- Communicators/Dispatchers
- Communication Supervisors

The Canadian Police College and Ontario Police College Forensic Identification Courses, are also Ministry accredited.

Accreditation through Equivalent Qualifications and Skills

If a member has not completed a Ministry or TPS Accredited Training program but has demonstrated qualifications and skills to perform any of the above jobs he or she can be accredited as follows:

An experienced field manager with responsibility for the function of 'assessor' will compare the member's qualifications and skills to the *Ontario Ministry of the Solicitor General or TPS Core Competencies*, to decide if the member should be recommended to Training and Education for accreditation. Following this, the assessor will forward a TPS 649, to their Unit Commander that states that the subject member's qualifications and skills have been compared with the core competencies and the member is recommended to be accredited. If the Unit Commander concurs with this he/she should endorse the recommendation and forward it to the Manager of Training and Development, Training and Education Unit.

Upon receipt of the TPS 649, the Manager of Training and Development will:

- if the member is deemed to be qualified, add the accreditation to the appropriate area in H.R.M.S., or
- if the member is not deemed to be qualified assist the member's Unit Commander to arrange for the member to receive the necessary training.

Toronto Police Service Unit Commanders and supervisors have the necessary access to H.R.M.S to enable them to ensure that only accredited personnel are assigned to jobs requiring Ministry or TPS accreditation.

Courses, Conferences, Seminars and Workshops

All Service members attending courses, seminars or conferences other than at Charles O. Bick College are required to submit a written report within 14 days through their Unit Commander to the Unit Commander of Training and Education. Each report shall include an outline of the course content, the benefits derived by the member and to the Service and a recommendation for future attendance.

Members may obtain reimbursement, to the extent of 50% of the cost of tuition/registration fees, for successfully completing an approved learning opportunity such as a course, conference, seminar or workshop. The learning opportunity must be of direct benefit and application to the member's current assignment or intended to develop the member to carry out a future probable assignment with the Toronto Police Service. The learning opportunity must be cost-effective and delivered by an institution approved by Training and Education. Where a learning opportunity is available in the Greater Toronto Area (GTA) and the member requests to take one outside of the GTA, the maximum reimbursement will be the lesser of 50% of the actual cost of tuition or 50% of the cost of a similar program delivered within the GTA.

Members shall not be absent from duty at the expense of the Service to attend learning opportunities reimbursed under this provision except when authorized by the chief of police. Supervisors may permit members to take time off to attend approved learning opportunities provided that the operation of their unit will not be adversely affected. Such time off shall be deducted from the member's accumulated lieu time.

The member must receive prior written approval to participate in the learning opportunity from their Unit Commander and the Manager of Training and Development. Application for reimbursement along with proof of successful completion and fees paid shall be submitted to Training and Education within thirty days of receiving written notification of having successfully completed the learning opportunity. Application for prior approval and reimbursement shall be made for each course separately on the approved form (TPS 625).

The Toronto Police Service Program to Coach or Mentor New Officers

The Toronto Police Service has a Police Recruit Field Training Program, described in TPS Procedures '14-03, Coach Officers', to coach or mentor new officers. This is a process which is designed to produce competent and confident police officers to serve the community by providing law enforcement services in a safe and effective manner.

Recruit training begins with careful selection and orientation, and progresses through classroom, practical, and simulation training at the Ontario Police College and Charles O. Bick College.

The Field Training Program continues the learning process by providing each new constable with the opportunity to apply the attitudes, skills and knowledge they have learned to actual policing situations under the guidance and direction of a trained coach officer. Each division has a training sergeant to be the liaison between the college and the concerned division.

Scope of the Skills Development and Learning Plan

Internal training is provided by co-worker coaches, supervisors, unit trainers and staff from the Training & Education Unit. External training is provided by the Canadian and Ontario Police Colleges, Criminal Intelligence Service of Ontario (CISO), other law enforcement agencies and the broader educational sector. This will help ensure the development and maintenance of the knowledge, skills and abilities of members of the police force. All training assessment and standards are the responsibility of the Training and Education Unit. The required or recommended skills or training for various positions within the Toronto Police Service are referenced in the attached Skills Development and Learning System - Specific Training Requirements and Recommendations. (Appendix A).

Appendix A

Specific Training Requirements and Recommendations

Description of Function	Required Training or Equivalent
Criminal Investigator	<p>Must meet Ministry accreditation for Criminal Investigator through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none">• Ontario Police College General Investigation Training delivered by Training and Education Unit; or• Ontario Police College General Investigative Techniques Course; or• Ontario Police College Criminal Investigation Course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Major Case Manager	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>
Major Case Primary Investigator	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>

<p>Major Case File Co-ordinator</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: <u>Ontario Major Case Management Course</u></p> <p>Equivalent: None.</p>
<p>Multi-jurisdictional Major Case Manager</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>
<p>Domestic Violence Investigator</p>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent:</p> <p>Training: Ministry approved Domestic Violence Investigator Course delivered by Training and Education Unit.</p> <p>Equivalent: None.</p>
<p>Sexual Assault Investigator</p>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent:</p> <p>Training: Toronto Police Service Sexual Assault/Child Abuse Course.</p> <p>Equivalent: None.</p>

Child Abuse Investigator	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent:</p> <p>Training: Toronto Police Service Sexual Assault/Child Abuse Course.</p> <p>Equivalent: None.</p>
Drug Investigator	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent:</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service Drug Investigator Course; or • Ontario Police College Drug Investigation Course; or • Canadian Police College Drug Investigation Course. <p>Equivalent: Equivalent qualifications and skills as approved by the Toronto Police Service according to assessment process.</p>
Scenes Of Crime Analysis	<p>Must meet Ministry accreditation for Scenes of Crime Officer through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service Scenes of Crime Officer course; or • Ontario Police College Scenes of Crime Officer course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Forensic Identification	<p>Must meet Ministry accreditation for Forensic Identification through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Ontario Police College Forensic Identification course; or • Canadian Police College Forensic Identification course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>

Canine Tracking	Has the knowledge, skills and abilities to provide that support and has completed the Toronto Police Service Basic Canine Training Course.
Technical Investigation And Reconstruction Collision And	Has the knowledge, skills and abilities to provide that support and meets the requirements for designation set out in the Toronto Police Service Traffic Services Collision Reconstruction Program – Operations Manual.
Breath Analysis	Has the knowledge, skills and abilities to provide that support and meets the requirements to be designated as a “qualified technician” by the Attorney General pursuant to section 254 of the Criminal Code of Canada.
Physical Surveillance	Has the knowledge, skills and abilities to provide that support.
Electronic Interception	Has the knowledge, skills and abilities to provide that support.
Video And Photographic Surveillance	Has the knowledge, skills and abilities to provide that support.
Polygraph	Has the knowledge, skills and abilities to provide that support and has completed the Canadian Police College Polygraph course.
Behavioural Science	The Ontario Provincial Police provides this investigative support.
Crisis Negotiators	<p>Must meet Ministry accreditation for Crisis Negotiators through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Crisis Negotiator and Refresher course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>

<p>Major Incident Commanders</p>	<p>Must meet Ministry accreditation for Major Incident Commander through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Commander’s Course – Hostage Barricaded Persons.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Tactical Response Officers</p>	<p>Must meet Ministry accreditation for Tactical Response Officers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Basic Tactical Orientation course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Hostage Rescue Teams</p>	<p>Must meet Ministry accreditation for Hostage Rescue Officers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Hostage Rescue course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Perimeter Control and Containment Teams</p>	<p>The Toronto Police Service does not have Perimeter Control and Containment Teams as described in the Regulation.</p>

<p>Communicators/ Dispatchers</p>	<p>Must meet Ministry accreditation for Communicators/Dispatchers through training or equivalent qualifications/skills .</p> <p>Training: Toronto Police Service Police Communications Operator Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Communication Supervisors</p>	<p>Must meet Ministry accreditation for Communication Supervisors through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Supervisor Systems Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Police Officer Supervisors</p>	<p>Toronto Police Service Police Supervisor Course.</p>
<p>Civilian Supervisors</p>	<p>Toronto Police Service Civilian Supervisor Course.</p>
<p>Court Security Officers</p>	<p>Toronto Police Service Court Officer training courses.</p>
<p>Public Order Unit</p>	<p>Toronto Police Service Public Order training courses.</p>
<p>Police Explosive Forced Entry Technicians and Explosive Disposal Technicians</p>	<p>Canadian Forces Explosive Ordinance Disposal Training plus Canadian Police College Basic Explosive Technicians course along with tri-annual re-certification. Canadian Police College Explosives Rescue Training.</p>
<p>Use of Force Training</p>	<p>Toronto Police Service annual Use of Force Re-qualification, which is Ministry approved.</p>

Suspect Apprehension Pursuit Training	Toronto Police Service Suspect Apprehension Pursuit course which is Ministry accredited.
Trainer Training	Instructional Techniques and Adult Education Facilitator training appropriate to their role.
Coach Officer	Ontario Police College Coach Officer Course.
Crisis Resolution Training	Toronto Police Service Crisis Resolution training which includes protocols, conflict resolution and use of force related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability. This is included in the Advanced Patrol and Use of Force annual re-certification programs.
Ethics	All members of the Service shall be required to attend a course on ethics, integrity and corruption. The course should include lectures on the forms, causes and prevention of serious police misconduct and corruption and recognized procedures that may be employed to detect and investigate same and deal with complaints of serious misconduct.
Policing and Diversity Training	Toronto Police Service Uniform or Civilian Policing and Diversity training.
First Aid/CPR	Standard First Aid and Level "C" CPR training for divisional and traffic sergeants, constables, cadets, court officers, parking enforcement officers, summons servers, custodial officers, station duty operators, tow truck drivers and any other members as required by the Workplace Safety and Insurance Act.
Booking Officers	Toronto Police Service Booking Officer Course
Front-line Patrol Officers, Specialised Units, CIB, Alternate Response, Traffic Units	Live-link and Roll Call Training in the Units Ontario Police College Advanced Patrol Training Course delivered by Training and Education Unit which includes: <ul style="list-style-type: none"> • Crisis Resolution • Uniform Policing and Diversity • Annual Use of Force Re-qualification • Ministry Accredited Domestic Violence Training • Legislative and Procedural Updates • First Aid and CPR Re-certification

Appendix B

Training Development and Approval Procedure

To ensure that the training needs of all members are met in a cost-effective manner, the Toronto Police Service will assess the need for and the value of every training activity. The following questions must be applied in any training plan.

1. Which members need particular training?
2. To what extent do the members need the training?
3. To what extent did the members receive the training they needed when they needed it?
4. To what extent was the training adequate, effective, and appropriate?
5. To what extent was the training cost-effective?

Training resources must be used in a cost-effective manner consistent with Toronto Police Service Priorities. To assist this process, the following *Training Business Case* will be used when developing any new training activity or significantly changing an existing one. Significant change includes any change that affects the financial or human resources required to deliver training, such as:

- the duration of a learning event;
- the content of a learning event;
- the class size;
- the instructor to student ratio; or
- equipment or materials used in delivering the activity.

The training business case will be submitted through the Unit Commander of the developing unit to the Manager of Training and Development for approval.

When the Training Approval Business Case has been approved, a new or revised Course Training Standard and Training Plan must be submitted to the Manager of Training and Development for approval as soon as possible. The Training Activity Business Case, along with examples and templates of Training Standards and other forms, are available on the TPS Intranet site under 'Unit Project Drives'. Select Training and then Course Training Standards to access the documents.

Course Training Standards:

A course training standard is a description of a course, including an outline of the material to be covered, the objectives to be attained, and the criteria that must be met.

The training standard includes:

- Basic descriptive information about the course;
- The purpose of the course;
- The targeted learner group;

- The quantity and quality of the subject matter being taught to the course participants;
- The measurement criteria by which the subject matter/course material will be evaluated; and
- The objectives to be achieved by course participants by the end of the training session.

Questions on how to complete the attached template can be directed to the Training & Education Unit.

Each heading must be completed in accordance with the instructions and samples provided. A sample document showing how each TOPIC should be completed has been appended to this document. The samples are for the user's convenience only and must **not** be submitted with the completed documents. The summary form and syllabus are self-explanatory.

One copy of each section of the document is provided. It may be necessary for the user to copy sections where more than one is needed.

While each course will also have topic lesson plans, they are **not** required to be submitted to Training and Education. A copy of each topic lesson plan must be filed within each training section or unit and be available for review by the Training and Education Unit.

The following terminologies will be used when developing courses:

COURSE: Course name.

COURSE CODE: Assigned by the Co-ordinator, Training Certification & Records once course is approved.

RATIONALE: Explain the reasons for the training. If the training is required by law or by policy, include specific information and a copy of the provision. What service goal does this training help attain, or what risk does it help reduce?

LEARNER GROUP: Whom the training is intended for. Include rank, classification, job function, unit, etc. How many members needing training are included in the learner group?

DURATION: How long is the course. Specify hours, days or periods. If days or periods, specify length.

PRE-REQUISITES: Note any courses that need to be completed prior to this training, minimum rank, minimum service requirements, etc.

OBJECTIVES: A general description of the overall course objectives or what the learner will gain from taking the course.

DELIVERY METHOD: Classroom, Live Link, Rollcall, video, computer-based learning, etc.

EVALUATION STANDARDS: How are the students tested to ensure they meet the standard.

CLASS SIZE: What determines class size? Is it based on instructional method, classroom size, and equipment? How flexible is the class size? If possible, indicate the minimum and maximum number of students per class.

REFERENCES: (Required books or other reference material.)

RESOURCES REQUIRED: Vehicles, chalkboards, PowerPoint, video, flip charts, etc. Cost and budget implications, of all material and resources required.

INSTRUCTORS: Instructional and other staff required to support the training, field instructors, consultants, in house instructors. Specify cost for all external instructors.

Toronto Police Service Training Approval Business Case

Proposal for New Course TM Proposal to Delete Course TM Proposal to Change Course TM

COURSE	SECTION
LEARNER GROUP (<i>rank, position, function, etc.</i>)	NUMBER OF LEARNERS (<i>that require training, time limitations</i>)
EXTENT OF TRAINING REQUIRED (<i>basic, refresher, specialist or advanced, broad awareness or specific expertise, previous skills or training required to take course, etc.</i>)	
RATIONALE FOR TRAINING (<i>why training is required, summary of needs assessment, legal or policy requirements, problem being addressed, risk being reduced, etc.</i>)	
REASON FOR DELETION OR CHANGE (<i>why is the training being changed or deleted, summary of needs assessment, legal or policy requirements, problem being addressed, risk being reduced, etc.</i>)	
DESCRIBE HOW PROPOSED TRAINING ADDRESSES THE NEED (<i>describe program objective, general description of proposed learning objectives</i>)	
COURSE DURATION (hours or days 10 or 8 hr)	CLASS SIZE (<i>minimum to maximum</i>)
FORMAT (classroom, internet, LiveLink, train/trainer, decentralised training, correspondence, etc.)	LOCATION (<i>Charles O. Bick College, other locations, community colleges, field units, etc</i>)
HUMAN RESOURCES REQUIRED FOR DEVELOPMENT (<i>describe who will develop, ie: T & E staff, Service experts, consultants, costing, travel, outside agency, etc</i>)	
OTHER RESOURCES REQUIRED FOR DEVELOPMENT (<i>describe equipment, books, training for staff, costing estimates, etc.</i>)	
HUMAN RESOURCES REQUIRED FOR DELIVERY (<i>describe who will deliver, ie: T & E staff, Service experts, field trainers, consultants, costing estimates, instructor student ratio, etc.</i>)	
OTHER RESOURCES REQUIRED FOR DELIVERY (<i>describe equipment, materials, texts, videos, building modifications, software, purchasing and budgeting implications, etc.</i>)	
SECTION HEAD or UNIT COMMANDER	DATE
TRAINING MANAGER	DATE
UNIT COMMANDER	DATE

EVALUATION STRATEGY:

How will the training be evaluated?

All training should be evaluated on the Kirkpatrick Hierarchy of Evaluation. The four levels are:
REACTION, LEARNING, TRANSFER and IMPACT.

REACTION: Note how the learner's reactions to the training will be measured. Did the participants find the program positive and worthwhile? This question has many sub-parts relating to the training content, format, the approach taken by the facilitator, physical facilities, audio-visual aids, etc.

LEARNING: Did participants learn? Training focuses on increasing knowledge, enhancing skill, 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. Note the method to be used to establish that learning has taken place, e.g. pre/post test, exam or project.

TRANSFER: 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 training itself but it may also be due to other variables. Note method to be used to determine whether or not a change in behaviour has occurred in the workplace.

IMPACT: Did the program have the desired impact? Assuming that the training program was intended to solve some organisational problem, this question asks, 'Was the problem solved?' Note the method to be used to determine whether or not the initial problem or reason for training has been addressed.

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 or eight weeks.
- **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

Every training program will be evaluated to at least the first two levels (Reaction and Learning). The information will be used by; training teams, Section Heads and Unit Commanders to continuously improve the programs.

TORONTO POLICE SERVICE

COURSE TRAINING STANDARD



[UNIT/SECTION]

[COURSE NAME]

[COURSE CODE]

COURSE TRAINING STANDARD APPROVAL

Course Co-ordinator:	
<i>Name:</i>	<i>Date:</i>
<i>Unit:</i>	<i>Signature:</i>

Section Head <i>(Other Units leave blank)</i>		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Unit Commander		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Training & Education Unit, Manager, Training & Development		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>

Accreditation (If Required)		
Accreditation Required <i>Yes</i> <input type="checkbox"/> <i>No</i> <input type="checkbox"/>		
<i>Ministry of Solicitor Genera</i> <input type="checkbox"/>	<i>Training & Education</i> <input type="checkbox"/>	<i>Canadian Coast Guard</i> <input type="checkbox"/>
<i>Other (please specify)</i> <input type="checkbox"/>		
Submitted By		<i>Date</i>
Accreditation Received	<i>Date</i>	

Course Calendar Description

Program Name:		
Course Name:		Code:
Duration (Days):		Class size:
Learner group:	.	
Course description:	.	
Evaluation process:		
Topics:	<ul style="list-style-type: none">•••••	
Prerequisites:		
Dress		
Student equipment required:		
Special notes:		
Unit /Section responsible for course:		
Course Co-ordinator:		Phone:
Dates:		

SYLLABUS - Sample
 (Agenda format may also be used.)

Date: _____

Room: _____ **Week:** _____

TIME	Day (1) MON 27 NOV	Day (2) TUE 28 NOV	Day (3) WED 29 NOV	Day (4) THURS 30 NOV	DAY (5) FRI 01 DEC
0730 - 0905					
<i>Break</i>					
0925 - 1100					
<i>Lunch</i>					
1200 - 1335					
<i>Break</i>					
1355 - 1530					

TOPIC OUTLINE

(Use a separate topic outline sheet for each topic in the course)

COURSE NAME:	COURSE CODE:
TOPIC NAME:	
DURATION: in hours or periods (specify length)	
LEARNING OBJECTIVES: A general description of what the learner will be able to do following the session. (i.e., the learner will demonstrate an understanding of motivation theory.)	
TEACHING POINTS: List the specific information that will be presented to the learner in order to achieve the objective.	
EVALUATION STANDARD:	
REFERENCES:	
RESOURCES REQUIRED: Chalkboards, PowerPoint, video, flip charts, vehicles, firearms, etc.	

EVALUATION STRATEGY:

REACTION:

	<u>INFORMATION REQUIRED</u>	<u>METHOD(S) OF EVALUATION</u>
1.	<i>Learner's Expectations Met</i>	
2.	<i>Relevance to Learner's Job</i>	
3.	<i>Effectiveness of Instructional Method(s)</i>	
4.	<i>Overall Learning Satisfaction</i>	
5.	<i>Other</i>	

LEARNING:

	<u>INFORMATION REQUIRED</u>	<u>METHOD(S) OF EVALUATION</u>
1.	<i>Were Learning Outcomes Achieved</i>	
2.	<i>Other</i>	

TRANSFER: Record any *Transfer* evaluation initiatives or strategies here.
(if none leave blank)

IMPACT: Record any *Impact* evaluation initiatives or strategies here.

Appendix C

TRAINING RECORDS

The Toronto Police Service must maintain accurate training records. In all cases, it is necessary to know what training was provided, to whom, by whom, and on what date the training occurred.

Therefore, it is the responsibility of each unit to ensure that an electronic copy and a paper copy of the Course Training Standard are sent to Training and Education, Co-ordinator of Training Certification & Records for archiving.

The Skills Development and Learning Plan requires that all training delivered by units of the service be described in a comprehensive course training standard which is approved by, and kept on file at, the Training and Education Unit. Course co-ordinators are required to submit a course report to Training and Education at the end of each training session. This report contains quantitative and qualitative information about the training delivered, and clearly identifies any course participants who were not members of the Toronto Police Service (TPS).

Appendix D

Measures to Minimize Risk in Training non-Toronto Police Service Members

The following measures are intended to minimize risk in providing training to members of other police services, or organizations. The most significant elements, in terms of mitigating exposure are:

- the creation of control mechanisms to ensure a systematic approach to the design and delivery of training programs;
- complete and accurate training records; and
- the use of a written agreement between the Toronto Police Service and the other agencies to specify the scope and limitations of the training to be provided.

All outside requests for training must be in writing from the head of the agency directed to the Chief of Police. They must be approved by; the Unit Commander of the unit delivering the training and Training and Education subject to the following criteria.

- The goals and values of the requesting agency must be consistent with the goals and values of the Toronto Police Service and the course rationale.
- The attendance at a course of a member of an outside agency must not cause any actual or anticipated disruption to the learning of the intended learner group.
- Attendance is subject to availability of space and/or resources with priority given to the training of Toronto Police Service members.

Training Agreements:

All agreements will be between the head of the receiving agency and the Toronto Police Service (TPS).

Scope and Limitation of Training:

The TPS's responsibility is limited to delivering the training set out in the Course Training Standard (CTS) in a competent manner. The TPS will attempt to ensure that the CTS is current as of date of delivery but has no obligation to provide any future update material.

It is the responsibility of the receiving agency to review the CTS to ensure that the proposed training is adequate, effective and appropriate to meet the learning needs of their candidates. The learning and transfer of the material taught and competent performance of candidate's duties is the responsibility of the candidate and the receiving agency.

Course Participants:

The receiving agency will ensure that the candidates' information concerning is provided to the TPS in a timely fashion. In the event a candidate cannot attend training, no substitution can be made without permission of the TPS. The attending students will agree to abide by all the rules and regulations governing students at the Toronto Police Service Training Facility. Failure to abide by these rules and regulations will result in termination of their privilege to attend.

Course participants will be evaluated solely on their ability to meet the learning objectives of the course, during the course. TPS trainers will not participate in any human resource process outside the scope of the training program such as selection, performance appraisal, and discipline. All such issues remain the responsibility of the receiving agency. Reports on participant performance during the training will be as set out in the evaluation strategy of the CTS. The reports will be provided to the head of the receiving agency only.

Fees for Training:

In consultation with Financial Management, a standardized fee structure has been developed to include individuals attending training programs at Toronto Police Service facilities and for Service members to provide training to other organizations. Fees levied by Toronto Police Service for training depend on the cost of delivery for the training. Training costs include, instructor wages for preparation, travel time, and delivery, written training materials, transportation, meals and accommodation.

Travel time is based on specific collective agreement provisions for the Canadian Police College (8 hours) and the Ontario Police College (4 hours). For all other cases the actual travel time is used.

The Unit Commander of the unit delivering the training; may waive all or part of the fees charged where there is a mutually beneficial sharing arrangement between the agency and the Toronto Police Service. All fees for training will be specified in the agreement.

Indemnification and Hold Harmless Provisions:

The receiving agency agrees to hold harmless the TPS according to the above undertakings. The receiving agency agrees to indemnify the TPS for all costs including those arising from: attendance by TPS members at any proceeding, supplying copies of course materials, etc.

Agreements containing the above provisions will be necessary to cover each of the following training situations.

Participant Attends an Approved TPS Training Event:

This is where outsiders attend an approved course or conference run by the TPS and intended primarily for our own members. The CTS will already be on file at Training and Education. The agreement should take the form of an “Application to Attend Training” form signed by the candidate and the head of the receiving agency.

The TPS Delivers a Special Training Course for One or More Agencies:

This is the situation where the TPS delivers an extra session of an approved course or designs and delivers a specially designed course. Either way, Training and Education must approve the course and the CTS will be on file at Training and Education. The agreement should be in the form of a contract between the receiving agency or agencies and the TPS. The agreement should also include the “Application to Attend Training” forms signed by the each candidate and the head of their agency.

The TPS Establishes a Training Partnership with an Outside Agency:

This is the situation where the TPS enters into a partnership to share training resources or deliver a series of courses in conjunction with one or more agencies. The approval and records keeping processes for training delivered under the agreement should generally mirror the TPS training approval process and be specified in the agreement. The agreement should be in the form of a partnership agreement between the agency or agencies and the TPS. It should also include the “Application to Attend Training” forms signed by each candidate and the head of their agency.

Training and Education will retain a copy of any agreements and the Application to Attend/Receive Training.

Training Reports:

All course co-ordinators must complete and submit to Training and Education, an End of Course Report, which clearly identifies any non-TPS students in the class. The Training and Education Unit will record and report on the amount and quality of all training delivered by all units of the Service in the annual report on training programs which is submitted in the second quarter of each year. This report and the other measures will allow the Chief and the Board to monitor the extent of the Service’s role in providing training to members of other police services or organizations and the measures implemented to minimize risk.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P309. RESPONSE TO CITY OF TORONTO REQUEST FOR REPORT:
STATISTICS ON CALLS RECEIVED FOR GUN-RELATED CRIMES,
STREET GANGS AND STREET VIOLENCE**

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

Subject: STATISTICS ON CALLS RECEIVED FOR GUN RELATED CRIMES,
STREET GANGS AND STREET VIOLENCE

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to City Councillors and the Mayor's Community Safety Committee.

Background :

In April 2004, during the 2005 Budget Approval Process a number of Official Motions were approved and forwarded to the Toronto Police Services Board for response. Motion 10, from the Summary of Motions regarding Toronto Police Service, stated:

“The Toronto Police Services Board be requested to provide statistics on calls received for gun-related crimes, street gangs and street violence by Division and that the information be made available to local City Councillors, as well as the Mayor's Community Safety Committee.”

Response:

The above request has been separated into three areas of response. These areas are:

1. Calls received for gun-related crimes by Division;
2. Street Gangs; and
3. Street Violence by Division.

1. Calls Received for Gun-related Crimes by Division

Calls for service within the Toronto Police Service are received through the 9-1-1 telephone system as well as other Service telephone lines. The operators receiving these calls will assign an event code and enter the information into the Integrated Computer Assisted Dispatch (ICAD) system for police response. The ICAD system contains 141 different event codes for calls for service.

These event codes are then used to analyze the calls for service information. There is no ICAD event code category for “gun-related” calls. “Gun related” information could be located within the text of a large number of those events, such as whether a gun was observed or used. There is no easy method of identifying how many of the calls are actually “gun-related” without each of the individual events being opened and read.

However, there are three distinctive gun-related calls listed as event codes in the ICAD system. These event codes are: (I) Sound of gun shots; (II) Person with a gun; and (III) Shooting. Statistics on the “gun-related” event codes have been retrieved for the years 1999 and 2003. The years selected coincide with range of data contained in the Service’s Environmental Scan. They have been presented on a divisional basis as City Council requested. They are as follows:

Table 1.1 - Sound of Gun Shots

	1999	2003	Difference	% Change
11 Div	22	43	21	95.5%
12 Div	30	42	12	40.0%
13 Div	29	34	5	17.2%
14 Div	51	75	24	47.1%
22 Div	65	66	1	1.5%
23 Div	65	85	20	30.8%
31 Div	93	98	5	5.4%
32 Div	35	44	9	25.7%
33 Div	28	41	13	46.4%
41 Div	71	83	12	16.9%
42 Div	119	171	52	43.7%
51 Div	56	93	37	66.1%
52 Div	32	47	15	46.9%
53 Div	28	31	3	10.7%
54 Div	28	38	10	35.7%
55 Div	29	47	18	62.1%
No Div Ref.	1	2	1	100.0%
Service Total	782	1040	258	33.0%

Table 1.2 - Person with a Gun

	1999	2003	Difference	% Change
11 Div	60	71	11	18.3%
12 Div	81	88	7	8.6%
13 Div	73	72	-1	-1.4%
14 Div	152	120	-32	-21.1%
22 Div	69	114	45	65.2%
23 Div	113	136	23	20.4%
31 Div	149	145	-4	-2.7%
32 Div	65	101	36	55.4%
33 Div	60	72	12	20.0%
41 Div	168	232	64	38.1%
42 Div	176	165	-11	-6.3%
51 Div	94	121	27	28.7%
52 Div	154	123	-31	-20.1%
53 Div	39	43	4	10.3%
54 Div	66	80	14	21.2%
55 Div	74	99	25	33.8%
Other Units	3	12	9	300.0%
Service Total	1596	1794	198	12.4%

Table 1.3 - Shooting

	1999	2003	Difference	% Change
11 Div	5	2	-3	-60.0%
12 Div	10	15	5	50.0%
13 Div	9	12	3	33.3%
14 Div	11	21	10	90.9%
22 Div	3	5	2	66.7%
23 Div	8	32	24	300.0%
31 Div	27	29	2	7.4%
32 Div	8	10	2	25.0%
33 Div	2	7	5	250.0%
41 Div	25	30	5	20.0%
42 Div	15	41	26	173.3%
51 Div	16	8	-8	-50.0%
52 Div	7	29	22	314.3%
53 Div	2	3	1	50.0%
54 Div	6	9	3	50.0%
55 Div	7	11	4	57.1%
Other Units	1	1	0	0.0%
Service Total	162	265	103	63.6%

2. Street Gangs

The Toronto Police Service established the Gang Task Force as a sub-unit of Detective Services in 2002. This sub-unit is responsible for centralized enforcement, support and assistance to other Service units as well as dissemination of information and training.

During 2003, the Gangs and Gun Task Force and the Street Violence Task Force were established to deal with the problems associated to street gang activities. As of December 31, 2003, the number of known street gangs in the City of Toronto was 73. During this same time, the number of active members/associates known to the Service is 1,500.

3. Street Violence by Division

There is no current legislative definition for “street violence” nor does the Criminal Code of Canada offer any definition or specific charge for this type of activity. However, there are a number of crimes that are monitored to understand the “street violence” occurring in the City. The Gang Task Force, based upon the officers’ many years of experience dealing with the public on street violence issues, have identified the following crimes as indicators of street violence within the community. These are:

- Gang related homicides; [chart 3.1],
- Street robbery offences* (comprised of ATM, muggings, purse snatch, delivery persons, home invasions, swarming and vehicle jacking only) [chart 3.2],
- Specific violent type of offences* (comprised of extortion, forcible confinement, kidnapping, and threatening) [chart 3.3],

- Drug offences [chart 3.4],
 - Specific firearm offences* (comprised of careless storage of ammunition, careless storage of firearm, careless use of firearm, point firearm, use firearm during commission of an indictable offence, unlawful possession of firearm, possession of restricted firearm, use imitation firearm, traffic in firearm, unauthorized presence of firearm in vehicle and unauthorized importing or exporting of firearm) [chart 3.5]
 - Specific weapons offences* (comprised of careless storage of prohibited weapon, careless storage of restricted weapon, carry a concealed weapon, possession of offensive weapon while prohibited, unauthorized possession of prohibited weapon in a motor vehicle, weapons dangerous, possession of a weapon while in a public meeting, unauthorized import/export weapons and weapons trafficking). [chart 3.6]
- *These tables should not be compared with the robbery, violent offences or weapons information presented in the Crime Tables of the Environmental Scan since the categorization of offences here differ from that in the Scan.

The information in the following charts relates to offences and occurrences for 1999 and 2003 year end data based on the new divisional boundaries that were implemented in 2004. An occurrence is a reported event whereas offences are the number of criminal incidents that occur within that occurrence. For example, a robbery could have more than one victim during a single occurrence resulting in multiple offences for the same occurrence.

Table 3.1 - Gang related homicides

<u>Gang</u>	1999 not kept	2003 35	Difference not kept	% Change N.C.*
<u>Homicide</u>				
Total Homicide	49	67	18	36.7%

Table 3.2 - Street Robberies

Table 3.2.1 - Total Offences

	1999	2003	Difference	% Change
11 Div	103	190	87	84.5%
12 Div	126	162	36	28.6%
13 Div	112	206	94	83.9%
14 Div	259	276	17	6.6%
22 Div	173	242	69	39.9%
23 Div	191	246	55	28.8%
31 Div	331	324	-7	-2.1%
32 Div	212	222	10	4.7%
33 Div	142	158	16	11.3%
41 Div	294	254	-40	-13.6%
42 Div	445	442	-3	-0.7%
51 Div	312	312	0	0.0%
52 Div	483	264	-219	-45.3%
53 Div	106	192	86	81.1%
54 Div	139	190	51	36.7%
55 Div	207	168	-39	-18.8%
Service Total	3635	3848	213	5.9%

Table 3.2.2 -Total Occurrences

	1999	2003	Difference	% Change
11 Div	93	115	22	23.7%
12 Div	114	101	-13	-11.4%
13 Div	105	119	14	13.3%
14 Div	243	317	74	30.5%
22 Div	145	190	45	31.0%
23 Div	180	233	53	29.4%
31 Div	284	314	30	10.6%
32 Div	180	174	-6	-3.3%
33 Div	119	136	17	14.3%
41 Div	259	345	86	33.2%
42 Div	398	573	175	44.0%
51 Div	282	301	19	6.7%
52 Div	416	326	-90	-21.6%
53 Div	88	109	21	23.9%
54 Div	130	146	16	12.3%
55 Div	176	137	-39	-22.2%
Service Total	3212	3636	424	13.2%

Table 3.3 - Specific Violent Type of Offences

Table 3.3.1 - Total Offences

	1999	2003	Difference	% Change
11 Div	412	236	-176	-42.7%
12 Div	551	401	-150	-27.2%
13 Div	404	329	-75	-18.6%
14 Div	738	433	-305	-41.3%
22 Div	573	428	-145	-25.3%
23 Div	675	482	-193	-28.6%
31 Div	874	693	-181	-20.7%
32 Div	529	452	-77	-14.6%
33 Div	456	340	-116	-25.4%
41 Div	1166	784	-382	-32.8%
42 Div	1154	794	-360	-31.2%
51 Div	631	498	-133	-21.1%
52 Div	342	294	-48	-14.0%
53 Div	444	277	-167	-37.6%
54 Div	479	412	-67	-14.0%
55 Div	623	401	-222	-35.6%
Other Units	44	74	30	68.2%
Service Total	10095	7328	-2767	-27.4%

Table 3.3.2 - Total Occurrences

	1999	2003	Difference	% Change
11 Div	348	212	-136	-39.1%
12 Div	496	362	-134	-27.0%
13 Div	373	302	-71	-19.0%
14 Div	662	387	-275	-41.5%
22 Div	529	376	-153	-28.9%
23 Div	620	438	-182	-29.4%
31 Div	782	612	-170	-21.7%
32 Div	479	405	-74	-15.4%
33 Div	402	300	-102	-25.4%
41 Div	1040	687	-353	-33.9%
42 Div	1039	725	-314	-30.2%
51 Div	560	454	-106	-18.9%
52 Div	319	259	-60	-18.8%
53 Div	406	249	-157	-38.7%
54 Div	429	357	-72	-16.8%
55 Div	551	365	-186	-33.8%
Other Units	41	60	19	46.3%
Service Total	9076	6550	-2526	-27.8%

Table 3.4 - Drug Offences

Table 3.4.1 - Charges Laid

	1999	2003	Difference	% Change
11 Div	407	204	-203	-49.9%
12 Div	541	309	-232	-42.9%
13 Div	308	415	107	34.7%
14 Div	1729	866	-863	-49.9%
22 Div	121	103	-18	-14.9%
23 Div	157	230	73	46.5%
31 Div	315	379	64	20.3%
32 Div	83	93	10	12.0%
33 Div	168	112	-56	-33.3%
41 Div	169	162	-7	-4.1%
42 Div	275	401	126	45.8%
51 Div	1030	1017	-13	-1.3%
52 Div	1574	688	-886	-56.3%
53 Div	82	66	-16	-19.5%
54 Div	139	145	6	4.3%
55 Div	369	320	-49	-13.3%
Other Units	2,443	1671	-772	-31.6%

Table 3.4.2 - Persons Arrested

	1999	2003	Difference	% Change
11 Div	284	143	-141	-49.6%
12 Div	369	200	-169	-45.8%
13 Div	215	277	62	28.8%
14 Div	1015	553	-462	-45.5%
22 Div	95	76	-19	-20.0%
23 Div	124	160	36	29.0%
31 Div	230	264	34	14.8%
32 Div	62	67	5	8.1%
33 Div	118	75	-43	-36.4%
41 Div	100	123	23	23.0%
42 Div	174	288	114	65.5%
51 Div	670	639	-31	-4.6%
52 Div	966	431	-535	-55.4%
53 Div	56	46	-10	-17.9%
54 Div	88	96	8	9.1%
55 Div	195	184	-11	-5.6%
Other Units	809	801	-8	-1.0%

Environmental Scan lists the total number of drug offences and not the total number of charges laid. As such, the total in the chart above is slightly larger than the number of offences listed in the Scan.

