



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 18, 2004 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 21, 2004 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on November 18, 2004.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 18, 2004** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

Ms. Pam McConnell, Councillor & Chair
Dr. Alok Mukherjee, Vice Chair
Mr. John Filion, Councillor & Member
The Honourable Hugh Locke, Q.C., Member
Mr. Case Ootes, Councillor & Member

ALSO PRESENT:

Mr. Steven Reesor, Acting Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P361. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Auxiliary Police Constable Glen Evely of the RCMP – Vernon Detachment who was killed while on duty on Saturday, November 13, 2004.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P362. COMMUNITY POLICING

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

Subject: COMMUNITY POLICING

Recommendation:

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

Background:

In correspondence dated 2004.08.26, then Police Services Board Chair A. Milliken Heisey requested a presentation to the Board on how community policing is integrated into the law enforcement and crime prevention programs of the Toronto Police Service. This was followed by correspondence dated 2004.10.01 from then Acting Chair Pam McConnell requesting that a written report for the Board be prepared in place of an oral presentation. The information following, which provides an overview of the history as well as the current status of community policing in Toronto, is provided in response to that request.

What is Community Policing?

Over the past decade, many policing organisations around the world, including the Toronto Police Service (TPS), have undertaken significant changes to the structure and delivery of police services, as well as adding strategies and programs to improve effectiveness and efficiency. The framework for these changes has been *community policing*.

Community policing is part of the continuing evolution of police work. It represents a change in police practices, but not in the objectives of policing – a change in the means, rather than the ends. While community policing generally developed from the realisation that traditional forms of policing were not as effective, efficient, or equitable as had been thought, it is also one manifestation of a seemingly larger social concern with quality-of-life issues. Community empowerment is often now a part of discussions on how to address social problems.¹

Community policing is a philosophy of service delivery that offers a strategic alternative to traditional crime control policing practices, providing a framework for focusing, organising, delivering, and assessing police services. However, it is not the opposite of traditional policing – many elements of traditional policing are incorporated into community policing. Community policing simply broadens the role police are asked to play, and is a way of providing police services that acknowledges the need for and benefits of police-community partnership to maintain order and enhance public safety:

The central premise of community policing is that the public should play a more active and co-ordinated part in enhancing safety. The police cannot bear the responsibility alone, nor can the criminal justice system. ...Community policing thus imposes a new responsibility on the police, namely, to devise appropriate ways of associating the public with law enforcement and the maintenance of order.²

It should be noted, however, that officers are not asked to become social engineers or to solve problems that belong to other agencies. Instead, 'they use a simple problem-solving model to facilitate the exchange of information between public and private agencies and community groups...In this way, officers are drawn into a close relationship with communities and government agencies, working together on problematic conditions.'³ Community policing fosters a close relationship between the police and the community, as well as community involvement in addressing problems of crime and social disorder.⁴

It is also important to make the distinction between what community policing is and what it is not. Community policing is NOT:⁵

- the answer to all a community's crime and disorder problems;
- a replacement for many traditional police services and crime prevention activities, including reactive response and criminal investigations;
- a single police initiative;
- only the responsibility of the police;
- a 'one size fits all' model of policing (it must be adapted to a particular community's needs);
- a series of programs that can be added on to existing police organisational structures; or,
- a policing strategy appropriate for addressing all types of criminal activity.

With regard to the latter point in particular, it has been recognised that not all types of crime can be addressed by community policing. For example, as acknowledged in a number of studies, domestic violence and other types of intimate violence may not be amenable to the types of crime prevention and reduction strategies, such as community mobilisation activities, that are part of community policing.⁶ Organised and cyber crime may be other examples:

[T]he increasing sophistication and globalization of crime requires that the police have access to the latest technologies as well as to officer who are technology-literate. The strategies for combating crimes committed over the Internet, for example, are considerably different from those required to implement community policing at the neighbourhood level. This suggests that over the next decade, urban police services may be required to create at least two separate divisions: one directed toward community policing and the other focused on sophisticated criminal activity. Community policing is not a substitute for having the capability in a police service to fight the more sophisticated types of criminal activity.⁷

In general terms, there are three types of activities used by police agencies to prevent and respond to crime; within a community policing framework, these activities are undertaken with the involvement of the community and other agencies. The three types of activities are: crime attack strategies, community service approaches, and crime prevention programs.⁸

Crime attack strategies typically use enforcement for detection, apprehension, and deterrence. The main crime attack strategy used by police is tactical or directed patrol, which saturates high crime areas with police officers and targets individuals involved in specific types of criminal activity. Directed patrol projects have officers with non-committed time engage in purposeful, specified activities that are based on thorough analysis of crime data and community input.

Community service approaches focus on interaction with community members and getting them involved in dealing with crime, disorder, and the underlying causes. These activities (for example, foot patrol, community involvement in problem-solving, etc.) generally are well liked by the community.

Crime prevention programs focus on preventing crime and reducing levels of criminal activity. Prevention programs can try to alter conditions that provide opportunities for crime, thereby hopefully reducing the likelihood of crimes being committed, or they can focus on areas that produce crime and other types of disorder. These latter programs seek to identify high-risk offenders and are based on crime-area analysis. Examples of the first type of crime prevention program include Neighbourhood Watch, Crime Stoppers, CPTED, etc., while school programs are an example of the second type of program.

With the continuing evolution of community policing in Toronto, the public, government, and other service agencies and community members currently partner with the Service to carry out all three types of activities in preventing and responding to crime.

The History of Community Policing in Toronto

In December 1991, the *Police Services Act* made it one of the duties of a chief of police to ensure that the police force provided community-oriented police services (Subsection 41(1)). However, the Service had begun to move towards a more community-oriented focus a number of years earlier.

This community-oriented focus helped to address some of the problems connected with what has become known as the “professional model” of policing. In the early 1900s, with the introduction of such technological developments as the telephone, patrol car and two-way radio, the model of policing featured a centralised chain of command, narrow spans of control, close supervision and paramilitary leadership. The new model emphasised preventive motor patrol and rapid response, but did not encourage a great deal of positive, preventive contact with members of the community. Over time, it became clear that the “professional” model, despite its preventative patrols, rapid response and sophisticated investigative techniques did not improve crime control performance. It also did not adequately address the issue of *fear of crime*, which was largely a product of perceived incivilities and signs of disorder at the neighbourhood level. In addition, it did not focus sufficient attention on quality-of-life or order maintenance problems.

In the early 1980s (late 1982 and early 1983), Zone Policing was introduced to the Metropolitan Toronto Police Force (MTPF). Officers were assigned to specific zones within their divisions and were responsible for getting to know the area in detail; they were to have more contact and dialogue with the community, involve the community in programs, and provide higher profile policing, targeting policing efforts in response to community needs. However, while stability, in-depth knowledge of an area, some community involvement, and consultation were important, actual policing methods still generally followed the traditional model.

In the mid to late 1980s, Community-Based Policing (CBP) was gradually added to the Zone Policing program in an effort to improve the quality of police service, the effectiveness of problem-solving, and police-community relations. The intention was to solve local problems through strategies that were determined in consultation with the public and that used other community resources. All field officers were expected to become involved in CBP initiatives through community foot patrols, special outreach programs, and community involvement in policing efforts.

In December 1985, the MTPF and a consulting firm began a pilot project on community policing in Parkdale and the Jane-Finch area (14 and 31 Divisions). One of the main objectives of the pilot was to develop and evaluate community policing strategies designed in response to local problems. In June 1988, the Metropolitan Board of Commissioners of Police adopted the recommendations of the pilot project report (“An Assessment of the Metropolitan Toronto Police Force Community-Police Planning Project”) (Board Minute 357/88).

In January 1989, the Board received an update on the continuing implementation of community policing, including information on Standing Order #69 – General Policy Statement on Community Based Policing, which confirmed the commitment of the Force to community-based policing and issued general guidelines as well as specific definitions of the responsibilities of unit commanders and expectations of field officers (Board Minute 8/89). The update also included information on the phased strategy to implement community policing – five divisions in 1989 (plus the two divisions in the original pilot project), five more divisions and one traffic unit in 1990, and the remaining units in 1991.

As the implementation of CBP continued, in 1990, a committee was established to research and recommend a direction for the Force in future years. The result was *Beyond 2000...The Strategic Plan of the Metropolitan Toronto Police* in September 1991. This Strategic Plan was based on analyses of population growth trends, projections of crime trends and calls for service, and projected implications for police resources and service delivery, as well as on the evaluation of the implementation of CBP to date. The Strategic Plan was not meant to represent a complete change of policy or method, but an expansion of basic philosophical direction, building upon past initiatives.

To emphasise local focus, the Strategic Plan spoke of ‘neighbourhood policing’ rather than ‘community policing’, and expanded the concept of community policing with the intention of making police more accessible and accountable to the public. The bottom line was seen as communication and co-operation – police and public working together to solve common

problems. The Strategic Plan held significant implications for personnel, program and service delivery, technology, facilities, and management structure. It was believed that neighbourhood policing would only succeed if the organisation was made compatible and aligned to support this way of doing business.

Planning for the implementation of the long-term plan (i.e. reorganising to support community policing) continued during 1992 and 1993 with:

- a pilot project evaluating alternate means of response to low priority calls for service that was carried out in 53 Division from April 1991 to April 1992 (Board Minute 673/92);
- a report on the implementation process to date, which recommended an implementation pilot project (Board Minute C37/93);
- an implementation pilot project that was carried out in 2 District (Etobicoke) from March 1993 to March 1994 (Board Minute 97/95); and,
- an examination of changes needed to the organisational structure within the framework of the Beyond 2000 plan (Board Minute 119/94).

In early 1994, a Restructuring Task Force was formed. The final report of this Task Force (December 1994) included a series of recommendations for changes to Service priorities, to organisation and divisional structures, to service delivery, and to support systems (Board Minute 96/95). These recommendations were designed to achieve the community/neighbourhood policing objectives of the Beyond 2000 Strategic Plan.

Implementation of many changes occurred in the following years to the present, including, but not limited to:

- the designation of divisional community response, alternate response, and primary response officers;
- the expansion/development of alternate response practices and methods to deal with low priority calls for service;
- the relocation of traffic units to divisions;
- the development of a Vision, Mission, and Values for the Service;
- the increased use of volunteers and the integration of Auxiliaries into the parent Service;
- the formal establishment of community police liaison committees (CPLCs) (and the creation of a mandate for these committees);
- the use of uniform members from support units to bolster front-line strength during special events;
- training related to community policing for front-line officers and supervisors;
- the development of technology to support community policing;
- the elimination of districts and the division of the Field Command into areas based roughly on municipal groupings;
- a focus on the supporting roles of specialised units by renaming Detective and Support Commands to Policing Support Command (Operational Support and Detective Support) and Administrative Command and Executive Operations to Corporate Support Command; and,

- the decentralisation of Community Services, which became more of a co-ordinating/centralised support and resource for divisional community officers, developing rather than carrying out all programs.

As a public reflection of its commitment to community policing, as early as 1985, the Force included fundamental aspects of community policing in its annual goals/objectives. For example, in 1985, Objective No. 3 was: “To educate the public about the police role, and increase co-operation with individuals and groups within the community, so that priorities and projects will reflect changing needs and available resources.” The term ‘community-based policing’ was used for the first time in the 1987 annual Force objectives in Objective No. 1: “To develop and implement community based policing practices through proactive involvement with the community and high visibility of police officers.”

The term ‘community-based policing’ continued to be used in the annual goals/objectives until 1992 when it became ‘community policing’, and changing in 1993 to ‘neighbourhood policing’ in line with the focus of community-based policing as outlined in *Beyond 2000...The Strategic Plan of the Metropolitan Toronto Police*.

With the continued evolution of and adaptation to the fundamental aspects of community-based policing within the Service, the need to have a goal or objective specifically focusing on community-based or neighbourhood policing diminished. By the 2000 Service Priorities, community involvement, consultation, partnerships, problem-solving, and targeted/directed enforcement were woven throughout the Service goals, and continue to be so in the 2002-2004 Priorities.

Current Status of Community Policing in Toronto

When community policing was a relatively new concept for the Toronto Police Service and while the major organisational changes were going on, community policing was, understandably, spoken of frequently in written and verbal, internal and external Service communications. As it is now neither ‘new’ nor something that Service and community members need to get used to or adjusted to, ‘community policing’ is no longer so blatantly reinforced by repeated mentions. While it may, therefore, seem as if community policing is no longer important to the Service, this is by no means true; it is simply the case that many of the changes that were new in the 1990s are now an integrated, accepted way of doing business.