Table 3.5 - Specific Firearm Offences

Table 3.5.1 - Total Offences

	1999	2003	Difference	% Change
11 Div	22	22	0	0.0%
12 Div	33	71	38	115.2%
13 Div	14	34	20	142.9%
14 Div	31	44	13	41.9%
22 Div	28	35	7	25.0%
23 Div	43	102	59	137.2%
31 Div	66	108	42	63.6%
32 Div	25	28	3	12.0%
33 Div	18	66	48	266.7%
41 Div	30	117	87	290.0%
42 Div	70	173	103	147.1%
51 Div	46	40	-6	-13.0%
52 Div	18	45	27	150.0%
53 Div	14	10	-4	-28.6%
54 Div	17	22	5	29.4%
55 Div	33	58	25	75.8%
Other Units	14	74	60	428.6%
Service Total	522	1049	527	101.0%

Table 3.5.2 - Total Occurrences

	1999	2003	Difference	% Change
11 Div	15	21	6	40.0%
12 Div	22	47	25	113.6%
13 Div	9	28	19	211.1%
14 Div	24	37	13	54.2%
22 Div	26	24	-2	-7.7%
23 Div	36	79	43	119.4%
31 Div	51	75	24	47.1%
32 Div	22	24	2	9.1%
33 Div	15	35	20	133.3%
41 Div	27	76	49	181.5%
42 Div	59	121	62	105.1%
51 Div	29	36	7	24.1%
52 Div	14	31	17	121.4%
53 Div	8	20	12	150.0%
54 Div	12	18	6	50.0%
55 Div	25	37	12	48.0%
Other Units	13	31	18	138.5%
Service Total	407	740	333	81.8%

Table 3.6- Specific Weapons Offences

Table 3.6.1 - Total Offences

	1999	2003	Difference	% Change
11 Div	74	134	60	81.1%
12 Div	119	161	42	35.3%
13 Div	89	98	9	10.1%
14 Div	266	193	-73	-27.4%
22 Div	99	120	21	21.2%
23 Div	102	116	14	13.7%
31 Div	212	190	-22	-10.4%
32 Div	104	89	-15	-14.4%
33 Div	88	99	11	12.5%
41 Div	213	209	-4	-1.9%
42 Div	215	345	130	60.5%
51 Div	280	221	-59	-21.1%
52 Div	126	150	24	19.0%
53 Div	79	68	-11	-13.9%
54 Div	80	106	26	32.5%
55 Div	142	130	-12	-8.5%
Other Units	4	75	71	1775.0%
Service Total	2292	2504	212	9.2%

Table 3.6.2 -Total Occurrences

	1999	2003	Difference	% Change
11 Div	70	123	53	75.7%
12 Div	117	154	37	31.6%
13 Div	87	93	6	6.9%
14 Div	251	169	-82	-32.7%
22 Div	89	116	27	30.3%
23 Div	98	109	11	11.2%
31 Div	194	178	-16	-8.2%
32 Div	98	84	-14	-14.3%
33 Div	78	79	1	1.3%
41 Div	204	195	-9	-4.4%
42 Div	205	308	103	50.2%
51 Div	268	206	-62	-23.1%
52 Div	112	140	28	25.0%
53 Div	72	60	-12	-16.7%
54 Div	74	101	27	36.5%
55 Div	134	123	-11	-8.2%
Other Units	4	57	53	1325.0%
Service Total	2155	2295	140	6.5%

Conclusion:

It is 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 may have.

The Board received the foregoing and agreed to forward copies to Toronto City Councillors and the Mayor's Community Safety Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P310. RED-LIGHT CAMERA OPERATIONS

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

Subject: RED-LIGHT CAMERA OPERATIONS

Recommendation:

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

Background:

At its meeting on July 20, 21, 22, 2004, Toronto City Council reviewed Works Committee Report 6, specifically Clause 5, entitled Red-Light Camera Operations. City Council amended Clause 5 by adding the following:

“That the Acting Commissioner of Works and Emergency Services be requested to:

1. make Red Light Camera locations more easily identifiable; and
2. collect speed data for a period of six months, to determine the extent of excessive speeding on streets in the City of Toronto.”

The consolidated clause adopted by City Council includes recommendations relating to the operation of red-light cameras and a photo-radar program. Additionally, Mr Mike Brady, Manager, Red-Light Camera Operations Unit, for the City advises, that this report, is in fact, the first report, to be submitted to the Works Committee and that the second report previously referred to, has yet to be submitted. Appended to this report is a copy of the Red-Light Camera Operations report (Appendix A refers).

At the Board’s Budget Sub-Committee meeting on August 6th, 2004, there was a discussion on a number of items, including Recommendation No. 4 from the Works Committee report to City Council. The Service was requested to review the Red-Light Camera Operations report and prepare a response to the Board.

Red-Light Cameras:

The Service has reviewed the Red-Light Camera Operations report and is aware of and concurs with its contents. The report has no implications for Service staffing levels or deployment. The Service consults regularly with City Transportation Services staff in relation to red-light camera operations and will continue to do so, including providing assistance in prioritizing additional suitable installation sites through strategic analysis of collision data and enforcement results.

Photo-Radar Program:

The use of electronic enforcement technology has been endorsed by a number of policing organizations including the Canadian and Ontario Associations of Chief's of Police, and this Service.

I must stress that electronic enforcement technology programs, whether red-light camera or photo-radar, must be used to augment the more traditional police enforcement capabilities without reducing the number of officers assigned to traffic policing.

Any electronic enforcement technology programs must be designed to be revenue neutral to ensure the credibility and broad based community support, of the program and the police, is maintained, with any surplus being returned to road safety initiatives.

I wish to comment specifically on two recommendations that are contained in the Red-Light Camera Operations report.

Recommendation (2) of the consolidated clause states;

“reiterate its support for municipally operated safety cameras (photo-radar) in school zones, community safety zones, construction zones and other areas where police are unable to enforce speed restrictions”

The Service will continue to consult with City Transportation Services staff in relation to electronic enforcement technology programs involving static set-up locations. However, the Service, must take a more specific and predominant role in the deployment of mobile electronic enforcement units. The primary responsibility for enforcement of the provisions of the Highway Traffic Act belongs to the policing community, further, it is within the normal mandate of the police to be the lead partner in developing enforcement strategies to deal with problematic roadways.

The police can not be prohibited from deploying mobile electronic enforcement units in areas that analysis of collision, injury or fatal statistics suggests are problematic. For example, the majority of fatal collisions occur on major arterial roadways within the City. An analysis of fatal collisions between 1998-2002, indicates that in nearly 25% of the collisions, speed was determined to be a factor.

Electronic enforcement technology programs should not exist in isolation. They are a one-dimensional enforcement response that does not deal with the driver's condition, the status of the driver's licence or insurance. Further, non-traffic criminal investigations are often commenced from what began as a “routine” traffic stop. A police officer provides a high visibility multi-dimensional enforcement response that will hold the driver accountable for their actions, deter drivers who are not the owners of the vehicle (photo enforcement offences have been identified as strict owner liability which do not fall within the provisions of the demerit point system), and ensure community confidence remains high that the police are proactively addressing local crime

issues. Electronic enforcement technology, in conjunction with high visibility policing can be an effective enforcement response as part of an overall strategy to deal with problematic locations.

Recommendation (3) of the consolidated clause states;

“request the Acting Commissioner of Works and Emergency Services, in consultation with the Toronto Police Service, to prepare a report to the Works Committee on the implementation of a safety camera (photo-radar) pilot project in Toronto”

The Service is prepared to actively consult with Works and Emergency Services on studying the feasibility of implementation of a photo-radar pilot project.

Conclusion:

Traffic safety with the goal of making the streets of Toronto the safest they can be for all road users remains a priority for the Service. The Service is always available to consult with City departments on traffic safety initiatives.

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

The Board received the foregoing.



CITY CLERK

Consolidated Clause in Works Committee Report 6, which was considered by City Council on July 20, 21 and 22, 2004.

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Red-Light Camera Operations

City Council on July 20, 21 and 22, 2004, amended this Clause by adding the following: "That

the Acting Commissioner of Works and Emergency Services be requested to:

- (1) make Red Light Camera locations more easily identifiable; and*
- (2) collect speed data for a period of six months, to determine the extent of excessive speeding on streets in the City of Toronto."*

This Clause, as amended, was adopted by City Council.

The Works Committee recommends that City Council:

- (1) adopt the staff recommendations in the Recommendations Section of the report (June 11, 2004) from the Commissioner of Works and Emergency Services;**
- (2) reiterate its support for municipally operated safety cameras (photo-radar) in school zones, community safety zones, construction zones and other areas where police are unable to enforce speed restrictions;**
- (3) request the Acting Commissioner of Works and Emergency Services, in consultation with the Toronto Police Service, to prepare a report to the Works Committee on the implementation of a safety camera (photo-radar) pilot project in Toronto;**
- (4) request the Acting Commissioner of Works and Emergency Services to explore the feasibility of using existing red-light cameras to act as a speed recording device, and report to the Works Committee on what regulatory issues are necessary to implement this function to control excessive speeds; and further, to explore:**

- (a) using this function as an educational program via a pilot program; and
 - (b) other jurisdictions where this feature may be in use at the present time; and
- (5) request that the Acting Commissioner of Works and Emergency Services consider the allocation of at least one red-light camera per ward or a similar equitable distribution system.

Purpose:

The purpose of this report is to provide a summary of the benefit-cost analysis from the red-light camera pilot project between November 2000 and November 2002, and to recommend that City Council approve an extension of red-light camera operations in the City of Toronto beyond November 20, 2004, subject to the extension of red-light camera legislation by the Government of Ontario.

Financial Implications and Impact Statement :

Funds are included in the Transportation Services Division's 2004 Capital Budget, in Account CTP700-11 to fund red-light camera operations to December 31, 2004. Funds, in the amount of \$2,011,000.00 gross, \$1,769,000.00 net, will be identified in the Transportation Services Division's 2005 Capital Budget submission, to fund red-light camera operations during 2005. Although the cost of this project was originally intended to be offset from revenue generated by tickets issued during the operation of red-light cameras, fine revenue is currently collected by the Court Services Division of Corporate Services and credited to their accounts. The estimated revenue, generated from the operation of red-light cameras in 2005 is \$2,011,000.00, which includes \$1,769,000.00 from fines and \$242,000.00 from other participating municipalities.

The Chief Financial Officer and Treasurer has reviewed the financial implications and concurs.

Recommendations :

It is recommended that:

- (1) approval be granted to continue operating red-light cameras in the City of Toronto, beyond November 20, 2004, subject to the Government of Ontario extending the red-light camera legislation indefinitely;
- (2) approval be granted for the Commissioner of Works and Emergency Services to extend Contract No. 9119-00-7004 with ACS (formerly Lockheed Martin), in the amount of \$1,181,000.00 for a fifth year of operation of red-light cameras (November 20, 2004 to November 20, 2005), subject to the approval of funding;

- (3) approval be granted to continue the operation of the City of Toronto centralized municipal processing centre which issues offence notices on behalf of the City of Toronto, as well as other participating municipalities, and that the agreements with the participating municipalities regarding the sharing of operational costs be extended;
- (4) approval be granted to extend the operational agreement with the Ministry of Transportation, Ontario which clarifies the responsibilities of both parties and permits the City to obtain the motor vehicle registration information necessary to lay charges;
- (5) the process, as described in this report for selecting additional locations for an expanded red-light camera program, for future consideration by City Council, be approved in principle;
- (6) the Commissioner of Works and Emergency Services be directed to issue a Request for Proposals, in conjunction with other municipalities, for the installation, operation and maintenance of additional red-light camera sites, subject to the Government of Ontario extending the red-light camera legislation indefinitely;
- (7) subject to the Government of Ontario extending the red-light camera legislation indefinitely, the Commissioner of Works and Emergency Services be requested to report to Works Committee, in 2005, on the results of the RFP process and the approvals and costs required to expand the number of red-light cameras in the City of Toronto; and
- (8) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background :

On December 18, 1998, the Red Light Cameras Pilot Projects Act, 1998 (Bill 102) received Royal Assent. The Act amended the Highway Traffic Act to enable municipalities, for a period of two years, to use evidence obtained from red-light cameras to issue violation notices.

In announcing Bill 102, the Province stipulated that municipalities wishing to introduce a red-light camera pilot project would be required to:

- (a) conduct stepped-up police enforcement at other high-risk intersections;
- (b) participate in a comprehensive “before and after” statistical evaluation to determine the combined effect of red-light cameras and police enforcement on the frequency of red-light running; and
- (c) reimburse the Province for all of its costs associated with the program.

Six municipalities in Ontario were designated by the Ministry of Transportation, Ontario as red-light camera pilot areas, namely, City of Toronto, City of Hamilton, City of Ottawa, Regional Municipality of Halton, Regional Municipality of Peel, and the Regional Municipality of

Waterloo.

On November 20, 2000, the Lieutenant Governor proclaimed Bill 102 and on the same day, the City of Toronto and the participating municipalities began operation of the red-light cameras.

On February 13, 14 and 15, 2002, City Council adopted Clause No. 8 of Works Committee Report No. 2, recommending that:

“City Council request the Government of Ontario, through the Minister of Transportation, Ontario to extend Bill 102 for an additional two years, until November 20, 2004.”

At its meeting on July 30, 31, and August 1, 2002, City Council granted approval to continue operation of the red-light cameras pilot project from November 2002 to November 2003 at a cost of \$1,910,000.00 gross, subject to the Province of Ontario extending the legislation for the use of red-light cameras.

On November 19, 2002, Bill 149 received Royal Assent extending the red-light cameras pilot project to November 20, 2004.

At its meeting on June 24, 25, and 26, 2003, City Council granted approval to continue operation of the red-light cameras pilot project from November 2003 to November 2004 at a cost of \$1,845,000.00 gross. City Council further recommended that prior to extensions of the red-light camera program beyond November 2004, the Commissioner of Works and Emergency Services be requested to submit a report to the Works Committee that outlines the cost effectiveness of the program on a per ticket basis and explores optional operational models, including alternative financing options for capital expenditures.

At its meeting on September 22, 23, 24 and 25, 2003, City Council resolved to request the Government of Ontario, through the Ontario Ministry of Transportation, to extend the red-light camera legislation (Bill 102, as amended by Bill 149) for an indefinite period.

The two primary reasons for recommending that the City of Toronto request the Government of Ontario to extend the red-light camera legislation indefinitely were:

- (a) the results from the first two years of operation of the red-light cameras indicate that the project has achieved the objective of reducing angle collisions, particularly those resulting in personal injuries and fatalities; and
- (b) there is strong public support for camera enforcement of red-light running.

Bill 149 provides the Lieutenant Governor the authority to extend the red-light camera pilot project legislation indefinitely, by proclamation, before November 20, 2004. If the legislation is not extended before this date, the legislative authority to operate red-light cameras will expire.

Discussion:

This report discusses the following items:

- (1) Summary of the “Before and After” safety evaluation of the pilot project (November 2000 - November 2002);
 - (2) Status of the red-light camera legislation;
 - (3) Cost of the red-light camera project to date, on a per ticket basis;
 - (4) Operational and financing options for the supply and operation of red-light cameras;
 - (5) Operating existing red-light cameras – November 20, 2004 – November 20, 2005; and
 - (6) Red-light camera expansion plans for the City of Toronto.
-
- (1) Summary of the “Before and After” Safety Evaluation of the Pilot Project (November 2000-November 2002)

With funding from the six participating municipalities, the Ministry of Transportation, Ontario retained a consultant to conduct a “before and after” evaluation study covering the six participating municipalities. The purpose of the evaluation study was to determine, with statistical significance the combined effect that red-light cameras and police enforcement have had on safety at 48 representative study sites within the six municipalities. This study included seven camera sites and four police enforcement sites in the City of Toronto. The provincial study results are presented in Appendix A of this report. A summary of the findings is presented in Table 1.

Table 1: Safety Effectiveness at 48 Provincial Study Sites

48 Study Sites	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
All Collision Types	-6.8 %	+18.5%
Angle Collisions	-25.3 %	-17.9 %
Rear End Collisions	+4.9 %	+49.9 %

A benefit-cost analysis was also conducted, as part of the evaluation study involving all six of the participating municipalities, to determine the societal benefits of the pilot project using an assessment of all benefits and costs associated with the 48 study sites. A framework established by the Ministry of Transportation, Ontario was used to establish the cost to society in terms of human consequences (fatalities and injuries, property damage, time and material expended) as a result of collisions. The benefit from a reduction in collisions is the avoidance of these costs. If a collision can be avoided the resources consumed by that collision could be used elsewhere for the benefit of society.

The resulting benefit to cost ratio was 1.57:1 indicating that the benefits resulting from the combined use of red-light cameras and police enforcement were greater than the project costs.

A supplementary collision frequency analysis was conducted, using the same “before and after” periods as the provincial safety evaluation, to determine the effect on safety at the 38 City of Toronto red-light camera sites. The full findings of this analysis are presented in Appendix B of this report. A summary of the findings is presented in Table 2.

Table 2:
Collision Frequency Comparison – 38 City of Toronto Red-Light Camera Sites

Collision Type	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
All Collision Types	- 18.2 %	+ 4.0 %
Angle Type Collisions	- 48.0 %	- 26.2 %
Rear End Type Collisions	- 2.3 %	+10.1 %

With the exception of rear end collisions, the operation of red-light cameras has reduced collisions at signalized intersections where red-light cameras were operating, particularly those collisions which result in personal injury and fatalities.

(2) Status of Red-Light Camera Legislation

Bill 149, amending Bill 102, came into effect on November 19, 2002 to extend the red-light camera legislation until November 20, 2004. Bill 149 also provides the Lieutenant Governor the authority to extend the red-light camera pilot project legislation indefinitely, by proclamation, before November 20, 2004. If the legislation is not extended before this date, the authority to operate red-light cameras will expire.

In a letter to the City Clerk, dated December 18, 2003, the Transportation Minister, Harinder Takhar indicated that he would consider the request to extend the red-light camera legislation. Since that communication no further information has been received, but ministry staff have informed the joint municipal steering committee that they have briefed the Minister of Transportation on the results of the evaluation study.

(3) Cost of the Red-Light Camera Project to Date, On a Per Ticket Basis

At its meeting on June 24, 25, and 26, 2003, City Council recommended that prior to extensions of the red-light camera program beyond November 2004, the Commissioner of Works and Emergency Services be requested to submit a report to the Works Committee that outlines the cost effectiveness of the program on a per ticket basis and explores optional operational models, including alternative financing options for capital expenditures.

From November 20, 2000 to December 31, 2003, 28,088 charges were issued for red-light running at the City of Toronto red-light camera sites. The gross project cost, for the same period, was \$ 9,418,662.00 resulting in a gross cost per charge of \$335.33, which includes the one-time start-up costs. During the same period, the City of Toronto collected revenue from red-light running fines and from the other participating municipalities for their portion of the municipal processing centre operating costs. Fine revenue is collected from both pre-payments, at the full amount of \$190.00 and from court ordered convictions at an amount set by the court, at the conclusion of each trial. Of the total payable, the City of Toronto remits up to \$35.00 for the Victim Fine Surcharge administered by the Province of Ontario. Fine and municipal revenue for the period of November 20, 2000 to December 31, 2003, is estimated at \$146.04 per charge.

(4) Operational and Financing Options for the Supply and Operation of Red-Light Cameras

As requested by City Council, City of Toronto staff, in conjunction with the municipal red-light camera project steering committee have explored operational and financing options for the supply, installation, operations and maintenance of red-light cameras. There are two basic operational options, which are briefly described below.

- (a) Vendor/Municipal Operation – The municipality contracts with a vendor for the supply, installation, operation and maintenance of the red-light cameras. The municipality pays the vendor for the installation, operation and maintenance of the cameras. The municipality separately provides and funds all the processing functions. This is the arrangement that has been in effect for the pilot project; and
- (b) Vendor Outsource Operation – The municipality contracts with a vendor for the supply, installation, operation and maintenance of the red-light cameras as well as the processing of charges. The vendor prepares charging documents, based upon criteria set by the municipality and mails only those charges approved by the municipality to the defendant. The municipality pays the vendor for these functions. The only function provided by the municipality is to review the charges recommended by the vendor and provide instructions regarding which charges should be laid (mailed to the defendant by the vendor).

Following its review of the two operational options, the municipal red-light camera project steering committee has concluded that municipalities should continue using the Vendor/Municipal Operation model, which does not permit the vendor to operate the processing function (photograph review, screening of non-enforceable offences, processing of licence plate ownership information, mailing approved offence notices and preparation of court documents). As indicated in section 5 of this report, the agreement with the Ministry of Transportation does not permit the municipalities to transfer the right to use licence plate registration information, which is necessary to lay charges. In addition, legal advice provided to the municipal red-light camera project steering committee recommends that the processing and charging components of the program should remain a municipal operation, in order to maintain confidence in the program, by the courts and the public. This legal advice is consistent with recommendations made by

the California State Auditor who was requested to complete a state-wide review of the red-light camera projects after the San Diego Superior Court ruled that the City of San Diego did not provide sufficient oversight of its red-light camera vendor, resulting in more than 250 charges being dismissed. The California State Auditor concluded that local governments did not exercise sufficient control over vendor operated programs. Specifically, local governments should be actively involved in the processing of evidence, handling and storage of confidential data and mailing of approved tickets.

The municipal red-light camera project steering committee also explored the following options for financing a vendor/municipal operation:

- (a) Purchase/Maintenance Fee Financing – The municipality purchases the red-light cameras and pays all installation costs. The municipality separately pays the vendor a monthly fee for the operation and maintenance functions, provided by the vendor. This financing model requires an initial capital investment by the municipality as well as municipal funding of the monthly operating costs; and
- (b) Leasing Fee Financing – The vendor provides the red-light cameras to the municipality. The municipality pays the vendor a monthly fee the use of the red-light cameras and any functions provided by the vendor. This financing model does not require initial capital investment by the municipality, but the monthly costs for this option are higher than the Purchase/Maintenance Fee option.

The municipal red-light camera project steering committee has concluded that the new red-light camera RFP should permit vendors to submit proposals based on both the purchase/maintenance fee and the leasing fee financing options.

(5) Operating Existing Red-Light Cameras – November 20, 2004 – November 20, 2005

Currently, there is not sufficient time to issue a new Request for Proposals and select a red-light camera vendor in time for continued operations beyond November 20, 2004. In the event that the Government of Ontario extends the red-light camera legislation indefinitely prior to November 20, 2004, the municipal red-light camera project steering committee has recommended that participating municipalities seek approval to extend the existing contract with ACS to ensure continued red-light camera operations without interruption.

The City of Toronto owns ten red-light cameras that are rotated among 38 equipped sites (with poles, enclosures and detectors). The current City of Toronto red-light camera sites are listed in Appendix C. Continuation of red-light camera operations beyond November 20, 2004, will first require an extension to the red-light camera legislation. In addition to the legislative authority, the operation of red-light cameras requires the City of Toronto to have operational agreements with the:

- (a) red-light camera vendor for operation and maintenance of the red-light cameras;

- (b) Ministry of Transportation to obtain licence plate registration information which is necessary to lay charges under this program; and
- (c) other participating municipalities for the operation and cost-sharing of the centralized municipal processing centre, which issues offence notices, on behalf of the City of Toronto and the other participating municipalities.

ACS has provided unit cost pricing for operation and maintenance of red-light cameras for the period of November 2004 – November 2005 to the participating municipalities. Since the City owns the red-light camera equipment, operation and maintenance costs of the existing sites are the only ACS expenditures to be incurred in the fifth year of operation. The ACS cost to the City of Toronto is estimated at \$1,181,000.00, which is based upon the 2003 scope of activity. The unit costs provided by ACS represent a four percent increase over the fourth year unit cost prices. These services include \$57,000.00 for centralized processing of red-light camera film, which the City of Toronto would recover from the other participating municipalities. Consequently, the net cost to the City of Toronto for these services is \$1,124,000.00. At the current time, the other participating municipalities are preparing reports recommending an extension to the agreement with ACS, for consideration by their respective councils.

The agreement with the Ministry of Transportation defines the responsibilities of both parties and permits the City to obtain and use licence plate registration information necessary to lay charges. The agreement requires the City of Toronto to comply with all applicable laws and statutes including the Provincial Offences Act, the Municipal Freedom of Information and Protection of Privacy Act and the Highway Traffic Act. The agreement provides the City of Toronto the non-transferable right to use licence plate registration information for the purpose of conducting legal proceedings specific to red-light running violations. In order to continue red-light camera operations, beyond November 20, 2004, it is recommended that the agreement with the Ministry of Transportation be extended.

The City of Toronto operates the centralized municipal processing centre on behalf of itself and the other participating municipalities. The centralized municipal processing centre employs designated Provincial Offences officers who review and process evidence obtained from the red-light cameras, obtain plate ownership information for offences, lay red-light running charges and prepare court documents. By maintaining the operation as a municipal function, the participating municipalities ensure a consistent approach to the processing of red-light camera offences, thereby maintaining the integrity of and upholding public confidence in the program. In addition, the agreement with the Ministry of Transportation does not permit the municipalities to transfer the right to use licence plate registration information, which is necessary to lay charges.

The agreements with the participating municipalities define the responsibilities of participating parties regarding the sharing of all operating costs. In order to continue red-light camera operations, beyond November 20, 2004, it is recommended that the City of Toronto extend its agreements with the other participating municipalities.

The estimated cost of operating red-light cameras in the City of Toronto for a fifth year (November 2004 – November 2005) is \$2,011,000.00 gross, \$1,769,000.00 net, as shown in Table 3. This includes costs for extending the contract with ACS (Affiliated Computer Systems) as well as operating the centralized municipal processing centre, reimbursement to the Province, and continuing the public awareness campaign.

Table 3: Project Costs Year 5

Project Component	Gross Department Cost Estimate Year 5	Net Department Cost Estimate Year 5
Operate and Maintain Equipment	\$ 1,181,000	\$ 1,124,000
Processing Centre	\$ 400,000	\$ 272,000
Public Awareness	\$ 250,000	\$ 225,000
Provincial Costs	\$ 100,000	\$ 100,000
Project Management	\$ 80,000	\$ 48,000
Project Total	\$ 2,011,000	\$ 1,769,000

The revenue estimate for the fifth year is \$2,011,000.00, which includes \$242,000.00 from municipalities and \$1,769,000.00 from fines is based upon 2003 and early 2004 experience. Therefore, the net cost to the City of Toronto is \$0.00.

(6) Red-Light Camera Expansion Plans for the City of Toronto

Should the Government of Ontario extend the red-light camera legislation indefinitely, the City of Toronto could consider expanding the number of red-light cameras in the City of Toronto, by taking the steps identified in Table 4.

Table 4: Red-Light Camera Project Expansion Timetable

Date:	Steps:
June – July 2004	Report to Works Committee and Council recommending the extension of red-light camera operations beyond November 2004
June – August 2004	Complete the selection of additional red-light camera sites (as detailed in Table 5 of this report)
September 2004	Issue new RFP for red-light cameras in the City of Toronto and other municipalities
November 2004	Evaluate RFP responses
Spring 2005	Report to Works Committee and Council, recommending authority to award new contracts and detailing multi-year budget requirements and revenue estimates
Spring 2005	If necessary, request the Province of Ontario to designate the new red-light camera system in the regulations
Fall 2005	Begin operation of additional red-light camera locations

Additional intersections for an expansion in the number of red-light cameras will be identified using the process identified in Table 5.

Table 5: Additional Red-Light Camera Site Selection Process

Step	Description
1	Compile the collision history of all signalized intersections.
2	List the frequency of all types of injury and fatality collisions at signalized intersections.
3	List the frequency of angle type injury and fatal collisions at signalized intersections.
4	List the frequency of angle type property damage only type collisions at signalized intersections.
5	List the frequency of collisions involving pedestrians and cyclists at signalized intersections.
6	List the frequency of rear end type injury and fatal collisions at signalized intersections.
7	List the frequency of rear end type property damage only type collisions at signalized intersections.
8	In consultation with the Toronto Police Service, use a combination of the results of steps 2 through 7 to rank intersections based on their collision history and potential for collision reduction if included in an expanded red-light camera program.
9	Review each intersection identified in step 8 for feasibility of red-light camera installation. The feasibility of red-light camera installation involves a thorough physical review of each intersection (above and below ground plant as well as driveway locations) to ensure that there would be no conflict with the red-light camera pole location and its sensors.
10	With the Toronto Police Service, review intersections which are not suitable for automated enforcement and consider alternative enforcement options.
11	From the list of candidate intersections, select locations based on collision reduction potential and attempt to achieve even distribution throughout the City of Toronto.

City of Toronto staff have completed steps 1 through 5 of the process detailed in Table 5 and have identified approximately 100 locations with a collision history which could be improved through the use of red-light camera operations. The remaining steps (steps 6 through 11) should be complete by late August 2004.

The cost of operating the existing 38 red-light camera sites in the City of Toronto for a five-year period (November 2000 – November 2005) is estimated at \$13,274,000.00 gross. The estimated revenue for the same period is estimated at \$7,184,000.00. Consequently, the net operational cost for operating red-light cameras in the City of Toronto at 38 locations over a five-year period is \$6,090,000.00.

City of Toronto staff estimated that the cost to operate red-light cameras at 78 sites (an additional 40 sites) over a five-year period is \$28,500,00.00 gross, \$10,000,000 net.

Should the Government of Ontario extend the red-light camera legislation indefinitely, the City of Toronto, in conjunction with other municipalities, could issue a new RFP for the installation, operation and maintenance of red-light cameras at additional sites for the period of July 2005 - July 2010. In the event that approval is granted, the Commissioner of Works and Emergency Services would report back to Works Committee in early 2005 detailing the required approvals and funding for an extended red-light camera program.

Conclusion:

The operation of red-light cameras has reduced collisions at signalized intersections where red-light cameras were operating, particularly those collisions that result in personal injury and fatalities with a benefit to cost ratio of 1.57 : 1. Authority is requested to extend operation of the existing red-light cameras from November 20, 2004 to November 20, 2005, including authority for the appropriate City officials to extend the agreements with Affiliated Computer Systems, other participating municipalities and the Ministry of Transportation, necessary to operate red-light cameras. Should the Government of Ontario extend the red-light camera legislation indefinitely, it is also recommended that the Commissioner of Works and Emergency Services be requested to submit a report to Works Committee, in early 2005, on the approvals and costs required to operate an expanded number of red-light camera sites in the City of Toronto for a five-year period, starting in mid-2005.

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Appendix A

Results of the “Before and After” Safety Evaluation

The evaluation study included 48 sites in total located within the six municipalities which were designated as red-light camera pilot areas, with approximately equal numbers of red-light camera sites, stepped-up police enforcement sites, and control sites. The distribution of red-light camera and evaluation study sites is listed in Table A1.

Table A1: Red-Light Camera and Evaluation Site Distribution

Red-Light Camera Sites			Evaluation Study Sites		
Municipality	# of Red-Light Cameras	# of Camera Sites	# of Camera Sites	# of Police Enforcement Sites	# of Control Sites
Toronto	10	38	7	4	6
Hamilton	2	8	1	2	2
Ottawa	2	8	5	2	0
Halton	1	4	3	3	4
Peel	2	6	2	5	0
Waterloo	1	4	1	1	0
Totals	18	68	19	17	12

In order to measure the combined effectiveness of red-light cameras and police enforcement, with statistical significance, a robust statistical tool, known as the “Empirical Bayes” method was used to conduct the safety evaluation. Collision, traffic volume and red-light violation data for the years 1995 to 1999, representing the period “before” red-light cameras were introduced, were used to develop an average safety performance curve for the 48 study sites. Similar data were collected for the years 2001 and 2002, representing the period “after” red-light cameras were introduced. The safety performance for the “before” and “after” periods were compared to provide the basis of the safety evaluation at each of the 48 study sites. The combined effect that both red-light cameras and police enforcement had on the study sites, in terms of collisions, is shown in Table A2.

Table A2: Safety Effectiveness of 48 Provincial Study Sites

48 Study Sites	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
All Collision Types	-6.8 %	+18.5%
Angle Collisions	-25.3 %	-17.9 %
Rear End Collisions	+4.9 %	+49.9 %

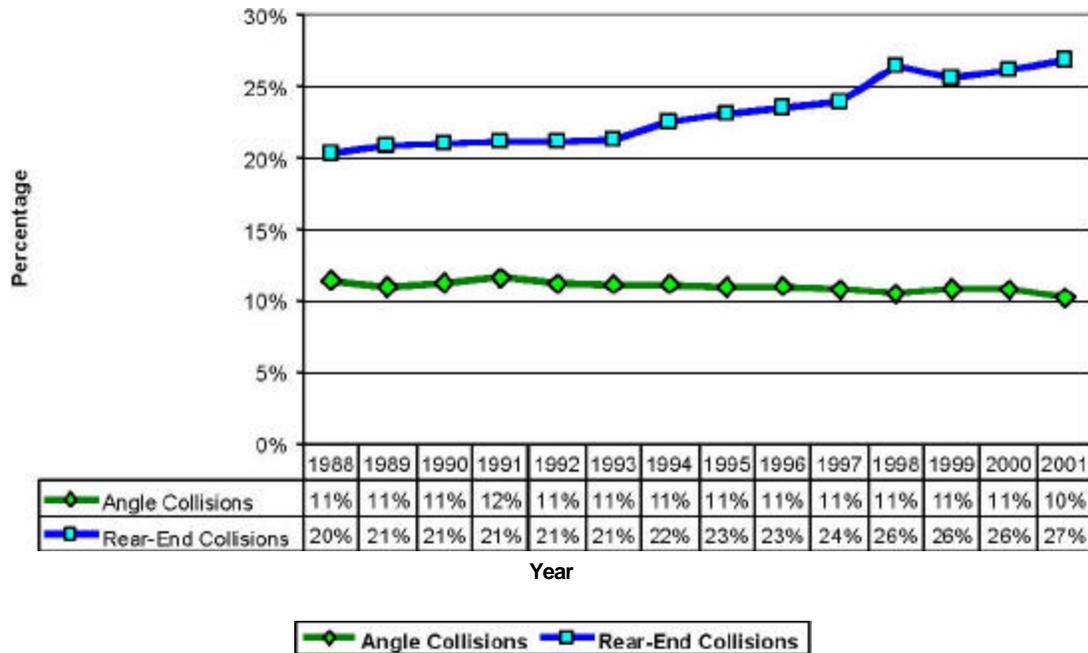
Of all collisions that occur at signalized intersections, angle type collisions are the most indicative of red-light running. The results above indicate that angle type collisions resulting in fatalities and personal injury were reduced by 25.3 percent and those resulting in property damage were reduced by 17.9 percent as a result of the pilot project.

However there was a large increase in rear end collisions occurring at the study sites. In this regard, it is important to note that:

- (a) the increase in rear end collisions at the study sites may indicate an increase in motorist compliance with red traffic signal indications (most drivers but not all). This can often result in motorists, who are driving too close or driving without due care and attention, such that they cannot bring their vehicle to a stop, colliding with the vehicle in front, whose driver has complied with the amber and red signal indications;

- (b) these results are similar to other studies on the effects of red-light cameras;
- (c) Ontario Road Safety Annual Reports indicate that rear end type collisions have increased from 23 percent to 27 percent of all collisions, during the same period as the evaluation study (see chart, below). Therefore this can be seen as a general collision trend within the Province of Ontario.

Percentage of angle and rear-end collisions in Ontario (1988 – 2001)



Based on these findings, the red-light cameras pilot project has achieved the objective of reducing severe collisions.

Appendix B

Results of the City of Toronto Supplementary “Before and After” Collision Analysis

Only seven of the 38 City of Toronto red-light camera sites (18 percent) were used in the provincial “before and after” safety evaluation. Therefore, a supplementary collision frequency analysis was conducted, using the same “before and after” periods as the provincial safety evaluation. This supplementary analysis was conducted to determine:

- (a) the impact on collisions at all 38 City of Toronto red-light camera sites; and
- (b) the collision trend at all other signalized intersections within the City of Toronto during the same “before and after” period.

The results of this supplementary analysis are shown in the following tables.

Table B1: Collision Frequency Comparison – All Collision Types

Intersection Group	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
38 City of Toronto Red-Light Camera Sites	- 18.2 %	+ 4.0 %
All Other City of Toronto Signalized Intersections	+ 4.0 %	+27.6 %
48 Provincial Study Sites	- 6.8 %	+ 18.5 %

The results shown in Table B1 (All Collision Types) indicate that when comparing the “after” period to the “before” period:

- (i) fatal and injury collisions decreased by 18.2 percent at the 38 City of Toronto red-light camera sites whereas they increased by 4.0 percent at all other City of Toronto signalized intersections;
- (ii) fatal and injury collisions decreased by 6.8 percent at the 48 provincial study sites whereas they decreased by 18.2 percent at the 38 City of Toronto red-light camera sites;
- (iii) property damage only collisions increased by 4.0 percent at the 38 City of Toronto red-light camera sites whereas they increased by 27.6 percent at all other City of Toronto signalized intersections; and
- (iv) property damage only collisions increased by 18.5 percent at the 48 provincial study sites whereas they increased by 4.0 percent at the 38 City of Toronto red-light camera sites.

Table B2: Collision Frequency Comparison – Angle Type Collisions

Intersection Group	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
38 City of Toronto Red-Light Camera Sites	- 48.0 %	-26.2 %
All Other City of Toronto Signalized Intersections	- 29.1 %	- 7.4 %
48 Provincial Study Sites	- 25.3 %	- 17.9 %

The results shown in Table B2 (Angle Type Collisions) indicate that when comparing the “after” period to the “before” period:

- (i) fatal and injury collisions decreased by 48.0 percent at the 38 City of Toronto red-light camera sites whereas they decreased by 29.1 percent at all other City of Toronto signalized intersections;
- (ii) fatal and injury collisions decreased by 25.3 percent at the 48 provincial study sites whereas they decreased by 48.0 percent at the 38 City of Toronto red-light camera sites;
- (iii) property damage only collisions decreased by 26.2 percent at the 38 City of Toronto red-light camera sites whereas they decreased by 7.4 percent at all other City of Toronto signalized intersections; and
- (iv) property damage only collisions decreased by 17.9 percent at the 48 provincial study sites whereas they decreased by 26.2 percent at the 38 City of Toronto red-light camera sites.

Table B3: Collision Frequency Comparison – Rear End Type Collisions

Intersection Group	Percentage Difference: (“After” compared to “Before”)	
	Fatal and Injury Collisions	Property Damage Only Collisions
38 City of Toronto Red-Light Camera Sites	- 2.3 %	+ 10.1 %
All Other City of Toronto Signalized Intersections	+ 11.5 %	+ 42.9 %
48 Provincial Study Sites	+ 4.9 %	+49.9 %

The results shown in TableB3 (Rear End Collisions) indicate that during the same “before” and “after” periods:

- (i) fatal and injury collisions decreased by 2.3 percent at the 38 City of Toronto red-light camera sites whereas they increased by 11.5 percent at all other City of Toronto signalized intersections;
- (ii) fatal and injury collisions increased by 4.9 percent at the 48 provincial study sites whereas they decreased by 2.3 percent at the 38 City of Toronto red-light camera sites; property damage only collisions increased by 10.1 percent at the 38 City of Toronto red-light camera sites whereas they increased by 42.9 percent at all other City of Toronto signalized intersections; and
- (iv) property damage only collisions increased by 49.9 percent at the 48 provincial study sites whereas they increased by 10.1 percent at the 38 City of Toronto red-light camera sites. With the exception of rear end collisions, the operation of red-light cameras has reduced collisions at signalized intersections where red-light cameras were operating, particularly those collisions that result in personal injury and fatality.

Appendix C Toronto Red-Light Camera Sites

Intersection	Ward(s)
Finch Avenue and Kipling Avenue	1
Dixon Road and Islington Avenue	2, 4
Dixon Road and Martin Grove Road	2, 4
Eglinton Avenue and Martin Grove Road	3, 4
The Queensway and Royal York Road	5
Finch Avenue and Weston Road	7
Finch Avenue and Jane Street	7, 8
Dufferin Street and Steeles Avenue	8, 10
Allen Road and Sheppard Avenue	8, 9, 10
Bathurst Street and Finch Avenue	10, 23
Weston Road and Lawrence Avenue	11
Dundas Street and Keele Street	13
Dufferin Street and Eglinton Avenue	15, 17
Dufferin Street and St. Clair Avenue	17
Yonge Street and Eglinton Avenue	16, 22
Yonge Street and York Mills Road	16, 25
Dufferin Street and Bloor Street	18
Bloor Street and Bathurst Street	19, 20
University Avenue and Gerrard Street	20, 27
Yonge Street and Steeles Avenue	23, 24
Yonge Street and Finch Avenue	23, 24
Finch Avenue and Don Mills Road	24, 33
Eglinton Avenue and Don Mills Road	26
Yonge Street and Wellesley Street	27
Lake Shore Boulevard E/B and Yonge Street	28
Yonge Street and Richmond Street	28
Danforth Avenue and Broadview Avenue	29, 30
St. Clair and Victoria Park Avenue	31, 35
Lawrence Avenue and Victoria Park Avenue	34, 37
Eglinton Avenue and Pharmacy Avenue	35, 37
Eglinton Avenue and Markham Road	36, 38
Lawrence Avenue and Warden Avenue	37
Ellesmere Road and Brimley Road	37, 38
Ellesmere Road and Markham Road	38
Lawrence Avenue and Markham Road	38, 43
Steeles Avenue and Warden Avenue	39
Brimley Road and Huntingwood Drive	41
Kingston Road and Morningside Avenue	43, 44

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P311. PARKING ENFORCEMENT UNIT: FACILITY REQUIREMENTS

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

Subject: PARKING ENFORCEMENT UNIT: FACILITY REQUIREMENTS

Recommendation:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board defer this matter for review by the independent consultant hired by the Board.

Background:

At its meeting of April 29, 2004 (Board Minute No. P129/04 refers), the Board was in receipt of a Board Report entitled Parking Enforcement Unit: Facility Requirements. At this meeting, the Board approved an additional six - month extension to provide enough time to do an evaluation of available space for "F" & "G" platoons at downtown divisions as the boundary realignment had been moved to the end of May from the original date of March 30th.

At its meeting of June 21, 2004 (Board Minute P184/04 refers) the Board was in receipt of a Board Report entitled Lease Renewal for Parking Enforcement Premises - 1500 Don Mills Road, the Board approved the following motion in relation to that report:

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.

It is recommended that the Board defer this matter for review by the independent consultant hired by the Board.

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

The Board was advised that recommendation no. 2 should have indicated that the report be “referred” not “deferred” to the consultant for review.

The Board approved the report agreeing to the “referral” to the consultant as noted above.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P312. PROFESSIONAL STANDARDS 2003 ANNUAL REPORT - ADDITIONAL
INFORMATION**

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

Subject: PROFESSIONAL STANDARDS 2003 ANNUAL REPORT – ADDITIONAL
INFORMATION

Recommendation:

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

Background:

At its meeting of June 21, 2004, the Board received the Professional Standards 2003 Annual Report (Board Minute P200/04 refers). Previously, the Board had requested that an appropriate comparator or baseline be identified and included, if possible, in future annual reports so that the Board could better assess the complaints data (Board Minute P209/03 refers). A similar direction is contained in the "Board's Policy on Complaints" (TPSB AA-001) in the section dealing with reporting.

The comparison attached has been limited to police agencies that are subject to the same legislative requirements as the Toronto Police Service, and more specifically the provisions of the Ontario Police Services Act.

Complaint statistics are correlated annually by the Ontario Civilian Commission on Police Services (OCCPS) and it would be appropriate to rely on this provincial source for accurate information. Generally, the OCCPS time frame for collecting the material is in keeping with the April submission date for the Professional Standards Annual report, however, this year the information was not available until May 17. As a result of this delay, the comparative figures are being forwarded to the Board, separately from the Annual Report. (see Appendix 'A').

The Board, in considering the content of the statistical report, should be apprised that police services are under no requirement to classify conduct complaints in a specific manner. As an example, the Act fails to define the term "serious". Therefore, each reporting agency may have a different criteria for classifying a complaint as serious.

Acting Staff Superintendent Richard Gauthier of Professional Standards will be in attendance to answer any questions that the Board members may have.

The Board received the foregoing.

APPENDIX A

2003 Public Complaints	Provincially		Toronto		Peel Regional		Durham Regional		York Regional	
	Total	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers	Total	Per 100 Officers
Police Officers	21398		5223		1423		843		985	
Total - 2002	2826	13.21	704	13.48	190	13.35	119	14.12	95	9.64
Total - 2003	2844	13.29	723	13.84	219	15.39	103	12.22	112	11.37
Total - Conduct	2746	12.83	681	13.04	219	15.39	97	11.51	111	11.27
Total – Policy	27	0.13	2	0.04	1	0.07	3	0.36	1	0.10
Total - Service	103	0.48	25	0.48	6	0.42	3	0.36	0	0.00
<i>Complaint Allegations</i>										
Incivility	693	3.24	255	4.88	73	5.13	0	0.00	36	3.65
Neglect of Duty	729	3.41	123	2.35	11	0.77	14	1.66	22	2.23
Discreditable Conduct	957	4.47	272	5.21	91	6.39	63	7.47	31	3.15
Excessive Use of Force	579	2.71	161	3.08	35	2.46	26	3.08	14	1.42
Exercise of Authority	350	1.64	28	0.54	71	4.99	14	1.66	8	0.81
Unsatisfactory Work Performance	69	0.32	0	0.00	40	2.81	0	0.00	0	0.00
Other	168	0.79	19	0.36	45	3.16	8	0.95	1	0.10
Not Dealt with under s. 59	557	2.60	200	3.83	26	1.83	15	1.78	19	1.93
Informal Resolution	385	1.80	77	1.47	86	6.04	14	1.66	6	0.61
Withdrawn	576	2.69	93	1.78	20	1.41	31	3.68	11	1.12
Unsubstantiated	1161	5.43	150	2.87	23	1.62	11	1.30	43	4.37
Disposition without a Hearing	84	0.39	8	0.15	2	0.14	1	0.12	1	0.10
Police Services Act Hearing	49	0.23	2	0.04	12	0.84	2	0.24	1	0.10
Lost Jurisdiction	41	0.19	16	0.31	1	0.07	0	0.00	0	0.00
Outstanding Investigations (continuing-December 2003)	494	2.31	175	3.35	61	4.29	17	2.02	31	3.15

NOTE: The totals representing received complaints versus the mechanism for closure will not equal (723), as there is no comparative figure or category for closure of a policy complaint. In addition, 15 matters received as a complaint, that did not meet the criteria as a policy, service or conduct matter to be investigated, have been tabulated under 'not dealt with under s. 59'.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P313. RESPONSE TO CITY OF TORONTO REQUEST FOR REPORT:
REPORTED SENIORS ABUSE CASES AND SENIORS ABUSE
INVESTIGATIONS**

The Board was in receipt of the following report JULY 09, 2004 from Julian Fantino, Chief of Police:

Subject: REPORT ON THE INCIDENCE OF REPORTED SENIORS ABUSE CASES
AND SENIORS ABUSE INVESTIGATIONS

Recommendation:

It is recommended that:

- (1) the Board receive this report for information; and,
- (2) the Board forward a copy of this report to the Mayor's Roundtable on Seniors

Background:

At its meeting on May 18, 19 and 20, 2004, City Council adopted, without amendment, the following Motion [Motion J(26) refers]:

'NOW THEREFORE BE IT RESOLVED THAT the Toronto Police Service be requested to report on the incidence of reported seniors abuse cases and seniors abuse investigations of the past two years and the current cases year-to-date' (see attached Appendix 'A').

The abuse of elder or vulnerable persons is not a specific criminal offence in and of itself. It is a criminal act committed by a person in a position of trust or authority against a person who, by nature of a physical, emotional or psychological condition, is dependent upon that person. The Toronto Police Service's Policy and Procedure 05-22 entitled "Abuse of Elderly or Vulnerable Persons" sets out the procedures of the Service for responding to complaints of abuse to elderly or vulnerable persons.

For the purposes of this procedure, the following definitions are included therein:

- | | |
|----------------|--|
| Abuse | means harm done to anyone by a person in a position of trust or authority |
| Elderly Person | means a person over the age of 65 |
| Harm | means physical abuse (includes sexual abuse), psychological abuse, financial abuse or neglect or any combination thereof |

Vulnerable Person means any adult who by nature of a physical, emotional or psychological condition is dependent on other persons for care and assistance in day to day living

Incompetent means a person incapable of managing their day to day affairs, thus making them vulnerable to abuse

In addition, Policy and Procedure 05-22 complies with the Legislative and Regulatory Requirements of the Adequacy Standards Regulation pursuant to the Police Services Act (Ontario Regulation 03/99).

The Criminal Code of Canada, section 718.2 describes circumstances where a court may take into account any aggravating or mitigating circumstances relating to an offence or offender when imposing a sentence. Subsection (iii) states “*evidence that the offender, in committing the offence, abused a position of trust or authority in relation to the victim, shall be deemed to be aggravating circumstances*”.

When viewed in this context, elder abuse is a mitigating factor to the actual offence reported to police and remains so throughout subsequent investigations and/or judicial proceedings.

For the purposes of this report, and to assist the Police Services Board and the Mayor’s Roundtable on Seniors, a statistically relative sampling of occurrences in which the victim was sixty-five years of age or more was undertaken. Members of Community Programs reviewed the synopsis of each individual occurrence for the months of January and July 2002, January and July 2003, and January and April 2004. Those describing incidents consistent with the Toronto Police Service definition of elder abuse were isolated and quantified. Due to the labour intensive nature of this review, only two months were selected for each of the requested years.

The following are the results of this review:

	Jan. 2002	July 2002	Jan. 2003	July 2003	Jan. 2004	April 2004	Total
Occurrences Reviewed (Victim over 65 years of age)	25	27	14	25	3	3	97
Elder Abuse per Toronto Police Service Definition	11	4	3	6	2	1	27

Following a review of ninety-seven occurrences, a total of twenty-seven met the Toronto Police Service procedural definition of elder abuse. Due to the number of occurrences examined, it would be difficult to identify any trends or target a specific time of the year when elder abuse is more likely to occur.

The Toronto Police Service recognizes that as the percentage of those over 65 years of age increases within the total population, the potential for incidents of elder abuse increases correspondingly. Researchers in this area and those responsible for the delivery of services to seniors, generally acknowledge that the abuse of elderly and vulnerable persons is under-reported. The following summarizes the initiatives undertaken by the Toronto Police Service to ensure an effective response and a proactive approach to the abuse of elderly and vulnerable persons.

For the past nine years, a police constable has been assigned to perform the duties of Elder Abuse Co-ordinator. Among other responsibilities, this officer acts as a resource for both the Service and the community on issues relating to the abuse of elderly and vulnerable persons.

In the years 2002 and 2003, the Elder Abuse Co-ordinator, working in partnership with representatives of the Advocacy Centre for the Elderly (ACE), provided training on the dynamics of elder abuse to over fourteen hundred police officers, civilian personnel, other police agencies and special constables.

During this same period, the Elder Abuse Co-ordinator delivered over twenty-five presentations to external agencies. The Elder Abuse Co-ordinator continues to work with a variety of community-based agencies such as the Advocacy Centre for the Elderly (ACE), the Ontario Network for the Prevention of Elder Abuse (ONPEA), the Public Guardian and Trustee and Bringing an Awareness of Senior Safety Issues to the Community (BASSIC) on issues pertaining to seniors and crimes against seniors.

The Senior Crime Stoppers program was launched in January 2001. This program was developed with the acknowledgement that seniors and vulnerable persons are often afraid to report abuse due to dependency on the suspect, fear of retaliation and/or embarrassment. As with the regular Crime Stoppers program, callers are assured anonymity.

To date, members of Crime Stoppers have delivered over seventy presentations to seniors as well as senior support agencies. They have attended and staffed displays at eight events specifically directed towards seniors and their needs.

The Toronto Police Service Fraud and Forgery Unit through Project Senior, specializes in the investigation of frauds and scams that target and victimize the elderly. Involvement in these types of investigations is generated through occurrences, letters, requests from family members and requests from partner agencies.

During the period January 2002 to April 30, 2004, members of Project Senior have arrested 19 people for offences against the elderly resulting in 150 charges and the recovery of over thirty thousand dollars.

Project Senior continues to foster and maintain partnerships with a number of community stakeholders in order to effectively respond to issues surrounding financial crimes against seniors.

In conclusion, the Toronto Police Service recognizes that there are those in our society who prey on elderly and vulnerable persons. The Service is committed to providing professional and thorough investigations that are sensitive to the needs of victims. Further, it is often physically and emotionally difficult for victims of this type of crime to report these incidents to police and the Service continually seeks proactive solutions to this problem.

Members of the Toronto Police Service with expertise in this area are available to meet with members of the Mayor's Roundtable on Seniors and provide any assistance necessary to aid them in fulfilling their mandate.

It is therefore recommended that the Board receive this report for information and forward a copy of this report to the Mayor's Roundtable on Seniors.

Deputy Chief Steven Reesor of Policing Operations Command will be present at the Board meeting to answer any questions.

The Board received the foregoing and agreed to forward a copy to the Mayor's Roundtable on Seniors for information.



City Clerk's Office
City Hall, 2nd Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Ulli S. Watkies
City Clerk
Tel: (416) 392-9016
Fax: (416) 392-2960
clerk@toronto.ca
http://www.toronto.ca

Ref: 2004-08-J(26)

TORONTO POLICE SERVICE	
OFFICE OF THE CHIEF OF POLICE	
REGISTER #	1588/2004
PROCESSED BY #	25
DATE	2004/06/02

May 28, 2004

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

Dear Chief Fantino:

City Council, at its meeting on May 18, 19 and 20, 2004, adopted, without amendment, the following Motion:

J(26) Request for Reports on Seniors Abuse Cases and Seniors Abuse Investigations

Moved by: Councillor Carroll

Seconded by: Councillor Cowbourne

“WHEREAS Toronto demographics indicate a demographic bulge of aging citizens; and

WHEREAS the City of Toronto must always endeavour to keep pace with its most vulnerable citizen’s need for services and support; and

WHEREAS a shortage of services and supports to seniors and the families that care for them could, in extreme situations, lead to seniors abuse; and

WHEREAS a lack of co-ordination of existing services and supports to seniors in abusive situations could present extreme difficulty for the Toronto Police Service in the processing and protection of senior victims of abuse;

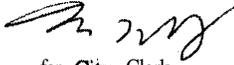
NOW THEREFORE BE IT RESOLVED THAT the Toronto Police Service be requested to report on the incidence of reported seniors abuse cases and seniors abuse investigations over the past two years and the current cases year-to-date;



AND BE IT **FURTHER RESOLVED** THAT appropriate City staff report on the **current** ability of the senior services agencies of the City of Toronto to meet the emergency needs of a senior victim of abuse;

AND BE IT FURTHER **RESOLVED** TWAT these reports be submitted to the Mayor's **Roundtable** on Seniors."

Yours truly,

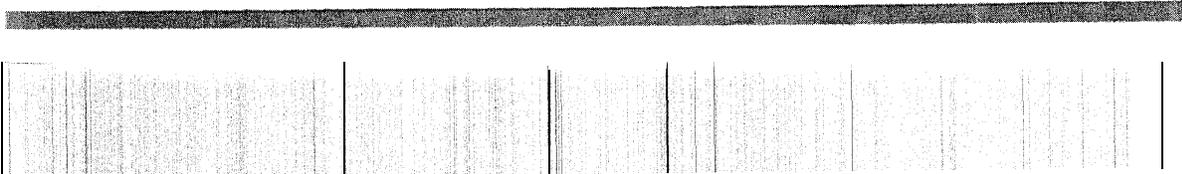


for City Clerk

M. Toft/cd

Sent to: Chief, Toronto Police Service

c. Secretary, Mayor's Roundtable on **Seniors**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P314. RESPONSE TO CITY OF TORONTO REQUEST FOR REPORT:
MARINE LIFEGUARD PROGRAM**

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

Subject: MARINE LIFEGUARD PROGRAM

Recommendation:

It is recommended that:

- (1) the Board receive the following report for their information, and
- (2) the Board forward a copy of this report to the Board's Budget Task Force.

Background:

During the special public meeting of the Toronto Police Services Board held on March 22 and 24, 2004, the Toronto Police Service (TPS) operating budget was discussed (Board Minute P77/04 refers). One component of the discussion was the beach lifeguard program. The Board requested that "the Chief meet with the Commissioner of Economic Development, Culture and Tourism to more effectively deal with the employment of lifeguards and report back to the Board through the Budget Task Force".

Historical

The Toronto Harbour Police were responsible for lifeguard service on Toronto beaches from the early 1900s. Lifeguard service expanded in the 1970s, as the city itself expanded.

The Marine Unit has provided a summer lifeguard service at the Toronto waterfront beaches and at the Toronto Islands beaches since amalgamation with the Harbour Police in 1982.

The Service operated the Beach Lifeguard Program (BLP), however all costs were charged back to the City of Toronto. Discussions with City Parks & Recreation staff concluded that the Beach Lifeguard Program would best be delivered by the Marine Unit. City staff proposed this to the Economic Development and Parks Committee.

As a result, Toronto City Council transferred administrative and financial responsibility to the Toronto Police Service effective January 1, 2001. This included the transfer of appropriate Beach Lifeguard Program (BLP) funding from the City of Toronto to the Toronto Police Service base budget (Board Minute #363/2000 refers).

Beach Lifeguard Program (BLP) Responsibility

The City of Toronto Parks & Recreation staff reviewed the issue of (BLP) responsibility in 2000. The discussions resulted in Parks & Recreation staff recommending to the City of Toronto Economic Development and Parks Committee that the (BLP) remain the responsibility of the Toronto Police Service. Furthermore, this decision was reinforced by Toronto City Council's decision to transfer all (BLP) funding to the TPS Base Budget, effective January 1, 2001.

Two significant factors influence the assignment of responsibility for the Beach Lifeguard Program (BLP):

1. Vessels:

- the (BLP) uses powered and non-powered vessels to safely and effectively provide instant response by (BLP) personnel to waterborne emergencies
- Toronto Police Service, Marine Unit, has the expertise, specialized knowledge and experience to store and maintain a fleet of vessels.

2. The Role of Beach Lifeguard Program (BLP):

The role of Beach Lifeguard Program (BLP) is significantly different from the role of the City of Toronto "pool" lifeguards. The following extracts from Board minute #168/98 highlight the advantages and disadvantages of maintaining operational control for the Beach Lifeguard Program (BLP) with the TPS:

"Beach lifeguards are specialists, who are trained and supervised by the Marine Unit. They are competent in dealing with most minor incidents reducing the need for police intervention. As a result, this reduces calls for service.

As such they are:

- An integral part of the Marine Unit team providing a fully co-ordinated approach to safety on the waterfront.
- Well-trained and highly trusted individuals trained in Marine Unit procedures.
- A readily available resource able to assist police in large-scale waterfront incidents or missing person searches.
- Trained to recognize and react to beach and water related problems and competent to deal with most minor incidents without the need for police intervention (reduces calls for service).

In addition:

- They reduce the requirement for Marine Unit vessels to patrol beach areas. This allows police officers to be available to respond to the more serious calls for service and provide increased preventative patrols elsewhere on the water.
- The existing shared communication system allows the Marine Unit dispatcher as well as Officers on board Marine Unit vessels to contact lifeguards directly. Direct communication allows a more rapid and efficient deployment of Marine Unit vessels and personnel when their presence is required at a beach incident.
- The presence of Marine Unit lifeguards on the beach benefits the public relations efforts of the Service and is a highly visible indication of our commitment to community based policing.

The consequences of transferring the Beach Lifeguard program to another authority are:

- The Marine Unit would forfeit control of the training and supervision of the guards. This will substantially reduce the level of trust currently existing between the lifeguards and police officers and could result in an increased need for Beach supervision by Marine Unit officers. This need for increased vigilance will remain until any new lifeguard program has been proven effective.
- Effective radio communication may no longer be available as radio frequencies will not be shared. This will adversely affect response times and prevent efficient co-ordination in emergencies.
- The loss of control over the Lifeguard Program would deny the Marine Unit the presence of a large pool of trained personnel who are now available on short notice to assist in emergency situations occurring on the waterfront.
- The absence of a Police Service presence on the beaches might adversely affect the behaviour of patrons. Non Marine Unit lifeguards might lack the same respect and authority which the Marine Unit lifeguards have traditionally enjoyed and could result in increased calls for police service.”

Impacts:

Terrorism has become a significant issue on the Toronto Waterfront. The United States (US) implemented the International Ship and Port Security Code (ISPS) on July 1st, 2004, that is: severe security restrictions on its ports, as it has done with its airports. Any vessel entering US water will have to have left from a port that has also adopted the ISPC code. Neither the Royal Canadian Mounted Police (RCMP) nor the Coast Guard will agree to assume these responsibilities. As a result, if the Port of Toronto is to stay open, the Service must become

responsible for Port security and border integrity, and must be capable of monitoring and responding to different security issues on vessel traffic entering and leaving Canadian/US waters. Vessel traffic to the US will be refused from the Port of Toronto unless the ISPC code is adopted and implemented.

Beach Lifeguard personnel provide an "eyes and ears" resource to the TPS regarding suspicious activity on the waterfront. As stated previously, they are a readily available resource skilled to assist police in large scale waterfront incidents.

It is recommended that the Board receive the following report for their information, and the Board forward a copy of this report to the Board's Budget Task Force.

Acting Deputy Dave Dicks, Operational Support Command, will be present at the Board Meeting to respond to any questions.

The Board received the foregoing and agreed to forward a copy to the Board's Budget Sub-Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P315. ACCREDITATION OF COMMUNITY COLLEGES TO PROVIDE
MANDATORY POLICE TRAINING**

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

Subject: ACCREDITATION OF COMMUNITY COLLEGES TO PROVIDE
MANDATORY POLICE TRAINING

Recommendation:

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

Background:

At the April 1, 2004 special meeting, the Board requested the Chief of Police provide a report on the consideration and merits, including cost / benefits, of requesting the Province to accredit community colleges to provide police training for the Greater Toronto Area modelled on best practices, such as the B.C. Justice System (Board minute #P105/2004 refers).

A significant amount of police training is highly regulated by the Province of Ontario. The Province has the authority under the Police Services Act to prescribe specific courses and to require that the Ministry of Community Safety and Correctional Services accredit other courses. The Basic Constable Training Program at the Ontario Police College is the mandatory initial training program for police recruits (Ontario Regulation 26/02). Ontario Regulation 3/99 (Adequacy and Effectiveness of Policing) and Ontario Regulation 546/99 (Suspect Apprehension Pursuits) require the Ministry to accredit eleven frequently offered police training courses. There is, at present, no legislative framework or process for the Ministry to accredit community colleges to provide police training. The Ministry will only accredit courses delivered by the Canadian Police College, Ontario Police College or an Ontario police service.

The role of the broader educational sector in police training was studied extensively in the early 1990's by the then Ministry of the Solicitor General. The Police Learning System Advisory Committee (PLSAC) was established, including representation from police services, the Police Association of Ontario (PAO), the Ontario Association of Police Services Boards (OAPSB), the Ontario Association of Chiefs of Police (OACP) and Ontario universities and community colleges. When the PLSAC recommended accreditation of community colleges and universities to deliver police training, the PAO and OACP disagreed and withdrew their support from the PLSAC. The PLSAC was disbanded and the Ministry did not accept their recommendation to accredit community colleges. In 2002 the Government of Ontario passed the above-described Ontario Regulation 26/02 restricting recruit training to the Ontario Police College.

Since 1999, the OACP has passed a number of resolutions against the accreditation of community colleges to provide police training. The following motion on Centralized Training for Ontario Police Recruits was approved at the 51st Annual General Meeting of the OACP held June 19, 2002:

“WHEREAS The Ontario Police College has established itself as a world class training institution; and WHEREAS Centralized training ensures that standardized training, standardized recruiting and controls of these issues remain within the police services; and WHEREAS The members of the Ontario Association of Chiefs of Police have grave concerns about the loss of this centralized training and the involvement of Community Colleges in what was formerly known as the “Police Foundation Training”; THEREFORE BE IT RESOLVED that the Ontario Association of Chiefs of Police supports the Ontario Police College and the Centralized Training Model or accredited police training centers within the control of Police Services as the mandatory method of training police recruits in Ontario and calls upon the Ontario Association of Chiefs of Police Executive and the Ministry of Public Safety and Security to do whatever is necessary to fully support the Ontario Police College and centralized recruit training in the Province of Ontario.”

There does not appear to be much support within the police community for accrediting community colleges and the Ministry has shown no indication of changing their policy. Even if community colleges were accredited to deliver mandatory police training, it is not clear that this would lead to any significant cost savings. Police training in the Atlantic provinces and British Columbia is delivered by the Atlantic Police Academy and Justice Institute of British Columbia respectively. Both of these institutions are part of the broader educational sector within their provinces. The following table indicates that classroom recruit training is longer and more expensive in both jurisdictions than it is in Ontario.

Jurisdiction	Academy	Classroom Training	Program Fees
Ontario	Ontario Police College	12 weeks	\$5,000
British Columbia	Justice Institute of British Columbia	22 weeks	\$9,500
Atlantic Provinces (Nfld., N.S., N.B., P.E.I.)	Atlantic Police Academy	24 weeks	\$19,115

Not all mandatory police training is subject to provincial jurisdiction. Some provincial regulations require only that each police service provide adequate and effective training. Toronto Police Service policy or procedure requires other training. The design and delivery of this training is within the jurisdiction of the individual police service. There is nothing to prevent the Toronto Police Service outsourcing this training to the broader educational sector, and where appropriate and cost-effective, this training is delivered by outside agencies. For example, the St. John Ambulance delivers first aid training and community resources have been used to deliver a wide range of training in topics such as diversity, ethics and instructional techniques. The Toronto Police Service is in the process of establishing a partnership with an Ontario university and community college to deliver a wide range of leadership training.

Conclusion:

The Toronto Police Service devotes considerable resources to ensure training meets all legislative requirements and the needs of Service members. The province has imposed restrictions on the ability of police services to outsource certain police training. It does not seem likely that these restrictions will be relaxed. Even if they were, it is by no means certain that training delivered by community colleges would be less expensive than present training.

The Training and Education Unit is constantly examining opportunities to expand the training delivered by the broader educational sector in an effort to reduce the high cost of police training. Where it is feasible and cost-effective, police training is outsourced to the broader educational sector, including community colleges.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P316. RESPONSE TO CITY OF TORONTO REQUEST FOR A REPORT:
IMPARK ACCESS TO LICENCE PLATE INFORMATION**

The Board was in receipt of the following report AUGUST 02, 2004 from Julian Fantino, Chief of Police:

Subject: IMPARK ACCESS TO LICENCE PLATE INFORMATION

Recommendation:

It is recommended that:

- (1) the Board receive this report for information, and
- (2) a copy be forwarded to the City Clerk's Office for information and referral to Toronto City Council.

Background:

At its special meeting on April 15 and 16, 2004, Toronto City Council adopted a motion regarding the access to licence plate information by a commercial business registered under the name of IMPARK.

Please find attached a copy of the correspondence received from the City Clerk's Office, which documents this motion and lists the following areas of concern in relation to the business activities of IMPARK:

- (1) Whereas access to the licence plate identification database maintained by the Province of Ontario is restricted to authorized persons for certain approved purposes only; and
- (2) Whereas IMPARK, as a commercial business, has apparently managed to secure an agreement with the Ministry of Transportation, in the Province of Ontario, to obtain licence plate information through the Ministry of Transportation database and/or the Canadian Police Information Centre (CPIC); and
- (3) Whereas IMPARK is not a law enforcement agency and it appears other similar businesses have access to licence plate data, and as such, receive this information improperly.
- (4) Now therefore be it resolved that officials of the Toronto Police Service be requested to investigate this matter, and City officials meet with Ministry of Transport and/or CPIC officials to determine why these companies are able to access what is essentially private information.

IMPARK (Imperial Parking) is an international parking management firm that was originally established in 1962. The company currently has parking management offices throughout Canada and the United States. Their clients include retail shopping centres, commercial facilities, government agencies, hotels, stadiums, airports, hospitals, universities, and colleges that retain the services of IMPARK to manage parking on private property owned by these various organizations or institutions.

The majority of the parking facilities managed by IMPARK are meter-based. Therefore, parking attendants under the employ of IMPARK utilize hand-held devices to record and monitor vehicle related information such as parking time frames and frequent non-paying customers. Parking tickets are issued for appropriate violations, and in some circumstances, offending vehicles are towed.

The Toronto Police Service is not involved in the enforcement of parking regulations or security requirements on these private lots, and would only attend these parking facilities to investigate offences that may result in charges of a criminal nature.

Memorandum of Understanding:

IMPARK has signed a properly executed Memorandum of Understanding with the Ministry of Transportation that allows the agency regulated access to the Motor Vehicle Branch registration database. (A copy of the generic agreement is attached.) The original document is confidential and is, therefore, retained by the Ministry of Transportation.

Requests for information from this authorized database are forwarded to the Ministry via Internet or fax message. Regulated information is then released to IMPARK personnel as per the Memorandum of Understanding.

Canadian Police Information Centre (CPIC):

The PARIS (Police Automated Registration Information System) database is maintained by the Ministry of Transportation and is an ancillary base within the CPIC system. Although it is accessed by policing agencies through CPIC, it is a database on its own. The Ministry of Transportation is a contributor to the database and is, therefore, responsible for its integrity. Employees of IMPARK do not have access to the Ministry database directly, nor do they have access to CPIC information.

Authorized Access to Licence Plate Data:

The Ministry of Transportation has established a website specifically for the purpose of responding to authorized requests for vehicle registration information.

Ms. Wilma Piovesan, Manager, Licensing Administration Office, is responsible for matters relating to administering the Memorandum of Understanding and maintaining the integrity of any information released. Ms. Piovesan can be contacted through the Ministry of Transportation,

Licensing Administration Office, Building 'A,' Room 178, 1201 Wilson Avenue, Downsview, Ontario M3M 1J8.

Implementation of Bylaw:

Since Council's request that officials of the Toronto Police Service investigate the legitimacy of IMPARK's access to licence plate information, a new bylaw has been passed prohibiting private institutions and private parking lot operators from issuing tickets to cars parked illegally on private property. Alternatively, the city will be permitted to ticket the violating vehicles and the revenue generated from associated fines will be returned to the city rather than the parking lot owners.

Superintendent Gary Ellis, Toronto Police Service, Parking Enforcement Unit, appeared before Toronto City Council on Thursday, July 22, 2004, to address many of the concerns pertaining to enforcement on privately controlled parking lots within the city.

Conclusion:

It is therefore recommended that the Board receive this report and forward a copy to the City Clerk's Office for information and referral to Toronto City Council.

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

The Board received the foregoing.



City Clerk's Office
City Hall, 2nd Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Ulli S. Watkins
City Clerk
Tel: (416) 392-8016
Fax: (416) 392-2560
clerk@toronto.ca
http://www.toronto.ca

TORONTO POLICE SERVICE
OFFICE OF THE CHIEF OF POLICE
REGISTER # 1262 / 2004
PROCESSED BY # DS
DATE 2004 / 05 / 04

Ref: 2004-S5-J(2)

April 29, 2004

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

Dear Chief Fantino:

City Council, at its special meeting on April 15 and 16, 2004, adopted, without amendment, the following Motion:

J(2) Access to Licence Plate Information

Moved by: Councillor Moscoe

Seconded by: Councillor Altobello

WHEREAS access to the licence plate identification database maintained by the Province of Ontario is restricted to authorized persons for certain approved purposes only; and

WHEREAS IMPARK, as a commercial business, has apparently managed to secure an agreement with the Ministry of Transportation, in the Province of Ontario, to obtain licence plate information through the Ministry of Transportation database and/or the Canadian Police Information Centre (CPIC); and

WHEREAS IMPARK is not a law enforcement agency and it appears other similar businesses have access to licence plate data, and as such, receive this information improperly;

...2/

NOW THEREFORE BE IT RESOLVED THAT officials of the Toronto Police Service be requested to investigate this matter, and City officials meet with Ministry of Transport and/or CPIC officials, to determine why these companies are able to access what is essentially private information."