It is accepted practice now, for example, that there are community response, alternate response, primary response, traffic, and Auxiliary officers in the divisions to focus on local needs. Community participation within the Service is well established with CPLCs in all divisions, Adult and Youth Corps volunteers, and the Civilian Police College. The Vision, Mission, and Values have been integrated into Service processes. Training related to proactive community policing is ongoing (e.g. Crime Prevention Level I & II courses, one-day community policing seminars, Crime Prevention through Environmental Design (CPTED) training) with a focus on front-line officers. Divisional staff conduct local CPTED audits, and technology has been made available for divisional crime analysts to assist with local problem identification.

The Service has also continued to refine changes made earlier. For example, in early 2003, the Community Policing Support unit was divided into the Community Liaison and Community Programs units. With increased recognition of the front-line support role of Community Programs, in particular, and to emphasise its focus on the concerns of front-line units and their communities rather than on corporate issues, this unit was moved from Policing Support Command to Policing Operations Command.⁹

Partnerships with other law enforcement agencies have long been a part of policing. Meaningful partnerships with the community and with other agencies that serve the community, addressing areas once believed the purview of the police alone, are also now an integral, essential, accepted part of police work.

The importance of effective police-community partnerships has been noted in much of the literature on community policing. For example:

“Problem-solving partnerships” captures, in a phrase, two ideas central to community policing: a focus on patterned, repetitive crime and disorder, and the need for police to have allies in solving these problems...[T]o the degree community policing reaches beyond a problem-solving methodology toward “partnership”, it is a coordinated strategy, and the role, knowledge, and effectiveness of the partner is critical to its success. In community policing, the quality of the community’s participation is decisive. If community policing is to contribute to the reduction of crime and disorder and the improvement of a neighbourhood’s quality of life, more than dialogue between professionals and even more than real police reorganization is necessary. The community must have a voice in the forums that define community policing itself, must be a ready and knowledgeable ally to the forces of reform, and, in the neighbourhood, where the benefits are supposed to be delivered, must have a serious part in implementing solutions as well as nominating problems.¹⁰

As noted previously, the Service has recognised the importance of community involvement in solving crime and disorder problems, since it does not have the staffing or the expertise to solve all community crime and disorder problems alone. The partnerships that now exist between the Service and the community are important to ensure both that the community feels a sense of ownership of its problems and their solutions, and that as many resources as possible can be brought to bear on crime and disorder issues. “This means that the resources available to the community as a whole, not just to the police, are mobilised to address specific problems, events or concerns.”¹¹

The Toronto Police Service’s Mission makes clear the organisation’s position: We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be. Further, five of the Service’s seven Core Values specifically reflect the importance placed on community partnerships:

- *Honesty:* We are truthful and open in our interactions with each other and with members of our communities.
- *Respect:* We value ourselves, each other, and members of our communities, showing understanding and appreciation for our similarities and differences.
- *Reliability:* We are conscientious, professional, responsible and dependable in our dealings with each other and our communities.
- *Team Work:* We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles and views.
- *Positive Attitude:* We strive to bring positive and constructive influences to our dealings with each other and our communities.”

And finally, even the Service’s motto reflects the importance of partnerships: To Serve and Protect – Working with the Community.

As outlined in the examples provided below, it can be seen that the Toronto Police Service has established partnerships and sought community involvement in a wide variety of initiatives, encompassing activities that involve enforcement and crime reduction, crime deterrence, crime prevention, problem-solving, consultation and interaction, etc. Some of these partnerships are an ongoing, continuing relationship; other partnerships are created to deal with specific problems as they arise, then end when their mandate is complete.

It should be emphasised that the following is by no means an exhaustive list of all Service activities that involve partnerships with the community or with other service agencies.

Corporate Initiatives and Partnerships

Crime Management:

The Service’s Crime Management process is a community policing approach to targeted problem-solving that uses crime analysis to develop strategies to solve, prevent, and deter crime. The process recognises the value of having those closest to the problems – the community and front-line officers – involved in the problem-solving process. Collaborative community partnerships are, therefore, used to identify and analyse disorder and safety concerns, to develop and implement tailored strategies, and to monitor and assess the impact of the strategies. According to the Service manual outlining the Crime Management process: “The goal of Crime Management and the collaborative problem-solving process, is to empower the community to take responsibility for crime and disorder in their neighbourhoods and become active allies...”.¹²

Crime Management was adopted Service-wide in December 2000 with the issuance of “Crime and Disorder Management Procedure” (04-18), which established guidelines for divisional crime management. Included is the direction that “the Divisional Crime Manager will chair the Divisional Crime Management Team, which will include representatives from all sections of the Unit, including the Unit Commander and representation from the local CPLC”. The Procedure also indicates an integrated role for divisional CPLCs: “divisional CPLC’s will be partners involved in the crime management process and will assist the problem identification, problem

solving and evaluation systems”. In the Appendix to the Procedure, the issue of community partnerships is covered in greater detail:

Appendix C: Community Partnerships

The participation of the community is essential to assist police officers in fulfilling their duties. All segments of the community may be invited to assist with and participate in police/community partnerships designed to address crime, public safety and social disorder concerns. Particular consideration must be given to identifying available community resources from and enhancing police interaction with the following groups:

Community	rate payers groups, tenants associations, ad hoc groups, neighbourhood associations, Parent-Teacher Associations, churches and other religious organizations, organized youth groups, ethnic and cultural associations, schools, colleges and universities, seniors centres, existing crime prevention programs, etc.
Business	local Business Improvement Areas, Chamber of Commerce, merchants associations, shopping malls, individual merchants, banks, etc.
Government and Social Agencies	housing, fire, health, welfare, child protection, probation offices, hospitals, correctional facilities, mental health facilities, school administration, food banks, parks and recreation, etc
Politicians	Federal, Provincial and Municipal

In accordance with the approved divisional mandate, every police division will undertake regular consultation with its community through a Community-Police Liaison Committee (CPLC) that is representative of all segments of the community. The CPLC will be asked to provide insight and possible solutions on local crime and disorder issues.

Crime Stoppers:

Since 1984, Crime Stoppers has been an important source of information for police officers investigating crimes. Thousands of arrests and charges and millions of dollars in seized drugs and recovered property have resulted from Crime Stoppers tips. In 2003, tips to Toronto’s Crime Stoppers led to 216 arrests and 703 charges laid.¹³ Through Crime Stoppers, even people who are nervous about speaking directly to the police or who fear retribution from criminals are able to provide the police with useful information that results in effective enforcement.

Corporate Youth Initiatives:

Solving problems in which young people are either victims or suspects is a priority for our Service. The Service's Youth Crime Co-ordinator provides support to field units and the community members working with them, as well as co-ordinating a number of partnerships designed to address all aspects of youth crime. These partnerships include the Catholic and public school boards, Earlscourt Child and Family Services, Operation Springboard, and Central Toronto Youth Services, and have helped to develop strategic corporate initiatives that focus on youth crime, such as the *Toronto Police Service Youth Referral Program* and the *Serious Teen Offender Program (STOP)*.

The partnerships also give police officers a reliable social agency network that can help youths overcome problems that contribute to delinquent behaviour, and further, contribute to the many school-based education programs designed to help young people stay out of trouble and avoid being victims of crime.

ProAction Cops and Kids:

ProAction is a volunteer-run, non-profit organisation that funds projects and activities involving Service members and the city's youth. With such funding, ProAction works to build strong relationships between the police and youth, and to prevent high-risk youth from turning to crime.

Operation Strike Force and Operation Gun Stop:

Operation Strike Force was set up in 2000 in response to the proliferation of guns and violence on Toronto streets, and was also mandated to deal with drug use and trafficking, gang membership, and gang activity. One of the main interests of this group, which supported several Service investigative units, was 'rave' parties (both legal and illegal) across the city. This productive partnership, which has evolved into Operation Gun Stop, includes other police and emergency response agencies, city and provincial departments, and politicians. Of particular note is the involvement of the Toronto Raptors basketball team, which offered free tickets in exchange for turning in targeted firearms during an amnesty.

Graffiti Eradication Program:

This is a Service-wide initiative that focuses on the reduction of crime, fear, and disorder as it relates to graffiti. The program consists of five parts: eradication, education, empowerment, enforcement, and economic development. Co-ordinators in each of the divisions are responsible for the development and delivery of the program, in consultation with divisional management and with community members.

In addition to community members, partnerships that assist with this initiative include Canada Post, Toronto Crime Stoppers, Toronto Transit Commission, Provincial Prisoner Work Program, PARA Paints, and Commercial Business College/Police Foundation. This program was recently recognised with a letter of commendation from Prime Minister Paul Martin to the Toronto Police Service.

Project TAG (Teens Against Graffiti):

This partnership program involving the Service, Canada Post, and youth volunteers, focuses on cleaning up Canada Post mail and relay boxes in Toronto that have been defaced by graffiti.

Chief's Advisory Council and Chief's Youth Advisory Council:

Both of these councils provide a voice for about 20 ethnic community groups on a wide variety of issues. They are points of contact with the community and give the Service access to recognised community spokespersons in a forum that can address the concerns of each community. Each of these committees is mandated to meet several times a year.

Community Consultative Committees:

The Consultative Committees consist of community members that represent the diversity of Toronto. The groups and senior police staff use the committee structure to exchange information about issues and concerns facing them. Of particular interest are matters that affect cultural, ethnic and other groups across the city. Current committees represent the following groups: Aboriginal, Black, Chinese, French, Gay/Lesbian/Transgender/Bisexual, and South & West Asian.

Meeting monthly or once every two months, these committees serve their specific communities on a city-wide basis, and membership is drawn from significant organisations within each community so that the representatives are recognised as true spokespersons. Agendas for the committees are community-driven, and positive results have included training opportunities, support for the hiring process, a mentor program for applicants, conferences and workshops.

Civilian Police College:

About 100 members of the community enrol in the Service's Civilian Police College each year for an eleven-session course that gives them a unique insight into policing. Topics include a day in the life of a police officer, specialised police units, community crime prevention, traffic, recruit training, and other topics that may vary from course to course. Designed to increase the understanding of community members into why police do what they do, the Civilian Police College is a well-received initiative that helps the police and members of the community to better understand each other.

Auxiliary Police and Other Volunteers:

In 2003, there were almost 600 community members who volunteered their time to the Service. The Auxiliary Police work under the authority of the *Police Services Act* to support regular officers at major events such as Caribana and the Santa Claus Parade, and also work at the local divisions to update records (such as night directory listings), canvass neighbourhoods, staff information booths, and join police officers on patrol, among many other activities. Auxiliary officers receive special training for their support role, and give very valuable assistance to the

Service and to the community at large. The total number of volunteer hours contributed collectively by all Auxiliary volunteers was 60,954 hours in 2003, and non-Auxiliary volunteer time (not including CPLCs and volunteer chaplains) raised this total to an impressive 86,108 hours, or more than 41 person-years.¹⁴

Other volunteers include the Adult and Youth Corps Volunteers, who are assigned to various divisions. Some of the activities in which they are involved include community-police presentations in schools and communities, crime prevention initiatives, and consultation and planning with the local police.

One example is the Watch on Wheels (WOW) program in 12 Division, in which adult volunteers drive their personal vehicles and, equipped with cell phones, alert the police to any safety/security concerns.

Traffic Services – DAREDEVIL Program:

In an effort to reduce injuries to senior pedestrians, Sunnybrook & Women's College Health Sciences Centre staff partnered with officers from Traffic Services to develop the DAREDEVIL program. It was developed as an education and awareness program and involves presentations on pedestrian safety to seniors' groups conducted by staff from the hospital's Trauma Unit and officers from Traffic Services. Included in the presentation is a video, followed by a discussion of safety tips for seniors and the distribution of a traffic safety pamphlet.

As noted earlier, the above list represents only some of the Toronto Police Service's partners and initiatives.

Local Initiatives and Partnerships

In addition to the many significant initiatives and partnerships that exist at the corporate level, front-line divisions and the Traffic Services Unit undertake local initiatives in cooperation with individuals and organisations within local communities. Often, the divisional Community Response Units (CRU) have core responsibilities for local programs, but this is not universally the case.

Of central importance at the local level are the Community Policing Liaison Committees (CPLC). Each division and the Traffic Services Unit have at least one CPLC. While front-line units are not operationally accountable to the CPLCs, the CPLCs are mandated to provide guidance and support to divisional and traffic management, to give advice on how to prioritise police activity, and to help to create additional partnerships as required. CPLC membership is drawn from neighbourhood-based local community organisations, such as ratepayer associations, tenant associations, and business interests. In some cases, local politicians are also involved.

Again, the following list of local initiatives is by no means exhaustive, and does not include ad hoc partnerships and initiatives set up to address specific problems as they arise.

- Auxiliary police stop-sign and speed-board programs
- Barbecues, picnics
- Bicycle rodeos
- Breakfast clubs
- Conflict resolution initiatives
- E-mail exchange
- High-demand area patrols
- Improvement projects
- Lectures and information sessions
- Mentoring Programs and peer mediation
- School-based information programs
- Sports activities
- Student Crime Stoppers
- Targeted enforcement programs (often based on community input)
- Town-hall meetings
- Traffic watch programs
- Transit safety initiatives
- Youth groups

Local and Corporate Support

Divisional managers and their staff, including the divisional Community Response sections, provide ongoing support for local initiatives and for the police and community members involved in them. At the same time, key support is also provided from the corporate level.

Each of the Service Priorities includes specific goals, many of which rely upon centralised support, often in addition to work by field officers. Efforts to achieve the goals would often be ineffective without centralised support and corporate partnerships to manage them. For example, “*Youth Violence and the Victimisation of Youth*” requires partnerships with school boards (at the corporate level) as well as education, enforcement and outreach efforts (practicable at the field level supported by corporate standards and resources).

Centralised support also helps to ensure that local officers have the resources they need to provide effective service. For example, local school officers use lesson plans and curricula developed by centralised units, often with the participation of subject-matter experts across the community, to deliver consistent, comprehensive messages to young people in local schools.

Centralised support also ensures that local programs can be monitored and evaluated for compliance and effectiveness. For example, the Community Programs Unit prepares and updates a *Community Volunteer and Consultation Manual* that sets out standards and requirements for partnerships at the local level. Community Programs also coordinates support for divisional Community Policing Liaison Committees, and organises meetings at which their

members can receive information and intelligence they need to be effective, as well as sharing experiences and best practices.

Conclusion:

In line with the basic tenets of community policing, the Service has devoted much time and effort to creating and maintaining constructive relationships with people and groups across the community. The relationships have provided insights into community issues and access to resources not otherwise available. In addition, information and ideas flow both ways: community partnerships lead to citizens being better informed about the police, and about how to prevent crime and disorder. Well-informed citizens are also in a position to provide police with the information needed to solve and prevent crime. This two-way information flow is a fundamental benefit of community policing.

The Toronto Police Service is proud of the fact that community policing is a philosophy of policing that is now woven into the fabric of the organization. While community policing is focused on problem solving, it is by no means “soft policing”; it is tough on crime and disorder, and ensures that the police and the community, working together, look for preventive solutions before problems can escalate. It works hand-in-hand with traditional rapid response, enforcement and investigation, and also gets to the root of problems that threaten safety and order. By addressing the causes of problems, it helps to prevent those problems from recurring, thereby enhancing community order and the perception of safety in the city.

There is no doubt that, over the past twenty years, the way police services are delivered has changed dramatically, and changed for the better. The policing model in Toronto compares favourably with any jurisdiction world-wide in the sophistication and quality of the community policing services that help to ensure the safety and security of the city. It is believed to be one of the reasons that almost nine in ten Toronto residents agree that police officers do a very good job of maintaining the safety of their communities, and that Toronto is internationally recognised as a safe city. Community policing is here to stay.

Acting Chief of Police Steven Reesor will be present at the Board meeting to make a presentation on community policing in Toronto, and to answer any questions the Board may have.

Endnotes:

¹ Eck, J.E. & Rosenbaum, D.P. *The New Police Order: Effectiveness, Equity, and Efficiency in Community Policing*. In **The Challenge of Community Policing**, D.P. Rosenbaum (Ed.). Thousand Oaks, CA: Sage Publications Inc., 1994.

² Skolnick, J.H. & Bayley, D.H. **Community Policing: Issues and Practices Around the World**. National Institute of Justice, 1988.

³ Burgeen, B. & McPherson, N. *Implementing POP: The San Diego Experience*. **The Police Chief**, October 1990.

⁴ Griffiths, C.T., Parent, R.B. & Whitelaw, B. **Community Policing in Canada**. Toronto: Nelson Thomson Learning, 2001.

⁵ Ibid.

⁶ For example, study by the New York City Department of Health, reported in *Where New York's anti-crime miracle ends*, **Law Enforcement News**, 23(466), April 30, 1997.

⁷ Griffiths, Parent, & Whitelaw, 2001.

⁸ Ibid.

⁹ Toronto Police Service. **Uniform Staffing Review Final Report**, December 2002.

¹⁰ Friedman, W. *The Community Role in Community Policing*. In **The Challenge of Community Policing**, D.P. Rosenbaum (Ed.). Thousand Oaks, CA: Sage Publications Inc., 1994.

¹¹ Metropolitan Toronto Police. **Beyond 2000 Restructuring Task Force: The Final Report**. December 1994.

¹² Toronto Police Service. **A Guide to the Who? What? Where? When? Why? and How? of Crime Management**.

¹³ Toronto Police Service. **2003 Annual Statistical Report**.

¹⁴ Toronto Police Service. **The Auxo Update**, Issue 04-02 (2004), p. 6.

The Board was also in receipt of a written submission, dated November 17, 2004, from Mr. Steve Soloman, regarding community policing. A copy of Mr. Soloman's written submission is on file in the Board office.

Acting Chief Steven Reesor was in attendance and delivered a presentation to the Board.

The following persons were also in attendance and made deputations to the Board:

- **Ms. Leida Englar, Advocacy for Respect for Cyclists**
- **Ms. Julie Beddoes, Gooderman & Worts Neighbourhood Association**
- **Councillor Sylvia Watson, Ward 14, Parkdale-High Park, City of Toronto**
- **Mr. John Sewell, Toronto Police Accountability Coalition ***
- **Ms. May Chow, No. 52 Division Community Police Liaison Committee**
- **Mr. Bihi Sharmaarke, Toronto Community Housing Corporation Tenants' Representative Council**

*** written submission also provided; copy on file in the Board office.**

cont...d

The Board approved the following Motions:

- 1. THAT the deputations and written submissions be received;**
- 2. THAT the foregoing report from Chief Fantino be received;**
- 3. THAT Chief Fantino provide a report to the Board for its January 13, 2005 meeting on:**
 - the procedures used to establish the various liaison, advisory and consultative committees;**
 - the powers of these committees;**
 - the scope of the power of community members in setting the committees' agendas; and**
 - the role of the local liaison committees in setting policing priorities for their communities**
- 4. THAT the Board reaffirm its commitment to community policing;**
- 5. THAT the Board's Budget Sub-committee examine the adequacy of the allocation of resources into community policing ;**
- 6. THAT Chief Fantino provide a report to the Board identifying the divisions in which foot and bicycle patrols have proven to be particularly valuable, and that the report indicate whether the number of foot and bicycle patrols can be increased utilizing officers currently assigned to those divisions;**
- 7. THAT the report noted in Motion No. 6 also include a mechanism to assist unit commanders in developing local strategies regarding foot and bicycle patrols in their divisions, in consultation with their local communities, and**
- 8. THAT the report noted in Motion No.s 6 and 7 be provided to the Board for its January 13, 2005 meeting in conjunction with the statistical report also requested for that meeting (Min. No. P343/04 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P363. USE OF ADVANCED TASERS

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

Subject: DEPLOYMENT OF ADVANCED TASERS

Recommendation:

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

Background:

At its September 23, 2004 meeting, the Board requested further information and a presentation on the use of Advanced TASERS.

The name Advanced TASER, is the product designation assigned by the manufacturer to describe the current model TASER being utilised by law enforcement agencies around the world.

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. Upon firing, a compressed nitrogen air cartridge projects two barbed probes at a speed of 180 feet per second that affix themselves to the subject's skin and/or clothing. The probes are connected by thin insulated wire back to the TASER. Once contact is made, the TASER begins discharging a high voltage, low amperage electrical charge that overrides the central nervous system and causes involuntary muscle contractions. Results are usually instantaneous. Typically, the subject collapses to the ground in quivering, spasmodic movements, virtually incapacitated. The person will remain dazed for a short period of time but usually remains conscious. The Advanced TASER has proven extremely effective, yet it does not cause any permanent harm or serious after effects.

The Advanced TASER does not depend upon impact or body penetration to achieve its effect. Its pulsating electrical output interferes with communication between the brain and the muscular system, resulting in loss of control. However, the Advanced TASER is non-destructive to nerves, muscles and other body elements. It simply effects them in their natural mode. Despite initial sensational media reports, no deaths have ever been directly attributed to the Advanced TASER. Subsequent examinations by medical experts have determined the cause of death in these incidents to be restraint asphyxia, drug overdoses, cocaine-related excited delirium etc., not the effects of the Advanced TASER.

Advanced TASER scientific testing on animals, an estimated 50,000 human volunteers and extensive field uses have determined that the TASER electrical outputs are well within the safe

levels defined by international standards. It has no effect on heart rhythms and there is absolutely no fear of electrocution.

Other less-lethal weapons including chemical munitions, oleoresin capsicum and impact projectiles (beanbag rounds and rubber bullets) rely on physical pain to achieve subject compliance. These devices are sometimes ineffective when used upon violent, goal oriented, determined subjects or those persons whose pain threshold is high due to psychosis or the effects of drugs or alcohol. The Advanced TASER does not rely on pain to achieve compliance. It virtually overwhelms the central nervous system achieving incapacitation regardless of high pain thresholds or drug or alcohol use. It has proven particularly effective on violent emotionally disturbed persons.

The Advanced TASER has built in weapon management systems to prevent misuse/abuse and protect officers from unfounded allegations through solid documentation of usage. The weapon management system stores the time and date of each firing internally within the weapon. This stored information can be easily downloaded to a personal computer for analysis. This feature protects officers from unfounded allegations and makes them accountable for each use. In addition to the data download system, each air cartridge is individually serial numbered. When cartridges are issued to an officer the serial(s) will be recorded. Every time an air cartridge is fired it dispenses 20-40 tiny confetti like tags called AFIDS (Anti-Felon Identification) throughout the area in which the TASER is fired. These tags each have the serial number of the air cartridge printed on them and can be used to determine who fired the air cartridge. During training, officers will be made aware that the weapon management systems make it possible to trace users who are not following Service Policy or are using the TASER inappropriately.

Advanced TASERs are currently in service with over 4,300 law enforcement agencies in Canada, the United States and other countries around the world. Canadian users of the Advanced TASER include Edmonton, Calgary, Victoria, Vancouver, Esquimalt, Ottawa and Toronto as well as several services within Quebec. The Royal Canadian Mounted Police, Edmonton City Police, Vancouver City Police and Calgary City Police deploy it with front-line patrol officers while Toronto and Ottawa are restricted to tactical and containment teams at the present time. It is considered by many experts to be the best less-lethal weapon currently available to law enforcement and has been credited with substantial reductions in subject and officer injuries and the saving of hundreds of lives.

In July of 2002, the Ministry of the Solicitor General approved the Advanced TASER for use by police tactical teams and hostage rescue units in the Province of Ontario. This followed a very successful four-month pilot project conducted by the Toronto Police Service, Emergency Task Force (ETF). Since the commencement of the pilot project, the ETF have successfully deployed the Advanced TASER over two hundred and thirty (230) times to subdue violent non-compliant individuals. Only minor injuries have occurred to a few subjects and there have been no public complaints. ETF personnel credit the Advanced TASER with reducing officer and suspect injuries and subduing several individuals before the situation escalated to the point where lethal force may have been required.

Despite the success of the ETF TASER project, there have been several critical incidents in which deployment of the TASER was delayed while the ETF responded from considerable distance. Fortunately, deadly force was not used in these situations although it probably would have been justified.

In one situation, 14 Division officers were held at bay for over twenty-five minutes by an emotionally disturbed man brandishing a large knife. At one point the man was literally chasing officers around a police vehicle in an attempt to force the officers to shoot him. Supervisors from 14 Division were on the scene during the entire incident. Upon the arrival of the ETF, the Advanced TASER was immediately deployed and the man subdued without injury. Although this incident ended successfully, it illustrates a serious limitation in current Toronto Police Service TASER deployment.

The ETF is a small, specialised unit. It is simply not possible for the ETF to respond in a timely fashion to all incidents where an Advanced TASER might be required. The ETF average response time to incidents is twenty minutes. In some cases it may be longer, or, they may already be engaged in a serious incident and therefore unable to respond at all. This is unacceptable and creates obvious public and officer safety concerns and a potential for civil litigation, should the project not go forward.