Yours truly,



for City Clerk

M. Toft/cd

Sent to: Chief of Police
City Solicitor
City Clerk

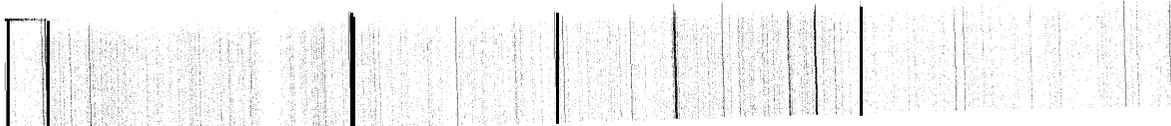
c. Chair, Toronto Police Services Board
Acting Director, Corporate Access and Privacy

 Ontario
Ministry of Transportation

**Authorized
Requester
Application
Form**

Fax Number: (416) 235-4465

Phone Number: (416) 246-7112 or 1-800-769-2419



Dear Information Requester:

In October 1994, the Ministry of Transportation adopted restrictions regarding the release of home address information. **This** restriction has been prompted by the ministry's concern for the privacy and safety of Ontario residents who are the subject of our records.

An Authorized Requester Agreement entitles you to purchase information products (including addresses) **from** this ministry. To enter into the Agreement with the ministry, please complete and **return** the attached Authorized Requester Application Package. **If the** ministry approves **you** application, a legal agreement will be prepared for you. Two copies of the **legal** agreement will be sent to you. Please sign and return both copies and one will be **returned** to you for **your** files.

Resale of information is not permitted **unless** the end user is an established Authorized or Government requester. Therefore, even if your company is approved, you may **not** resell information to a person or business entity not **previously authorized by this ministry.**

Please read the application **carefully** and ensure it is fully completed. Any omissions will result in your application being **returned** for the required information and will delay your ability to request information. In items 10 **and** 11, you must specify clearly the reason and purpose why you require residence address. Item 13 requires you to state your procedures to ensure the security provisions at your location are adequate.

You **will** also be subject to audit by this ministry to ensure **you are in compliance** with the terms of the Agreement. The ministry takes the protection of personal information very seriously. Any breaches of this Agreement could result in this **service** being terminated and civil and/or criminal penalties being levied against you and/or your business,

If you have any questions or require further assistance, please contact Business Information Services at (416) 246-7112 or 1-800-769-2419,

Mailing Address:

Ministry of Transportation
Licensing Administration Office
Rm. 178, Building A
2680 Reece Street
Downsview ON M3M 3E6

Attention: Co-ordinator, Business Information Services

Attachments: 1 Authorized Requester Package

NOTICE

Personal information is collected under the authority of section 205 of the Highway Traffic Act, and is used for the purpose of creating a record that is maintained as a public record.

In order to protect the privacy of individuals, home addresses have not been available to the general public since October 11, 1994, and will only be available in restricted circumstances.

In order to maintain safety, regulation and governmental program delivery, access to home addresses will continue to be made to requesters who have been approved by the Ministry and are Authorized Requesters who have entered into formal agreements which restrict the use, and ensure the confidentiality and non-disclosure of such information.

Any questions regarding the collection of personal information should be directed to:

Ministry of Transportation
Licensing Administration Office
Rm. 178, Building A
2680 Keele St
Downsview ON M3M 3E6

Attn: Co-ordinator, Business Information Services
Phone:(416) 246-7214, Fax(416)235-4465

- 4 -

AUTHORIZED REQUESTER
APPLICATION

Please Enter Previously Assigned Account Number (if any):

1. Name of Business:

--

Attach copy of business registration documents (REQUIRED FOR APPLICATION APPROVAL)

2. Physical Address:

Street:	
City:	
Province:	Postal Code:

3. Mailing address: (if different from above)

Street:	
City:	
Province:	Postal Code:
E-mail Address (if available):	

4. Will you purchase MTO information through any other Authorized Requester?

Yes No Other

If yes, please list the Authorized Requester(s) from whom you will be receiving information.

--

5. If your Business is required by law to be licensed (Licensed Carrier, Insurance Company, consumer reporting agency etc.), or if you are a member of the Law Society of Upper Canada, please insert your name instead of membership #:

Governing Body:
Licence Type:
Licence #/Membership #/Registration #:
Expiry Date:

6. Please list the following (as they apply to your organization):

Federal Employer I.D.#:
Corporation #
Province in which Incorporated:
G.S.T. #:
Limited Company YES <input type="checkbox"/> NO <input type="checkbox"/>
Partnership YES <input type="checkbox"/> NO <input type="checkbox"/>
Sole Proprietorship YES <input type="checkbox"/> NO <input type="checkbox"/>
North American Industry Classification System # (six-digit NAICS #): _____ (For further information on the NAICS #, refer to Definitions, Data sources on the Statistics Canada website www.statcan.ca . (Example Motor Vehicle Towing: 488410)

If none of the above apply, check here:

7. Which of the following information do you request?

- (a) Driver Information: with resident address c 1 without resident address
- (b) Vehicle Information: with resident address a without resident address
- (c) Carrier information: with resident address without resident address

8. What Is your anticipated yearly volume for each type of information request?
(approximate number)

Driver Information:
Vehicle Information:
Carrier Information:

9. In what type of business or organization are you engaged?

10. For what purpose(s) is this information being requested?

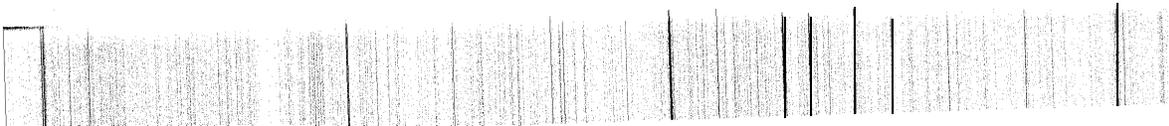
11. If you requested residence addresses in question #7, please explain the reason why you require residence addresses. (Be specific and give examples.)

NOTE: Residential addresses will be available only to persons authorized by the Ministry of Transportation to receive such information.

12. Will you resell this information?

YES NO

If yes, to whom? _____
(Please list all clients. Attach additional sheets if necessary)



(NOTE: In order to **resell** this **information**, the end **user** must be an authorized requester with the Ministry of Transportation and authorized for the same use as the **seller**.)

13. Please list the security procedures (building security, physical barriers, locks, passwords, etc.) established to protect the confidentiality of the information and the **Authorized Requester code**.

14. The **Ministry** offers the following services in addition to **our** regular mail service and front counter services.

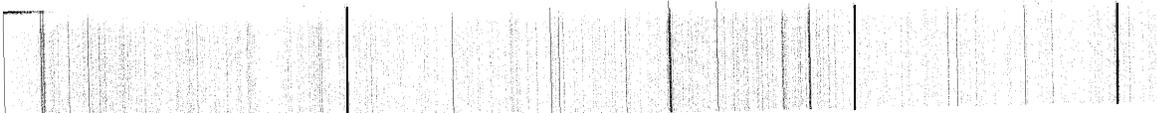
- a) The Electronic Data Transfer Service (**EDT**) allows clients to request driver & vehicle information from a personal computer via modem. This service requires a one-time administration fee of **\$250.00*** for a PC client.
*(Please note: **Name, R.I.N., & CVOR** Level 2 searches are not available via **EDT**)*
- b) The Telephone deposit Account Service **allows** clients to request driver & vehicle information by telephone. This service requires a deposit of \$480.00, which will be deposited into your telephone **account**.

If you would like to apply for one of these services, please check off the appropriate box:

- EDT Service** **Telephone Deposit Account**

****PLEASE DO NOT SUBMIT ANY FEES WITH THIS APPLICATION****

If you would like more information about either service, please contact Business Information Services at (416) 235-1366 or 1-800-461-5538.



INFORMATION PROVIDED THIS APPLICATION IS
SUBJECT TO VERIFICATION

The undersigned understands that false or misleading information is cause for denial of an application and/or termination of any access agreement granted. On behalf of the applicant, the undersigned:

- (1) authorizes the Registrar of Motor Vehicles or the Registrar's designee, to investigate any matter or statements **contained** in this application;
- (2) acknowledges that if this application for access is approved, the applicant will be required to conform to the facts presented *within*; and
- (3) acknowledges that any misuse of the information ~~obtained through an agreement~~ resulting **from** this application, may result in both revocation of access including termination of the agreement and refusal of subsequent applications.

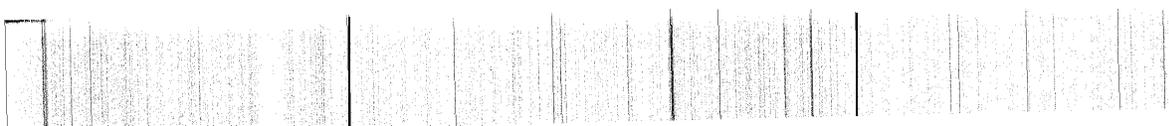
EXECUTED AT:

CITY: _____ ORGANIZATION: _____

DATE: _____ SIGNATURE: _____
Must be person listed in #15, **Original** Signature Only,
No Stamps)

PRINTNAME: _____

TITLE: _____



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P317. CONVERSION OF ALL POLICE RECORDS & DOCUMENTS INTO
DIGITAL OR ELECTRONIC FORMAT**

The Board was in receipt of the following report AUGUST 13, 2004 from Julian Fantino, Chief of Police:

Subject: REPORT ON CONVERSION OF RECORDS

Recommendation:

It is recommended that the Board receive this report.

Background :

At its meeting of December 11, 2003 (BM #P339/03 refers), the Board requested reports on the following:

- “1. THAT the Chief provide a report on the feasibility of converting all police records, including notebooks, into digital or electronic format in an effort to improve efficiencies and reduce the cost of reproducing documentation required for disclosure purposes; and
2. THAT the Chief also report on any initiatives to protect the intellectual property, including copyright, in the software and other materials produced as part of the Occurrence Re-engineering Project.”

Conversion of Police Records to Electronic Format

The Service currently has several initiatives related to electronic capture of information, as follows:

- a) Digital Imaging – Labour Relations & Human Resources

This system (PC DOCS) allows the above units to scan, store and electronically retrieve their historical documents. These units are storing all documents related to regulations, legal decisions, arbitration awards, etc.

- b) Digital Video Asset Management System

The objective of this existing capital project is to convert the old VHS cassette tape recording of information (police related television reports, witness interviews, breathalyzer tests, etc.) into a digital format suitable for viewing on a standard Microsoft

Windows computer. It supports either direct viewing over the network or DVD extracts of information for external purposes, such as Court evidence. This capital project was approved by the Board (Minute #P350/03 refers).

This project is piloting the viewing of police related television reports over the TPS network on a standard desktop computer. Due to the cost and newness of the technology, the other recordings (witness interviews, breathalyzer tests, etc.) will be recorded and retained on DVD media. This will be converted to real time viewing in a future project once the technology matures.

c) Digital Photography

This is a proposed project in the 2005 – 2009 capital budget submission meant to complete the conversion of all photography from the old film processing method to digital cameras. This project allows the electronic capture, cataloguing and retrieval of photography for all police services, such as crime scenes. It will also facilitate the gathering of case information for court and disclosure purposes into the standard digital formats available today in the electronic market.

d) Mobile Personal Communications to Police Information Systems

This is a proposed project in the 2005 – 2009 capital budget submission meant to expand field officer access to information with the use of hand-held electronic capture and query devices. The intent of this project is to provide access to criminal information to those offices which typically do not have access to information, such as motorcycle and “beat” duties. As well, this project could also extend the availability of this access to front-line field officers when they are not in a police vehicle or in the station.

This technology can also allow officers to electronically log their notes and replace the notebook, however, there are many issues that need to be addressed, such as acceptance by the judicial system to allow electronic disclosure, etc.

In order to better identify further opportunities for migration to electronic information storage, the Service is creating a project to generate the business case for the automation of all police records to electronic format. This project will be recommended to the Service’s IT Steering Committee for assignment of priority. Once complete, this project is expected to provide the basis for future planning and project budgets in this area.

Intellectual Property Rights – eCOPS System

The eCOPS system was designed and developed by the Service with the use of outside contractors. The Service has the intellectual property rights to the product. A more formal process will be investigated once the system is complete.

It is recommended that the Board receive this report.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P318. TORONTO POLICE SERVICE - PARKING ENFORCEMENT UNIT:
2004 OPERATING BUDGET VARIANCE REPORT AS AT JULY 31, 2004**

The Board was in receipt of the following report SEPTEMBER 08, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE PARKING ENFORCEMENT UNIT AS AT JULY 31, 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:

Due to the cancellation of the August Board meeting, a June variance report was not provided to the Board. The variance reported in June remained unchanged from May, and the current July variance report contains any information that would have been presented in a June report.

Toronto City Council, at its meeting held on April 19 to April 23, 2004, approved the Parking Enforcement Operating Budget at a net amount of \$30.9 Million (M), which is the same amount as the base budget approved by the Toronto Police Services Board at its meeting of November 13, 2003 (Board Minute #P330/03 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.

As at July 31, 2004, no overall variance is projected, which is the same as reported previously.

Salaries & Benefits

No variance is projected for salaries and benefits. Parking enforcement officer (PEO) staffing can usually be managed quite closely, as staffing turnover is high, and class size and timing is at the discretion of the Service. Attrition is currently in line with what was projected during the budget process.

Parking Tag Revenue

Budgeted revenue from parking tags is \$70.9M (based on a Toronto Police Parking Enforcement processible rate of 97%). As of July 31, 2004 no variance is projected.

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

The Board received the foregoing and agreed to forward copies to the City of Toronto - Policy and Finance Committee and the City Chief Financial Officer & Treasurer.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P319. POLICE IDENTIFICATION ON UNIFORMS

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

Subject: POLICE IDENTIFICATION ON UNIFORMS

Recommendation:

It is recommended that: the Board receive this report.

Background:

At the May 27, 2004 Board meeting, the following motions were approved:

- “1. *THAT the deputation by Mr. Harvey and his written submission be received;*
2. *THAT the Chief of Police provide a report for the Board’s September 23, 2004 meeting on how the Service could implement recommendation No. 16 contained in Paying the Price with regard to officers wearing name badges, or other identification, and that the report also identify any issues, from the perspectives of both the Service and Toronto Police Association, that may arise as the result of implementing this recommendation; and*
3. *THAT the report noted above also include the Service’s history of police identification on uniforms and the current practises with regard to police identification in other police jurisdictions. (Board Minute #P144/04 refers)”*

“*Paying the Price: The Human Cost of Racial Profiling*” was published in December 2003 by the Ontario Human Rights Commission. Recommendation No. 16 reads as follows:

“Police Officers and private security guards should wear name badges that are clearly displayed.”

Before determining whether or not the Service should implement the use of nametags, we must first establish what is trying to be achieved by this recommendation. If the goal is strictly to improve the means of identifying a uniformed Service member, the Service does not feel that adding a nametag to a member’s uniform would improve the efficiency of identification more than the current use of badge numbers and identification cards. This belief is based on several factors.

Firstly, a badge number is specific to an individual member and only issued once. In using nametags with surnames, there would be a great deal of surname duplication. This duplication could lead to confusion in determining identification. To demonstrate this point, a small selection of common surnames of Service members was selected and is appended to this report (See Appendix "A").

Another factor to consider when assessing the use of nametags for identification is that a member's badge number is a maximum of 5 digits, whereas some surnames can be quite long, containing up to or in excess of 18 letters. It is reasonable to assume that it would be easier, or as easy, for a member of the public to remember a number ranging from 1 to 5 digits than any of the variety of surnames of our members.

In a report dated November 1978, by the Inspections Unit, entitled "*A Study Relative to the Identification of Uniformed Police Officers*" (Board Minute No. 702/78 refers) it states:

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

This statement still holds true today. Members are required to identify themselves on every report they submit. There is also a mandatory requirement under Service Rule 3.1.2 for uniformed police officers and uniformed civilian members when on duty to "*supply their name, employee number and produce their identification card, upon request*".

No matter what method of identification is in place, if for whatever reason a member wishes to conceal their identification, the use of a nametag or badge number would have little relevance. This situation would be a disciplinary matter to be dealt with accordingly, rather than a flaw in the current method of identification used by this Service.

However, if the use of nametags is an attempt to promote a more personal encounter for the public when interacting with members of the Service or to personalize the look of the uniform, empirical studies may offer conclusions as to whether or not the use of nametags would achieve these goals. Due to time constraints it was not possible to research and review any such studies.

Through consultation with Toronto Police Purchasing Support Services, four types of nametags were identified. These include direct embroidery on articles of uniform, embroidered name patches to be sewn onto articles of uniform, and acrylic nametags and brass/metal nametags affixed to the uniform by either a brooch pin or two post pin fastener. Estimated costs for each of these methods have been outlined in Appendix "B".

Although at a glance it may appear that hard dollar costs are not too significant, this is not where the costs end. The estimates provided do not take into account the considerable soft costs involved in administering the issuance of nametags. Also, the costs provided for embroidering are based on the 10 articles of clothing requiring embroidery contained in the recruit package. It should be kept in mind that longer serving members would have accumulated additional articles of clothing which may require embroidery. For example, the recruit package includes 2 long sleeve shirts and 4 short sleeve shirts. Current members may have accumulated enough shirts to take them through a complete 7 day work cycle which would require embroidering.

Moreover, these estimates do not take into account additional costs that would be incurred for outfitting our uniformed civilian members including Parking Enforcement Officers, Court Officers, Document Servers and Station Duty Operators as they too come into contact with the public on a daily basis. Using 2003 data, this would amount to approximately another 800 Service members requiring nametags.

If a decision is made to include nametags as part of a member's uniform, there are several things that must be considered prior to moving forward with this implementation. These issues have been outlined under the corresponding headings below.

DIRECT EMBROIDERING ONTO ARTICLES OF UNIFORM

As a cost savings initiative, the Service currently purchases articles of uniform through a cooperative effort with other police services. If embroidering directly onto the article of clothing, taking into consideration the number of articles of uniform which would require embroidery, the cost of garments to the Service would increase dramatically. This increased cost would be due to the handling charges which would now be involved because each embroidered article of clothing would become a custom order.

Another issue to be considered is the efficiency of stocking equipment. For articles that require embroidery, there would no longer be an option of maintaining stocked equipment as each garment would be a custom order. Current practice is for the Service to purchase a number of garments, such as patrol jackets and shirts, in commonly issued sizes for stock. If there is a need for a member to obtain a new jacket or shirt for whatever reason, the member could attend at Fleet and Materials Management, receive their article of clothing and then report back for duty in a reasonable time.

In addition, this method also raises some logistical problems for embroidering existing articles of clothing and for re-issuance of articles of clothing due to name changes. As embroidery is usually done at the manufacturing stage, it would mean that each article of uniform currently issued to an officer which has more than one layer, would have to be disassembled, embroidered, and then refinished. This would be quite expensive as several pieces of an officer's uniform fall into this category (e.g. tunic, multi-purpose coat, etc.).

A further cost to embroider uniform items already issued to members would be incurred as prior to these items being embroidered, they would all require dry cleaning. This requirement may necessitate an increase in the cleaning vouchers issued. In addition to the hard costs, the logistics

of accomplishing this task would also have to be planned as the process of embroidering would have to be done in stages to ensure that members always have the appropriate uniform to report for duty. The administration costs to properly co-ordinate this process would be enormous as this would be a highly labour-intensive task. The alternative phased in approach distributes costs over time, however, introduces a long period of non-uniformity.

EMBROIDERED NAME PATCHES

An alternative approach of embroidering a member's name on a patch, then sewing the patch onto the article of clothing, also poses some logistical considerations such as by who and at what stage these patches would be affixed to the articles of clothing. Further costs may be incurred if there was a need for additional cleaning vouchers to accommodate this process.

ACRYLIC NAMETAGS / BRASS NAMETAGS

The other two types of nametags are acrylic and brass nametags attached to the uniform with a brooch fastener or by two posts with backings. In order to ensure the greatest visibility and consistency in how these nametags are positioned onto articles of uniform, it would be necessary to purchase garments with pre-punched reinforced eyelets. This would need to be factored into the costing for this method. Also, depending on the size of the nametag, customized eyelets may be required.

LOOP AND PILE

The method of affixing the nametag to the uniform using a loop and pile closure system was not considered for the following reasons identified by Purchasing Support Services. Firstly, there would be a greater chance of losing the nametag from it getting caught on something such as a seat belt or during an altercation with a suspect.

Secondly, from the constant switching of nametags to the various pieces of garments and enduring regular cleaning, this type of fastening is apt to lose its adhesiveness. The third concern raised was that this method works best if the two pieces, the loop and pile are positioned together flat. The most logical place for the nametag would be the space above the breast pocket. However, this area provides a curved surface which is not the most optimal position for this method of fastening.

The fourth concern raised by Purchasing Support Services was that if the loop and pile are not properly affixed to each other, this allows the loop portion to rub against the garment causing damage to the uniform. For these reasons, the loop and pile system of adhesion is not something that would be considered for this purpose as it does not meet the Service requirements and therefore a costing has not been provided.

TORONTO POLICE ASSOCIATION INPUT

The Toronto Police Association (TPA) was consulted as to any issues they might have if recommendation number 16 contained in the “Paying the Price” report was implemented. In summary, the TPA strongly opposes any change to the current identification system of badge numbers. The TPA does not support recommendation number 16 and offers the following reasons:

- A number rather than a name is more accurate and practical for identification purposes due to the number of common last names within the Service.
- Safety concerns for members as the use of nametags allow for the access of private information more readily. By having the name of an officer, a member of the public could conduct an Internet search to obtain further personal information such as the officer’s home phone number and address.
- There is no empirical evidence to support that it is easier to remember names as opposed to badge numbers.

HISTORY

In order to determine the history of police identification on uniforms, a search of Board Minutes dating back to 1956 was conducted. For clarity, the information gained from this research has been summarized in chronological order in chart format. (See Appendix “C”)

CURRENT PRACTISES

A survey of eleven North American police services, which reflect comparable policing philosophies, programs and environments, was conducted in order to ascertain how they have addressed police identification in their jurisdictions. The police services which were consulted include York Regional Police, Peel Regional Police, Durham Regional Police Service, Ottawa Police Service, Ontario Provincial Police, Montreal Urban Community Police Department, Vancouver Police Department, Edmonton Police Service, Calgary Police Service, Royal Canadian Mounted Police and the New York City Police Department. The information obtained through this consultation process confirms that there is no consistent standard or method as to how officers are identified. Some police services use nametags and some use badge numbers. Most police services, whether using badge numbers or nametags, affix the identification on either the epaulettes, the chest or the hat. The Toronto Police Service is one of the few that identifies their officers on both the hat and on the epaulettes.

When asked if officer identification, whether by name or badge number, had ever become an issue within their police service, the answer was consistently negative.

Conclusion:

In light of the financial costs, the enormous administrative strain associated with implementing this recommendation and the uncertainty that the implementation of the use of nametags would improve officer identification, the Service supports maintaining the current use of badge numbers and identification cards.

It is recommended that the Board receive this report.

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

Mr. Harvey Simmons was in attendance and made a deputation to the Board. A written submission also provided by Mr. Simmons is on file in the Board office.

Ms. Mary Zisis and Ms. Carrol Whynot, Corporate Planning, were in attendance and responded to questions by the Board about this report.

Following a request for a recorded vote, the Board considered the following Motion:

THAT the Board approve the concept of name badges, or other identification, on uniforms in principle and that this matter be forwarded to the Board's Budget Subcommittee for consideration during the preparation of the 2005 operating budget submission.

FOR

**Chair Heisey
Councillor McConnell
Councillor Filion**

AGAINST

**Councillor Ootes
Dr. Lau
Mr. Locke**

The Motion failed.

The Board received the foregoing report and the deputation and written submission by Mr. Simmons.

Appendix "A"

Common Names of Service Members

Adams - 10	James - 12	Smith - 47
Anderson - 10	Johnson - 14	Stewart - 13
Andersen - 2	Johnston - 20	Taylor - 26
Armstrong - 14	Johnstone - 6	Thomas - 20
Baker - 11	Jones - 24	Thompson - 15
Brown - 28	Kelly - 19	Thomson - 3
Browne - 3	Kennedy - 10	Walker - 21
Campbell - 32	Kerr - 12	Watson - 10
Carter - 10	Khan - 9	White - 27
Clark - 28	Lee - 23	Williams - 25
Clarke - 13	MacDonald - 27	Wilson - 27
Cook - 10	McDonald - 10	Wong - 16
Cooke - 3	Martin - 25	Wright - 12
Douglas - 10	Miller - 14	Young - 15
Elliott - 11	Moore - 16	
Ellis - 11	Morris - 12	
Evans - 12	Murphy - 14	
Ferguson - 14	Reid - 14	
Fernandes - 12	Richard - 11	
Fernandez - 2	Ross - 18	
Grant - 13	Russell - 14	
Gray - 11	Ryan - 12	
Harris - 10	Singh - 16	
Harrison - 9		

Appendix "B"
Estimated Costs

***NOTE:** The costs estimated below DO NOT include the significant soft dollar costs that would be involved in administering this process, nor does it include the additional cost to outfit our uniform civilian members.*

The following estimates were supplied by Purchasing Support Services.

1. Direct Embroidery on Articles of Uniform

- (a) Script letters one line @ \$2.75 each per garment
 - (b) Block letters one line @ 3.35 each per garment
- Note: There is a \$1.00 extra handling charge for jackets

Recruit Package Requiring Embroidery: 10 items
Total number of officers excluding senior officers: 5,225

(a) Script Lettering:

10 garments of clothing x 5,225 officers = 52,250
52,250 garments x \$2.75 = \$143,687.50
\$1.00 handling charge x 5,225 = \$5,225.00

Total Estimated Cost = \$143,687.50 + \$5,225.00 = \$148,912.50

(b) Block Lettering:

10 garments of clothing x 5,225 officers = 52,250
52,250 garments x \$3.35 = \$175,037.50
\$1.00 handling charge x 5,225 = \$5,225.00

Total Estimated Cost = \$175,037.50 + \$5,225.00 = \$180,262.50

2. Embroidered Name Patches

- (a) Script Letters - \$0.69 per each patch
 - (b) Block Letters - \$0.90 per each patch
- Recruit Package Requiring Embroidery: 10 items

(a) Script Lettering:

10 garments of clothing x 5,225 officers = 52,250

52,250 garments x \$0.69 = \$36,052.50

Estimated Cost to affix it to uniform supplied by Cadet/Sketchly Cleaners = \$2.00 per patch:

\$2.00 x 52,250 = \$104,500.00

Total Estimated Cost = \$36,052.50 + \$104,500.00 = \$140,552.50

(b) Block Lettering:

10 garments of clothing x 5,225 officers = 52,250

52,250 garments x \$0.90 = \$47,025.00

Estimated Cost to affix patch to uniform (Cadet/Sketchly Cleaners) = \$2.00 per patch:

\$2.00 x 52,250 = \$104,500.00

Total Estimated Cost = \$47,025.00 + \$104,500.00 = \$151,525.00

3. Acrylic Nametags (Black with white lettering)

Approximately \$10 each x 5,225 officers x 2 per officer = **\$104,500.00**

4. Brass Nametags

Approximately \$20 each x 5,225 officers x 2 per officer = **\$209,000.00**

Appendix “C”

Board Minute and Date	Key Issues
#70 August 9, 1956	“The Chairman introduced consideration of the provision of shoulder flashes to be worn as part of the uniform equipment of the Metropolitan Police Force. The Board referred this matter to the Chairman and the Chief Constable with a request that they bring in a proposed design.”
#100 October 11, 1956	“The Chairman submitted a proposed design of shoulder flashes showing the words “Metropolitan Toronto POLICE” in silver letters on a blue background; the letters in the first two words being identical in size and the letters in the word “POLICE” being enlarged. The Board approved the design submitted.”
#147 January 10, 1957	<p>At this meeting the Board approved a proposed cap badge design bearing the Metropolitan Crest with the addition of a beaver to the top thereof.</p> <p>At this same meeting the Board approved in principle, a maple leaf design for lapel badges and further approved the design of sample uniform buttons bearing the Metropolitan Crest.</p>
#175 January 24, 1957	The Board approved a design of shoulder flashes to be worn by Inspectors and higher ranks and ordered that these officers be furnished with shoulder flashes bearing the approved design.
#177 January 24, 1957	<p>“Chairman C.O. Bick recommended that the metal identification badges carried by members of the Police Force be replaced by a personal identification card bearing (inter alia) the name, photograph and fingerprints of the officer concerned. Such cards which were referred to as “warrant cards” were carried only by higher officers in the City of Toronto Police Force.</p> <p>The Chief of Police stated that the producing of a metal badge by a police officer has been the traditional method of identification and recommended that the same be continued.</p> <p>It was ORDERED</p> <ol style="list-style-type: none"> 1. That every police officer will carry a warrant card as beforementioned. 2. That detective officers and plainclothesmen will carry in addition to the warrant card referred to above, a metal badge of appropriate design to be approved by the Board. <p>A motion by Mr. Gardiner to amend the foregoing to provide that all police officers should carry a badge was lost.”</p>

<p>#293 April 4, 1957</p>	<p>“A communication was received from P.C. H. W. Anthony, President of the Metropolitan Toronto Police Association advising that at a meeting of the Executive Board of the Association held on March 12th, 1957, the following Motion was approved:</p> <p>‘That a letter be directed to the Metropolitan Board of Commissioners of Police with a copy being sent to the Chief of Police, stating that the Executive Board of the Association is opposed to discontinuing the use of Police Identification Badges, believing they should be retained, and if it is desired to issue identification cards with pictures thereon, these should be issued in addition to the metal Badge.’</p> <p>The Board indicated that it was of the opinion that this matter was not one of the items in respect of which the Association has any power to bargain collectively with the Board and consequently took no action in respect thereto.”</p>
<p>#124 April 2, 1964</p>	<p>Addendum to the minutes of the meeting held on April 2, 1964.</p> <p>“The Chairman, in his annual report to the Board on January 24, 1963, referred to the fact that members of the Public have often complained that it is difficult to make out the numbers on an officers cap badge, and advised that recommendations would be made at a future date on how this may best be rectified.</p> <p>On the recommendation of the Chairman, at this Meeting, the Board approved the use of a bar, with the number of the police officer inscribed clearly on it, to be pinned over the left pocket, for identification purposes.”</p>
<p>#471 July 17, 1969</p>	<p>The Board was in receipt of communication from the Chairman which stated:</p> <p>“The new look identification of marked police vehicles has been well received generally. The use of the Metropolitan crest and the wording has been favourably commented upon both publicly and privately. Although little has been said about the display of the car number, this is certain to be of increasing importance to the members of the public. This however raises the question of identification of unmarked vehicles, and members of the Department required to perform police duties in ordinary clothing.</p> <p>It is imperative that any citizen required or requested by a police officer to do anything which the officer has a right to request should, without reasonable doubt, know that it is a police officer who is making the request. This principle must apply whether the officer is in a vehicle or not. For this reason I</p>

	<p>recommend that the Rules & Regulations be amended in the proper form to provide that:</p> <p><i>‘All unmarked police vehicles shall be equipped with a hand operated identification device and personnel assigned to such vehicles will use it on all occasions when a citizen is requested to stop.’</i></p> <p>Section VII (3) 13. of the present Rules & Regulations be amended to provide that:</p> <p>‘Any member acting in other than a police uniform shall, without request, immediately produce and display his warrant card when engaging in his official capacity with any citizen. Members performing their duties in police uniform, shall, without delay produce their warrant card when requested.’</p> <p>The Board decided to defer decision on this matter until it can be discussed with the Chief of Police.”</p>
<p>#517 August 28, 1969</p>	<p>“The Board was in receipt of a communication (August 15, 1969) from the Chief of Police recommending identification of Police Officers by the use of name and number plates.</p> <p>The Board referred this matter for consideration at its next meeting.”</p>
<p>#518 August 28, 1969</p>	<p>“The Board was in receipt of a communication (August 15, 1969) from the Chief of Police regarding the issue of Police Badges and warrant cards to Senior Officers and other Police Personnel.</p> <p>The Board referred this matter for consideration at its next meeting.”</p>
<p>#519 August 28, 1969</p>	<p>“The Board was in receipt of a communication (July 17, 1969) from its Chairman regarding the identification of unmarked Police vehicles and of Police Personnel other than in uniform.</p> <p>The Board referred this matter for consideration at its next meeting.”</p>
<p>#597 September 25, 1969</p>	<p>At this meeting the Board addressed communication from the Chief of Police concerning name and number plates and police badges. (Board Minutes #517 and #518 refer)</p> <p>This Chief suggested that to eliminate any complaints by the public, that police officers refuse to give their names when requested, that in addition to the numbers worn by officers on their shirts or tunics officers should be provided with name and number plates.</p> <p>“I think we might eliminate some complaints if we gave consideration to providing all our uniform</p>

	<p>personnel with name and number plates, to be worn in the same location as the number is now worn.”</p> <p>With regard to police badges the Chief reported the following: “I have received a request from the Senior Officers’ Organization asking that they be supplied with a different type of police badge, to be encased in a leather folder, which has a window to display the warrant cards issued.</p> <p>I would support their request, and suggest that all police personnel be issued with a badge to be encased in a leather folder, which would also display their warrant cards. The difference in the badges would only be in colour – gold for the officers and silver for the other ranks.</p> <p>The Board directed that the estimated cost of both of these items be included in the preliminary estimates for the year 1970 for discussion by the Board.”</p>
<p>#598 September 25, 1969</p>	<p>The Board was in receipt of communication from the Chairman recommending: “that the Rules & Regulations be amended in the proper form to provide that: <i>‘All unmarked police vehicles shall be equipped with a hand operated identification device and personnel assigned to such vehicles will use it on all occasions when a citizen is requested to stop.’</i></p> <p>Section V11(3) 13. of the present Rules & Regulations be amended to provide that: <i>‘Any member acting in other than a police uniform shall, without request, immediately produce and display his warrant card when engaging in his official capacity with any citizen. Members performing their duties in police uniform, shall, without delay produce their warrant card when requested.’</i></p> <p>The Board authorized the appropriate amendments to the Rules and Regulations to give effect to the foregoing.”</p>
<p>#474 July 23, 1970</p>	<p>“The Board was in receipt of a letter from Mr. Crothers re the purchase of Police Badges to go along with Warrant Cards for Senior Officers and all other personnel.</p> <p>The Chairman advised the Board that new Cap Badges for Senior Officers were on order and had not yet been received. He also recommended that a decision on the type of Badge to be used for wallet purposes be deferred until the new Cap Badges are received.</p> <p>The Board concurred in the recommendation of its Chairman and also requested the Chief of Police to submit a sample of a re-designed Warrant Card.</p>

	<p>The Board deferred a decision on the issuance of Badges to all officers below the rank of Inspector to a later date.”</p>
<p>#191 March 16, 1978</p>	<p>“Alderman Allan Sparrow was in attendance to discuss his report on the identification of uniformed police. This report was adopted by the Council of the City of Toronto on February 13, 1978 as contained in Report No. 7 of its Executive Committee.</p> <p>The recommendations of this report are as follows:</p> <ol style="list-style-type: none"> 1. A name plate of plastic, metal, or cloth approximately 2 inches long by ½ inch high with letters approximately ¼ inch high be worn on the right chest of the uniform. 2. The name plate should carry information of the officer’s bilingual capacity, if applicable. (The San Diego, California, name plate could be used as a model.) 3. A number badge of plastic, metal, or cloth approximately 2-1/2 inches by 2 inches should be worn on the left breast of the uniform. 4. The metal hat badge currently worn on the front of the cap should be retained. 5. The above described identification should be worn on the outermost garment of the police officer at all times. 6. The police regulations should include a section which makes it a punishable offence for a uniformed officer to remove the number badge or name badge or for an officer to refuse to furnish a citizen with his name or number. <p>This report also recommends to the Solicitor General of Ontario that the above identification and regulations be made mandatory for all police forces in Ontario, including the Ontario Provincial Police.</p> <p>The Board was in receipt of copies of this report and the following correspondence supporting Alderman Sparrow’s recommendations:</p> <ol style="list-style-type: none"> 1. March 7, 1978 from Mr. C. Ruby, Solicitor, on behalf of the Criminal Lawyer’s Association of Ontario. 2. March 8, 1978 from Mr. David Warner MPP, Scarborough – Ellesmere. 3. (Undated) C. K. Kalevar, Chairperson of the Continuing Committee on Race Relations. <p>Alderman Sparrow spoke to the Board about the matters contained in his report.</p>

	<p>Several citizens also spoke to the Board about this matter, expressing support for increased identification of police.</p> <p>On a motion of Metropolitan Chairman Godfrey, the Board requested a report from the Chief of Police on the following information in respect to this matter:</p> <ol style="list-style-type: none"> 1. Has any jurisdiction using name tag identification had a bad experience and ceased to use it. 2. What has been the experience, both pro and con, of the different types of identification used in other jurisdictions. 3. What has been the experience of jurisdictions identifying officers who are bi-lingual. 4. What is the difference in experience between those jurisdictions where police officers are identified by numbers and those identified by names. 5. What is the basic cost of the various means of identification. 6. What is the attitude and concerns of the Chief of Police as to overall effect on police officers in Toronto a change in their method of identification would have. 7. What has been the effect in dealing with the public since Metropolitan Toronto Police identification was changed from the number tag on the breast to numbers on the hat badge. <p>On a further motion of Mayor Flynn, the Board also requested the Chief of Police to enquire as to how police officers in Europe and Asia identify themselves and what their experience is.”</p>
<p>#702 November 23, 1978</p>	<p>“At its meeting on March 16, 1978 (Minute No. 191) Alderman A. Sparrow appeared before the Board and presented his report requesting increased identification on police. This report was adopted by the Council of the City of Toronto on February 13, 1978.</p> <p>The Board requested a comprehensive report from the Chief of Police on this matter.</p> <p>The Board at its present meeting was in receipt of a report (November 1978) on this matter prepared by the Inspection Unit.</p> <p>The conclusions of this report are as follows:</p> <ol style="list-style-type: none"> ‘1. Force policy as contained in the Regulations has always made it an offence for an officer to conceal his identification. Every officer carries an identification card with a name, number and picture which is available and which he must produce on demand.