Implications and Impact Statement:

The Ministry of Community Safety and Correctional Services has also recognised the limitations of restricting Advanced TASER use to tactical teams. On February 17, 2004, the Minister issued an All Chiefs of Police Letter authorising Advanced TASER deployment by front-line supervisors and members of containment teams. This letter reads in part:

“Field tests and experience to date have indicated that the TASER is a safe and effective less-lethal weapon, particularly in subduing subjects immune to pain compliance tactics. Subsequently, the Minister has now approved the optional use of the TASER for containment teams and front-line supervisors to ensure greater access for police services across the province.”

Experience by law enforcement agencies that use the Advanced TASER has proven that it has the greatest impact on public and officer safety when deployed with patrol level first responders, not just specialised units such as the ETF.

The Toronto Police Service is now in a position where the TASER can be deployed at patrol level with front-line supervisors. It is proposed that an Advanced TASER and associated equipment be issued to a total of four hundred and eighty-nine (489) front-line supervisors and that fifty (50) additional units be purchased for use in training and as spares for a total of 539 Advanced TASERs. The total hard dollar cost for this project is \$1,098,821.

Policy in accordance with Ministry guidelines must be developed and training occur at the earliest opportunity in order that the devices may be deployed as soon as possible. This additional access to this valuable tool will greatly enhance public and officer safety and address the “liability gap” that presently exists.

Major benefits of Advanced TASER supervisory deployment include:

(1) Potential Reduction in Officer Involved Shootings

It is understood that the TASER is not a substitute for lethal force. However, many situations beginning as stand-offs have the potential to escalate to the point where lethal force may be necessary. It has been demonstrated that early, aggressive use of the TASER can prevent many of these situations from escalating to deadly force levels thereby saving a life that might otherwise be lost.

In 1999, the Orange County, Florida, Sheriffs Department (OCSD) experienced five (5) officer involved shootings. In 2000 there were thirteen (13) such incidents. In 2001, Advanced TASERs were deployed in large numbers with front-line officers. That year there were four (4) shootings. In 2002 there were no (0) officer involved shootings. Sheriff Kevin Beary, the commander of the OCSD attributes this amazing reduction in the use of lethal force to early and aggressive use of the TASER;

(2) Fewer and Less Severe Injuries to Subjects and Officers

The TASER reduces officer and subject injuries by stopping threats from a safe distance. The need to use potentially injurious physical force such as punches, kicks or the use of a baton to gain compliance is eliminated. Violent subjects often become co-operative at the mere threat of TASER use. There has been a number of recorded deaths and serious injuries to subjects that have been the recipient of other forms of leth-leathal force options.

Law enforcement agencies employing the TASER are experiencing a substantial reduction in both subject and officer injuries. The Phoenix, Arizona, Police Department was the first of the top-10 largest cities in the United States to deploy the TASER to all patrol officers. Six months after deployment, subject injuries occurring during arrests had dropped by 67%. The Orange County Sheriffs Department deployed the TASER in 2001. By 2002, Deputy injuries had fallen by 80%. Both reductions in the number of injuries are attributed to Advanced TASER deployment. Fewer injuries to officers also means that disability time off and disability pension costs would be reduced;

(3) Reduced Public Complaints

Many public complaints arise from situations where police officers use force to effect arrests or control violent subjects. As related above, subject and officer injuries are substantially reduced where the TASER has been employed. It is reasonable to expect a corresponding reduction in the number of public complaints arising from injurious use of force. This has been the case with most agencies that deploy TASERs. Our ETF have deployed the TASER over 230 times without a public complaint;

(4) Reduced Civil Liability Claims and Payments

With the potential to reduce officer involved shootings and an almost certain reduction in subject and officer injuries, the Service can reasonably expect reduced liability claims. The cost of liability claims and payments relating to a serious injury or death that could have been prevented through the use of the TASER could be substantial. In fact, the cost of just one excessive force or wrongful death claim could pay for full implementation of front-line supervisory TASER deployment (See Attachment #1);

(5) Improved Image for the Toronto Police Service

The use of force by police is an issue that inevitably attracts attention from the community, the media, politicians and activists. When the force used results in death, the police come under particularly close scrutiny and our image often suffers.

The TASER has attracted a great deal of interest from both the media and public who have become more familiar and accepting of the device. The use of the TASER to subdue violent individuals without injury to themselves or the police will only enhance our reputation as a world class law enforcement organisation; and

(6) Improved Officer Morale

Every effort must be made to supply officers with the tools needed to perform their duties in a manner that is effective and safe for themselves and the community they serve. The TASER has been enthusiastically embraced by those already using it and has earned a reputation as being the best less-lethal tool currently available to law enforcement. Its proven ability to subdue violent subjects without injury has made it extremely popular and confidence inspiring and has impacted positively on both officer morale and professionalism.

The foregoing six (6) points are the major benefits of front-line supervisory TASER deployment. Conversely, the risks associated with failure to institute front-line TASER use include:

1. Unnecessary Risk to Public and Officer Safety;
2. Reduced Officer Morale and Confidence;
3. Reduced Officer Effectiveness;
4. Reduced Public Confidence and Support;
5. Unnecessary Public Complaints;
6. Unnecessary Civil Liability Claims and Payments;
7. Unnecessary Officer disability Time Off and Disability Payments; and
8. Loss of Credibility with Other Law Enforcement Organisations.

Conclusion:

The Toronto Police Service places the highest value on the protection of life and the safety of its officers and the Public. The deployment of the Advanced TASER by the ETF, especially when dealing with violent emotionally disturbed persons has saved lives and enhanced the public image and reputation of the Toronto Police Service. It is a natural progression for the Advanced TASER to be put in the hands of front-line supervisory personnel thereby increasing the availability of this excellent force option in a more timely and effective manner.

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

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

The following persons were in attendance and provided a presentation to the Board on the use of Tasers:

- **Mr. Chuck Lawrence, Manager, Training and Development**
- **Staff Sergeant Peter Button, Section Head - Tactical Training, Training and Development**
- **Sergeant Doug Walker, Emergency Task Force**

The following persons were also in attendance and made deputations to the Board:

- **Mr. John Sewell, Toronto Police Accountability Coalition ***
- **Mr. Don Weitz**

*** written submission also provided; copy on file in the Board office.**

Mr. Weitz also provided the Board with copies of a letter, dated February 26, 2004, from the American Civil Liberties Union Foundation of Colorado to the Chief of Police of the Denver Police Department regarding the use of less lethal weapons in an effort to reduce an officers' need to use a firearm. A copy of the letter is on file in the Board office.

The Board noted that the Service's audio presentation on the use of Advanced Tasers included six specific recommendations including a request that funds in the amount \$1,098,821 be allocated in the 2005-2009 capital budget for the purchase of 539 Advanced Tasers (489 units to be issued to front-line supervisors plus 50 additional units for training purposes and for use as "spares"). The Board noted that the foregoing report submitted by Chief Fantino did not include any recommendations with regard to the purchase of Advanced Tasers. Acting Chief Reesor then formally requested that the Board consider allocating \$1.1M in the 2005-2009 capital budget for the purchase of 539 Advanced Tasers.

Following a request for recorded vote, the Board considered the following Motion:

1. THAT the following Motion be deferred:

THAT an amount of \$1.1M be provided in the 2005-2009 capital budget for the purchase of 539 Advanced Tasers and that the purchase take place subject to the satisfactory result of the pilot project to be proposed by Councillor Filion.

For

Chair Pam McConnell
Vice-Chair Alok Mukherjee
Councillor John Filion

Against

Councillor Case Ootes
The Honourable Hugh Locke

The Motion (to defer) Passed.

The Board also approved the following Motions:

2. (a) THAT the Chief of Police report to the Board on an implementation plan for a possible pilot project for the use of Advanced Tasers by front-line supervisors in one division, and that this report be considered at such time as the Board receives other reports dealing with any risks related to the use of Tasers; and
- (b) THAT the Board approve a protocol for the use of the Taser before there is any expansion of its use.
3. (a) THAT the Board receive the foregoing report from Chief Fantino;
- (b) THAT the Board forward a copy of the foregoing report to the Toronto Board of Health with a request that the Toronto Medical Officer of Health provide his comments on the health implications, if any, related to the use of Advanced Tasers;
- (c) THAT Toronto Police Services Board staff review other medical and operational research studies, and any potential risks that have been developed related to the use of Tasers and other less lethal uses of force and report back to the Toronto Police Services Board in conjunction with the report requested from the Medical Officer of Health; and

- (d) **THAT the report from the Chief of Police noted in Motion No. 2(a) also include the current status of de-escalation training – referred to in the recommendations resulting from the Coroner’s Inquest into the death of Edmund Yu – and any steps that might be taken to provide this training to members across the Service again, as recommended by the deputant, Mr. John Sewell.**
- 4. THAT the Chief of Police provide the Board with copies of reports, research studies and/or any other documents he may have obtained related to the use of Tasers and that the Board forward this information to the Medical Officer of Health for his evaluation in conjunction with the request for a report noted in Motion No. 3(b); and**
- 5. THAT the Board receive the depositions and the written submissions from Mr. Sewell, Mr. Weitz and Mr. Soloman.**



Finance
Joseph P. Pennacchetti, Chief Financial Officer & Treasurer

Corporate Finance Division
City Hall 5th Floor, East Tower
100 Queen Street West
Toronto, ON M5H 2N2

Len S. Brittain
Director

Tel: 416-392-6380
Fax: 416-397-4655

October 8, 2004

Staff Sergeant Peter Button
Section Head - Armament Section
Toronto Police Service
Training and Education
C.O. Bick College
4620 Finch Avenue East
Toronto, Ontario
FAX: (416) 808-4802

Dear Staff Sergeant Button:

Re: Tasers

This is further to Staff Inspector Cowley's correspondence to Jeff Madeley dated September 16, 2004.

Staff Inspector Cowley asked whether a failure by the Toronto Police Service to provide front-line supervisors with tasers, an alternative to the use of deadly force, would create added liability for the Board and officers. Staff Inspector Cowley indicated tasers have proven to be a valuable tool for police world-wide and an effective option to the use of deadly force in many situations.

If there is a situation in the future where a plaintiff introduces expert evidence at trial that echoes Staff Inspector Cowley's comments and it is also demonstrated that other jurisdictions have invested in the equipment, there is certainly the potential for exposure to liability that wasn't there previously,

Please call me if you have any questions or concerns.

Yours truly,

Jim Kidd
Sr. Risk Management Analyst
Insurance & Risk Management
(41.6) 392-3917
jkidd@toronto.ca

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P364. OUTSTANDING & PENDING REPORTS – PUBLIC

The Board was in receipt of the following report NOVEMBER 03, 2004 from Pam McConnell, Acting Chair:

Subject: OUTSTANDING & PENDING 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 received the foregoing.