2. An officer who has committed an offence might attempt to conceal his identity or conspire with others to do so, however with computerized communications, supervision techniques and various records, it is almost improbable that such concealment would be successful.
3. The criticism that badges are removed or hidden during a violent disturbance would not be overcome if Alderman Sparrow's recommendation pin-type badges were to be accepted.
4. A name on one side of the uniform tunic and a number on the other side, as recommended by Alderman Sparrow, would tend to confuse a citizen attempting to record or remember (sic) both.
5. A four or five digit number is more readily understood and remembered than many of the names of Force members.
6. A number is more finite because it refers to one specific member.
7. Any name and/or number badge should have permanence therefore, it is reasonable to have the badges sewn on the uniform.
8. Any "sewn on" badge that is required for every garment will involve considerable expense.
9. The cost would be halved if only one name or number badge was accepted rather than both.
10. Epaulet sleeves which are transferable from one garment to another, would be in keeping with British Commonwealth tradition and fit our criteria for cost and appearance.
11. Chrome numerals attached to the epaulet sleeves satisfy the identification complaint.
12. Epaulet sleeves with chevrons would provide a rank identification for non-commissioned officers removing the cost of chevrons on the shirts.
13. Numbered hat badge should be retained.

In our opinion, the addition of a name and/or number badge will NOT increase or decrease the number of complaints lodged against our officers, most of which centre on attitude not on identification.

There is no significant grass roots expression of public opinion either for or against having additional badges. As far as the general public is concerned, this is strictly a non-issue.

In our opinion, the need for name identification has not been proven. There is insufficient proof to warrant antagonizing the members of the Force by instituting an “Americanized” name plate which will certainly bring forth objections from the members and their Association representatives.’

The recommendations of this report are as follows:

- ‘(a) Numbered had (sic) badges be retained.
- (b) Chrome numerals be purchased, one set per officer to be attached to epaulets or epaulet sleeves, at a cost of about \$20,000.00.
- (c) Epaulet sleeves be purchased, two sets of sleeves per officer, at a cost of about \$9,000.00.
- (d) Epaulet sleeves and numerals be issued to all uniformed personnel excluding Senior Officers.
- (e) Adequate funds be requested for these expenditures.’

A demonstration was conducted showing how the epaulet sleeves with the chrome numerals are attached to the epaulets and can be transferred from one garment to another.

The Board approved the recommendations of the foregoing report of the Inspection Unit, including requesting the Metropolitan Corporation that they find the necessary funds over and above the present budget to purchase one set of chrome numerals and epaulet sleeves per officer.

The Board also requested the Chief of Police to review this matter after nine months’ experience to determine whether it would be advisable to purchase a second set of this identification in order that it will not be necessary for police officers to transfer one set between their inner and outer clothing.

	<p>The Board ordered that Alderman Sparrow be advised of the steps taken by the Board in this matter, and that the Board would be glad to receive his comments.”</p>
<p>#746 December 7, 1978</p>	<p>“The Board was in receipt of a communication (Nov. 29, 1978) from Alderman A. Sparrow complaining about the Board’s handling of the report on identification of police. (Minute No. 702/78 refers).</p> <p>The Board noted that it was unfortunate that the report of the Chief of Police, delivered by hand to Alderman Sparrow’s office on November 22, did not come to his attention until November 23rd, the day it was dealt with.</p> <p>The Board ordered that Alderman Sparrow be advised that if he wishes to make representation on the report, the Board would like to have him, and any other interested parties, attend the meeting of the Board scheduled to be held on January 25, 1979 at 2:30 p.m. This matter remains open for reconsideration by the Board, subject to whatever recommendations may be made to it at that time.</p> <p>The Board also ordered that a copy of the report of the Chief of Police be sent to the other parties on record who have shown an interest in this matter, and that they be advised of the meeting on January 25th, 1979.”</p>
<p>#63 January 25, 1979</p>	<p>“At its meeting March 16, 1978 (Minute No. 191) the Board was in receipt of a report prepared by Alderman A. Sparrow and adopted by Toronto City Council recommending that police officers wear plates bearing their names and indicating their bilingual capacity, if applicable. The report suggested that a bilingual police officer might wear a lapel flag of the country whose language he speaks. The report recommended that this identification be worn on the outermost garments and that the police regulations make it an offence for a uniformed officer to remove his identification.</p> <p>At its meeting on November 23, 1978 (Minute No. 702) the Board was in receipt of a report on this matter prepared by the Inspection Unit. The report advised that Force policy as contained in the Regulations has always made it an offence for an officer to conceal his identification. Based on its comprehensive study, the Inspection Unit concluded that most complaints against police centre on attitude, not identification, and therefore the addition of a name and/or number badge would not change the number of complaints received. The report also pointed out that police officers wearing lapel flags could face difficulties in this city where there are many ethnic groups, of which some are antagonistic. The report recommended that the numbered hat badge be retained and that epaulet sleeves with chrome</p>

	<p>numerals be purchased for additional identification. The Board adopted the foregoing recommendation, but at its meeting on December 7, 1978 (Minute No. 746) agreed to hear further representations on this matter from Alderman Sparrow and any other interested parties.</p> <p>Alderman Sparrow appeared before the Board and congratulated the Commission on its approval of the epaulet sleeves with chrome numerals. He agreed that lapel flags might create problems and confirmed his support of his other recommendations.”</p> <p>Several people appeared before the Board and spoke in support of Alderman Sparrow’s recommendations.</p> <p>The Board reserved its decision in this matter.</p>
<p>#131 February 22, 1979</p>	<p>The Board received communication from the Chairman which stated:</p> <p>“At its meeting on March 16th, 1978, (Minute No. 191) Alderman Sparrow was in attendance to discuss his report, which was adopted by City Council on February 13th, 1978, on the identification of uniformed police. Several citizens also spoke to the Board about this matter, expressing support for increased identification of Police. The Board requested a report from the Chief of Police.</p> <p>At its meeting on November 23rd, 1978, (Minute No. 702) the Board was in receipt of a report prepared by the Inspection Unit, submitted by the Chief of Police.</p> <p>The Board approved the following recommendations contained in this report:</p> <ul style="list-style-type: none"> (a) Numbered hat badges be retained (b) Chrome numerals be purchased, one set per officer to be attached to epaulet sleeves, at a cost of about \$20,000.00 (c) Epaulet sleeves be purchased, two sets of sleeves per officer, at a cost of about \$9,000.00. (d) Epaulet sleeves and numerals be issued to all uniformed personnel excluding Senior Officers. (e) Adequate funds be requested for these expenditures.

	<p>The Board confirmed its approval of the recommendations set out in (a) to (e) of the foregoing letter of the Chairman, and decided to review this situation again one year after the chrome numerals on the epaulet sleeves have been put into use. The Board noted that the chrome numerals and epaulet sleeves may not be available for several months.”</p>
<p>#263 April 22, 1982</p>	<p>The Board was in receipt of a letter from the Chief of Police recommending amendments to various clothing regulations. The amendments were approved by the Board.</p> <p>“Ms. Jane Pepino requested information on the previous consideration by the Board on the use of name tags for the identification of police.</p> <p>The Board ordered the Executive Secretary to provide Ms. Pepino with this information.”</p>
<p>#P144 May 27, 2004</p>	<p>A deputation was made by Mr. Harvey Simmons. The deputation included “recommendations on how a police officers’ name and/or badge number could be securely affixed to the uniform in a manner so that it is clearly visible”.</p> <p>“The Board noted that earlier in the meeting the Board received a presentation from Mr. Keith Norton, Chief Commissioner, Ontario Human Rights Commission, regarding the Commission’s report <i>Paying the Price: The Human Cost of Racial Profiling</i>. The report included, among others, a recommendation (no. 16) that police officers and private security officers should wear name badges that are clearly displayed (Min. No. P143/04 refers).</p> <p>The Board approved the following Motions:</p> <ol style="list-style-type: none"> 1. THAT the deputation by Mr. Simmons and his written submissions be received; 2. THAT the Chief of Police provide a report for the Board’s September 23, 2004 meeting on how the Service could implement recommendation no. 16 contained in <i>Paying the Price</i> with regard to officers wearing name badges, or other identification, and that the report also identify any, issues, from the perspectives of both the Service and Toronto Police Association, that may arise as the result of implementing this recommendation; and 3. THAT the report noted above also include the Service’s history of police identification on uniforms and the current practises with regard to police identification in other police jurisdictions.”

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P320. 2004 ENVIRONMENTAL SCAN

The Board was in receipt of the following report AUGUST 19, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 ENVIRONMENTAL SCAN

Recommendation:

It is recommended that: the Board receive the 2004 Environmental Scan.

Background:

The Environmental Scan provides a review of the external factors affecting the need for police service and the internal challenges affecting the Service's ability to respond. Given the long-term nature of many of the trends outlined in the Scan, a complete scan process is not carried out each year (Board Minute P5/01 refers). As 2005 begins a new business planning cycle, a full Environmental Scan was completed to provide a framework for priority setting during the business plan and budget processes, as well as for strategic planning at all levels of the Service.

The 2004 Environmental Scan has been prepared as the result of an on-going process of analysis of internal and external trends by Corporate Planning, with regular feedback from Service units. In addition, an extensive consultation process took place during the preparation of the 2004 Environmental Scan. Input on current and future impacts on police service expectations and delivery was solicited through 4 consultations with representatives from a variety of public and private sector agencies (including government, schools, health care, community services, transportation, academia, etc.), through town hall meetings with members of the public, and through 5 consultations with Service members, including front-line uniform and unit commanders.

As noted above, the Scan examines both external factors (such as changes in crime, demographic, economic, social, traffic, and urban trends, and technological changes – looking for new public safety problems and/or changing community needs or concerns) and internal factors (such as changing human resource, finance, and service delivery issues – looking for changes that might influence the need for and/or availability of police resources). At the beginning of each chapter, the 'Highlights' section outlines the main points covered within the chapter. At the end of each chapter, building on the strengths, weaknesses, opportunities, and challenges identified or forecast within the chapter, there is a list of implications or recommendations for police service. These implications provide a possible basis for Service action in the future, and a foundation for the next business plan. A summary of the Highlights from each chapter of the Scan are provided for ease of review.

At this time, the 2004 Environmental Scan is provided for the Board's information. It is recommended that the Board receive the 2004 Scan.

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

The Board received the foregoing.

2004 ENVIRONMENTAL SCAN: SUMMARY OF HIGHLIGHTS

I. DEMOGRAPHIC TRENDS

- According to Statistics Canada census data, the population of Toronto increased 4.0% between 1996 and 2001, from 2,385,421 to 2,481,494. The total population of the Greater Toronto Area (GTA) grew by 9.8%, from 4,628,883 to 5,081,826.
- Within the GTA, Toronto was generally slightly older than the other GTA regions, with 83% of Toronto aged 15 years or older compared to 77%-80% in the regions.
- The proportion of the City's population 65 years and older is projected to increase (from 13.4% in 1996 to 16.5% in 2031); the proportion of the population under 25 years of age is projected to remain relatively stable around 30%.
- In 2001, 44% of the Toronto census metropolitan area's population was foreign-born – a higher proportion than other cities around the world known for their diversity (e.g. Miami, Vancouver, Sydney, Los Angeles, New York, Montréal).
- The primary sources for immigrants to Toronto have shifted in recent years to the Asian continent, including the Middle East, and Eastern Europe.
- The growth of the visible minority population has largely been due to the shift in sources of immigration to Canada. In 2001, visible minorities represented just over two-fifths (42.8%) of Toronto's population, up from 37.3% in 1996. In both years, Chinese, South Asians, and Blacks were the largest visible minority groups.
- The proportion of Toronto's population who said they spoke only a language other than English or French at home decreased to 18.8% in 2001, from 28.8% in 1996. The number of those in 2001 who said they spoke English and another non-official language at home increased over five times the number in 1996.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious make up of the City. Much of the change in Toronto's religious profile was the result of the changing sources of immigration.
- According to 1995 income data collected in the 1996 census, the largest proportion of Toronto households (15.3%) were those with a household income of \$10,000 - \$19,999. Reflecting the increase in average and median household incomes, according to 2000 income data, the largest proportion of Toronto households (18.1%) were those with a household income of \$100,000 or more.
- According to data from the 2001 census, the income gap between richer and poorer neighbourhoods widened in the Toronto CMA between 1980 and 2000, but particularly between 1990 and 2000.

II. CRIME TRENDS

- In 2003, a total of 198,424 non-traffic Criminal Code offences occurred in Toronto, representing a 0.3% decrease from 2002.
- While overall crime showed a large decrease over the past ten years (-21.4%), the decrease was driven mainly by decreases in property crime (-32.8%). The number of violent crimes, in fact, decreased only 0.9% between 1994 and 2003.
- Between 2002 and 2003, decreases were noted for two major offence categories, violent crimes (-4.1%) and other Criminal Code offences (-3.4%), while an increase was noted for property offences (2.0%).
- Robberies increased 14.2% in 2003 compared with 2002, and increased 9.8% over the past ten years.
- The number of non-sexual assaults decreased 6.7% in 2003, and showed only a 0.3% increase over ten years ago.
- In 2003, an average of 75.1 non-traffic Criminal Code offences occurred for every 1,000 population, of which 12.8 were violent crimes, 45.4 were property crimes, and 16.9 were other Criminal Code offences. The overall crime rate was a slight 1.2% decrease from 2002, but a large 28.3% decrease from 1994.
- The trend of decrease in the overall crime rate (number of crimes per 1,000 population) appeared to level off in the past five years. The non-traffic Criminal Code crime rate remained around 75 to 78 occurrences per 1,000 population for the past five years.
- In 2003, about 40% of both sexual and non-sexual assaults involved a suspect known to the victim.
- The proportion of cases involving the use of weapons decreased for both robbery and non-sexual assaults over the past ten years, to 38.5% and 26.0%, respectively, in 2003. Fewer than 10% of sexual assaults involved the use of weapons in each of the past ten years, although the proportion increased in 2003. The proportion of robberies involving the use of firearms also decreased. However, the number of gun-related calls received by the police increased considerably.
- Despite the recent decrease in number of drug offences and arrests, primarily enforcement driven statistics, there is evidence that the number of marijuana grow-operations (MGOs) increased considerably, most of which were believed related to organised crime.
- Other new developments in criminal activities include the use of technology in committing crimes, such as identity theft, and the use of the stolen information for furthering other crimes, such as fraud.
- The number of persons arrested and charged for Criminal Code offences in 2003 was a 0.9% decrease from 2002. Over the past five years, the number of persons arrested/charged increased for all major Criminal Code offence categories, particularly property crime and traffic offences. Males in the younger age groups continued to have the highest arrest rates.

- In 2003, 41, 42, and 52 Divisions were the busiest stations in terms of number of crimes occurred and dispatched calls serviced.
- Relative to 18 other Canadian cities of ‘comparable’ population size, in 2002, the crime rate in Toronto ranked below middle (eleventh) in overall crimes, and ranked sixth and thirteenth in violent crimes and property crimes, respectively. Between 1998 and 2002, Toronto had the seventh largest rate of decrease for the overall crime rate and the tenth largest drop in the property crime rate, while there was no change for the violent crime rate. Among the 17 cities having an increase in the per capita cost, Toronto had a relatively small increase, the seventh smallest.

III. YOUTH CRIME

- The enumeration of youth crime is different from the enumeration of crimes in general. While crimes in general are counted in terms of number of criminal incidents that occurred, youth crimes are compiled on the basis of arrests, when the age of the suspect can be ascertained. For this reason and a number of other factors, the number of youth crimes recorded is likely lower than the actual number of crimes committed by youth.
- To put the problem of youth crime in perspective, three issues must be noted. First, a very small proportion of youths (aged 12 to 17 years) are involved in criminal activity, and even fewer are involved in violent crimes. Second, youth crime statistics reflect the number of youths arrested for criminal offences, not the actual level of crime involving young offenders. Third, it is believed that only a small portion of youth crime is actually reported to police.
- National youth crime statistics showed that, in 2002, the overall youth charge rate (that is, the number of youths charged per 1,000 population) was 39.6, of whom 17.3 were charged for property crimes, 12.9 for other Criminal Code offences, and 9.3 for violent crimes. Between 1992 and 2002, the youth charge rates dropped for overall crime (32.6%) and property crime (52.2%), but increased for violent crime (7.4%).
- In 2003, 8,678 young persons (aged 12 to 17 years) in Toronto were charged for all types of Criminal Code offences, up 9.4% from 2002 and 10.1% from 1999.
- Increases were noted in number of youths arrested/charged in all major offence categories over the past five years, except violent crime.
- The participation of young females in crimes increased and the gender gap has narrowed, but the proportion of young females of total youths charged remained low (26.3%).
- In 2003, an average 56.8 of every 1,000 young persons were charged with a Criminal Code offence in Toronto, including 14.9 charged for violent crime, 25.0 for property crime, and 16.5 for other Criminal Code offences. The overall charge rate for youths was more than double that for adults. Increase in the charge rate for youths was noted for all major Criminal Code offence categories between 2002 and 2003, while over the past five years, youths charged with violent crime decreased and those charged with property crime increased.

- Male youths had a charge rate about 3 times that of female youths. Changes in the charge rate differed between males and females over the past five years. While male youths had decreases for their charge rates under property crime and overall crime, female youths had increases for the same charge rates. Charge rates for violent crime decreased for both male and female youths.
- The total number of crimes occurring on school premises decreased 5.1% in 2003. Over the past five years, crimes occurring on school premises decreased by 19.4%. Theft, non-sexual assault, harassment/uttering threats, mischief, and break and enters were generally the most frequently reported crimes.
- In 2003, a total of 453 youths were charged with drug-related offences, a large decrease from 2002 (789) and 1999 (680). In terms of number charged per 1,000 youths, the 2003 rate of 2.5 persons was again a decrease from 2002 (4.4) and 1999 (4.0).

III. VICTIMISATION

- According to the General Social Survey (GSS) conducted in Canada in 1999, 25% of Canadians 15 years of age and older said they were the victims of at least one crime in the previous year.
- For the 8 crime types covered by the GSS in 1999, only 37% were reported to the police, down from 42% in 1993.
- Toronto Police Service data indicate that the number of victims of selected violent crimes increased 0.8% from 1994 to 2003, from 33,328 to 33,586 victims.¹ However, when changes in population were controlled by examining the rate of victimisation, it was found that overall victimisation by these violent crimes decreased 8.0% from 1994 to 2003, from 13.8 victims per 1,000 population to 12.7 per 1,000 in 2003. Between 2002 and 2003, the rate of victimisation decreased 3.8%.
- Except for 1994, men were victims of the selected crimes of violence more often than women. Over the ten years, the proportion of women in the total number of victims decreased while the proportion of men increased.
- Between 1994 and 2003, the rate of victimisation for women decreased 18.7%, from 13.9 per 1,000 women to 11.3, and decreased 8.9% between 2002 (12.4) and 2003. The rate of victimisation for men was the same in 1994 as in 2003 (14.3 per 1,000 men), but decreased 3.4% from 2002 (14.8) to 2003.
- Rates of victimisation for both men and women were lower in 2003 than in 1994 for assault and sexual assault. While the rate of victimisation for women for robbery was also lower in 2003 than in 1994, for men, this rate was higher in 2003 than it was ten years earlier. Men were 2 to 4 times more likely than women each year to be victims of homicide.

¹ This chapter focuses on victimisation related to selected crimes of violence only – homicide, sexual assault (including sexual offences), assault, and robbery.

- When the size of the population at each age was taken into account, those 12-17 years of age were found most likely to be victims of the selected crimes of violence in each of the past ten years.
- Between 1994 and 2003, 18-24 year olds typically had the highest victimisation rates for assault, while 12-17 year olds were the most likely victims of sexual assault and robbery. Since 1994, over 4 in 10 robberies of 12-17 year olds have involved swarming.
- In each of the ten years under review, of all of the selected violent victimisations against children and youth, most were physical assaults. Similarly, of all of the selected violent victimisations against older adults, most were physical assaults.
- In Toronto, the number of child abuse offences reported to the police decreased 5.3% from 1994 to 2003, and 15.7% from 2002 to 2003. Assault and sexual assault together generally formed at least half of the reported child abuse offences each year, although the individual proportions of these offences changed over the ten year period.
- According to the Service's I/CAD database, the number of calls for domestics attended by officers in 2003 decreased 9.3% over five years ago in 1999, and decreased 13.6% over 2002. However, even though the number of domestics attended decreased, the average time spent by officers at these types of calls increased 45.3%, from 149.8 minutes (2.5 hours) in 1999 to 217.6 minutes (3.6 hours) in 2003. The average time spent on these calls changed little between 2002 and 2003, increasing only 1.4%, from 214.6 minutes (3.6 hours) in 2002.
- In Toronto, according to the Hate Crime unit of TPS Detective Services, there were a total of 149 hate crimes reported in 2003, representing a 40.2% decrease from the 249 such crimes reported in 1994 and a 32.0% decrease over the 219 occurrences in 2002. In each of the past ten years, hate offences have typically focused most frequently on race and religion.
- Assaults, mischief, threats, and wilful promotion of hatred were typically the most common types of hate-motivated offences over the past ten years. However, the proportion of the total hate offences represented by each of these specific offences has changed.
- Requests to the Victim Services Program for support, information, and intervention increased by 84.4% from 1994 to 2003, and 10.6% from 2002 to 2003. The proportion of requests handled by going out to the scene have decreased from 11.7% in 1994 to 6.4% in 2003.

V. TRAFFIC

- The City of Toronto covers an area of 632 square kilometres and has 1,159,000 motor vehicles registered in the City.
- According to the 2001 Census, 1,500,000 million people drive, 504,000 people take public transit, and 102,680 people walk or bike to work everyday in the Greater Toronto Area.

- The City of Toronto Official Plan has a vision to reduce car dependence in the City of Toronto by implementing strategies such as integrated land use and urban design that lead to fewer and shorter trips, providing public transit service that is more competitive with the private automobile, and providing traffic engineering and street design that encourages walking and cycling.
- Traffic volume based on cordon counts for the City of Toronto is about 1.273 million inbound vehicles/day and about 1.268 million outbound vehicles/day.
- There were 66,667 reportable collisions in 2003, a 7.1% decrease from the 71,760 reportable collisions in 2002.
- There were a total of 23,014 property damage collision events attended in 2003, a decrease of 2.1% from 23,514 property damage collisions attended in 2002. In 2003, the average time spent at a property damage collision event was 101.1 minutes, a 4.1% decrease from the 105.4 minutes spent in 2002.
- There were 15,368 personal injury collisions attended in 2003, up 7.0% from the 14,370 personal injury collisions attended in 2002. The average time spent on personal injury collision events attended was 237.5 minutes in 2003, an increase of 3.1% from the 230.3 minutes spent in 2002.
- In 2003, there were 74 people killed in traffic collisions, a decrease of 23.7% over the 97 killed in 2002.
- The number of charges laid under the *Highway Traffic Act* increased by 10.1% from 2002 to 2003.
- Recent research into 'road rage', found that half of Ontario's drivers said they have shouted or cursed at other drivers. Almost one-third admitted to making threatening or rude gestures while driving. The report also found that the problem was worse in Toronto than in the rest of the Province. Drivers who are well educated and well paid were more likely to be both victims and aggressors on the City's streets or highways.
- Drivers 'high' on over-the-counter, prescription, or illegal drugs could be forced to give police saliva, urine, or blood samples on demand under a proposed change to the Criminal Code introduced in April 2004.
- According to Transportation Canada, between 1988 and 1998 fatal crashes involving drivers aged 65 and older increased by 6.3%, while injury crashes increased by 10.7%.
- A recent report released by the Traffic Injury Research Foundation found that 3.4 million Canadians continue to drink and drive.
- There has been some support for reducing the level of blood alcohol concentration at which drivers could be charged to 50 milligrams of alcohol for every 100 millilitres of blood or .05 milligrams per millilitre (mg/ml). The Criminal Code currently draws the line at .08 mg/ml. It was estimated that between 185 and 555 deaths per year could be prevented on Canadian roads by reducing the legal limit to the suggested level.

- According to a recent study, there was a 35% reduction in risk of being in a fatal motor vehicle crash after a driver received a driving conviction.

VI. CALLS FOR SERVICE

- A trend of increase in calls for service was noted over the past six years, after decreases between 1994 and 1997. A total of 1.96 million calls were received in 2003, 1.9% more than in 2002 and 10.1% than in 1999. However, the number of calls received in 2003 was 15.8% less than the number of calls received 10 years ago in 1994.
- Over the past five years, between 1999 and 2003, calls received through the emergency line showed a large increase (16.8%), while the number of calls received through the non-emergency line showed a smaller increase (3.2%). Between 1994 and 2003, calls received through the emergency line decreased 7.5%, while calls through the non-emergency line decreased 23.6%.
- In 2003, more than half of the calls (53.8%) were received through the emergency line and the rest (46.2%) were received via the non-emergency line. This compared to 49.0% through the emergency line and 51.0% through the non-emergency line in 1994.
- Slightly less than half (47.4%) of the calls received were dispatched for police response, which was an increase from 1999 (45.1%) and 1994 (34.3%).
- The number of dispatched calls in 2003 was a 5.3% and a 16.3% increase over 2002 and 1994, respectively.
- Response times for both emergency and non-emergency calls have increased in recent years, with a diminished proportion of calls meeting the recommended service standards.
- The average time required to service a call has increased significantly over the years.

VII. URBAN TRENDS

- The Official Plan for Toronto has identified that 75% of the City will mature and evolve, experiencing limited physical change; the remaining 25% will experience much growth and change. This growth will be significant enough that 22 areas require secondary plans to guide the growth and 230 areas will require site and area specific policies to harness the growth potential.
- It has been forecast that an extra 2.6 million people will live in the Greater Toronto Area (GTA) by the year 2031.
- The Toronto Real Estate Board (TREB) recorded 6,060 sales in February 2004, up 2% from February 2003. This was the second best total for the month ever recorded.
- The booming economy of the late 1990s produced much wealth for many Torontonians, but the benefits were not shared equitably. Income disparities in Toronto are growing.

- Toronto's middle class is fading as the income gap widens. Median income in Toronto's 12 poorest neighbourhoods declined by more than 15% during the 1990s, while the 12 wealthiest neighbourhoods saw an increase of close to 10%.
- Cost of rental housing has been rapidly outpacing inflation: the cost of a one-bedroom apartment in Toronto has shown an annual increase of more than 6% in the years since 1997.
- In 1998, commercial and industrial building permits in Toronto accounted for 28% of the activity in the GTA; in 2001, the City's activity fell to 14%. The state of Toronto's infrastructure has been cited as a top competitive disadvantage, just ahead of taxes.
- According to the 2001 Census, nearly 1.5 million people in the GTA drive to work every day, about 504,000 take transit, and 120,650 walk or ride bikes to work. This has resulted in congestion on 70% of the region's roadways during peak periods.
- Ridership on Toronto Transit Commission (TTC) vehicles (surface and subway) decreased 2.4% between 2002 and 2003, from 415,539,000 to 405,413,000 riders.
- Reduced airline capacity, wars in Afghanistan and Iraq, continuous terrorism alerts, the outbreak of Severe Acute Respiratory Syndrome (SARS), etc., together with a weak economic environment in Toronto's source markets, contributed to a 4.6% decrease in passengers travelling through Pearson Airport in between 2002 and 2003.
- Since 2000, tourism in Toronto has declined steadily, worsening with the impact of SARS in 2003. It is expected that the tourism and convention industry will continue to be fragile due to factors beyond the control of Tourism Toronto, such as the value of the Canadian dollar, as well as medical, environmental, and geo-political influences.
- Between 2002 and 2003, there was a 10.1% increase in hazardous events attended by the Police Service. These events included natural gas leaks, explosions, and chemical hazards.

VIII. TECHNOLOGY & POLICING

- The Service's Technological Crime Unit, temporarily funded by a grant from the Provincial government, is increasingly being called upon to provide support to other units. The Unit has provided 4,502 hours of support in the investigation of child exploitation cases and 981 hours of support in other areas.
- Child pornography continues to present a complex problem for law enforcement agencies and continues to be a threat to children. The explosion in technology and the Internet have made handling the increase in child pornography a monumental task.
- In October 2003, the Child Exploitation section of the Toronto Police Service's Sex Crimes Unit held a one-day seminar with invited guests from within the Service and from the Children's Aid community. The purpose of the seminar was to provide an overview of child pornography, to discuss the extent of the problem globally and locally, to identify trends, and to highlight some the strategies used by the Service.

- The Toronto Police Service's Child Exploitation section and Microsoft have begun a joint initiative to develop software that will make it easier for police to investigate the dissemination of child pornography on the Internet. The 'Child Exploitation Linkage Tracking System' (CELTS) will connect police service across Canada to a database of known offenders.
- On-line luring – the on-line setting up of a meeting with a child for sexual purposes – is being addressed in a variety of ways, including officers are posing as children in chat rooms and Microsoft Canada requiring a paid subscription to its chat rooms.
- Technological advances have created – and continue to create – new opportunities for identity thieves. For example, on-line banking in Canada has doubled, from 8% of financial transactions in 2000 to 16% in 2002.
- The Chief Postal Inspector for the United States Postal Inspection Service has called identity theft the organised crime of the new millennium.
- In addition to using the Internet to conduct criminal activities, it is believed that organised crime groups may be using viruses, trojans, and phishing for financial gain.

IX. Police Resources

- As of December 31st, 2003, the total strength of Toronto Police Service was 7,098 members, up only 0.4% from the 7,073 members in 2002, but up 1.8% from the 6,975 members in 1994.
- Between 2002 and 2003, uniform strength increased 0.7%, while civilian strength decreased 0.6%.² Both uniform and civilian strength were higher in 2003 than in 1994, increasing 1.7% and 2.0%, respectively.
- Over the past decade, the number of police officers per 100,000 population in Toronto decreased 7.3% from 219 officers in 1994 to 203 officers in 2003.
- During 2003, 52.3 non-traffic Criminal Code offences were reported per constable, a 0.4% decrease from the 52.5 reported in 2002 and a 17.0% decrease from the 63.0 reported in 1994.
- The median age of uniform officers in December 2003 was 39.8 years, slightly less than 40 years in 2002, but up from the median age of 34 years in December 1981.
- In 2003, 39.9% of uniform members had 20 or more years of service; one-quarter of uniform members (24.8%) had between 0 and 4 years service.
- The average age of primary response constables was 34.0 years as compared to 38.5 years for all constables. In 2003, the average years of service for primary response constables were 7.7 years as compared to 13.5 years for all constables.

- In 2003, there were 143 separations – 78 retirements and 65 resignations, a 55.6% decrease from the 322 separations in 2002, and a 4.7% decrease from the 150 separations in 1994.

² Uniform strength includes police officers and cadets-in training. Civilian strength includes all permanent, full-time civilian members with the exception of cadets-in-training and parking enforcement personnel. (As of December 31st, 2003, the Human Resources Directorate reported 350 parking enforcement Personnel, 460 part-time or temporary personnel, and 692 school crossing guards; none are included in the total civilian strength.)

- The actual number of uniform officers assigned to front-line uniform duties in Policing Operations Command units and specific Operational Support units (e.g. Traffic Services, Marine Unit, etc.), including supervisors, increased about 3.9% from 3,188 in 2002 to 3,313 in 2003, but decreased 8.0% from the 3,600 in 1994.
- Ten years ago in 1994, racial minority officers comprised only 6.4% of uniform police officers, with a consistent though slow rise, that percentage increased to 11.7% in 2003.
- In 1994, female officers accounted for 9.9% of the total uniform strength; the proportion increased to 14.4% in 2003.
- Female minority officers accounted for 6.9% of all female officers in 1994, increasing to 7.8% of all female officers in 2003. In 1994, 6.3% of all male police officers were classified as minorities; this percentage almost doubled to 12.4% in 2003.
- In 1994, there was a hiring freeze and no officers were hired. Hiring resumed in 1995. In 1995, 20 of the 91 officers hired were racial minorities, representing 22.0% of the total officers hired. In 2003, 53 of the 187 officers hired were racial minorities, representing 28.3% of the total officers hired.

X. PUBLIC PERCEPTIONS

- According to the results of the Service's 2003 community survey, feelings of safety in neighbourhoods generally increased from 2002, though fewer respondents felt Toronto in general was safe.
- The 2003 survey found that concern with issues related to disorder in their neighbourhoods (e.g. vandalism, graffiti, etc.) generally increased.
- Most high school students and school administrators in all years surveyed said they felt safe in and around the school at any time of the day.
- When asked about the level of violence at their school, roughly two-thirds of high school students in all years said that, generally, their school and school grounds were not violent, although the proportion was lower in 2003 and 2002 than in 2001. In all years, school administrators were more likely than students to say their school and grounds were not violent.
- The Toronto Police Service survey of Toronto residents in December 2003 found that 88% said they were satisfied with the delivery of police service to their neighbourhood, down from 90% in 2002, but up from the proportions seen in previous years.

- The 2003 community survey identified some concerns about police and minority/ethnic groups (i.e. relations between police and members of minority/ethnic communities generally rated 'fair' or 'poor'; one-third or fewer thought police did a 'good' job of providing services to ethnic/racial groups; and an increased proportion believed Toronto police targeted members of minority/ethnic groups for enforcement).
- Almost all respondents in the past two years (93% in both 2002 and 2003) said they agreed with the statement: I believe that Toronto police officers carry out their jobs to the best of their abilities. This proportion was an increase from the 84% in 2000 and 89% in 2001. Similarly, 89% of respondents in 2003 said they believe that Toronto police are trustworthy, compared to 79% in 2002.
- The Service's 2003 community survey found that, for those who'd had contact with police during the previous year, there was an increase in satisfaction with police during that contact: 83% said they were satisfied in 2003, up from 71% in 2002, 80% in 2001, and 79% in 2000.
- While more high school students in 2003 than in 2002 said they would feel comfortable talking to police about crime or other problems at their school, roughly two-thirds of students in all years said they felt the relationship between students and police was fair or poor.
- Most high school students and school administrators in all years surveyed said they were satisfied with the delivery of police services to their school.
- Fewer administrators said they were consulted by police when determining what issues should be addressed at the school (49% in 2003, 64% in 2002, 67% in 2001). Fewer also felt part of a problem-solving team (68% in 2003, 78% in 2002, 83% in 2001).
- The total number of public complaints against the police decreased 5.1% between 2001 and 2002, from 742 complaints in 2001 to 704 in 2002, but increased again 2.7% to 723 in 2003.
- Of the community survey respondents who said they'd had experience with the police complaints process, fewer in 2003 than in previous years were satisfied with the process and the outcome.

XI. LEGISLATIVE IMPACTS

- The *Sex Offender Information Registration Act*, legislation respecting the establishment of a national sex offender registry, received Royal Assent on April 1, 2004.
- Bill C-12, *An Act to Amend the Criminal Code (protection of children and other vulnerable persons) and the Canada Evidence Act*, proposes amendments intended to help safeguard children and other vulnerable persons from sexual exploitation, abuse and neglect. Further, the Act also proposes to better protect victims and witnesses in criminal justice proceedings.
- Proposed amendments to the *Contraventions Act* and the *Controlled Drugs and Substances Act* sets out new maximum penalties for certain of the offences in relation to cannabis. The Act also designates offences in relation to possession or production of small amounts of cannabis, as contraventions under the *Contraventions Act*.

- Various amendments to the Criminal Code included in Bill C-14 include establishing more serious offences for deliberately setting traps likely to injure or kill law enforcement personnel and new requirements for warrant applications for weapons search and seizure.
- Amendments to the Criminal Code relating to the criminal liability of organisations, expand the circumstances in which organisations may be held criminally liable.
- The hate propaganda section of the Criminal Code now includes as an “identifiable group”, any section of the public distinguished by sexual orientation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P321. IMPLEMENTATION OF INFORMATION TECHNOLOGY
GOVERNANCE FRAMEWORK**

The Board was in receipt of the following report AUGUST 26, 2004 from Julian Fantino, Chief of Police:

Subject: IMPLEMENTATION OF INFORMATION TECHNOLOGY GOVERNANCE
FRAMEWORK

Recommendation:

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

Background :

The Board, at its meeting of February 26, 2004 (Min. No. P35/04 refers), approved a motion that requested the Chief to develop an IT Governance Framework for the Service that reflects the Service's overall strategic plan and priorities.

The Toronto Police Service (TPS), over the past decade, has experienced the challenges of dealing with the continuous "hold-the-line" budget pressures while meeting increasing service delivery expectations. At the same time, Information Technology (IT) has become an integral part and an important enabler of daily policing activities and strategic tasks, such as crime analysis, and the role of IT continues to grow.

The four main goals of the Service in implementing IT Governance are to:

1. Fulfill the Board's legislative responsibility with respect to IT strategic planning.
The Board Business Plan, developed out of section 30(2)(c) of the Adequacy Standards Regulation, states that "[t]he Board, in partnership with the Chief of Police, shall develop an information technology plan. Consistent with the Adequacy Standards Regulation, the plan shall be noted in the business plan."
2. Make IT strategies/plans an integral part of TPS strategies/plans.
IT Governance will provide the Board with a systematic tool to ensure that the Service's priorities are reflected in any IT initiative that is undertaken and that allocations for projects are made in the most reasonable and effective manner.
3. Make IT services more efficient.
IT Governance Framework will provide a means of evaluation, measurement, enforcement and improvement of the performance and interaction of IT initiatives across the Service.

4. Make IT projects and services measurable and auditable.
IT Governance Framework will provide an audit-oriented set of rules and measurements for IT processes, practices and controls.

The Board recommended that the TPS IT Governance Framework include the following elements:

1. Strategic planning should be performed and should fit in with the overall strategic plan of the Service.
2. The Framework should be capable of being updated and monitored as required.
3. It should form the basis for other planning, annual and long-term budgets and the prioritization of IT projects.
4. It should establish appropriate procedures to ensure that the Service is aware of technology trends and should allow for periodic assessment to determine how it can better position itself.
5. There should be key performance indicators that are routinely monitored and benchmarked against other police services.
6. The Framework should help manage relationships with third-party service providers as well as others, such as temporary staff and consultants.
7. It should provide a comprehensive strategy to address IT staff recruitment, retention, training and appropriate project assignment.
8. It should identify members of the Service (and Board, if necessary) who have specific responsibility for IT governance.
9. It should ensure that all members of the Service are aware of, and in compliance with, the Service's information and security policies.
10. There should be periodic risk assessments and a method of ensuring data integrity.
11. The Framework should have an audit function that provides for regular review, by either a City auditor or an external auditor. The objectives of the audit should be clearly detailed.
12. It should include a consideration of privacy policy and legislation.
13. It should provide a business continuity plan in the case of interruptions in service. This should be regularly tested.
14. It should consider and address legal implications that pertain to the use of software, hardware, service agreements and copyright laws. This information should then be made available to Service members.
15. It should support the further development of a standardized board report format for all IT initiatives that would include certain basic information and would make reference to how an initiative fits within the overall Framework.

TPS IT Governance – Design and Implementation

In developing a high-level approach to introducing an IT Governance Framework at TPS, the following assumptions were used:

1. With respect to its corporate culture, TPS is likely to be more receptive to a gradual implementation approach that starts with simple, quick hits, and builds up sophistication where it is clearly justified.
2. It is important to re-use commercially available frameworks where it is possible to reduce the implementation costs and risks, and to be able to relatively easily benchmark and monitor TPS IT performance.
3. TPS has implemented a project justification/prioritization approach that is based on project business case evaluations.
4. TPS has started to track IT projects' performance (costs and benefits) vis-à-vis the projects' business cases.
5. Most TPS system development is outsourced or co-sourced; thus, the urgency to implement a rigorous and potentially expensive quality program tailored to system development process is reduced, allowing for extensive review to ensure implementation of the best possible system.
6. Organizationally, both TPS and its IT services are highly centralized, and will remain so.

As with most major business improvement initiatives, the implementation of an IT Governance Framework will result in a holistic change to the TPS strategic planning, especially with respect to IT; IT business processes; and the IT organization and culture.

First, TPS will improve the efficiency and “audit-ability” of the IT services through business process improvement (i.e. make sure IT is “doing things right”). There are many documented success stories in this area. Successful companies have developed, and are monitoring and continuously improving their IT business processes (from developing solutions to managing IT infrastructure and security, help desk, release management, training and hiring IT resources, etc.).

There are several popular frameworks such as CMMI (Capability Maturity Model), ITIL (IT Infrastructure Library, created by the UK Government,), CobiT (Control Objectives for Information and related Technology, sponsored by Information Systems Audit and Control Association and the IT Governance Institute), Six Sigma, etc., that offer “best practice” business processes, performance measurement techniques, and even benchmarks from various industries. If properly applied, such frameworks could help TPS significantly reduce the effort required to implement such programs. Many companies have adapted several frameworks to better address their specific needs. For instance, Lockheed Martin Corp has successfully implemented CMMI, Six Sigma and; Charles Schwab & Co. uses CobiT, ITIL and CMMI; and both Capital One and LSI Logic Corp. have combined ITIL and CMMI.

While it is premature, at this stage, to make a definite recommendation with respect to any specific frameworks, ITIL and CobiT appear to be worthy of a closer look.

ITIL is the most popular quality management framework for IT operations and services. While CMMI is the de facto quality standard for software development processes, ITIL is the tool of choice for the operations and infrastructure side of IT, more particularly for IT services. It includes best practices (business processes) for IT service management and operations management, as well as proven IT process measurement and implementation guides. Other advantages of using ITIL include:

- It is sufficiently detailed, though flexible and customizable.
- It works well with other frameworks, such as CobiT and CMMI.
- Many public and private sector organizations, including the City of Toronto and OPG, are implementing ITIL.
- Benchmarking information based on ITIL measures is easily available.
- Its use should lower the TPS implementation risks and costs.

CobiT, sponsored by Information Systems Audit and Control Association and the IT Governance Institute, is an audit-oriented set of guidelines for IT processes, which also provides benchmarking and self-assessment tools. The framework is geared to risk reduction, focusing on integrity, reliability and security. It enables IT to address risks not explicitly addressed by other frameworks and to pass audit. CobiT is an “umbrella” quality framework, and can work well with other frameworks, especially ITIL.

Most of the afore-mentioned frameworks come with comprehensive implementation guidelines. Naturally, framework processes will have to be adapted to TPS’ needs, the organization - reviewed, etc. However, it is expected that most framework measurements will be acceptable to TPS/ITS, and as such could result in easier benchmarking and audit.

Secondly, TPS will implement a more structured approach to formulating IT strategies, and to defining, evaluating and prioritizing IT projects based on their business impact (i.e. make sure IT is “doing the right things”). As part of this process, it is vital to assess not only new projects, but also ongoing “keeping lights on” operations.

There are far fewer real success stories in this area. Unfortunately, there are few frameworks in this area; most of them are variations of the balanced scorecard concept. As such, they are better in measuring how the organization, including IT as a component of it, has performed than they are in forecasting the impact of proposed projects on the business strategies. This part of IT Governance is “less traveled,” but most critical – it does not matter how well one does certain things if those things are not the right ones! While it is necessary to have optimized business processes and organizational roles for managing Business - IT alignment, it is not sufficient. The quality of this alignment to a large degree depends on the quality of the business strategy. Fortunately, in case of TPS, the strategic intent is clearly expressed in actionable terms in the TPS Business Plan. The development of a business strategy, that includes a tightly integrated, “aligned” IT strategy, should be an iterative process, with IT serving as an enabler of business initiatives, as well as a source of opportunities, a catalyst and a trigger for business improvement.

Again, rather than developing a TPS IT project and service prioritization process from scratch, TPS is reviewing the approach for prioritizing TPS capital projects that was developed as part of a 1998 pilot project. This approach was intended to enable TPS management to evaluate and prioritize all (not just IT) proposed capital projects in accordance with their impact on the TPS Service Priorities, but at that time, the Service found the process to be rather complex and cumbersome to use. Based on that experience, TPS will start with a simple structured approach, and gradually enhance it to improve the assessment of IT initiatives vis-à-vis TPS Service Priorities.

Naturally, the implementation of these initiatives will have major cultural and some organizational impacts. TPS IT governance, unlike that of the City, is well suited for a centralized IT Governance model. Therefore, the organizational impact should not be significant when IT governance roles are mapped onto the existing TPS organizational chart. However, we can expect significant cultural changes for both ITS and its business community, as users' wish lists and existing application support will be assessed based on the overall TPS business impact, and not just on local, functional needs.

The resulting TPS IT Governance model described in this report will *achieve all the goals* and include *all the elements* identified by the Board.

Below is the high-level implementation approach currently underway within the TPS (please note that a number of these steps can be performed concurrently):

1. Initiate an IT Governance Implementation Project. The external/internal team will be small, but will include planners and unit commanders in addition to progressive IT management representatives. The composition of the steering committee (which is already in place) includes the Deputy Chiefs and the Chief Administrative Officer, as well as the Directors of ITS, and Finance and Administration.
2. Conduct a high-level review of the existing approach (process, roles, and techniques) to the development of TPS business strategies and plans, to the development of associated IT strategies and plan, and to IT project and service prioritization methods.
3. Conduct a high-level assessment of the current IT Services.
4. Define IT portfolios, IT governance principles and responsibilities (which activities need to be governed; which policies, regulations need to be governed; who should govern what; and how).
5. Establish a current industry "best practices" formal methodology for the evaluation, prioritization and planning of IT projects and ongoing support.
6. Detail the IT governance objectives and measures.
7. Selection of a suitable IT service management framework(s).
8. Development of a framework implementation (adaptation and transition) plan.
9. Adapt the framework's business processes, principles and controls to the TPS environment.
10. Review and plan for the organizational impact of change.
11. Implement new IT business processes, methods, principles and organization.
12. Conduct the post-implementation review, including ongoing quality improvement initiatives.

It is recommended that the Board receive the information provided in this report.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P322. TORONTO POLICE SERVICE - 2004 OPERATING BUDGET
VARIANCE REPORT AS AT JULY 31, 2004**

The Board was in receipt of the following report SEPTEMBER 08, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT JULY 31, 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:

Due to the cancellation of the August Board meeting, a June variance report was not provided to the Board. The variance reported in June remained unchanged from May, and the current July variance report contains any information that would have been presented in a June report.

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.

2004 Operating Budget Variance

As at July 31, 2004, a net shortfall of \$0.5M is projected, which is \$0.5M less favourable than reported previously. This net change in variance is due to the implementation of the Community Action Policing Program (CAP) as approved by City Council and is described below.

STAFFING

An unfavourable variance of \$0.5M is projected for staffing costs to year-end, which is \$0.2M less favourable than reported previously.

Projected uniform separations for 2004 are currently estimated to be on budget at 224 (compared to 150 separations in 2003) as follows:

	2004 Estimate	2004 Actual/ Projection	2003 Actual
Year to date	163	139	99
Full year	224	224	150

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

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.

In addition, due to timing factors, other salary account savings are expected to equal \$0.3M by yearend.

Premium pay expenditures are estimated to be \$1.5M over budget, \$0.5M of which is recoverable, and \$0.5M of which relates to the CAP program, resulting in a net shortfall of \$0.5M. The \$0.5M 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 P165/03 refers). On an annualized basis, this initiative is expected to net the City \$720,000 in excess of the \$1.2M premium pay cost due to increased Provincial Offences Act revenues. Estimates for 2004 have been revised downward due to the long lead time in scheduling court attendance. Data is currently being analyzed with respect to this initiative and will be reported on at future board meetings.

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. Furthermore, the Service has established a working group to review all aspects of criminal court attendance, in an effort to reduce these costs.

At its July meeting Council approved the CAP program at an amount not to exceed \$545,000 and “that funding come from the increased 2004 Provincial payment in lieu of taxes.” The Service will endeavour to find savings within its 2004 operating budget to offset the costs of the CAP program; however, no additional savings are projected at this time.

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 police 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 \$0.5M, which is \$0.3M less than reported last month.

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. The Service reported previously that medical/dental spending would be overspent by at least \$0.3M. Service Staff are performing a detailed review of the medical/dental accounts and may have to modify this projection (initial indications are that overspending may be higher than currently estimated).

As part of its recent budget, the provincial government delisted several services previously covered by OHIP and introduced a new health premium. The delisting of services (i.e. eye exams and physiotherapy) is now expected to cost the Service \$0.3M. In addition, the Toronto Police Association (TPA) has advised the Board that it is the position of the TPA that, pursuant to Article 11:02 of the uniform agreement (and the equivalent article in civilian agreements), the Board is responsible for payment of the health premium. The TPA is planning on filing a grievance since these premiums are going to be deducted from members’ pay cheques. The potential impact of this grievance has not been included in the projected variance.

NON SALARIES

Non salary accounts are projected to be overspent by \$0.5M, which is the same as reported last month.

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 that 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 these with reductions in other accounts, or through increased revenues. For example, an increase in gasoline prices was anticipated and had been budgeted for. However, experience to date suggests that year-end expenditures may exceed budget. This and other pressures are offset by savings in other accounts, or increased revenues (for example, paid duty equipment rental revenue is projecting somewhat higher than anticipated). We will continue to monitor all accounts, and if the shortfall in any one account (such as gasoline) becomes significant, the variance and resultant pressure will be identified in future reports.

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.

All accounts are monitored closely on a monthly basis, to ensure costs are contained as much as possible, and unforeseen expenditures such as those mentioned above can be accommodated within the total budget.

SUMMARY

As at July 31, 2004, an unfavourable variance of \$0.5M (due to the CAP program) is projected. The Service will continue to control costs and defer discretionary expenses in an attempt to come 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	\$528.8	(\$0.5M)
Benefits	\$106.8	\$106.3	\$0.5M
Non Salaries	<u>\$44.1</u>	<u>\$44.6</u>	<u>(0.5M)</u>
Total	<u>\$679.2</u>	<u>\$679.7</u>	<u>\$(0.5M)</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 and agreed to forward copies to the City of Toronto – Policy & Finance Committee and the City Chief Financial Officer & Treasurer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P323. LETTER OF APPRECIATION FOR THE TORONTO POLICE
SERVICES BOARD FINANCIAL CONTRIBUTION TO THE 42ND
ANNUAL ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS'
CONFERENCE**

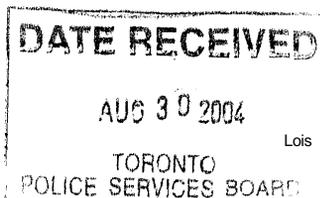
The Board was in receipt of correspondence, dated August 12, 2004, from Bernie Morelli, Chairman, Hamilton Police Services Board, extending appreciation to the Board for its financial contribution to the recent OAPSB Annual Conference. A copy of the correspondence is appended to this Minute for information.

The Board received the foregoing.



HAMILTON POLICE SERVICES BOARD

Board Members
Bernie Morelli, Chair
Bruce Pearson, Vice-Chair
Karen Cimba
Larry Di Ianni
Murray Ferguson
Jane Mulkeiwich
Mark Nimigan
Lois Morin, Administrative Assistant



12 August 2004

Chair A. Milliken Heisey
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Chair A. Milliken Heisey,

On behalf of the Hamilton Police Services Board, I would like to take this opportunity to thank the Toronto Police Services Board for its financial contribution in support of the 42nd Annual Ontario Association of Police Services Boards Conference, held in Hamilton, May 6 - 8, 2004.

The planning and successful conclusion of a conference of this nature and magnitude simply could not have been contemplated without your good will and assistance.

We are very appreciative that you saw this conference as an important opportunity for governance bodies from across Ontario to meet, discuss issues and exchange information. Once again, your contribution most instrumental in assisting us in meeting the objectives we set out to achieve,

Best wishes for many years of continued good health, happiness and success.

My sincere gratitude.

Yours very sincerely,

Bernie Morelli, Chairman
Hamilton Police Services Board

BM:lem

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P324. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between July 15, 2004 and August 31, 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 SEPTEMBER 23, 2004**

#P325. UPDATE REPORT ON THE “60/40” STAFFING MODEL

The Board was in receipt of the following report AUGUST 26, 2004 from Julian Fantino, Chief of Police :

Subject: UPDATE REPORT ON THE “60/40” STAFFING MODEL

Recommendation:

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

Background:

At its meeting on October 18, 2001, the Board requested that the Chief provide regular update reports on the staffing results in each division following the implementation of the “60/40” staffing model (Board Minute #C189/01 refers).

The “60/40” staffing calculation is based on data from a number of sources and impacts the number of officers deployed at all the divisions. The purpose of the calculation is twofold. The first purpose is to equalize the workload of officers across the Service by analyzing calls for service data and adjusting manpower at the divisions. An additional objective is to determine the ideal staffing for the Service to provide equal reactive and proactive services to all communities of Toronto based on a 60 : 40 (time spent on reactive vs. proactive policing) ratio. The most recent re-calculation was completed on August 25, 2004, being reported to the Board at the September 23, 2004 meeting.

Conclusion:

As of August 25, 2004, the average divisional primary response constable strength was 83.2% of the “60/40” target strength. The average divisional strength was 96.6% of the budgeted target strength. Detailed statistics on staffing results as of August 25, 2004 are appended to this report (see Appendix ‘A’).

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

The Board received the foregoing.

APPENDIX 'A'

60/40 Constable Staffing Model			
Effective August 25, 2004			
UNIT	60/40 Target Strength	Budgeted Strength	% of 60/40 Strength
11D	163	142	76 %
12D	153	132	90%
13D	173	149	86%
14D	302	261	81%
51D	219	188	85%
52D	211	189	93%
53D	174	149	79%
54D	177	152	78%
55D	205	176	85%
Central Field	7	6	117%
22D	224	193	78%
23D	216	184	81%
31D	270	230	86%
32D	2545	218	85%
33D	164	141	87%
41D	309	265	101%
42D	358	304	91%
Area Field	2	2	100%
			Variance
TOTAL DIVISION ONLY	3573	3073	-500

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P326. COMMUNITY DONATION – FINANCIAL SUPPORT FOR THE
INTERNATIONAL CONFERENCE ON SEX CRIMES CONFERENCE**

The Board was in receipt of the following report SEPTEMBER 15, 2004 from Julian Fantino, Chief of Police:

Subject: COMMUNITY DONATION – McLEAN WATSON CAPITAL

Recommendation:

It is recommended that: the Board approves a cash donation of \$30,000.00 from McLean Watson Capital to support the Toronto Police Service's efforts to provide training in the form of an International Conference on Sex Crimes Investigations.

Background:

For ten years, the Sex Crimes Unit has successfully conducted conferences that provide current and informative training for police representatives and members of the community on issues relating to the investigation of sexual assault occurrences.

The theme of this year's conference is "Meeting Today's Challenges". The conference is scheduled from the 18th to the 22nd of October 2004 at the Sheraton Centre, located at 123 Queen Street West, Toronto. It is expected that 350 people will be in attendance. The goal of the conference is to assist individuals (law enforcement, social service workers and child-care workers) involved in the investigation of sexual offences.

The 2004 Sex Crimes Unit conference supports several of the Toronto Police Service – Service Priorities. The international nature of this conference is an example of the Service's efforts to continue partnerships with other law enforcement agencies (international, national and regional). It is a means to address the Service Priority to improve the safety and security needs of those most vulnerable to victimization, including children and youth.

This conference supports the Service's response to crimes that involve computers. It is also a setting where partnerships can develop between individuals working in the field of child exploitation and victimization (this includes police agencies, social services and children's aid workers).

Internationally recognized experts from various fields will focus on the latest information and techniques that will assist in the investigation of offenders who commit sex crimes.

Conclusion:

McLean Watson Capital has generously offered to donate \$30,000.00 to the Toronto Police Service to be used towards the operational expenses of the Sex Crimes Unit International Conference. This Toronto base venture capital firm, founded in 1992, specializes in high-growth entrepreneurial ventures. Their global investors include pension funds, money managers and leading members of the technology and financial services industry. The managing partners of the firm are concerned citizens with young families who wish to contribute to a worthy cause and in particular the welfare of the children in our community.

The donation will be used to support the financial responsibilities incurred in presenting the Conference, such as the cost of registration, training materials and fees for speakers and presenters.

This donation is in accordance with Service Police 18-08 governing “Donations” and it is consistent with the overall Service goals and objectives, specifically the 2002 – 2004 Service Priority of “Youth Violence and Victimization of Youth” and “Community Safety and Satisfaction”.

Upon approval of the donation, McLean Watson Capital has requested a tax receipt for the donation.

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

It is recommended that the Board approve the donation of \$30,000.00 from McLean Watson Capital to support the Toronto Police Service’s efforts to provide training in the form of an International Conference focusing on the challenges of today’s sexual assault investigations.

Acting Deputy Chief D. Dicks of Policing and Support Command will be in attendance to respond to any questions the Board may have.

The Board approved the foregoing and the following Motion:

THAT Chief Fantino provide the Board with the status of the Toronto Police Foundation – a charitable organization for the purpose of receiving financial donations which would be utilized to promote and support crime prevention, community policing and educational initiatives – the establishment of which was originally approved by the Board in July 2001 (Min. No. P200/01 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P327. RESPONSE TO RECOMMENDATIONS CONTAINED IN THE REPORT:
*REVIEW AND RECOMMENDATIONS CONCERNING VARIOUS ASPECTS
OF POLICE MISCONDUCT***

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

Subject: RESPONSE TO RECOMMENDATIONS OF THE HONOURABLE MR.
 GEORGE FERGUSON, Q.C.

Recommendation:

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

Background:

At its meeting of April 29, 2004, the Board received the Service's response to the *Review and Recommendations Concerning Various Aspects of Police Misconduct* report, as prepared by the Honourable Mr. George Ferguson, Q.C. (Board Minute P134/2004 refers).

The Board was advised that since the report was received in March 2003, the Service has been actively pursuing an implementation plan to accommodate the various recommendations. An Implementation Committee had been struck comprising staff from Professional Standards, Detective Services, Detective Support, Training & Education, Human Resources and Corporate Planning.

At the April meeting, I reported the status as it was at that time, and committed to further report the status of the implementation of the various recommendations on an on-going basis. Below, I have provided an update on each recommendation, as well as an update on applicable Board motions made in respect of Board Minute P134/2004.

The implementation of the Hon. Mr. Ferguson's recommendations continues to make significant progress, although the number of completed recommendations has not changed since my last report. Of the thirty-two recommendations, fourteen have been fully implemented (although individual units may make additional changes to maximize their efficiency). The remaining 18 have been substantially addressed; however the implementation of some of these recommendations is dependent upon the completion of others.

The Hon. Mr. Ferguson made 32 recommendations, which were divided into six categories. The following pages outline the status of each recommendation.

Part I – Disclosure of Police Misconduct

1. That, upon written request from the Crown Attorney to the Chief of Police for information regarding acts of misconduct by a member of the Service who may be a witness or who was otherwise involved in a case before the court, the Chief of Police or his designate shall supply the Crown Attorney with the following information:
 - a. Any conviction or finding of guilty under the Canadian Criminal Code or under the Controlled Drugs and Substances Act for which a pardon has not been granted.
 - b. Any outstanding charges under the Canadian Criminal Code or the Controlled Drugs and Substances Act.
 - c. Any conviction or finding of guilt under any other federal or provincial statute.
 - d. Any finding of guilt for misconduct after a hearing under the Police Services Act or its predecessor Act.
 - e. Any current charge of misconduct under the Police Services Act for which a Notice of Hearing has been issued.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

The process has been incorporated and is currently being operated under the direction of the Professional Standards-Risk Management Unit (Legal & Prosecutions Section).

Interim Status Report

Response: Agree
Status: Implemented

This process continues to be administered by Professional Standards – Risk Management (Legal). Upon request, a Crown will receive information by way of a template letter. The letter is modified to include details of the case at issue and also provides a comprehensive background regarding the Service’s position in providing the information.

Service Procedure 12-08 (Disclosure, Duplication and Transcription) is currently being revised through Corporate Planning in support of this initiative and is expected to be complete before the end of 2004.

Professional Standards, Risk Management (Legal Section) has absorbed the additional workload using existing resources.

- 2. Applications or subpoenas for personnel, employment, complaint, Professional Standards Investigative Unit - Criminal Investigations, or other related information will be contested and will not be produced, unless ordered to do so by a court of competent jurisdiction.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

This recommendation reflects the current position of the Service. Service counsel appear in court and in all but one case have successfully argued in having these matters dealt with in accordance with the two-step process contained in the 1995 Supreme Court of Canada decision in Regina vs. O'Connor.

Interim Status Report

Response: Agree
Status: Implemented

Service counsel continues to administer this recommendation. The workload continues to be addressed within the current resources of Professional Standards, Risk Management (Legal).

The letter to the Office of the Crown Attorney used to disclose records described above in Part I, Recommendation #1, also indicates that it is the position of the Service that additional information, including (but not limited to) personnel, Internal Affairs, complaint and employment files or other related information are third-party records, with access to them governed by the two-stage process set out by the Supreme Court of Canada in *Regina vs. O'Connor*.

- 3. Any member whose records are to be produced to the Crown pursuant to Recommendation #1 above or whose records are the subject of an application or subpoena pursuant to Recommendation #2 above shall be notified in writing.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

The process has been incorporated and is currently being operated under the direction of the Professional Standards-Risk Management Unit (Legal & Prosecutions section).

Interim Status Report

Response: Agree
Status: Implemented

Officers whose information is released in accordance with Part I, Recommendation #1 above receive a copy of the correspondence by internal mail, marked “confidential”.

- 4. Any information to be produced to the Crown pursuant to Recommendation #1 above shall be obtained through the Toronto Police Service, Professional Standards Information System (PSIS).**

Status Previously Reported to Board (Board Minute 134/04 refers)

*Response: Agree in principle
Status: Implemented*

The PSIS system does not currently contain all of the information necessary to meet the criteria established in Recommendation #1. The PSIS system will not be fully populated with sufficient background information to operate as the sole information source for approximately 5 years. Information technology experts have cautioned against entering the historical information contained in a variety of databases, as it may tend to corrupt the PSIS database, given the various formats utilized in the past. Therefore while the PSIS system continues to be populated with data, the Service will rely on the historic databases, in conjunction with PSIS, to provide the necessary information to the Crown.

Interim Status Report

Response: Agree in principle
Status: Implemented

Because it will take some time for the PSIS database to be populated with all of the appropriate data, the information required under Part I, Recommendation 1 above is being provided fully and accurately through the Human Resource Management System (HRMS), Professional Standards – Risk Management (Prosecutions) and CPIC.

In the long term, PSIS data will be accessed through HRMS to ensure that comprehensive information about *Police Services Act* discipline matters can be fully disclosed along with information about convictions under other legislation.

It is anticipated that PSIS will be populated with all relevant and appropriate data about members' discipline issues within the five-year window initially reported.

Part II – Recruitment & Employment

- 1. The status of the Employment Unit must be substantially upgraded within the organizational structure of the Service and be provided with additional financial resources and sufficiently skilled personnel.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: On-going

The Service recognized the need to maintain a high quality recruitment program, and recently filled the position of Unit Commander-Employment Unit, at the same time elevating that role to a civilian manager equivalent to a uniform superintendent. (Board Minute P268/03 refers) This person has prepared a project plan which addresses staffing issues within the employment unit and is presently involved in high level discussions surrounding the implementation of this plan.

Interim Status Report

Response: Agree

Status: On-going

Full implementation of this recommendation has staffing, resource and financial implications (see Part II, Recommendation #3 below).

Standards for background investigators have been raised; officers transferred into the unit must have proven investigative skills and recent investigative experience. They must be Certified Investigators as required by provincial adequacy standards.

A structured selection process for background investigators has been implemented. Sufficient background investigators have been identified to backfill most vacancies and to increase the establishment.

Additional resources have been identified and requested, and a further needs assessment based on workload estimates for 2004-2005 and the recommendations of the Hon. Mr. Ferguson is under way.

Officers conducting field investigations have been reclassified as detective constables.

2. The Employment Unit personnel must develop and implement a professionally targeted and focused recruitment program.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: Implemented

The Manager-Employment Unit has been tasked with reviewing the recruitment program and advising on any enhancements to ensure that it remains focused on achieving the most effective results. A targeted and focused recruiting plan has been developed and implemented. The recruiting plan is an on-going, living document developed to meet the organizational needs of the Service, and will be continually monitored and amended when necessary.

Interim Status Report

Response: Agree

Status: Implemented

Full implementation of this recommendation has staffing, resource and financial implications (see Part II, Recommendation #3 below).

The Employment Unit's Focused Recruiting Plan 2004 outlines the Recruiting Unit's activities, which focus on specific diverse communities and women. For example, aggressive programs are in place to reach out to women and to the Black, South Asian, Asian, Aboriginal and Lesbian, Gay, Bisexual, Transgendered and Transsexual (LGBT) communities.

3. Background investigations of candidates must be expanded by more comprehensive interviews of references and more professional investigations.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: On-going

The issue of background investigations of candidates is part of the project plan developed by the Manager-Employment Unit. This recommendation is impacted by staffing and financial limitations.

Financial Impact:

As previously stated this recommendation is being reviewed to ascertain if it can be achieved within existing staff resources through redeployment. Should this not be possible, the following is an estimate of the costs involved in implementing this recommendation by adding staff.

A preliminary review of the staffing required to fully implement this recommendation is that four (4) first class constables would be required. This would require an additional estimated \$324,700 (salaries and benefits included). If the additional funding were to be obtained it is estimated that this could be achieved by the third quarter of 2004.

Interim Status Report

Response: Agree

Status: On-going

While the original purpose of this recommendation was to enhance background checks only, a review of the Honourable Mr. Ferguson's recommendations in their totality requires a significant enhancement of many of the Employment Unit's functions as they relate to recruitment and hiring. Full implementation of all the recommendations in this part of the Honourable Mr. Ferguson's report, therefore, has staffing, resource and financial implications.

The Toronto Police Service is required, by agreement with the Ministry of Community Safety and Correctional Services, to comply with Ontario Association of Chiefs of Police standards, and to use the Applicant Testing System (ATS) for pre-testing of applicants. The initial portion of the process is therefore not within the control of the Service.

After receiving ATS certification, applicants must attend the TPS Employment Unit in person to submit an application and résumé (a new requirement). They must also complete a "pre-background questionnaire", which allows an early screening opportunity. In addition, the "local-focus interview" is being substantially improved to reflect TPS values and needs.

When the unit is fully staffed, the background investigations will be expanded so that all applicants will be subject to home visits, neighbourhood enquiries, co-worker interviews and personal interviews with references, friends and family.

The portion of the application and hiring process that is within the control of the TPS continues to be under constant review, revision and enhancement.

Financial Impact:

It has been determined that the current staffing complement at the Employment Unit is insufficient to fully address all the recommendations included in Part II – Recruitment and Employment. Further, the required additional staff cannot be deployed from within the current staffing complement of the Service.

The resources required to implement all the recommendations in this part of the report, with the exception of noted additional costs specific to recommendations 6 and #9, include additional staffing of one detective, four detective constables, one police constable, four clerks, three background investigators (contract employment of retired officers) and associated furniture and computer equipment.

Annualized incremental implementation costs are estimated at \$699,300 for salaries and benefits and \$115,000 for materials, training and services (including contracted investigators) – a total of \$814,300. An additional \$82,600 is required for one-time purchase of equipment.

- 4. The Employment Unit must increase exposure of the Service to students in universities, community colleges, high schools, and other educational institutions who are enrolled in courses relating to law enforcement.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in principle

Status: Implemented

The Service is aware of the benefits of reaching potential candidates in the high schools, but the Employment Unit does not have the resources to attend all the schools. As an alternative, the recruit team has trained members of the divisional community response units in the Constable Selection System, and has provided the divisions with recruiting posters and information for mentoring purposes to solicit candidates at this level. Universities and colleges are attended by members of the Employment Unit, and the recommendation has been captured in the Employment Unit's overall recruitment plan.

Interim Status Report

Response: Agree in principle

Status: Implemented

The Recruiting Unit has established relationships with most local colleges and universities, including those offering the Police Foundations program, and aggressively pursues recruitment efforts through those partnerships.

Presentations are made on a regular basis and TPS recruiters attend career fairs. Attendance at high schools has increased through contact with guidance counsellors at both the Toronto Separate and Toronto District School Boards. Recruiters provide service seven days a week, in many instances, to reach out to appropriate community organizations to maximize contact with important potential recruitment sources, including educational institutions at the secondary and post-secondary level.

As part of the new recruitment plan, the Manager of the Employment Unit will build in measurement protocols that will help to evaluate which recruitment sources are most productive. It has not been possible to undertake such an exercise before now due to inadequate administrative staffing at the Employment Unit.

Increasing the resources of the Employment Unit will help to ensure that these improved recruiting efforts will continue.

- 5. The Service should explore co-operative or joint programs with universities, community colleges, and other educational institutions that provide courses in law enforcement for the purpose of establishing a priority in recruitment selection.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

As noted in the response to Recommendation #4, the Service actively recruits at colleges and universities in the Greater Toronto Area through job fairs and advertisements. Special emphasis is placed on seeking the interest of students enrolled in Police Foundations courses.

The Manager of the Employment Unit has included this initiative in her recruitment plan in order to develop partnerships that can be expanded to further support our recruitment goals.

Interim Status Report

Response: Agree
Status: Implemented

The response to Part II, Recommendation #4 above is also relevant to this recommendation.

The Recruiting Unit has an ongoing relationship with many coordinators at community colleges and universities. The primary focus of these relationships is recruitment and selection of candidates enrolled in the institution.

Partnerships have been established with Centennial, Durham, Humber and Commercial Business Colleges. Similar relationships also exist with the University of Toronto and York University and with university organizations such as York's Chinese, Korean and Black Students' Associations.

A program to track applicants from these institutions will be established in the coming months.

Discussions are under way with other educational institutions to extend the list of partnerships with post-secondary institutions across Ontario. For example, a meeting has been arranged in late September with Humber College to discuss the ongoing role of the TPS in the College's Foundations Program.

- 6. The Service should employ two full-time, fully qualified psychologists to conduct all psychological testing of potential recruits as well as members of the Service seeking promotion or members of the Service seeking transfer to sensitive or high-risk areas. The psychologists' positions should not be held on a contract basis, as is the current practice.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: On-going

The Service is disinclined to agree with the concept of hiring psychologists on a permanent basis. Psychologists, under contract with the Service, can be used to meet the intent of this recommendation. Given the budgetary limitations that currently exist, and the moratorium on hiring civilian staff, contracted services are the most prudent course of action to address this recommendation.

The Service has long recognized the value of psychological assessment of new recruits as part of the selection process, and will continue with this practice. However, based upon the premise that the Service should continue with contracted psychological services, conducting psychological interviews for all promotional candidates would not be economically feasible.