Public Reports

Requested by the Toronto Police Services Board

Updated: November 02/04

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
<p>P111/01 P301/01</p>	<p>Framework – Governance & Business Plan 2005 – 2007 (now 2006-2008)</p> <ul style="list-style-type: none"> • <u>Issue:</u> submit a report for approval re: 2005-2007 business plan that complies with the <i>PSA</i> & Adequacy & Effectiveness of Police Service Regulation • should also include policing priorities approved by the Board • Board members to participate in the development of the business plan 	<p>Report Due: not later than Dec. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	<p>Chief of Police</p>
<p>P340/04</p>	<ul style="list-style-type: none"> • 2002-2004 Business Plan extended to Dec. 31/05 • Board will convene meetings with Chief & Command mid-2005 to develop the 2006-2008 Business Plan 		

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P283/02 P315/02 P33/03 P34/03 P35/03 P291/02 P34/03	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 Alternatives to the Use of Lethal Force <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 	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

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P276/03	<p>Conditions of Appointment for Chair, TPSB</p> <ul style="list-style-type: none"> Issue: to review conditions of appointment for the Chair, TPSB 	<p>Report Due: Feb. 26/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	Board Staff
P298/03	<p>Fee Structure for External Legal Services</p> <ul style="list-style-type: none"> Issue: to identify a proposed fee structure for the Board to approve with regard to external legal services 	<p>Report Due: Jan. 22/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	City of Toronto – Legal Services
P77/04	<p>Potential for Federal Funds</p> <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 	<p>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.</p>	Chief of Police, report through the Board Budget Task Force
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

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
C99/04	<p>Attendance at Public Events - Political</p> <ul style="list-style-type: none"> 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:.....outstanding</p>	<p>Chair, Police Services Board</p>
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>	<p>Chief of Police</p>
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:.....outstanding</p>	<p>City of Toronto – Legal Services Division</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P134/04 C162/04	Professional Standards – Statistical Analysis of Allegations <ul style="list-style-type: none"> • <u>Issue:</u> provide a report, updated monthly, including a statistical analysis of all allegations of misconduct against members, include open cases, closed cases, cases opened and closed since last reported, and identify the unit conducting the investigation • identify any trends noted by the Service • prepare for public consideration 	Report Due: Each Month Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P278/04	Pedestrian Safety – Use of Radar <ul style="list-style-type: none"> • <u>Issue:</u> criteria that is used to determine where radar sets will be deployed 	Report Due: Dec. 16/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P279/04	Destruction of Fingerprints & Photographs <ul style="list-style-type: none"> • <u>Issue:</u> review concerns raised by the IPC Commissioner and deputant regarding the proposed policy and provide revised report to the Board 	Report Due: Dec. 16/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P279/04	Destruction of Fingerprints & Photographs <ul style="list-style-type: none"> • <u>Issue:</u> review issues related to the levying of a new fee 	Report Due: Dec. 16/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	City of Toronto – Legal Services Division
P280/04	“CALEA” <ul style="list-style-type: none"> • <u>Issue:</u> review impact to the 2005 operating budget and future operating budgets, including estimates of potential soft dollar costs • also include the differences between the Adequacy Standards Regulation and CALEA standards of excellence 	Report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P284/04	<p>Municipal Freedom of Information</p> <ul style="list-style-type: none"> Issue: develop a workplan to achieve a much higher rate of compliance for the balance of 2004 and a minimum 80% compliance rate in 2005 Include total number of MFIPPA requests that are currently overdue divided into categories of 30, 60, or 90 days, or longer 	<p>Report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding</p>	<p>Chief of Police</p>
P284/04	<p>Municipal Freedom of Information</p> <ul style="list-style-type: none"> Issue: feasibility of assuming the legislated authority for MFIPPA and include all budget implications 	<p>Report Due: Dec. 16/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	<p>Chair, Police Services Board</p>
P285/04	<p>Employment Equity Plan</p> <ul style="list-style-type: none"> Issue: in consultation with the Chief, review the inventory of TPS employment equity policies, procedures and programs 	<p>Report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:</p>	<p>Chair, Police Services Board</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P326/04	Police Charitable Foundation <ul style="list-style-type: none"> • <u>Issue:</u> provide an update on the status of the Police Charitable Foundation 	Report Due: Dec. 16/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P212/04	Downloading from Fed. & Prov. Govt. <ul style="list-style-type: none"> • <u>Issue:</u> number of responsibilities that have been downloaded from the prov. & fed. gov't. and the impact those have had upon the TPS, including financial equivalent 	Report Due: during 2005 operating budget Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P343/04	Increasing Foot and Bicycles Patrols <ul style="list-style-type: none"> • <u>Issue:</u> 	Report Due: Jan. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P354/04	A Police Officer's Duty To Report <ul style="list-style-type: none"> • <u>Issue:</u> review the two recommendations contained in <i>Report: Alleged Communication Between Police Services Board Member and Member of the Police Service</i> and develop appropriate guidelines and procedures 	Report Due: Jan. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	City of Toronto – Legal Services Division

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: Jan. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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: Jan. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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: Jan. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police
P284/04	<p>Municipal Freedom of Information</p> <ul style="list-style-type: none"> • <u>Issues:</u> identify the Service's MFIPPA compliance rate 	<p>Report Due: Feb. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	Special Fund <ul style="list-style-type: none"> • <u>Issues:</u> unaudited quarterly reports on the status of the Board's special fund. 	Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Semi-Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P199/96 P233/00 #255/00 P463/00 P440/00 P255/00 P26/01 P27/01 P54/01	Professional Standards <ul style="list-style-type: none"> • Issue: 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. 	Next report Due: Nov. 18/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:.....outstanding	Chief of Police

Semi-Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	<p>Professional Standards – cont'd</p> <ul style="list-style-type: none"> • note: annual report now to include the # of civil claims that occurred as a result of complaints (Min. No. 463/00 refers) • note: searches of persons statistics should also be included in annual report • revise format of report, based upon recommendation by Hicks Morley, so that tracking acquittals on or withdrawal of related criminal charges is possible include OPAC information on lethal and non-lethal weapons • include evaluations of M26 Advanced TASER & Bean Bag & Sock Round Kinetic Energy Impact Projectiles • this report should now include information on when the Service will be in full compliance with the Board's reporting requirements which is dependent upon implementation of PSIS (P551/00, P135/01, P158/01, P202/01, P178/02 & P341/02 refer) • identify and include an appropriate comparator or baseline, if possible, in future reports to better assess the complaints data (P209/03 refers) 		

Semi-Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P5/01	<p>Legal Indemnification</p> <ul style="list-style-type: none"> • <u>Issue</u>: 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: Feb. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	<p>Manager, Labour Relations</p>
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: Feb. 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	<p>Chief of Police</p>

	<ul style="list-style-type: none"> • also include the average # of sick days per officer • reports to be submitted in Feb. & Aug. 		
P342/02 P81/04	<p>“60/40” Staffing Model</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual public reports on the implementation of the “60/40” staffing model in police divisions • reports submitted in conjunction with the confidential reports in Feb. & Aug. • include how the divisional boundary changes will impact staffing divisions 	<p>Report Due: Feb. 2005</p> <p>Extension Reqs’d:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police
P132/03 P65/04	<p>TPS – Write Offs</p> <ul style="list-style-type: none"> • <u>Issue:</u> semi-annual report identifying all write-offs and the reasons for those write-offs • to be submitted in March & September 	<p>Report Due: March 2005</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
P156/00 P5/01 P157/03 P166/03	Environmental Scan & Statistics <ul style="list-style-type: none"> • <u>Issue:</u> report crime & traffic statistics annually as part of the annual Environmental Scan • full scan every 3 years: 2002, 2004, 2007, 2010 • update annually – every May • now submitted - in Sept. each year • compare property crime stats to socio-economic factors, if possible 	Next Full Scan Due: Sept. 2007 Next Update Report Due Sept. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P343/93 P344/97 P156/00 P5/01	Victim Services Program <ul style="list-style-type: none"> • <u>Issue:</u> be submitted in June each year 	Next Report Due: June 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P200/96 P89/99 P156/00 P5/01	Hate Crime Statistics <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 	Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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 2005</p> <p>Extension Reqs'd: Extension Granted: Revised Due Date: Status:</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</p> <p>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</p> <p>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</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	Chief of Police
P107/97 P27/01 P350/04	<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</p> <p>Extension Reqs'd: Oct. 21/04</p> <p>Extension Granted: Yes, Oct. 21/04</p> <p>Revised Due Date: Dec. 16/04</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</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
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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>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</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>Audited Reports</p> <ul style="list-style-type: none"> • <u>Issue:</u> audited financial statements of the Board's Special Fund and Trust Funds • to be submitted in June each year 	<p>Next Report Due: June 2005</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	<p>Chief of Police</p>
<p>P4/01 P27/01 P74/01 C59/04</p>	<p>Operating & Capital Budgets</p> <ul style="list-style-type: none"> • <u>Issue:</u> annual operating and capital budgets to be submitted for approval • Operating budget to include special activities • Policy & Finance Cttee requested that operating budget be submitted in alignment with business plan and include performance indicators • operating budget to include opportunities for the Board to request funding support from the provincial and federal governments and also at any time during the year as issues arise • 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 2005 operating Nov. 29/04</p> <p>Extension Reqs'd:</p> <p>Extension Granted:</p> <p>Revised Due Date:</p> <p>Status:</p>	<p>Chief of Police</p>

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
	Operating & Capital Budgets – cont'd <ul style="list-style-type: none"> feature category summaries be made available publicly when the Board first considers the operating budget request for the next year 		
	Human Resources Strategy <ul style="list-style-type: none"> <u>Issue:</u> annual strategy, coinciding with annual operating budget, to be submitted to the Board for approval 	Next Report Due: Nov. 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
	Police Services Board – Office Budget <ul style="list-style-type: none"> <u>Issue:</u> to review and approve the operating and capital estimates for the Board's operations 	Next Report Due: Nov. 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
	Parking Enforcement Unit Budget <ul style="list-style-type: none"> <u>Issue:</u> to review and approve the Parking Enforcement Unit annual operating budget 	Next Report Due: Nov. 29/04 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P160/99 P192/00 P83/02 P122/03	Race Relations Plan <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 	Next Report Due: March 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
City Council request	Parking Tag Issuance <ul style="list-style-type: none"> • <u>Issue</u>: annual parking tag issuance statistics 	Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P5/01	Organizational Chart <ul style="list-style-type: none"> • <u>Issue</u>: organizational charts on annual basis • to be submitted in February each year or at other times as required 	Next Report Due: Feb. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police
P524/00	Toronto Police Service Annual Report <ul style="list-style-type: none"> • <u>Issue</u>: an annual report to the Board report is required under the adequacy standards regulation • to be submitted in June each year • <u>Issue</u>: the Board is required to publish the Governance Plan, listing the Board's goals and accomplishments, as part of the Annual Report • Board to forward to Council through Policy & Finance Cttee. 	Next Report Due: June 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police Chair, Police Services Board
P177/02 P198/03	Service Performance Year-End Report <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 	Next Report Due: June 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chief of Police

Annual Reports

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
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
P284/04	<p>Municipal Freedom of Information & Protection of Privacy</p> <ul style="list-style-type: none"> <u>Issue:</u> provide the year-end statistical report so that the Board can forward it to the IPC 	<p>Next Report Due: March 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	Complaints – Board's Policy Directive <ul style="list-style-type: none"> • <u>Issue</u>: review policy Directive every two years • policy approved – Dec. 1999 	Report Due: Dec. 2005 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	Chair, Police Services Board

Required every 3 Years

Board Reference No's.	Issue - Pending Reports	Report Status	Recommendation Action Required
P254/00	Adequacy Standards Compliance <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 	Report Due: 2006 Extension Reqs'd: Extension Granted: Revised Due Date: Status:	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 NOVEMBER 18, 2004**

**#P365. 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 correspondence, dated October 15, 2004 and October 29, 2004, from The Hon. George Ferguson, Q.C., on the progress of the recommendations contained in the report *Review and Recommendations Concerning Various Aspects of Police Misconduct*. Copies of the correspondence are appended to this Minute for information.

The Board inquired about the status of the reports that will be submitted to the Board for consideration regarding policy matters arising from the recommendations contained in Justice Ferguson's report. Acting Chief Reesor advised that some initial reports will be submitted for the December meeting and that a timetable identifying the dates upon which the other policy-related reports will be submitted will also be provided to the Board at that time.

The Board received the foregoing.

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

NOV 15 9AM
TORONTO
POLICE SERVICES BOARD

Delivered by hand

October 15, 2004

Councillor Pam McConnell, Acting Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3

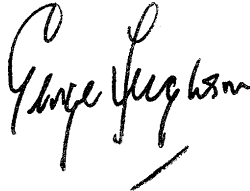
Dear Councillor McConnell:

I am pleased to inform you and members of the Board of the following points of interest in respect of the progress made since my last update:

- A recent meeting attended by members of the Toronto Police Service, the Toronto Police Services Board and the City of Toronto revealed that the 22 Division Sub-station is still the only viable location for the Professional Standards move. As such, efforts to effect the move have resumed.
 - Subject to some additional fine-tuning, the 'whistle-blower' procedure has been finalized. The document has been tentatively renamed the "Protected Disclosure" procedure.
 - The operational implementation of the new Covert Source Management Unit is expected to proceed in the near future. Training for members of the new Unit has been arranged and will be conducted prior to the Unit's operational implementation.
 - The Toronto Police Association Board of Directors was redefined this week following a recent election process. A formal position concerning the implementation of my recommendations will be presented by Counsel, on behalf of the newly redefined Board, in the near future.
 - The Recruiting Coalition Committee met on October 14, 2004. New members possessing strong, demonstrated leadership qualities within their communities were welcomed by the Committee. The Committee will continue to meet on a regular basis to discuss recruitment strategies and effective outreach initiatives.
-

Should you or any member of the Board have any questions or comments, I would invite you to contact me 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.

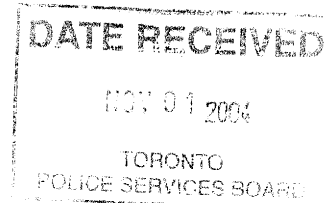
Yours truly,

A handwritten signature in black ink that reads "George Ferguson". The signature is written in a cursive style with a large initial "G" and a long, sweeping underline.