The Service does agree with the concept of conducting psychological tests for potential transfers to sensitive or high-risk areas, and the Implementation Committee is striving to define the exact criteria associated with this recommendation.

Financial Impact:

The estimated cost for implementing this recommendation using psychological services on a contracted basis is \$150,000, based on one-half of a year (i.e. Q3 & Q4, 2004).

Interim Status Report

Response: Agree
Status: On-going

After the above response was submitted to the Police Services Board in April, the Implementation Committee continued to discuss the issue. Resulting from these extensive discussions were compelling reasons why it would be in the best interests of the Service to hire, rather than contract, psychologists.

Human Resources have prepared a job description for a permanent psychologist, and have submitted it to the Board for consideration at the September meeting. If approval is granted, two psychologists will be hired to undertake the role suggested in this recommendation.

It is anticipated that the psychologists' roles will expand to other related tasks such as providing support to certain specialized units and training initiatives.

The Service expects to be in a position to hire the psychologists by late November or December, pending Board approval.

Financial Impact:

The estimated annualised cost to implement this recommendation – to hire two psychologists – is \$300,000. Office space, furniture and equipment are currently available.

- 7. In order to attract a greater number of qualified candidates, including minority groups, the Employment Unit should conduct well-structured seminars or tutorials at various locations in the community to explain the entire recruitment process and employment policies of the Service.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

With the assistance of members of the community, the recruitment team currently delivers comprehensive information sessions for applicants at Police Headquarters on a bi-monthly basis. As noted in the response to Recommendation #2, information on the recruitment process is also regularly provided at job fairs and community events.

The Manager-Employment Unit has reviewed and implemented this recommendation, having changed the venues for the community information seminars to include such events as: Scarborough Surf n' Turf Job Fair, Mandarin Speaking Career Fair, Jamacian Canadian Centre Youth Career Expo, Malvern Christian Assembly Police Association Day and the CHIN International Picnic.

Interim Status Report

Response: Agree
Status: Implemented

This initiative is already taking place to the greatest extent possible within the current staffing level of the Recruiting Section of the Employment Unit. Within 2004, the estimated number of potential recruits reached through such initiatives is 3,292.

- 8. The Service should establish a new Special Recruitment Committee to act in an advisory capacity to the Employment Unit in developing and maintaining a recruitment strategy.**

The committee should consist of six individuals: two members of the Service, appointed by the Chief; two members of the Service, appointed by the Police Association; and two private citizens who have experience in promotional programs, advertising, and recruitment, to be appointed by the Chief. The private citizens will serve alternatively, as Chair, for a period of one year. All members of the committee shall be appointed for two years, subject to one renewal appointment for two years. All committee members shall receive an appropriate honourarium from the Service. Representation of minority groups on the Committee should always be a consideration when selecting committee members.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part
Status: Implemented

The Employment Unit currently works with a previously established Recruiting Coalition Advisory Committee, which is comprised of community members, Service members and representatives of Toronto Residents in Partnership (TRIP). This group discusses the progress of current initiatives and advises on further strategies in order to meet our organizational needs and forms part of the Employment Unit's project plan. The Service is working towards a more structured, formal scenario over a period of time, as recommended by the Honourable Mr. Ferguson, but is reluctant to enter into a situation that will require the payment of an honourarium. Rather, the Service would prefer to continue working in partnership with community members, who volunteer their time.

As indicated in my initial response to the recommendations contained within the Honourable Mr. Ferguson's report, it is the position of the Service that current community committee – Recruit Coalition Committee is an existing advisory group that addresses this recommendation. The Service believes that this Committee, which is comprised of community members who volunteer their time, is the maximal method of achieving the greatest efficiency and effectiveness.

Interim Status Report

Response: Agree in part

Status: Implemented

The Hon. Mr. Ferguson has agreed that the TPS should retain the existing Recruiting Coalition Advisory Committee. During 2004, the Committee's mandate was reviewed and restructured. The members now act in an advisory capacity on recruitment strategies and community outreach. This restructuring was conducted in lieu of establishing a new committee at this time. The Committee consists of eleven representatives from eleven minority communities. All members are considered to be leaders within their communities.

The Committee is an active group. It provided input into the Employment Unit's Focused Recruiting Plan, and its members regularly support the Unit by attending mentoring sessions and graduation ceremonies.

- 9. The position of "Career Development Officer" for uniform members should be re-implemented and moved to the Employment Unit. Having expertise in human resource development, this individual will assist members in assessing and achieving their career paths and promotional opportunities.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: On-going

The role of a Career Development Officer is viewed as significant and as such, the position should be targeted at a senior officer level (either uniform or civilian). Recognizing the importance of this position and realizing that it will have carriage over a member's long term career goals, the position should be established in Human Resources, as opposed to the limited area of employment, outlined in the recommendation. The implementation of this recommendation is impacted by staffing and financial limitations.

Financial Impact:

The creation of this position, at the senior officer level (either uniform or civilian) as previously indicated, would require additional funding of \$118,035 (salary and benefits included). If the additional funding were to be obtained it is estimated that this could be achieved by the third quarter of 2004. As previously stated this recommendation is being reviewed to ascertain if it can be achieved within existing staff resources through redeployment

Interim Status Report

Response: Agree in part
Status: On-going

The position of Career Development Officer has been re-instituted, and a uniform senior officer (an inspector) with the knowledge, skills and attitudes commensurate with the position has been identified to fill the position. At the time of writing this report, Human Resources are waiting for a date to finalize the transfer.

Appointing a sworn senior officer to the position will ensure that the Career Development Officer has the organizational knowledge, credibility and maturity to provide advice that is in the best interest of both the member and the Service.

Human Resources have created a job description for the position, which will report directly to the Director, Human Resources.

Financial Impact:

It has been determined that the role of Career Development Officer cannot be staffed from within the current staffing complement of the Service. The establishment of this position, at the rank of inspector, would require additional funding in the amount of \$124,600 for salary and benefits. (The change in the cost estimate from that previously reported reflects the salary increase effective July 1, 2004.) Office space, furniture and equipment are currently available.

Part III – Transfers, Promotions, Supervision, Training & Continuing Education

- 1. No member of the Service shall be promoted to a management or supervisory position or transferred to a sensitive or high-risk unit unless he or she has successfully completed psychological testing and assessment, and provided personal financial background information.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: On-going

The Service agrees with the intent of this recommendation, but is concerned with its scope. In particular, the inclusion of all management and supervisory positions is not necessary, and a determination made on what are sensitive or high-risk units. A sub-committee has been tasked with defining those unit functions, roles or personnel that should fall within the testing framework and the depth of that framework.

Interim Status Report

Response: Agree in part

Status: On-going

The implementation of this recommendation requires further discussion within the Service and also with the Toronto Police Association and the Senior Officers' Organization.

Professional Standards has prepared a list of identified high-risk or sensitive areas. In many cases, specific sensitive functions within units are identified. The list specifies which sworn and civilian positions will be subject to psychological, financial and drug tests. This list has been forwarded to the Implementation Committee for consideration and approval.

Current estimates are that 1477 members of the Service will be subject to psychological assessments (1258 sworn, 219 civilian), and 1164 will be subjected to financial checks (941 sworn, 223 civilian).

A new procedure entitled *High Risk and Sensitive Areas*, which also covers financial checks, psychological assessments and drug tests, has been distributed to the Implementation Committee for review. This procedure was prepared in consultation with Professional Standards and other key stakeholders within the Service.

Drug tests are dealt with in more detail under Part V, Recommendation #4.

- 2. No member of the Service shall be promoted to a management or supervisory position unless he or she has successfully completed a designated course on management skills required in the higher rank, in addition to training in ethics and integrity.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: On-going

The Training & Education Unit has incorporated an ethics and integrity component into all of the courses offered through the institution. Presently, Constables identified for promotion to the rank of Sergeant are required to complete the Management Level I Supervisory Course, prior to being promoted. An executive development course for more senior positions is being formulated, and when the course is available, promotional candidates will have to attend the course prior to promotion. In the interim, staff sergeants, civilian supervisors and senior officers will continue to be trained following promotion and will receive the ethics component at that time.

Interim Status Report

Response: Agree
Status: On-going

Currently, all new sergeants have taken Level I Management training, which is required for both civilian and sworn supervisors.

Each year, the Training & Education Unit schedules sufficient Level I Management training spaces for anticipated promotions in the following calendar year. When promotion lists become available, they are immediately provided to Training & Education, where staff ensures that members in line for promotion are given the training at the first possible opportunity.

I will allow no members to be promoted before they are adequately trained.

Ethics and integrity training will be enhanced within this program by the end of 2004. More specific information about ethics and integrity training is covered under Part III, Recommendations 3 and 4, below.

3. Ethics and integrity must be incorporated as important components in all training and continuing education courses provided by the Service.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

The Training and Education Unit has adopted this recommendation in all courses provided by the institution. Ethics, integrity, diversity, customer service, communications and overall professional behaviour are the cornerstones of all courses currently offered by the unit.

Interim Status Report

Response: Agree
Status: Implemented

While every training program delivered to TPS members incorporates components on integrity and ethical values, specific ethics and integrity modules have been incorporated into training for coach officers and supervisors, and into general investigation and interviewing courses. Ethics train-the-trainer programs began through the Training & Education Unit in June 2004 to update instructors on the most up-to-date programs available. The total cost of \$8,200 for the train-the-trainer program was absorbed within the 2004 budget.

A review of *all* training courses will be undertaken through the new Human Relations Training Section (HRTS) within the Training & Education Unit, which is in place to address this recommendation, to determine the best fit for ethics and integrity modules. While this review will take between two and three years to complete the Training & Education Unit has given priority to integrating ethics and integrity into all police training.

Financial Impact

The total cost of \$8,200 for the train-the-trainer program was absorbed within the 2004 budget.

- 4. All members of the Service shall be required to attend a one-day course on ethics, integrity and corruption. The course should include lectures on the forms, causes and prevention of serious police misconduct and corruption and recognized procedures that may be employed to detect and investigate same and deal with complaints of serious misconduct.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

The Training and Education Unit currently offers a dedicated training course on ethics and integrity. The Management and Evaluation of Risks in Investigations (MERI) course is specifically geared towards members attached to high-risk units such as: Drug Squads, Tactical Units, Internal Affairs Units, etc.

Service-wide, all front line officers are mandated to take a comprehensive five day advanced patrol training course. Ethics is a mandatory component of this course.

The development of a one-day, mandatory, Service-wide ethics training course is currently On-going.

Interim Status Report

Response: Agree

Status: On-going

A “Management & Evaluation of Risks in Investigations” (MERI) course is being offered to members of high-risk units. This training has been delivered in partnership with the Royal Canadian Mounted Police (RCMP) since November 2003. The training will be evaluated quarterly, and will ultimately be extended (with appropriate modifications) to divisional police officers by the end of 2005.

Originally four days in length, the MERI program is now being reformatted to two days. The reason for the change is practical and operational necessity. When the MERI training was introduced, it was estimated that 600 members of high-risk units would require the program. The recently revised list of high-risk units and sensitive positions has, however, increased this number to almost 1500. The reduction in the length of the course will prevent the costs of the training from becoming prohibitive, and will ensure that all members requiring the training can receive it within a reasonable period of time.

A two-day program on ethics, integrity and corruption is currently being delivered to senior officers. Two courses were offered in August, and three more are scheduled for October and November 2004. All senior officers are required to attend one of the sessions.

Over the long term, senior officers will receive integrity training through the executive development program described under Part III, Recommendation #2, above.

Starting in September 2004, ethics and integrity training will be extended to all supervisors, both sworn and civilian. All supervisors will have received this training by the end of 2005.

All members at all ranks will be included in ethics and integrity training, either through the mandatory annual Advanced Patrol Training (APT) program or, if they are not required to take APT, through an alternate program, which will be in place in 2005.

Financial Impact

The total estimated cost of \$15,000 to deliver a two-day ethics course to all senior officers will be absorbed within the 2004 budget

- 5. The Service should form a small committee to develop a system for mandatory transfers following a specific term of service in sensitive or high-risk areas.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

The Service agrees with this recommendation in principle. A committee will be established to develop a system for mandatory transfers following a specific term of service in sensitive or high-risk area.

Interim Status Report

Response: Agree
Status: On-going

Deputy Chief Steven Reesor, Policing Operations Command, is preparing a policy for mandatory transfers from sensitive or high-risk positions. Different units may be subject to different periods of service, depending on the level of training and specialization required by unit members and also on the level of risk involved in the function. As a “rule of thumb”, a three-year window is being considered for most sensitive functions, but this will be modified according to the needs and risks associated with each function.

The completion of this recommendation was dependent on the identification of which Service units and positions were considered to be “high-risk” or “sensitive”. Now that this task is complete, it will be possible to complete the implementation of this recommendation, which should be in place well before the end of 2004.

Part IV – Professional Standards – Investigative Unit

- 1. Aside from having a representative at Headquarters, the entire operation of Professional Standards Investigative Unit - Criminal Investigations must be moved to a separate, independent location.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

In order to achieve this recommendation, the Service would incur a substantial financial obligation. Given the present budget situation, this recommendation will continue to be reviewed for fiscally responsible opportunities to implement.

Financial Impact:

This recommendation calls for the establishment of a facility for the Investigative Unit – Criminal Investigations, outside of Headquarters and outside of any existing police facility. Recent inquiries with the City of Toronto have indicated that no space is available for the relocation of a unit of this size (approximately 50 people). Therefore, reallocation of, or additional, funds will be required to acquire and renovate a suitable facility. Based on an estimated 50 staff, a facility with approximately 12,000 square feet would be optimal.

Facilities Management has identified the following options that could be implemented to accommodate this recommendation.

Option 1: 21 Division (22 sub-station)

The facility that previously housed 21 Division has sufficient space to accommodate the Investigative Unit. The facility is currently being used as a sub-station for 22 Division, and provides a storefront police facility.

Considerations:

- *Facility would be independent, but next door to Public Property (may be viewed as not independent).*
- *Staff currently assigned to this function would be moved to 22 Division, until the new college is completed (scheduled for early 2008). At that time, the sub-station would be located at the new college. Citizens will not be pleased with the storefront closing.*

Cost and timing:

- *Renovations to modify the space to meet Unit requirements are estimated to cost \$850,000.*
- *Renovations would be completed in approximately 4 months, assuming no building permit issues arise.*

Option 2: 42 (Sub)-Division

This facility is currently being used as a sub-station for 42 Division, and will be closed upon completion of the new 43 Division. However, 43 Division is scheduled for completion by late 2005.

Considerations:

- *Move could not occur for approximately 2 years.*
- *Staff currently assigned to this function would be moved to 43 Division.*

Cost and timing:

- Renovations to modify the space to meet Unit requirements are estimated to cost \$875,000.
- Renovations would be completed in approximately 6 months after start; start would be delayed to early 2006.

Option 3: Leasing a new facility

Leasing a facility would provide space as soon as possible, without being associated with any existing police facility.

Considerations:

- Contrary to City's direction to move out of leased premises.
- Site selection may take some time.
- Lease commitment assumed to be at least 3 years.

Cost and timing:

- Renovations to modify the space to meet Unit requirements are estimated to cost \$850,000 (may vary greatly, depending on site selection).
- Lease costs are estimated at approximately \$200,000 per year.
- Renovations would be completed in approximately 4 months, although this will vary depending on site selection.

Option 1 is recommended because it is the lowest cost option, with the earliest implementation date. However, the issues of closing the storefront operation until the new College is built, and being next door to a police facility, are significant ones that will require further review.

Interim Status Report

Response: Agree
Status: On-going

The old No. 21 Station at 701 Islington Avenue will be renovated to house the Professional Standards Investigative Unit. This building is currently being used as a sub-station for No. 22 Division.

After the renovations to the old station, the public will continue to be able to access the police locally through members stationed in the Public Property Bureau (PPB) next door. In the long term, the public in south Etobicoke will also be able to access the police through the new police college, which is set to open in 2008.

Citizens in the area were informed of the changes at public meetings in August and September.

No. 22 Station will also undergo renovations to accommodate the divisional officers who will be moved there from the old No. 21 Station. Police offices at 961 Wilson Avenue will be vacated when Professional Standards personnel join their colleagues from Headquarters at the renovated facility.

Proposals for the renovations to the PPB, the old No. 21 Station and No. 22 Station were received on August 27, 2004. Details on the proposed changes and the responses to the tendering process are being submitted to the September Board meeting under separate cover.

Construction will begin when Board approval is received, and the timeline for occupation of the renovated facility remains the end of 2004.

Financial Impact:

A preliminary review of the tenders indicates that the cost of renovations necessary to implement this recommendation is approximately \$1.65 million. This cost will be absorbed in the 2004 operating and capital budgets.

- 2. Professional Standards Investigative Unit must ensure that a sufficient number of highly skilled investigators are adequately trained to provide prompt, thorough and professional investigations of all complaints and early warnings of serious police misconduct or corruption.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: Implemented

The Service has established the Professional Standards-Risk Management Unit, complete with an Analysis and Assessment Section, to oversee a behavioural early warning system (Board Minute P43/2003 refers). Professional Standards has reorganized its structure, and continues to staff its ranks with highly skilled and experienced investigators.

Interim Status Report

Response: Agree

Status: Implemented

Job-specific profiles have been prepared for the Professional Standards Investigative Unit, and management is currently working to ensure that all members meet the criteria. Investigators who do not meet the criteria will receive supplementary training (which will be identified before the end of 2004), or will be transferred out of the unit.

While the Professional Standards Investigative Unit is currently working at full strength, a review is in progress by which future staffing needs will be identified.

Financial Impact:

Part IV of the Honourable Mr. Ferguson's recommendations increases the role and responsibilities of the Professional Standards Investigative Unit. It has been determined that the current staffing complement within Professional Standards is insufficient to fully address the recommendations included in Part IV of the Honourable Mr. Ferguson's report.

The additional resources required to implement all the recommendations in this part of the report, with the exception of noted additional costs associated with Part IV, Recommendations #1 and #5, include additional staffing of one inspector, one detective sergeant, one detective and three clerks.

Annualized incremental implementation costs are estimated at \$447,100 for salaries and benefits. Furniture and equipment are currently available.

- 3. When warranted, personnel within Professional Standards Investigative Unit - Criminal Investigations must have the capacity to conduct integrity testing of targeted areas in a professional manner that is free from all aspects of entrapment.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

The Service concurs with this recommendation and has recently established an Investigative Support Section within the Professional Standards-Investigative Unit. This section will provide 'intelligence lead' integrity testing, or surveillance operations, directed at allegations of criminal or serious misconduct.

Interim Status Report

Response: Agree
Status: Implemented

This recommendation has been implemented as described above.

The capacity of the unit to conduct integrity testing of targeted areas will be enhanced by the training described under Part IV, Recommendation #2.

- 4. Investigators employed in Professional Standards Investigative Unit-Criminal Investigations shall be transferred out of the Unit after a specific number of years and shall be accorded special recognition for their service in the Unit for the purpose of future promotional opportunities.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: On-going

The Service agrees personnel should not be compelled to remain in a given area, especially a sensitive section, such as the Professional Standards-Investigative Unit. However, the reorganization of Professional Standards conducted in February of 2003 (Board Minute P43/2003 refers) included in the management portfolio, a comprehensive succession planning model for the entire scope of the Professional Standards area. Recommendation #4 isolates one section of Professional Standards and discussions are ongoing as to how implementation of this recommendation may impact on the overall succession planning model.

Interim Status Report

Response: Agree in part

Status: On-going

Discussions on this issue continue with respect to both special recognition and transfer requirements.

The Toronto Police Association has taken issue with the concept of special recognition for former members of the unit; such measures currently do not exist within the Service, and there are concerns with respect to the uniform working agreement.

Discussions are continuing between the Service and the Association about how this recommendation can be implemented.

- 5. PRS Investigative Unit (Criminal Investigations) shall establish independent telephone lines, available to members of the public or members of the Service to report serious police misconduct or corruption on an anonymous basis.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree

Status: On-going

The Service concurs with this recommendation, and will borrow from the experiences of the current 'Crime Stoppers' program to establish this function. The recently established Investigative Support Section within the Professional Standards-Investigative Unit was selected as the oversight unit for this program. The criteria, by which reports of police misconduct or corruption received by this mechanism is processed, investigated and the protocols to ensure anonymity are being developed. Included in the development process is a publicity component by which this mechanism will be made known to members of the Service and the public.

Interim Status Report

Response: Agree
Status: On-going

Independent telephone lines will be installed as part of the renovations described in Part IV, Recommendation #1, which describes the movement of the Professional Standards Investigative Unit from Police Headquarters.

Financial Impact:

The cost of independent telephone lines in the new Professional Standards Investigative Unit has been built in to the total estimated cost of moving the facility, reported under Part IV, Recommendation #1, above.

6. Professional Standards-Investigative Unit must design and implement a process whereby "whistle-blowers" are provided adequate protection.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

The issue of "whistle-blower" protection is one that is being studied for implementation in legislation at both the federal and provincial level. Currently the Service has a Rule (Rule 4.2.0 – Conduct) requiring a member of the Service to report any discreditable conduct by any member of the Service to either their supervisor or to a member of Internal Affairs. In addition, the Code of Conduct contained in the Police Services Act (O.Reg. 123/98) contains additional obligation on the part of a police officer who becomes aware of conduct that is included in this Code of Conduct. Professional Standards, in conjunction with Corporate Planning, have created an initial draft for a procedure to more fully address this recommendation. This draft procedure is being reviewed and will be presented to the Chief and Command Officers in the near future.

Interim Status Report

Response: Agree
Status: On-going

In jurisdictions where “whistle-blower” protection is in place, the authority for such protection comes from legislation that does not currently exist in Ontario. In the short term, a Service policy or statement of principles can be used.

While sanctions could be imposed under such a policy, it is not currently possible in law to protect informants in *Police Services Act* matters, nor can they be protected from legal actions such as defamation suits.

Professional Standards - Risk Management Unit (Legal Services) has been asked to review existing legislation, case law, working agreements and other related authorities to maximize the protection that may be afforded to the Board, the Service and TPS members.

A draft protocol was reviewed and studied by the Implementation Committee. A revised version will be prepared for the first Committee meeting in September, with a view to timely implementation.

Financial Impact:

It is likely that this recommendation will have a financial impact; however, as costs will depend on the finalised protocol and individual circumstances, it is not possible to estimate a cost at this time.

Part V – Use of Alcohol, Drugs and Other Substances

- 1. The Service must develop and implement a comprehensive policy that incorporates the following elements:**

Members shall not engage in:

- a) the illegal use or possession of any of the substances listed in Schedules I, II, III and IV of the Controlled Drugs and Substances Act;**
- b) the use of any other substance, not named in the Schedules to the Controlled Drugs and Substances Act, to the extent that the said substance may have an adverse effect on the performance of his or her duties as a member of the Service; and**
- c) the consumption of any alcoholic beverage contrary to the policy of the Service.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

A general prohibition on the use of these substances currently exists in the Rules and Procedures of the Service. However, the procedure entitled 'Substance Abuse' (08-05) dealing with alcohol and substance abuse will be amended to further detail the specifics contained in the recommendation. In addition, direction has been given to address the prohibitions when preparing amendments for the Service Rules.

Interim Status Report

Response: Agree
Status: On-going

A review and enhancement of the Service's policies and procedures is under way. A significant result of this review is a new TPS Code of Conduct, which is anticipated to be released in October 2004.

The Corporate Planning Unit has reviewed this matter to ensure that any new and existing rules and procedures as well as the TPS Code of Conduct address this recommendation.

2. Members who violate the above policy shall be subject to disciplinary action, up to and including dismissal.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: Implemented

Members who disobey Service Rules or Procedures have always been subject to disciplinary action, which can include the full spectrum from reprimand to dismissal.

Interim Status Report

Response: Agree
Status: Implemented

The command and senior officers of the Service have continually reinforced the importance of ethical and professional behaviour by members. Even without substantial change to the existing procedures on substance abuse, members can be subject to discipline for violating rules and procedures covering the use of alcohol and drugs.

I have ensured that Professional Standards, Risk Management (Prosecutions) will continue to seek appropriate disciplinary sanctions against members who violate this and other breaches of discipline.

This fact has been, and continues to be, continuously reinforced by the command and senior officers of the Service. It is also covered in the new TPS Code of Conduct, which is set for release in the coming weeks.

All of the above sources continue to reinforce the fact that serious misconduct, including the abuse of drugs, alcohol and other substances, will, in consideration of the circumstances, invoke the full range of discipline options, from reprimand through dismissal.

- 3. As a condition of transfer, promotion or reassignment, members shall be required to acknowledge, in writing, that they have read and understand the above-mentioned policy.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: Implemented

The Service Rule (3.1.1 – Member's General Responsibilities) currently compels every member to be conversant with Rules, Procedures and the contents of Routine Orders.

Interim Status Report

Response: Agree in part

Status: Implemented

When current members receive the new TPS Code of Conduct later this year, each member will sign for receipt and to indicate that they understand that they are responsible for knowing and complying with the contents.

Similarly, all new members of the Service will be issued with a copy of the Code, and will be required to sign for receipt and to acknowledge the requirement that they understand and comply with the contents of the document.

The acknowledgement form was prepared through Deputy Chief Steven Reesor and Mr. Jerry Wiley, my legal counsel. The form will be considered in the forthcoming legal analysis and opinion on drug testing and related matters that is being obtained by the Hon. Mr. Ferguson, on behalf of the Service.

This solution will cover not only members seeking promotion, transfer or reassignment, but also members currently in all positions across the Service, including sensitive and high-risk positions.

4. **As a condition of promotion or reassignment to a sensitive or high-risk area (e.g. drug squads, major crime units, Emergency Task Force, Intelligence Services, Mobile Support Unit, Professional Standards, Professional Standards Investigative Unit - Criminal Investigations, etc.), members shall be required to submit to a drug testing program.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in principle

Status: On-going

The Service supports this recommendation and agrees it has merit and is applicable in certain sensitive or high-risk areas. However, before agreeing to implementing such a program, a further legal review will be undertaken to consider human rights issues, potential legal challenges, accommodation needs and the inherent management requirements of such a program.

Interim Status Report

Response: Agree in principle

Status: On-going

The Committee is currently considering a draft drug-testing procedure. The objectives are to maintain the highest possible level of public and officer safety by ensuring that illegal substances are not abused by TPS members, and also to provide members who test positive with the opportunity for effective rehabilitation and reintegration into the workforce.

The procedure helps to make certain that members holding positions that could involve risk to members, the organization or the public are free of a specific list of harmful drugs, safeguarding the safety of all concerned. At the same time, it ensures that the method of testing is thorough and credible, and that the rights and interests of the individual member are balanced with those of the organization and the community.

Participation in the program will be strictly voluntary, and no penalty will be imposed against members who decline to participate. Members who decline to participate during competitions for high-risk or sensitive positions on the Service will be ineligible to continue in the process.

The Board has requested “that the Board request the Chief to provide a report for the June 29th Board meeting on an implementation plan, including timelines and target dates to implement the “drug testing” recommendation contained in Justice Ferguson’s report and that such report also include a feasibility study and implementation plan to establish a random drug testing policy applicable to all members of the Service” (Board Minute P134/2004 refers). Accordingly, I am

engaged in discussions with the Honourable Mr. Ferguson and representatives of the Toronto Police Association and Senior Officers' Organization on this issue.

A new procedure entitled *High Risk and Sensitive Areas*, which also covers financial, psychological and drug tests, has been prepared in consultation with Corporate Planning, Occupational Health Services, Professional Standards and other key stakeholders within the Service. It has been distributed to the Implementation Committee for review and approval.

Current estimates are that 999 members assigned to high-risk units and sensitive positions will be subject to drug testing (947 sworn, 52 civilian).

Financial Impact:

Pending the results of a legal review of this recommendation, it is estimated that implementation of this recommendation will require one registered nurse to administer drug tests, one clerk to maintain associated schedules and records and, on average, 1,000 drug tests per year at a cost of \$60.00 per test. Annualized incremental implementation costs are estimated at \$102,700 for salaries and benefits and \$60,000 for drug testing fees – a total of \$162,700. Office space, furniture and equipment are currently available.

- 5. Applicants for employment with the Service shall be required to consent to acknowledge, in writing, that they have read and understand the above-mentioned policy.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

Human Resources has been directed to include a consent provision in the "offer of employment", when the drug testing provisions are incorporated into Service policy.

Interim Status Report

Response: Agree
Status: On-going

Human Resources are preparing a document for use in this process. The form is being prepared simultaneously with the one that will be used in the implementation of Part V, Recommendation #3, above.

Part VI – Informers and Agents

1. The Service should take immediate steps to study and implement the Source Management System now used by the Metropolitan Police Service; London, England.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in principle

Status: On-going

Due to the differences in legal processes between Canada & England, the London-based Source Management System could not be utilized directly. A working group has generated a draft plan for implementing a Toronto-based version of the Source Management System, formulated on Canadian law.

Interim Status Report

Response: Agree in principle

Status: On-going

A new Covert Operations Section is being integrated within Detective Services. Among other duties, the new section will address this recommendation by managing issues surrounding confidential informants Service-wide, and can be in place by the end of 2004.

It will be staffed by constables (supervised by a detective and a detective sergeant) who have appropriate training and experience.

In addition to acting as a “central clearing house” for all administrative and operational issues surrounding confidential informants, the new section will ensure that the Service and its members are appropriately accountable.

Enhancements are under way to Procedure 04-35 (“Confidential Informants”) that will make it consistent with this recommendation and with the new Covert Operations Section.

In addition, the training needs connected with this new function are being identified by the Training & Education Unit.

Financial Impact:

It has been determined that the current staffing complement within Detective Services is insufficient to implement a Source Management System as is required by this recommendation. The total staffing requirement for the Covert Operations Section is 19 uniform and two civilian staff. A total of 18 positions will be redeployed to fill

positions within the Section. The Field has been asked to assign six officers; the remaining officers and one clerk will be redeployed from within Detective Support.

The additional resources required to implement the recommendation includes additional staffing of one inspector, one detective sergeant, and one clerk.

Moving officers away from the front line will have an effect on the delivery of service to the public. This impact will be mitigated to some extent by the fact that some activities currently handled by field officers will be centralized at the Covert Operations Section. In particular, some source management activities that currently take place in the field will be handled by the Section.

Annualized costs are estimated to be \$269,400 for salaries and benefits for additional staff, \$216,500 for other salary costs, materials and services – a total of \$485,900. An additional \$435,700 is required for one-time costs including equipment, renovations and training.

2. When the Source Management System has been implemented, the Service shall require an annual audit of the performance of the new system.

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree
Status: On-going

The handling of informants is currently subject to a regular audit, and when implemented the new Source Management System will be subject to a similar audit.

Interim Status Report

Response: Agree
Status: On-going

A regular audit of the Covert Operations Section will be important to ensure the accountable and effective administration of the section and its mandate, and its credibility both within the Service and in the wider community. It is important to note, however, that using an outside auditor will not necessarily guarantee the safety and confidentiality of the informants themselves.

The Service proposes that the Professional Standards Unit be involved in the audit to ensure the safety and confidentiality issues surrounding the sources and their records. The members of Professional Standards – Risk Management have the knowledge, skills, abilities and experience needed to perform an audit such as that described here.

Financial Impact:

In the event that an outside auditor is required to perform or oversee an audit of the Covert Operations Section, annual audit fees are estimated to be approximately \$50,000.

- 3. The annual audit shall be completed by a person who has extensive experience in law enforcement procedure and is totally independent from the Service and the City of Toronto.**

Status Previously Reported to Board (Board Minute 134/04 refers)

Response: Agree in part

Status: On-going

The Service currently employs a number of individuals who have experience in law enforcement, and are professionals in auditing & accounting. This unit reports directly to the Chief of Police, as part of Professional Standards, and it is therefore unnecessary to take the recommended audit outside of the Service.

Interim Status Report

Response: Agree in part

Status: On-going

Please see Part VI, Recommendation #2, above, for the response to this recommendation.

Of the 32 recommendations discussed above, only eleven include a statement of financial impact (See Appendix A). Three financial impacts, totalling in excess of \$1.67 million, will be absorbed in the 2004 operating and capital budgets.

Eight of these financial impacts, however, include costs that can not be absorbed within the current level of Service resources. In total, these financial impacts reflect a staffing increase of twenty four positions, an annual increase in salary and benefits costs of almost \$2.15 million, a one-time cost for equipment, training, and minor renovations of almost \$525,000, and annual material and services costs of almost \$230,000.

As the Service does not intend to request an in-year increase to the 2004 operating budget, these costs must be addressed as a request for additional resources in the 2005 budget process.

While the implementation costs noted above are significant, they are not necessarily complete. It should be noted that nearly all the recommendations have an impact on the resources of the Service; in almost all instances, the implementation of the recommendation increases workload. This is particularly evident where all officers are required to attend a one- or two-day training

course. Existing resources have been redeployed to absorb the workload increases of those recommendations implemented to date. Even if each workload increase is marginal, the cumulative effect can, over time, become evident in increased premium pay, resources diverted from other policing priorities, and decreased work quality.

It must be noted that the re-deployment of personnel to accommodate these recommendations will have a corresponding impact upon service delivery (See Appendix A).

Board Motions from Board Minute 134/04

The following updates the Board on the motions made by the Board in relation to Board Minute 134/04.

3. *Motion:* THAT the Board establish a schedule, to commence immediately and to continue until the recommendations made by the Honourable Justice George Ferguson, QC, are fully implemented, whereby the Chair and Members of the Police Services Board will be briefed by the Chief of Police and Justice Ferguson on a bi-weekly basis on the status of the implementation of Justice Ferguson's recommendations and any issues arising from same; and that the Chair be required to file a report with the Board containing the full details of the briefing;

Response: This reporting requirement is ongoing. The Honourable Mr. Ferguson has provided written reports to the Board on the progress of the implementation process, and remains willing and available to update the Board at its regular meetings.

4. *Motion:* THAT the Board/Service joint working group on changes to the Police Services Act report to the Board with recommended amendments to the Act to achieve greater civilian oversight and transparency for the May 27, 2004 meeting;

Response: This reporting requirement was addressed by the Board at its meeting on May 27, 2004 (Board Minute P148/2004 refers).

5. *Motion:* THAT the Chair write to the Minister of Community Safety and Correctional Services and Attorney General requesting the province to review, reform and strengthen the Police Services Act in this legislative session and advise the Minister that the Board's recommended changes will be forthcoming in June 2004;

Response: This motion is the responsibility of the Board.

6. *Motion:* THAT the Board convene an evening public meeting on June 16, 2004 to hear public deputations on reform to the public complaints systems and amendments to the Police Services Act ;

Response: This motion is the responsibility of the Board.

7. *Motion:* THAT the Board request the Chief to provide a report for the June 29th Board meeting on an implementation plan, including timelines and target dates to implement the “drug testing” recommendation contained in Justice Ferguson’s report and that such report also include a feasibility study and implementation plan to establish a random drug testing policy applicable to all members of the Service;

Response: This issue is addressed under Part V, Recommendation #4, above.

8. *Motion:* (a) THAT the Board request the Chief to provide a report for the June 29th Board meeting on the implementation of the following recommendation made by Justice Ferguson, to be implemented by January 2005. Aside from having a representative at Headquarters, the entire operation of Internal Affairs must be moved to a separate, independent location.

Response: This issue is addressed under Part IV, Recommendation #1, above. The implementation of this recommendation is on-going, although a completion date is not yet available.

Motion: (b) THAT the Board write to the Mayor and request that he convene a meeting with the City Chief Administrative Officer, City Chief Financial Officer and Treasurer, Commissioner of Corporate Services and the Executive Director of Facilities and Real Estate to determine whether there are any available facilities at Metro Hall and report back to the Board;

Response: This motion is the responsibility of the Board.

9. *Motion:* THAT in addition to receiving detailed reports on those matters meeting the criteria for reporting to the Board (Board Minute No. 285/00 refers), the Board also receive, as part of the Professional Standards report, a statistical analysis of all allegations of misconduct against members of the Toronto Police Service and that this analysis include open cases, closed cases, cases opened and closed since last reported and identify the unit conducting the investigation and that the categories of investigations, listed be categorized in a format consistent with the Professional Standards bi-annual report and that such analysis also include any identifiable trends noted by the Service;

Response: This initiative was implemented as of the July 2004 Board meeting.

10. *Motion:* THAT, for the remainder of 2004, in addition to receiving detailed reports on those cases meeting the criteria for reporting to the Board (Board Min. No. 285/00 refers), the Board request the Chief continue to provide reports on all ongoing internal affairs investigations. These reports are to include, among other information, the allegations in each case, the date the Service became aware of the allegations, case numbers, the identities of all Service members involved and the anticipated next steps;

Response: This initiative was implemented as of the July 2004 Board meeting.