George Ferguson

Cc: Councillor Case Ootes, Member
Councillor John Filion, Member
The Honourable Mr. Hugh Locke, Member
Dr. Alok Mukherjee, Member

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



Delivered by hand

October 29, 2004

Councillor Pam McConnell, Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3

Dear Councillor McConnell:

I am would like to advise you of the following highlights respecting the implementation of my recommendations:

- The move of Professional Standards now has a target date of March 2005.
- With the assistance of Councillor Mark Grimes, work is progressing on the 22 Division store-front sub-station located on Lakeshore Boulevard.

Should you or any member of the Board have any questions or comments, I would invite you to contact me 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 Dr. Alok Mukherjee, Vice Chair
Councillor Case Ootes, Member
Councillor John Filion, Member
The Honourable Mr. Hugh Locke, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P366. REVIEW OF STAFFING LEVELS - LIFEGUARDS AT WOODBINE
 BEACH**

The Board was in receipt of correspondence, dated October 06, 2004, from Sandra Bussin, Councillor, Beaches-East York, City of Toronto, recommending a review of the number of lifeguards assigned to the Woodbine Beach. A copy of the correspondence is appended to this Minute for information.

The Board referred Councillor Bussin's correspondence to the Board's Budget Sub-committee for consideration.



SANDRA BUSSIN
Deputy Mayor



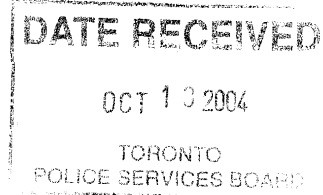
City Councillor
Ward 32
Beaches - East York
(South)

City Hall
100 Queen Street West
Suite B28
Toronto ON M5H 2N2
Tel: 416-392-1376
Fax: 416-392-7444
Email: sbussin@toronto.ca

David McCully
Executive Assistant

Trish Nember
Administrative Assistant

Harold Becker
Constituency Assistant
Email: hbecker@toronto.ca



October 6, 2004

Toronto Police Services Board
7th fl., 40 College Street
Toronto, Ontario
M5G 2J3

Re: Lifeguard Support - Woodbine Beach

Police Services Board Members:

I am requesting that the Board consider a review of staffing levels for lifeguards at Woodbine Beach, in Beaches-East York, Ward 32.

Woodbine Beach has become a very popular attraction for residents from all over the city. I am very concerned that staffing levels maybe inadequate to provide an appropriate level of surveillance.

The recent tragic death of 8 year old Isaiah Fraser-Butters, who never regained consciousness after being pulled from the lake at Woodbine Beach on August 6, has given rise to community concerns that staffing levels of lifeguard services at Woodbine Beach may be insufficient. Media reports indicate that Isaiah was under water for approximately 12 minutes before a lifeguard was aware of the child's need for help.

In addition, I would like a review of hours of operation and lifeguard staffing levels during the evenings in the peak summer period.

Sincerely yours,

Deputy Mayor Sandra Bussin
Councillor, Beaches-East York
Ward 32

* Please see attached clipping.

Boy's death mourned after beach accident

8-year-old spent 2 months in coma Visited lake on summer field trip

HENRY STANCU
STAFF REPORTER

A Scarborough family is making funeral arrangements after an 8-year-old boy died Sunday in hospital, where he spent the last two months in a coma.

Isaiah Fraser-Butters had been in critical condition at the Hospital for Sick Children after being pulled from Lake Ontario at Woodbine Beach on Aug. 6. He never regained consciousness while in hospital.

Friends and family gathered last night at the home of Avion Butters, a deeply religious woman who hoped and prayed for a miracle to save her son.

"It happened 4:30 (Sunday afternoon). I was there when he drew his last breath," his mother said. "I said to Isaiah: 'You just tell Jesus what you want. I will always love you.'"

The swimming accident occurred during a field trip to the beach while Isaiah was enrolled in a day camp run by Urban-



HENRY STANCU/TORONTO STAR

Isaiah Fraser-Butters, 8, left, died Sunday in hospital, where he was taken in August after becoming submerged in Lake Ontario. "It is a devastating loss," said his mother, Avion Butters, right.

Promise Toronto, a Christian ministry. While the group was swimming, a lifeguard noticed the boy struggling in the water and rowed out to the scene, about 50 metres from shore. Counsellors then realized one of the children was missing.

The lake was searched and Isaiah was rescued after about 12 minutes of being submerged in the 1.5-metre-deep water.

Isaiah had never taken swimming lessons, but his mother in-

sisted he knew how to swim. "It is a devastating loss, but I know he's in a better place and he's not hurting any more. He won't be in pain or prodded any more."

Butters said she has received support from many friends and relatives, and never lost hope her son might pull through.

"I wasn't really prepared for the worst," she said.

"I was praying and never lost hope."

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P367. TORONTO TRANSIT COMMISSION: RECORDS MANAGEMENT –
MANDATORY FIELD eCOPS DATABASE**

The Board was in receipt of the following report NOVEMBER 02, 2004 from Pam McConnell, Chair:

Subject: RECORDS MANAGEMENT - MANDATORY FIELD IN eCOPS DATABASE

Recommendation:

It is recommended that:

1. The Chief of Police contact the Chief General Manager of the Toronto Transit Commission to ensure satisfactory sharing of information;
2. A copy of this report be forwarded to the Toronto Transit Commission General Secretary.

Background:

Since 1987, through a Memorandum of Understanding the TTC and the Toronto Police Service (TPS) currently share information regarding police occurrences on TTC property. The information currently captured through the Corporate Information Services Unit, enables the TTC Special Constable Services (SCS) to analyze crime trends, prepare annual reports to the Board and TTC, identify problem areas and deploy special constables efficiently.

When the TPS converted to eCOPS, a mandatory field used to identify TTC occurrences was not included in the conversion. A discretionary field is available, but is not always completed by TPS. Consequently, I am in receipt of correspondence dated October 4, 2004, from Vincent Rodo, General Secretary of the Toronto Transit Commission, requesting that the Board reconsider the reintroduction of a mandatory TTC field within the eCOPS database, to identify all TTC related police reports.

I understand that further discussions have taken place between the TPS and the TTC to attempt to resolve this issue in a manner that is satisfactory to both parties. Therefore, I am recommending that the Chief of Police contact the TTC General Manager to bring these discussions to a successful conclusion.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P368. OBTAINING OFFICIAL MARK STATUS FOR THE EMPOWERED
STUDENT PARTNERSHIP PROGRAM AND ASSOCIATED LOGO**

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

Subject: OBTAINING OFFICIAL MARK STATUS FOR THE EMPOWERED
STUDENT PARTNERSHIP PROGRAM (ESP) AND ASSOCIATED LOGO

Recommendation:

It is recommended that:

- (1) the Board approve the application to the Registrar of Trade Marks to obtain official mark status for the name "Empowered Student Partnership Program" (ESP) and the associated program logo; and,
- (2) the Board grant authority to the Chair to sign the application to the Registrar of Trade Marks on behalf of the Toronto Police Services Board.

Background :

The Empowered Student Partnership Program (ESP) is a high school safety program that was designed and developed by the Youth Services Section of the Community Programs Unit, in answer to the Toronto Police Service Priorities 2001 and the recommendations of the Toronto Police Service Corporate Youth Initiatives for the year 2001/2002.

Toronto Police Service Priorities

In 2001 Toronto Police Service Priorities addressed the issues of youth violence and the victimization of youth. It became one of the main areas in which the Service focussed its resources and activities in its "efforts to maintain and improve the quality of life and level of safety in the City." In conjunction with the priority, a number of strategies were developed to address the problems of violence committed by and upon youth, and the safety of those most vulnerable to victimization, including children and youth.

Recognizing that young people often fail to report crime due to fear of retribution, the Service developed the following strategy:

In partnership with the school boards, work to encourage reporting by students of crimes occurring on school premises, particularly violent crimes.

The Toronto Police Service Corporate Youth Initiatives for the year 2001/2002

The number one recommendation of the Toronto Police Corporate Youth Initiative Report for the year 2001/2002 was that, in collaboration with established community partners, the Toronto Police Service commit to the development and maintenance of a package of programs and actions that address all aspects of youth crime.

High School Safety and Violence Reduction Initiative

One of the program proposals recommended by the Toronto Police Corporate Youth Initiatives Report for the year 2001/2002 was for the establishment of a High School Safety and Violence Reduction Initiative developed by the police in partnership with Toronto's four publicly funded school boards. The proposal called for all stakeholders to actively participate in an outreach program that focussed on school safety and that could be implemented in all high schools.

The four essential requirements of the program are:

- 1) It be endorsed by the school boards,
- 2) Police officers participate at the divisional level, with their high schools operating in the program,
- 3) Students lead in the development of each school's program,
- 4) Safety issues and content contained in police initiatives be featured in this program.

The Development and Implementation of the ESP Program

Early in 2002, the Toronto Police Service Youth Crime Co-ordinator developed a high school safety and violence reduction program called Empowered Student Partnerships (ESP) with assistance from the Youth Services Section of the Community Policing Support Unit. The Program empowers students to take the necessary actions to deal with identified problems specific to their school or community.

The principals of schools interested in the program are provided with an ESP Manual and asked to select a staff member to act as the school's ESP Staff Advisor. The Staff Advisor is asked to select a group of students to form the school's ESP Committee. The ESP Committee's first task is to administer a school-wide safety survey. The survey is designed to identify problems specific to the school. Once a problem has been identified, it becomes the focus of a year long safety project in the school. The administration of the ESP Program is overseen by the ESP Steering Committee, made up of representatives from Toronto's four publicly funded school boards, the City of Toronto, the Canadian Safe School Network, ProAction, corporate sponsors and Toronto Police. The committee is chaired by representatives from the Toronto Police Service.

The day to day operation of the ESP Program is co-ordinated by the Youth Services Section of the Community Programs Unit at police headquarters. The ESP Program was implemented as a city-wide, high school safety program, in September 2002. By the end of its second year of operation in June 2004, there were 90 schools registered in the program, reaching over 100,000 students in the City of Toronto.

The Continued Growth of the ESP Program

The Empowered Student Partnership Program is the largest safety program of its kind in Canada. Several inquiries have been made to the ESP Steering Committee exploring the possibility of establishing the ESP Program in jurisdictions other than Toronto. As the program gains popularity, and continues to grow, it is important that its name and logo be protected.

Once official mark status for the program name and logo have been obtained, criteria will be developed in co-operation with Legal Services and Toronto City Legal to govern the use of the program name and logo by other jurisdictions, which may request its use. The purpose for the criteria will be to protect the Board, the Toronto Police Service and other participating partners against potential legal ramifications from use of the program name or logo by another jurisdiction.

The logo associated with the ESP Program represents a very significant component of the program. The logo is used to actively promote the program in schools and provides an easily recognizable identity for the program. The responsibility for administering the use of the ESP logo will rest with the Office of the Chief of Police through the Youth Services Section of Community Programs and the other members of the ESP Executive Committee.

The legal significance of an official mark is that, pursuant to the federal Trade-marks Act, any mark that resembles, or is likely to be mistaken for, an official mark of the Board cannot be used in connection with a business as a trade-mark or otherwise, unless the consent of the Board has first been obtained.

The Program's logo was developed pursuant to a contest. Recognizing the importance of having a logo attached to the new program, and in keeping with the ESP mandate, that it be designed by a student, the Steering Committee initiated a competition to design an ESP Logo. The competition was open to all students attending schools registered in the ESP Program. A list of criteria to follow in designing the logo was sent to the Staff Advisor of each participating school, for distribution to interested students. The completed designs were submitted to the TPS Youth Crime Co-ordinator. A panel of judges made up of students, teachers and police officers, selected the winner. The student winner was recognized with a prize at the ESP Showcase in May of 2003.

A copy of the logo is attached as Appendix "A" to this report. The successful contestant has relinquished any rights he may have in the logo to the Board. Similarly, the other participants in the ESP Committee have also relinquished any rights they may have in the logo in favour of the Board and support seeking official mark protection for both the logo and the name of the

Program. A copy of the waiver, signed by the successful contestant is attached as Appendix “B” to this report.

The submission of the applications to the Registrar of Trade Marks will be made by the Youth Services Section of Community Programs on behalf of the Toronto Police Services Board and the other members of the ESP Executive Committee. The formal registration of the ESP Program logo will help to ensure that the integrity of the ESP Program is maintained and the credibility of the participating partners is protected.

This report was reviewed by Mr. Karl Druckman of Toronto City Legal who concurs with its legal content.

It is therefore recommended that the Board approve the submission of application to the Registrar of Trade Marks to register the name “Empowered Student Partnership Program” (ESP) and the associated program logo as official marks of the Toronto Police Services Board and that the application be signed by the Chair on behalf of the Toronto Police Services Board. The fee for each application is \$500.00. The costs of registering the name and logo will be borne by the Community Programs Unit.

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

The Board approved the foregoing.

The ESP Logo



**TRANSFER OF PROPERTY RIGHTS,
ASSIGNMENT OF COPYRIGHT
AND
WAIVER OF MORAL RIGHTS**

In consideration of the acceptance by the Toronto Police Services Board (the "Board") of my design for a logo for the Empowered Students Partnership Program, and the payment of the sum of Two Dollars (\$2.00), the receipt and sufficiency of which consideration is hereby acknowledged, I, Viktor Zambo, do hereby transfer and assign, unconditionally and irrevocably, the logo and its design, a copy of which is attached as Schedule "A" to this transfer (the "Logo"), to the Board and its successors and assigns, including any and all copyright and other intellectual or other property rights, that I may have now or in the future, with respect to such Logo.

I represent, warrant and covenant to the Board, and acknowledge that the Board is relying thereon, that I own all copyright in the Logo and no other person shall own any copyright therein. I agree to sign all documents to give effect to such transfer and assignment of all of my right, title and interest in the Logo, including without limitation, all copyright in the Logo. I agree that the Board and any of its officers, employees, agents and representatives, may use the Logo for any purposes any of them consider necessary or appropriate.

I waive, unconditionally and irrevocably, in whole and in part any and all moral rights in the Logo, whether under the *Copyright Act* or at common law, in favour of the Board and anyone claiming rights of any such nature from or through the Board. I further represent, warrant and covenant that anybody who may have worked on the Logo in any way, has waived or shall waive any and all moral rights arising under the *Copyright Act* or at common law in the Logo, as against all parties, including myself and the Board and anyone claiming rights of any such nature from or through the Board.

This Transfer, Assignment and Waiver binds my estate and its representatives.

By signing this document, I acknowledge having read, understood and agreed to it.

Dated at the City of Toronto, this 9th day of FEBRUARY 2004.

SIGNED SEALED AND DELIVERED
IN THE PRESENCE OF:

Witness: Neil D. Bellafant

VICTOR ZAMBO
A S ANDREWS BLVD
TORONTO, ON
Print Name and Address

V. Zambo
Signature

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P369. PARKING ENFORCEMENT ON PRIVATE PROPERTY – MUNICIPAL
DELIVERY MODEL**

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

Subject: PARKING ENFORCEMENT ON PRIVATE PROPERTY – MUNICIPAL
DELIVERY MODEL

Recommendation:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board recommend to City Council that the Municipal Service Delivery Model not be implemented; and
- (3) the Board forward a copy of this report to the City of Toronto, Planning and Transportation Committee.

Background:

At its meeting of July 29, 2004 (Board Minute P221/04 refers), the Police Services Board approved the following motion:

“That, with regard to recommendation no. 2, the Board defer consideration of this recommendation pending a further report from Chief Fantino which provides a more comprehensive explanation of the municipal service delivery model that was considered by the Service; how it compares to the current service delivery; and which identifies, if any, the benefits or implications that would occur if the Service decided to implement a municipal service delivery model.”

Municipal Delivery Model

A review of the Parking Enforcement on Private Property issue considered all available alternatives to the Municipal Law Enforcement (MLE) Program. The Municipal Delivery Model was one option proposed. The Municipal Delivery Model would give only TPS Parking Enforcement Officers (PEO) the authority to enforce private property parking. The only benefit to such a system would be direct municipal control and monitoring of the system. Such a delivery system would require the disbanding of the MLE Program and the hiring of a large

number of additional PEOs. The City would then be obligated to provide the usual resources such as salary, equipment, vehicles and general administration. Any monetary benefits realized by the current MLE program would then be offset by the cost of a Municipal Delivery system, including the possibility that it may run at a deficit.

Current Municipal Law Enforcement Program

The MLE Program was created in 1990, and from its inception, has been administered by the Toronto Police Service (TPS), Parking Enforcement Unit (PEU).

Pursuant to the Toronto Municipal Code, Chapter 150, the PEU trains and certifies individuals as Municipal Law Enforcement Officers (MLEOs) - Parking Offences. These individuals are employed by private agencies that, by virtue of their MLEO Certification, are able to enter into contracts with property owners for the purpose of providing customized parking enforcement.

Agencies that employ MLEOs are paid by property owners for their services, while the revenues from Parking Infraction Notices are collected by the City.

The annual cost of administering the MLE program is estimated at approximately \$800,000. Conversely, tickets issued by MLEOs generate approximately 4.7 million (net) dollars. Currently there are 3,000 MLEOs, employed by 140 Agencies, operating on 16,000 sites.

The TPS and the City benefit from the MLE Program. Property Owners have clearly demonstrated the need for customized parking enforcement, by employing the participating privately owned MLE agencies. Should these privately owned MLE agencies and the program not exist, the TPS would have to divert considerable staffing resources toward dealing with a substantial increase in calls for parking enforcement service on private property.

The Municipal Delivery Model would require the TPS to assume sole responsibility of all private (property) parking complaints, including customized enforcement where it is currently provided by existing MLEO/Landlord contracts.

The current MLE Program has proven to be efficient and workable. Not only does the program satisfy the needs of the property owner; it also represents a substantial amount of revenue for the City, with minimal cost, while allowing the Police the ability to focus on on-street enforcement.

In addition, City Council, at its meeting of July 20, 21 and 22, 2004, passed a new By-law that prohibits the issuance of any document requesting a fee for parking, other than a City of Toronto Parking Infraction Notice under Part II of the *Provincial Offences Act*. Lawfully, this eliminates all other forms of enforcement, including the issuance of look-alike tickets and other demand notices.

It is recommended that the Board recommends to City Council that the Municipal Service Delivery Model not be implemented, and this report be forwarded to the City of Toronto Planning and Transportation Committee for its information.

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

Superintendent Gary Ellis, Parking Enforcement Unit, was in attendance and responded to questions by the Board about this report.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P370. TORONTO POLICE SERVICES BOARD MEETING SCHEDULE AND
CONFERENCE DATES - 2005**

The Board was in receipt of the following report OCTOBER 26, 2004 from Pam McConnell, Chair:

Subject: TORONTO POLICE SERVICES BOARD MEETING SCHEDULE AND
CONFERENCE DATES - 2005

Recommendation:

It is recommended that the Board approve the meeting schedule contained in the following report.

Background:

Traditionally, the Board establishes its annual schedule of meetings on days when they are least likely to conflict with the City of Toronto schedule of council, standing committees of council, community councils and other committee meetings. The proposed dates for Board meetings are selected on the basis of the city scheduling information available at the time the Board schedule is prepared; generally in the last quarter of the current year. Although the City of Toronto attempts to follow its schedule of meetings as much as possible, and amendments to the schedule are avoided, there are often circumstances throughout the year which result in changes to the city schedule which, in turn, require changes to the Board meeting dates.

After reviewing the preliminary information currently available for the 2005 City of Toronto schedule of meetings, I am proposing the following dates for the Board's 2005 meetings:

Thursday, January 13
Thursday, February 17
Thursday, March 10
Thursday, April 07
Thursday, May 12
Thursday, June 09
Thursday, July 14
Thursday, August 11
Thursday, September 08
Friday, October 14
Thursday, November 17
Thursday, December 15

Times and Locations of Board Meetings:

Given that the Board has recommended that the locations of its meetings alternate between Toronto Police Headquarters and Toronto City Hall, whenever possible, I am requesting Board staff to inquire about the availability of suitable facilities at Toronto City Hall, and am hopeful that the rotation will begin with the January meeting at Toronto City Hall. As it may be difficult for some people to follow the rotation of meetings, I will ensure that the Board's website contains up-to-the-minute information on the location of each meeting.

Regardless of the location of a Board meeting, it is anticipated that all in-camera meetings will commence at 10:00 AM followed by a public meeting at 1:30 PM.

Special Budget and Special Community Meetings:

It is anticipated that the Board will schedule at least two special meetings in the last quarter of 2005 for the purposes of reviewing preliminary reports, receiving presentations and hearing deputations on the 2006 operating budget submission and the preliminary 2006-2010 capital program submission. Each meeting will be scheduled at approximately 5:30 PM; a time which may be more convenient for members of the community to make deputations to the Board. The specific dates for these meetings cannot, unfortunately, be determined at this time as the City of Toronto will not release details or instructions on its 2006 budget reporting process until early in 2005.

In addition to the regularly scheduled meetings and the special meetings which will deal solely with budget issues, the Board will also reserve dates for the purposes of conducting two meetings at different locations around the city e.g. community council facilities, schools or community centres, to consult with the community in a meaningful way on specific policing issues. These two meeting dates will be selected later when the Board has had time to consider specific issues or when the need arises in response to an urgent local community concern. As I mentioned earlier, the Board's website will be the best source to access up-to-the minute information about the dates and locations of all Board meetings.

Key Conferences:

Representatives of the Toronto Police Services Board have traditionally attended three police board governance conferences that are held annually. The dates for those three conferences in 2005 are listed below:

Ontario Association of Police Services Boards' Annual Conference
Thunder Bay, Ontario
May 05 – 07, 2005

Canadian Association of Police Boards' Annual Conference
Ottawa, Ontario
August 17 – 20, 2005

Canadian Association of Civilian Oversight of Law Enforcement
Montreal, Quebec
October 03 – 05, 2005 (tentative dates)

Conclusion:

As part of the preparation for this report, every effort was made to avoid selecting dates for Board meetings that could subsequently conflict with a Board member's obligation to attend another meeting, event or commitment. This, however, does not eliminate the possibility that a meeting date may need to be changed based upon circumstances that arise during the year.

It would be helpful for the Board to note that, upon approval of the annual schedule of meetings, many Board, Service and City staff members rely upon those dates - and the agenda deadlines, scheduling decisions and public notices that follow as the direct result of those meeting dates - and that changes to the meeting schedule should be limited and, preferably, after careful consideration.

The Board approved the date proposed for the January 2005 meeting only at this time and recommended that the dates proposed for the remaining meetings in 2005 be considered at the December 2004 meeting after the Board members have had an opportunity to review their schedules for 2005.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P371. COMMUNITY POLICE LIAISON AND CONSULTATIVE
COMMITTEES – 2005 REQUEST FOR FUNDS AND REQUEST TO
CHANGE THE ANNUAL REPORTING DATE COMMUNITY POLICE
LIAISON AND CONSULTATIVE COMMITTEES – 2005 REQUEST FOR
FUNDS AND REQUEST TO CHANGE THE ANNUAL REPORTING
DATE**

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

Subject: CHANGE OF REPORTING DATE FOR THE ANNUAL REPORT ON
ACTIVITIES AND EXPENDITURES FOR COMMUNITY POLICE LIAISON
AND CONSULTATIVE COMMITTEES

Recommendation:

It is recommended that:

- (1) the Board change the requirement for receipt of the annual report concerning Community Police Liaison Committee (CPLC) and Consultative Committee activities and expenditures from the January Board meeting to the March Board meeting each year, AND
- (2) the request for annual funding from the Board Special Fund in the amount of \$1000 for each individual CPLC and Consultative Committee and the request for funding of the annual CPLC conference, be combined with the annual activity report.

Background:

At its meeting of July 17, 2003, the Board approved a motion (Board Minute P195/03 refers) as follows:

That, effective 2004, the schedule for reporting the activities by consultative and CPLC committees, including the request for annual funding, be revised from the current March due date to the January Board meeting each year, while the request for funds related to the annual CPLC conference continue to be submitted to the Board for its consideration at its March meeting.

The Board departed from the traditional reporting mechanism in asking for this report in January rather than March of each year.

In order for the requested report to receive the appropriate review and approvals and to reach the Board office in time for the January Board meeting, it would have to be prepared in November of the previous year. This circumstance does not permit the Service to include information pertaining to the last two months of the year. In fact, a second, supplementary Board report covering the months of November and December would have to be prepared in January and submitted for the March meeting.

In order to provide the Board with a clear and comprehensive picture of CPLC and Consultative Committee activity and expenditures for the preceding year, a single Board report covering the entire previous year should be prepared for the March Board meeting. This will ensure that the information provided to the Board regarding the CPLC and Consultative Committees is completely up to date and accurate. This activity report would be combined with the annual request for funding of \$1000 for each of the individual CPLC's and Consultative Committees.