11. *Motion:* THAT the Board request the Chief to review all internal affairs matters reported to the Board since 1999 and to ensure that where initial reports were provided, interim and/or final reports are also provided;

Response: At its meeting of July 29, 2004, the Board granted a six-month extension on this report (Board Minute C139/04 refers). It will be provided to the Board for its January 2005 meeting.

12. *Motion:* THAT the Board request the Chief to provide a report for the June 29th Board meeting to advise the Board as to whether the Chief is in compliance with the requirement that he report to the Board within 30 days any findings made and actions recommended as a result of an administrative review into a matter investigated by the Special Investigations Unit (S.I.U.) as provided by ss.11(4) of Ontario Regulation 673/98;

Response: This information was reported to the Board in July 2004 (Board Minute P247/2004 refers).

13. *Motion:* THAT the Board request Justice Ferguson and Chief Fantino to report back in June 2004 on which types of management or supervisory positions should also require the same screening process as high risk areas;

Response: This issue is being dealt with as part of Part II of the Honourable Mr. Ferguson's recommendations, as reported above.

14. *Motion:* THAT the Board request Justice Ferguson and Chief Fantino to report back in September 2004 on the design of a process to protect "whistle-blowers";

Response: This issue is being dealt with as part of Part IV, Recommendation #6, of the Honourable Mr. Ferguson's recommendations, as reported above.

15. *Motion:* THAT Justice Ferguson and Chief Fantino report back to the Board at its May 27, 2004 meeting on timelines for addressing each recommendation

Response: I remain committed to substantially implementing all of Honourable Mr. Ferguson's recommendations before the end of 2004.

Conclusion

It is recommended that the Board receive this report for information. Acting Staff Superintendent Richard Gauthier of Professional Standards and I will be in attendance to answer any questions that the Board members may have.

The Board received the foregoing.

Appendix A

Financial and Deployment Impact Summary

Recommendation	Redeployed Uniform Staff	Redeployed Civilian Staff	Additional Uniform Positions	Additional Civilian Positions	Salary & Benefit Costs (\$)	Other Salary Costs* (\$)	Contract Investigators (\$)	Equipment (\$)	Training (\$)	Renovation (\$)	Materials/ Services (\$)	2004 (\$)	2005 (Annualised Salary) (\$)
2.3 Background Investigation			6	4	694,059	5,250	90,000	82,610	6,600		18,360		896,879
2.6 Psychologists				2	300,000							150,000	150,000**
2.9 Career Development			1		124,590								124,590
3.3 Ethics Training									8,200			8,200	
3.4 Ethics Training									15,000			15,000	
4.1 Renovations – 22 Division										1,650,000		1,650,000	
4.2 Internal Affairs			3	3	444,962	2,100							447,062
4.6 Whistle-blower													Unknown
5.4 Drug Testing				2	102,714						60,000		162,714
6.1 Covert Operations Section	17 (see below)	1 (see below)	2	1	269,437	207,064		422,700		13,000	9,400		921,600
6.3 Audit Fees											50,000		50,000

Total	17	1	12	12	1,935,762	214,414	90,000	505,310	29,800	1,663,000	137,760	1,673,200	2,902,845
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* Includes Clothing Reimbursement and premium pay

** Amount reflects incremental increase over 2004; funding for a psychologist, in the amount of \$150,000, was included in the 2004 Operating Budget

Recommendation	Redeployed Uniform Staff	Redeployed Civilian Staff	Salary & Benefit Costs (\$)
6.1 Covert Operations Section	17	1	1,586,700

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P328. DEPLOYMENT OF ADVANCED TASERS

The Board was in receipt of the following report SEPTEMBER 15, 2004 from Albert H. Cohen, Director, Litigation, City of Toronto – Legal Services:

Subject: DEPLOYMENT OF ADVANCED TASERS

Recommendation:

It is recommended that this report be received for information.

Background:

At its meeting held on September 2, 2004, the Board considered a report from the Chief of Police, dated August 23, 2004, dealing with various aspects of the Toronto Police Service 2005-2009 Capital Program (Minute no. P269 refers).

As a part of that report, the Chief requested \$1.1 million for the implementation and use of Advanced TASERS in accordance with guidelines of the Ministry of Community Safety and Correctional Services (the Ministry). In light of that request, the Board requested a “report identifying the potential liability, if any, if the Service does not implement the Ministry guidelines relating to the deployment of the Advanced TASERS”. As well, the Board requested the City Solicitor to advise on “whether the decision to deploy Advanced TASERS as recommended by the Ministry is an operational matter to be determined by the Chief of Police or a policy matter to be determined by the Board”.

Discussion:

(i) Requirement to Use TASERS

In order to understand the context for the issue, it is important to note that subsection 14(1) of Ontario Regulation 926 made under the *Police Services Act* (the Act) provides that a member of a police service shall not use a weapon other than a firearm on another person unless the weapon has been approved for use by the Ministry, conforms the technical standards established by the Ministry and is used in accordance with the standards established by the Ministry.

Pursuant to that authority of subsection 14(1) of the Regulation, the Ministry has identified the TASER as an optional weapon in the Ministry’s designated equipment and facilities list for use by preliminary perimeter control and containment teams, front line supervisors or their designates acting on their behalf and tactical units/hostage rescue teams. As well, in approving

the optional use of the TASER, the Ministry has established certain conditions that must be met for the technical specifications for the TASERS.

In light of the foregoing, it is apparent that a police service is not obligated to use TASERS. TASERS may be used by a police service for the limited purposes set out in the Ministry guidelines, provided the use of the TASERS meets all conditions specified in the guidelines.

(b) Operational or Policy Matter

Under the Act, the Board has the responsibility to submit the operating and capital estimates to City Council for consideration. The question currently under consideration is not whether the deployment of TASERS is appropriate, but whether the deployment of TASERS at a cost of \$1.1 million in the capital budget is appropriate. Given that the use of the TASERS is not legally required, in my opinion it is a matter for the Board to determine as part of its budgetary responsibilities. While the deployment of TASERS acquired by the Service in a specific policing matter may be an operational matter reserved to the Chief of Police, the Board clearly is responsible for determining the budget to be sent to City Council for consideration. This, of necessity, involves choosing between various operational and capital budgetary options, and, therefore, requires the Board to determine whether requesting \$1.1 million for TASERS is appropriate.

(c) Liability Issues

The City Solicitor was not specifically requested to respond to the issue raised by the Board about liability if the Service does not implement the Ministry guidelines relating to the deployment of TASERS. However, since the matter has a legal aspect to it, I believe it would be helpful to the Board in its deliberations regarding the Service budget if this issue was addressed within the context of this report.

First, since the Ministry guidelines provide that TASERS are optional for use in certain limited circumstances, choosing not to use TASERS does not mean that the Service is not complying with the Ministry guidelines. Rather, the guidelines contemplate that the Service can consider whether it is appropriate to use TASERS and whether this is where operational and budgetary resources should be allocated.

Second, it is theoretically possible that an individual aggrieved by the failure to deploy TASERS might initiate a lawsuit against the Board and the Service. For example, a litigant might argue that the failure to use TASERS as a non-lethal weapon might have necessitated the use of a lethal weapon in certain circumstances leading to greater harm to an individual. However, as a general rule, the courts have indicated that where a public body makes broad policy decisions, it cannot be held liable for those decisions. In the present case, the determination of whether to use TASERS is not an operational matter but is a broad budgetary matter which the Board must consider. Consequently, if the Board elects not to seek funds for deployment of TASERS, this is a policy decision that the Board would have to make in light of all its budgetary concerns. Therefore, it is unlikely that the Board can be held liable for making that decision. However, as

noted above, this would not preclude someone from attempting to seek redress from the Board and the Service.

The received the foregoing noting that this report was also considered in conjunction with the Toronto Police Service 2005-2009 capital program submission (Min. No. P294/04 refers) when the following, among others, Motion was approved:

THAT Chief Fantino provide a report to the Board on the use of Advanced TASERS by supervisors in accordance with guidelines established by the Ministry of Community Safety and Correctional Services.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

**#P329. UPDATE: ENTERPRISE CASE AND OCCURRENCE PROCESSING
SYSTEM (eCOPS)**

The Board was in receipt of the following report SEPTEMBER 21, 2004 from Julian Fantino, Chief of Police:

Subject: ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM (ECOPS)

Recommendation:

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

Background:

Subsequent to a conversation with Chair Heisey, in which I conveyed concern about the eCOPS project, the Board requested that I "provide a report on the Service's strategy for the complete implementation of eCOPS and the Service's plans to address budget issues associated with eCOPS" [BM P71/04 refers].

The eCOPS project was first presented to the Board in 1996 as a capital budget initiative. The "Occurrence Reengineering" project, as it was then called, was designed to re-engineer the method of handling occurrences throughout the Service, to develop and implement a new records management system and to roll out mobile data workstations. It was assumed that a suitable product would be purchased and implemented with a capital budget of \$8.8M. It was later determined that no product could be purchased and the Service made a decision to develop a suitable system in-house. [BM 404/98 and BM 211/99 refers]

The Board has been informed of many challenges which have impeded the project. It is apparent today that some of the assertions made by the project managers to Command - and subsequently reported to the Board - oversold project progress and projected costs to complete the project were underestimated

In September 2002, I met with the project managers. The use of developing technology, unanticipated difficulties and negative feed-back from the field were causing the development team to focus on elements that were not part of the original project plan. I learned from officers in the field that difficulties continued. In January 2004, I assigned a senior officer to oversee the project. Under his direction, several important milestones have been achieved. However, as described in further detail below, the eCOPS development project will be over budget and unable to deliver the full "cruiser to courts" model initially envisioned.

I also conveyed my concern about the project to the Auditor General, City of Toronto. He reviewed several of the internal investigative reports that I had commissioned and provided valuable feedback. It has been determined that management of the Information Technology Services (ITS) unit provided inaccurate information with respect to the 2002 Auditor General's review of the unit. I have ordered that all outstanding undertakings be completed. The Service acknowledges previous inadequacies with respect to retaining contract personnel in ITS and has addressed these inadequacies with new mandatory procedures.

PROJECT DELIVERABLES, COMPLETION DATE AND BUDGET

A. Original Project Deliverables

The eCOPS project promised two main deliverables: (1) staff reductions with corresponding annualized savings and (2) enhanced records management. The original reduction of 150 positions was revised to 139 positions [BM C52/97] and later to 100 positions [BM P339/03]. The annualized savings were projected to be \$5.27M commencing 2000 [BM 347/96] which was revised to \$5.7M commencing 2004 [BM 339/03].

The Service reports - for the first time in this report - that without Case Management, the projected elimination of staff is reduced to 70 positions with an annualized savings of \$4.1M. Although eCOPS will be able to deliver approximately one half of the anticipated staff reductions, the projected annualized savings has not decreased in relative amount.

B. Achievable Deliverables

- Full desktop functionality in Corporate Information Services. Central Alternate Response Unit and Property and Evidence Management Unit
- Unified Search (Desktop and Mobile)
- Desktop Occurrence Entry, Assignment and Supplementary Update, including approval and review process and Clearance Service-wide
- Computerized Occurrence Processing System (COPS) Decommissioning
- Rollout of data entry from the Mobile Workstations
- Mobile Occurrence Data Entry System (MODES) and Record of Arrest

C. Original Completion Date

The 1997 decision to begin the eCOPS project was based on the expectation that a product would be purchased. Full implementation of the new technology was expected in mid-1999 [BM C51/97]. Subsequently, the Board approved the decision to build an application using the approved capital budget and internal resources. Work began in late 1999. As the project progressed, the Board was informed of revised completion dates [BM 492/00, BM P41/02 and BM P326/02 refer]

D. Achievable Completion Date

As the Board was advised - 4th quarter 2004 [BM P339/03 refers]

E. Original Budget

The original budget for the purchase of an "off the shelf" application was \$8.8 million. Subsequently the decision was made to custom-build an application. No analysis was conducted to determine whether this existing capital budget was sufficient to build and implement a system. Similarly, no analysis of the total operating expenses required to complete the project was recorded. These analyses should have been conducted. At the time, the Board was not informed of the total budget to build a system. As a result, there is no benchmark original budget against which to compare the costs to date.

F. Detailed costs to date

The total cost to the end of the project (capital and operating) is \$17.2 million.

Capital Costs (\$M) - Approved Budget	\$8.8
<u>Expenditures</u>	
- Consulting/Contract	\$7.9
- Hardware	\$0.1
- Software & Training	<u>\$0.8</u>
Total Capital Expenditures	\$8.8

Salary dollars resulting from unanticipated permanent staff vacancies were used to hire contract staff. The operating costs are projected costs to December 31, 2004. These costs were funded within the approved annual operating budgets.

Operating Costs (\$M)	
Project related expenditures reflected in the annual operating budget	
<u>Expenditures</u>	
- Consulting/Contract	\$6.3
- Internal Development Staff	\$1.7
- Internal Training Costs	<u>\$0.4</u>
Total Operating Expenditures	\$8.4

G. Detailed, realistic costs to complete the project

The Case Management functions in eCOPS cannot be delivered within the existing budget. However, as was reported in BM P169/03, this functionality is currently available via the legacy Criminal Information Processing System (CIPS) application. A strong business case exists for developing these Case Management functions since it would result in a projected elimination of 30 positions. This would provide an annual savings of \$1.5 million.

CURRENT STATUS OF THE ECOPS PROJECT

Project Management and Reporting Schedules

ECOPS Management

Under new management, a detailed work plan has been established. Recently, there have been major advancements with the project including releases on January 12, February 24, March 4,

March 21, and May 18, 2300 members trained on eCOPS, 1000 to 1300 Occurrences entered daily and unified search available in 400 scout cars

Reporting to the Chief of Police

The eCOPS Steering Committee has been restructured to include only three members with decision-making authority. An Advisory Committee, with members from various units and front line officers, has also been established. I now receive regular reports from these committees.

Reporting to the Board

Given the long and complicated history of the development of eCOPS, I believe that quarterly reports to the Board on the future progress of the eCOPS project is appropriate.

Implementation Plan to 31 December 2004

It is anticipated that another 50 positions - for a total business benefit of 70 positions - will be eliminated with an annualized savings of \$4.1 million per year.

Phase 2, Service-wide Roll-out of Desk Top Occurrence Entry - The projected 4th quarter 2004 implementation will produce a reduction of \$0.2 million in 2004 - a savings of \$0.7 million annually from 2005 and beyond.

Phase 3, Case Management Functions - Record of Arrest - A decision was made in January 2004 to suspend the case management functions; however, a Record of Arrest entry is being developed. Delivery is expected in the 4th quarter 2004.

Phase 4, Roll-out of data entry from the Mobile Workstations - Upon implementation, it is projected that there will be a further reduction of 30 staff in CIS for a savings of \$0.4 million in 2004 and savings of \$1.4 million in 2005 and beyond.

Budget and Staff Reduction

Corporate Information Services Staff Reductions - To date, there has been a reduction of 20 staff from the CIS Unit. The cost savings of \$0.4 million in 2003 and \$1.0 million in 2004 is reflected in the 2003 and 2004 operating budgets, respectively. In addition, since 2002, as a result of shift changes, staff changes and business process re-engineering there have been further savings of \$1.4 million annually.

It is anticipated that desktop rollout of eCOPS will provide a further reduction of 15 positions. Mobile rollout, also planned for the end of this year, will provide an additional reduction of 30 positions. The Record of Arrest function is expected to result in the reduction of 5 positions.

UNDERLYING CAUSES FOR THE COST OVERRUN AND SCHEDULE DELAYS

The underlying causes for the cost overrun and schedule delays include one or more of the following:

- Assumptions and costs and benefits analysis for the 1996 business case were not revalidated to justify the project when it was started in 1999.

- The underlying technologies were not mature enough and compatibility with the Service IT structure was not assessed.
- The lack of program management infrastructure, system development methodology and best practices severely hindered the development of the project.
- Constant changes on delivery strategies, implementation dates coupled with the lack of communication and training plans damaged the credibility of the project.
- Appropriate resources were not available or assigned to the project.
- Performance measurement indicators/standards were not available to evaluate both internal staff and external consultants.
- Consultants/ Contract resources were compensated on a time basis without specific deliverables and completion dates; therefore, there was no incentive to meet deadlines.
- Costs associated with system compatibility, business process changes and internal resources were not considered and captured in the costs and benefits analysis.
- A proper cost tracking mechanism was not established to capture and monitor the project costs.

INITIATIVES TO PREVENT REPETITION OF IDENTIFIED PROBLEMS

Corrective Actions Taken to Improve Project Management

- The Steering Committee for any significant IT project will be co-chaired by Deputy Chief/CAO
- The Information Technology Steering Committee (ITSC) consisting of all Deputy Chiefs/CAO, will meet on a quarterly basis to review and prioritize projects based on Service requirements and the availability of resources
- Infrastructure has been put in place to include user involvement in the design, development and testing of the systems
- A new ITS Director was hired August 10, 2004

Updating Board on significant changes to project scope, budget, etc.

The CAO will implement a policy directing that where there is significant change in a project plan and/or budget, a report will be submitted to the Board for approval outlining any changes to the original and revising budget, deliverables, etc.

Selection and Hiring of Professional and Consulting Service Review

In response to the concerns expressed by the Auditor General, including the recommendations contained in a report issued by him in 2001 entitled *Selection and Hiring of Professional and Consulting Services Review*, I have directed that the Director of ITS ensure that future consultants be engaged using contracts detailing specific deliverables. In addition, the Director of ITS will ensure that end of term evaluations be performed to ensure that the Service obtained value for money.

ITS REVIEW

In 2002, the City Auditor (now the Auditor General) made recommendations as a result of his review of the ITS Unit. Information was provided indicating that many of the recommendations were implemented with others pending further review. However, I now know that some of the information that was given to me is inaccurate. I have recently requested an update on the Service's compliance with the Auditor General's recommendations. I must report that there are several areas where further work is required before the Service will have completed its undertakings. I will ensure that all deficient areas are addressed and will report to the Board on the Service's progress.

Conclusion

The eCOPS project has faced many technological, staffing and management challenges. However, the eCOPS team has achieved several data integration objectives with a state-of-the-art application. Although the total functionality cannot be completed with the current funding, the business case based on the projected and cumulative savings is sound. It is important to remember that in 1996, an entirely different group, charged with policing the city of Toronto, determined that the purpose of occurrence reengineering was to help the Chief of Police achieve community policing. By any objective measure, eCOPS will allow the Service to achieve that goal.

Mr. Frank Chen, Chief Administrative Officer and Superintendent Glenn De Caire, No. 31 Division, will be in attendance to answer questions.

Mr. Frank Chen, Chief Administrative Officer, and Supt. Glenn De Caire, were in attendance and responded to questions by the Board about this report.

The Board received the foregoing report and approved the following Motion:

THAT the foregoing report be forwarded to the City of Toronto – Audit Committee with a request that a review of this matter be considered by the Auditor General on behalf of the Board and that the review, once completed, be forwarded to the Board for consideration.

The Board also considered a confidential report with regard to this matter during the in-camera portion of the meeting (Min. No. C169/04 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P330. MOBILE WORKSTATION UPGRADE

The Board was in receipt of the following report SEPTEMBER 20, 2004 from A. Milliken Heisey, Q.C., Chair:

Recommendation:

It is recommended that the Board ratify a decision made by a quorum of the Board through a telephone poll confirmed on Wednesday September 15, 2004 which approved the recommendation contained in a report, dated August 31, 2004, from the Chief of Police regarding the mobile workstation upgrade project.

Background:

At the special public meeting held on September 2, 2004, the Board was in receipt of a report dated August 31, 2004, from Chief of Police Julian Fantino regarding the proposed mobile workstation upgrade.

The Board noted at that time the August 31, 2004 report had been submitted as a late item on the agenda and that there had not been adequate time to properly review this matter in detail and, therefore, deferred further consideration until another time to be determined by the Chair (Min. No. P273/04 refers).

Chief Fantino indicated a need for the replacement of the mobile workstations to commence by October 1, 2004. Given the time required to complete the necessary documentation and execute the agreements, and since the next regularly scheduled meeting of the Board would be on September 23, 2004, I authorized a "telephone poll" to be conducted to resolve this matter as quickly as possible.

Board members were provided with copies of Chief Fantino's report via e-mail and by September 15, 2004 a quorum of the Board had approved his report. I have placed this matter before the Board now and recommend that the Board formally ratify the decision that was approved through the telephone poll completed on September 15, 2004.

A copy of the August 31, 2004 report from Chief Fantino is attached for information.

Mr. Angelo Cristofaro, Director of Finance of Administration, was in attendance and responded to questions about the mobile workstation upgrade project.

Following a request for a recorded vote, the Board considered the following Motion:

THAT the Board approve the foregoing report from Chair Heisey.

FOR:

**Chair Heisey
Dr. Lau
Mr. Locke
Councillor Ootes**

AGAINST:

**Councillor McConnell
Councillor Fillion**

The Motion was approved.

Report dated August 31, 2004 from Chief of Police Julian Fantino:

Subject: MOBILE WORKSTATION UPGRADE

Recommendation:

It is recommended that:

1. the Board approve Data911 Systems Inc. as the supplier of computer equipment (totalling \$6,009,400 including taxes) for the Mobile Workstation Upgrade Project;
2. the Board approve a four year operating lease with Nexcap Financial Corporation at an annual amount of \$1,492,400 (including taxes), for a total cost over the four years of \$5,969,300, commencing January 1, 2005 and ending on December 31, 2008, to lease the computer equipment (identified in recommendation #1);
3. the Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form;
4. the Board authorize the Director of Information Technology Services to execute the Certificate of Acceptance documents, confirming that the equipment has been received in good working order and the bills match the equipment received; and,
5. the Chief, or his designate, notify the City Chief Financial Officer and Treasurer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03.

Background:

At its meeting of July 29, 2004 (BM#P227/04 refers), the Board requested a further report on the details of the mobile workstation lease with all proposed financial arrangements, the proposed length of the term of the agreement, and a maintenance plan, if necessary, to support the costs of the mobile workstation equipment.

The Board has arranged a special public meeting on September 2, 2004 to ensure that the replacement of the mobile workstations can commence by October 1, 2004.

The Service's current Mobile Workstations were installed in 1999. This equipment is now five (5) years old and is no longer manufactured. It is becoming increasingly difficult to obtain spare parts to repair the mobile workstations. Due to ongoing workstation failures, police vehicles are frequently being taken off the street for repair - impacting the availability of officers in the field. In addition, experience over the past few years has uncovered a number of issues with this in-car design. In particular, the current mobile workstation is a laptop mounted between the two front seats of the police vehicles. This configuration takes up a considerable amount of useful space, and has proven to be intrusive to officers. Other issues with respect to the brightness of the screen, and placement and flexibility of the keyboard have also caused a number of safety

problems. There is also a need to move to the latest version of the Operating System (Microsoft XP) in order to work with the latest release of the CAD/E911 system.

The Service's current mobile workstations were due for replacement this year based on the lifecycle replacement plan for this equipment. As a result, a Request for Proposal (RFP #ITS-3401-1102) was issued on October 20, 2003. The stated purpose of this RFP was to:

- provide an in-vehicle solution that provides significant usability and ergonomic improvements over the current design;
- provide a secure, powerful mobile workstation platform that can support the Services' current and future applications;
- provide a platform that is reasonably adaptable and expandable to future technology innovations and technology improvements;
- optimise the space required by the workstation in the vehicle's front seat compartment;
- provide a safer working environment where the technology complements the occupants of the vehicle and does not interfere with them;
- provide a mobile platform that can be effectively maintained and serviced; and
- select a partner that can provide the necessary components and work with TPS to provide the best design possible.

The RFP responses were evaluated by three separate areas of the Service:

- a focus group of police officers, who evaluated the ergonomics of the installation in terms of safety, access, and flexibility;
- a technical group who evaluated the workstation's technical capabilities such as processor speed, memory and its ability to support mobile applications well into the future;
- a maintenance and engineering group who evaluated the robustness of the components, the ease of serviceability and their optimum placement.

There were seven respondents to the RFP:

Bell Canada,
Data911 Systems Inc.,
Datalux Corporation,
Hewlett-Packard Canada Ltd.,
IBM Canada Inc.,
Motorola Canada Inc., and,
Panasonic Canada Ltd.

The submissions were initially evaluated according to the capacity, processor power and features of the solution which best met the requirements of the Service. Based on this evaluation, a short list of vendors was recommended and approved by the Mobile Computing Steering Committee (MCSC). The vendors selected for the short-list were: Data911 Systems Inc. (Data911), Hewlett-Packard (HP), Motorola and Panasonic. These vendors were invited to present their solution to the review panel and to clarify any ambiguities in their response. As well, the short-listed vendors were required to provide an installation in a standard Service police vehicle to aid the User Focus Group, comprised of field police officers, which was responsible for evaluating and grading the options from an end-user perspective. It was the primary focus of the evaluation team to ensure that the field officer needs were met first and foremost.

The short-list vendors were evaluated as follows:

Table-1: RFP Criteria Scoring

	MaxScore	Data911	HP	Motorola	Panasonic
Compliance/Benefits	40	37.3	32.0	23.6	28.0
RFP Cost	30	26.5	18.5	24.4	30.0
Vendor Record of Performance	30	20.0	20.0	20.0	20.0
Total	100	83.8	70.5	68.0	78.0

In accordance with the RFP, Data911 was rated as the highest score meeting the requirements of the Service. All vendors had existing installations, with good references which demonstrated the survivability in Toronto's varying climatic conditions. As such, the consensus of the evaluation panel was to grade them all equally on Vendor Record of Performance.

The base costs, as requested in the RFP for 500 units with a 3 year warranty, were as follows:

Table-2: Base RFP Cost (\$,000)

	Data911	HP	Motorola	Panasonic
Base Cost	4,743.5	5,655.2	4,475.8	4,250.7
3 Year Warranty	0.0	222.0	565.8	0.0
Total	4,743.5	5,877.2	5,041.6	4,250.7

Although the Panasonic proposal was the lowest base cost, the Data911 proposal offers a superior product, as detailed in the RFP Criteria Scoring above (Table-1). As well, based on the Service's experience with a laptop solution and the difficulty of repairing laptop components, it was estimated that the Panasonic solution, as opposed to a component based solution, would require far more spares to maintain the same level of service. Component based solutions allow the repair or replacement of individual parts where a laptop solution requires the replacement of the entire unit. The panel estimated that a laptop based solution would require 25% spares while a component based solution could offer the same quality of service with 10% spares. This added total cost of ownership for the Panasonic solution would more than offset the cost advantage.

The recommended vendor is Data911 Systems Inc. The primary reasons included:

- best overall scoring for the proposed solution;
- a superior in-car 3 piece design which meets and exceeds the technical and user requirements;
- a superior maintenance capability reducing the required spares and time to repair; and,
- a workstation which meets the needs of the Service for the foreseeable future.

The recommended proposal includes a 12" screen with a swivel mount attached to the dashboard, a backlit keyboard, and the computer components secured in the trunk of the vehicle. It also provides the maximum space in the front seat promoting ease of use and enhanced officer safety.

The recommended proposal from Data911 was presented and approved by the Mobile Computing Steering Committee (MCSC). The MCSC also reviewed several optional peripherals which would provide future options for the Service and approved the acquisition of: 10% spares

for maintenance, a USB hub for the front seat to facilitate the addition of peripherals, a card swipe reader for the future automatic validation of driver licenses, a modified front seat mount which the field officers preferred, an enhanced trunk mount to facilitate maintenance, a multi-purpose radio antenna which will reduce the number of antennas required on a vehicle and a power regulator to ensure the workstation does not drain the battery should the workstation be left powered on. These costs would have been added to all proposals.

The number of operational units required is 500 which will accommodate the primary and secondary response vehicles. In addition, 50 units will be purchased as spares to accommodate faster turn-around times when servicing vehicles and for use as spare parts to minimize the amount of time an officer spends off the road for workstation repairs. The resultant cost is as follows:

The purchase cost for this equipment (\$,000 including all taxes) is as follows:

Mobile Workstations (500)	4,364.9
Processor Upgrade to 1.6 GHz	incl
Memory Upgrade to 1GB	incl
Dashboard Swivel Mount	316.3
Trunk Customized Mount	287.5
USB Hub	143.5
Swipe Card Reader	134.8
Wide Band Antenna	98.7
Power Regulator	138.8
Misc (Peripherals, Media, etc)	49.2
<u>Spares (50 + options)</u>	<u>468.6</u>
Total	6,009.4

The current plan is to have 250 mobile workstations (the primary response vehicles) replaced by the end of 2004. This installation is being coordinated with a number of projects including eCOPS and I/Mobile. This is necessary in order to minimize the disruption of having to bring in vehicles for installation and customization work multiple times. The current plan is to bring vehicles in once for the main installation - minimizing the impact to the field officers. Subsequent software releases will be handled through the Services' DPLN (Divisional Parking Lot Network) and software distribution system. It is important that this project proceed as quickly as possible to minimize the impact to the field and to proceed with the planned projects on schedule.

Leasing

The Service intends to lease the mobile workstations through an operating lease arrangement. An operating lease provides the Service with the ability to replace the hardware based on a lifecycle replacement program. This greatly minimises the risk for the Service as the equipment can be returned at the end of the lease term and another lifecycle program can commence. Data911 has been selected as the supplier of the equipment, however, the third party leasing company will purchase and own the equipment from Data911 and then lease it to the Service through an operating lease.

On August 6, 2004 the Toronto Police Service (TPS) issued a Request for Quotation (RFQ) #TPS-04-6112-03 for leasing for the mobile workstations that it plans to acquire from Data911 Systems. The RFQ was mailed to twenty-two (22) bidders who are on the bidders list with both the City of Toronto and the Toronto Police Service.

Of the twenty-two (22) firms invited to bid, six (6) responded. Of the six (6) responses, three (3) were compliant with the RFQ requirements. The compliant responses are from the following firms:

- Caithness Financial Services Ltd.
- Maxium Financial Services Inc.
- Nexcap Finance Corporation

The Service engaged the services of Envoy Equipment Finance Inc. as the Service's financial consultant to evaluate the responses regarding lease structure and lease costs. In keeping with the Service's current lifecycle program for this type of equipment, the Service selected a four (4) year operating lease for these mobile workstations. The Service believes that the mobile workstations from Data911 Systems will continue to provide the necessary functionality for approximately four years. After this time, it is believed that new technology and better pricing will make it attractive and timely to move to a new solution. However, TPS will have the option to purchase the equipment, at a negotiated fair market value, or extend the lease at the end of the four year term, which may be exercised at the discretion of the Board.

The RFQ required interest rate quotations to be easily benchmarked to the three year Government of Canada (GOC) Bond yields. Basing the lease interest rates under the agreement with the lessor on the GOC Bond yield provides an independent guarantee that leasing costs follow market debt conditions over time. Each proponent complied with the mandatory method stipulated in the quotation request in order to deal with this variable financing component over time. All other terms and conditions of the quotation request remain in place and unchanged for the duration of the lease.

The three (3) compliant bids have been reviewed and evaluated by the Service's financial consultant and appropriate staff. The results of both the present value analysis and the interest rates used to calculate the lease payments are attached to this report as Appendix "A" – Vendor Summary - Present Value Analysis and Appendix "B" - Vendor Summary - Interest Rate Analysis. The lowest interest rate for the four year lease as submitted by Nexcap Finance Corporation Inc. will be finalized when the lease schedule is actually signed. At the time of the RFQ, the GOC bond rate was 3.66%. Adding in Nexcap's 1.10% uplift would result in the four year rate of 4.76%, being the lowest bid received.

It is expected that the equipment will be acquired over a period of time commencing in September, 2004 and ending in December, 2004. Bridge financing will be required until the lease start date of January 1, 2005 and is estimated to be \$25,000, and will be paid in the 2004 budget year.

The annual payment for this operating lease is \$1,492,400 (based on an interest rate of 4.76%) for a four year total cost of \$5,969,300, including all taxes.

Therefore, it is recommended that:

1. the Board approve Data911 Systems Inc. as the supplier of computer equipment (totalling \$6,009,400 including taxes) for the Mobile Workstation Upgrade Project;
2. the Board approve a four year operating lease with Nexcap Financial Corporation at an annual amount of \$1,492,400 (including taxes), for a total cost over the four years of \$5,969,300, commencing January 1, 2005 and ending on December 31, 2008, to lease the computer equipment (identified in recommendation #1);
3. the Board authorize the Chair to execute all documents, including contracts, on behalf of the Board, subject to approval by the City Solicitor as to form;
4. the Board authorize the Director of Information Technology Services to execute the Certificate of Acceptance documents, confirming that the equipment has been received in good working order and the bills match the equipment received; and,
5. the Chief, or his designate, notify the City Chief Financial Officer and Treasurer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute No. P84/03.

The Chief Administrative Officer has certified that funding is available in the 2005 base operating budget and that funds will be included in future year's base operating budget submissions to accommodate the lease.

Mr. Frank Chen, Chief Administrative Officer, will be in attendance at the Board meeting to respond to any questions in this respect.

APPENDIX A

RESPONSES TO RFQ FOR LEASING - MOBILE WORKSTATIONS

VENDOR SUMMARY – PRESENT VALUE ANALYSIS*

CAITHNESS	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	\$ 5,410,350	\$ 5,418,629	\$ 5,443,891	\$ 4,892,268	NO BID	NO BID

MAXIUM	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	\$ 5,400,568	\$ 5,410,770	\$ 5,429,085	NO BID	NO BID	NO BID

NEXCAP	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	\$ 5,357,538	\$ 5,377,867	\$ 5,408,742	\$ 4,733,943	\$ 4,995,847	\$ 5,301,037

APPENDIX B

RESPONSES TO RFQ FOR LEASING - MOBILE WORKSTATIONS

VENDOR SUMMARY – INTEREST RATE ANALYSIS*

CAITHNESS	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	6.19%	5.75%	5.70%	6.19%	NO BID	NO BID

MAXIUM	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	6.00%	5.65%	5.55%	NO BID	NO BID	NO BID

NEXCAP	Capital Lease			Operating Lease		
	3	4	5	3	4	5
	4.46%	4.76%	5.01%	4.46%	4.76%	5.01%

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P331. BUDGET SUB-COMMITTEE MEETING SCHEDULE

The Board was in receipt of the following report SEPTEMBER 22, 2004 from A. Milliken Heisey, Q.C., Chair:

Subject: BUDGET SUB-COMMITTEE MEETING SCHEDULE

Recommendation:

It is recommended that the Board adopt the budget review schedule outlined in the following report.

Background:

The Board's Budget Sub-Committee has held two meetings (September 16 and September 20, 2004) to review the 2005 operating budget estimates for the Toronto Police Service, the Parking Enforcement Unit and the Police Services Board. The two City of Toronto councillors responsible for reviewing the police budgets, Councillor Sylvia Watson and Councillor Peter Milczyn, and City of Toronto budget staff are participating alongside the Board's Budget Sub-Committee.

At its meeting on September 20, 2004, the Sub-Committee determined that its next agenda item is to conduct a line by line review of the Toronto Police Service's operating budget request in preparation for Board approval and submission to the City of Toronto. These line by line reviews will precede the November 18, 2004 regularly scheduled Police Services Board meeting during which time the budget will be presented and the Board will hear speakers. The estimates will then be forwarded to a special public Police Services Board meeting in late November where the Board will consider giving approval to the estimates and forwarding them to the City of Toronto.

This schedule precludes the need for the special public Board meeting on the operating budget originally scheduled for October 4, 2004 at 5:30 PM.

The following is a preliminary schedule for the above-noted process. Budget Sub-Committee members will be canvassed individually for their availability to attend on the following dates:

Special Public Police Services Board Meeting on the Operating Budget
Monday October 4, 2004, 5:30 PM – CANCELLED

Budget Sub-Committee Line by Line Reviews

(all meetings 9:30 AM to 12:30 PM)

Thursday October 7, 2004

Wednesday October 13, 2004

Friday October 15, 2004

Monday October 18, 2004

Friday October 22, 2004

Monday October 25, 2004

Public Presentation of the Operating Budget Request/ Deputations

Thursday November 18, 2004, 1:30 PM

Special Public Meeting to Approve 2005 Operating Budget

Monday November 29, 2004, 5:30 PM

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 23, 2004**

#P332. ADJOURNMENT

Pam McConnell
Acting Chair