Traditionally, an annual CPLC conference has been funded from the Board Special Fund, and the report requesting this funding has been prepared for the March Board meeting each year. It is my intent to combine the funding request for the annual CPLC conference with the annual report concerning CPLC and Consultative Committee activity and expenditures.

It is therefore recommended that the Board approve the change of the date for receipt of the annual report concerning CPLC and Consultative Committee activities and expenditures from its January meeting to the March meeting each year and that the report be combined with the annual request for funding of the individual committees and the request for funding of the annual CPLC Conference.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P372. NEW JOB DESCRIPTIONS – MANAGER, PROGRAM MANAGEMENT
OFFICE, AND MANAGER, ENTERPRISE ARCHITECTURE**

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

Subject: NEW JOB DESCRIPTIONS – MANAGER, PROGRAM MANAGEMENT
OFFICE (Z34005) AND MANAGER, ENTERPRISE ARCHITECTURE
(Z34006)

Recommendation:

It is recommended that: the Board approve the attached new job descriptions and job classifications for Manager, Program Management Office (Z34005), and Manager, Enterprise Architecture (Z34006), both within Information Technology Services (ITS).

Background:

Currently, ITS does not have and is not properly addressing the definition, implementation and the maintenance of an architectural plan that ties the business needs to the technology that is adaptable and responsive to rapidly changing business requirements. In addition, the Unit does not have and is not effectively addressing the management of the overall information technology project portfolio as it pertains to project interrelationships and interdependencies in terms of planning, prioritization, resource conflicts and risk assessments, in relation to delivery, cost and ultimate business value in a consistent and repeatable process.

As part of the first steps in implementing an Information Technology Governance (Board Minute #P321/04 refers), ITS must ensure that unit projects fit into the overall strategic plan of the Service. ITS must also ensure that the services provided by the unit are more timely and efficient. The Manager, Program Management Office, and Manager, Enterprise Architecture, will assist ITS in ensuring that there is consistency with the Service's direction and help in preventing a number of the identified problems within the eCOPS project (Board Minute #P329/04 refers) to ensure efficiency.

As a result, there is a need to create two new management positions, namely, Manager, Project Management Office (PMO) and Manager, Enterprise Architecture, to deal with these important corporate issues.

Manager, Program Management Office (Z34005)

Program management within a PMO is focused on the coordination of multiple related and unrelated projects, usually in support of a particular mission or business theme. Major concerns are with the planning and strategy of synchronized delivery of project results, resource sharing, issue and risk management, and budget control to achieve the best value for the organization. Program management is an essential tool for coordinating diverse, high value, and often scarce resources in an increasingly complex environment. Effective program management ensures business decisions are highly quantitative, balances risk and value of business ventures.

The role of the Manager is to manage the overall Information Technology project portfolio. The manager must manage project interrelationships and interdependencies in terms of planning, prioritization, resource conflicts and risk assessments, relative to delivery, cost and ultimate business value in a consistent and within a repeatable process. The Manager must work closely with the Manager, Enterprise Architecture, to manage the impact of all projects to the baseline technology architecture and be pro-active in mitigating future risk to technology.

The Program Manager will ensure that:

- System development methodology and project management best practices are in place in the development of each project;
- Assumptions, costs and benefits within each business case are validated and reported to justify the project throughout the project schedule;
- Changes in delivery strategies and implementation dates are made through a formalized change management process and the ITS Steering Committee;
- Formal communication and training plans are developed through project review meetings and identified within each plan;
- Appropriate resources are available or assigned to the project;
- Performance measurement indicators/standards are created and are available to evaluate both internal staff and external consultants for each project;
- Costs associated with system compatibility, business process changes, internal resources and internal training requirements are considered and captured in costs and benefits analysis and documented as part of the business case;
- Proper cost tracking mechanisms are being utilized to capture and monitor the project costs; and
- Consultants/contract resources are compensated on a time basis with specific deliverables and completion dates.

Manager, Enterprise Architecture (Z34006)

The role of the Manager, Enterprise Architecture, is to define, implement and maintain an architectural plan that ties the business needs to the technology that supports it and is adaptable and responsive to rapidly changing business requirements. A change in a business process cannot be managed in isolation as it may impact other processes in other parts of the organization. Unfortunately, the tendency is to look at and manage isolated projects or initiatives

without the realization of the enterprise wide impacts. The Enterprise Architect's role is to manage the impact of all projects to the baseline technology architecture and to be pro-active in mitigating future risk.

There are many other aspects to the role relative to setting technology standards, acknowledging industry trends and directions and building them into a holistic enterprise architecture process model. This process model looks at the information projects, the new application projects, the change projects and the technology projects of the organization. They are brought together with the industry trends and directions of the technology to understand the gaps. The gaps are identified and a plan is formulated and implemented to satisfy the current gaps in technology and also create flexibility for future business direction.

The Enterprise Architect will ensure that:

- Each project goes through a formal technical review to ensure that the underlying technologies are mature enough and compatible with the Service's IT structure;
- Costs associated with system compatibility, ITS process changes and internal resources are considered and captured in the costs and benefits analysis and documented as part of the business case;
- Assumptions, costs and benefits within each business case are validated and reported to justify the project throughout the project schedule;
- Formal communication and training plans of ITS staff are identified through technical review meetings and identified within each project plan and business case;
- Consultants/contract resources are compensated on a time basis with specific deliverables and completion dates;
- Performance measurement indicators/standards are created and are available to evaluate both internal staff and external consultants for each project; and
- Proper cost tracking mechanisms are being utilized to capture and monitor the project costs.

Both positions, the Manager, Program Management and the Manager, Enterprise Architecture, have been evaluated and determined to be a job class Z34 within the Civilian Senior Officers' salary scale. This job class carries a current salary range of \$104,500 to \$120,972 per annum effective July 1, 2004. These positions will be created within the Unit's existing establishment.

It is hereby recommended that the Board approve the attached job descriptions for the positions of Manager, Enterprise Architecture, and Manager, Program Management Office, within ITS.

Mr. Frank Chen, Chief Administrative Officer, Corporate Support Command, 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 Z34

JOB TITLE: Manager, Program Management Office **JOB NO.:** Z34
BRANCH: Corporate Support Command **SUPERSEDES:** New
UNIT: Information Technology Services **HOURS OF WORK:** 35 **SHIFTS:** 1
SECTION: **NO. OF INCUMBENTS IN THIS JOB:** 1
REPORTS TO: Director, Information Technology **DATE PREPARED:** 16 September 2004

SUMMARY OF FUNCTION: Responsible for the management of a Program Management Office (PMO). The PMO will initially focus on management of the overall IT project portfolio. It will report directly to the ITS Director. The prime focus of the PMO is to ensure that the various "Project Leaders" are doing the right things, in the correct way to ensure delivery of the business value (as opposed to just completing the work). It will provide a standard shared methodology for resource evaluation, project planning, project management, and project review and analysis. The office is responsible for managing project interrelationships and interdependencies in terms of planning, prioritization, resource conflicts, and risk assessments. The position will report to the Director of ITS and work closely with other business PMOs, Business project sponsors, IT managers, Project Leaders, and IT enterprise Technical Architect.

DIRECTION EXERCISED: The PMO is not a 'super project management' position, with all projects reporting directly to it. It does have authority (& responsibility) to provide direction and monitor compliance with PMO policies for all business PMO's Project Managers and Project Leaders.

MACHINES & EQUIPMENT USED:
Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment, that may be required.

- DUTIES AND RESPONSIBILITIES:**
1. Manage the IT portfolio of projects: portfolio planning, approval process, resource planning; participate in application architecture development and maintenance.
 2. Manage programs for business value, budget and schedule; aligning with business direction and successful implementation
 3. Support business sponsors in the development of business cases
 4. Establish project management processes, methodologies and tools, institutionalize their use; set and enforce standards for quality of delivery; not as the facilitator, coach advisor and custodian for effective of management practices
 5. Provide advice and training to project managers and team on project initiation, planning, execution, control, and closure
 6. Establish project health monitoring indicators; perform (consistent and repeatable) measurement and reporting of indicators
 7. Document project interdependencies and interrelationships; co-ordinate change management and issue management on same;
 8. Develop and maintain a time-phased IT resource matrix: negotiate / resolve resource conflicts with project leads

.../2

#108217

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 Z34

JOB TITLE:	Manager, Program Management Office	JOB NO.:	Z34
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Information Technology Services	HOURS OF WORK:	35 SHIFTS: 1
SECTION:		NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Director ITS	DATE PREPARED:	16 September 2004

DUTIES AND RESPONSIBILITIES: (con't)

9. Provide Corporate PMO reporting to it steering committee
10. Maintain industry awareness on best in practice PMOs, and portfolio management;
11. Ensure action plans are in place for project management certification of all project leader in ITS
12. Provide assistance in creating and maintaining a development program for individuals seeking project management certification within TPS
13. Provide a management framework for improving project performance through consistency of management approach and process knowledge
14. Provide adequate information to the IT governance process including project charters, budgets, schedules, assigned resources and interdependencies with other projects as well as collecting aggregating and acting as a clearing house of purchase orders/requisitions for project spending
15. Closely align with the enterprise architect to ensure that the technology that needs to be in place for the project portfolio is managed in a proactive manner

#108217

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 Z34

JOB TITLE: Manager, Enterprise Architecture	JOB NO.: Z34
BRANCH: Corporate Support Command	SUPERSEDES: New
UNIT: Information Technology Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Information Technology	DATE PREPARED: 22 January 2003

SUMMARY OF FUNCTION: Responsible for the development, implementation and maintenance of the Service's Information Technology enterprise architecture; establishes and brings an enterprise architecture perspective to all IS initiatives and devises implementation, migration and interface strategies to facilitate conformance to the Information Technology Architecture; accountable for providing project management and technical leadership expertise to project teams.

DIRECTION EXERCISED: Manages the activities of project teams, leaders, and other required support staff directly involved with and/or working on enterprise architecture projects.

MACHINES & EQUIPMENT USED:
Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment, that may be required.

DUTIES AND RESPONSIBILITIES:

1. Assesses TPS informational requirements, measures these against ITS's functional capabilities/potential vis a vis enterprise architecture and establishes and recommends the overall design criteria, specifications, and the technology strategy/blueprint necessary to meet both the current and future needs of the organization.
2. Establishes architectural policies/standards for selected technologies and manages and oversees multiple IS projects from an enterprise architecture perspective; manages and directs the evaluation of overall platform architecture to support required processes and information flow.
3. Identifies, evaluates and recommends the specific technology architecture necessary to support both the functional and non-functional requirements for a project, in close co-ordination with the technical and application teams; devises implementation, migration and interface strategies to facilitate conformance to the architecture.
4. Participates in the evaluation and recommendation of third party products; guides the overall technical solution for a project based upon the Information Technology Architecture; manages the implementation of appropriate architecture review processes to ensure continued up to date evolution of the IT Architecture.
5. Measures and assesses the impact of architecture changes on the business, application relationships, and information flow; researches current and emerging trends in technical infrastructure and recommends best practices.
6. Advises senior IT management and systems development on matter relating to computing and information technology strategies and enterprise architecture; evaluates all technical decisions to assure these result in coherent system designs that use the most effective methods tools and technologies.; provides technical leadership and mentoring to other staff.

.../2

dg:83497

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 Z34

JOB TITLE: Manager, Enterprise Architecture	JOB NO.: Z34
BRANCH: Corporate Support Command	SUPERSEDES: New
UNIT: Information Technology Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION:	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Director, Information Technology	DATE PREPARED: 22 January 2003

DUTIES AND RESPONSIBILITIES: (con't)

7. Identifies and maintains a technology lifecycle strategy that supports the Service's IT plan for new initiatives, minimizes costs (total cost of ownership), and optimizes technology sharing and re-use.
8. Investigates and conducts research into new technologies and tools using subscription services, trade press, Internet or other online services.
9. Provides consulting services to developers on matters related to technology architecture.

dg:83497

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 NOVEMBER 18, 2004**

#P373. CRIMINAL COURT – SPECIAL PAY UPDATE

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

Subject: CRIMINAL COURT – SPECIAL PAY UPDATE

Recommendation:

It is recommended that:

- (1) the Board receive the following report for information;
- (2) the Board forward a copy of this report to the Board's Budget Task Force.

Background:

During the 2004 review of the Toronto Police Service (TPS) operating budget by the City of Toronto Budget Committee the following issues were raised; the need for officers to attend criminal court, the percentage of officers testifying in court and the cost of court attendance.

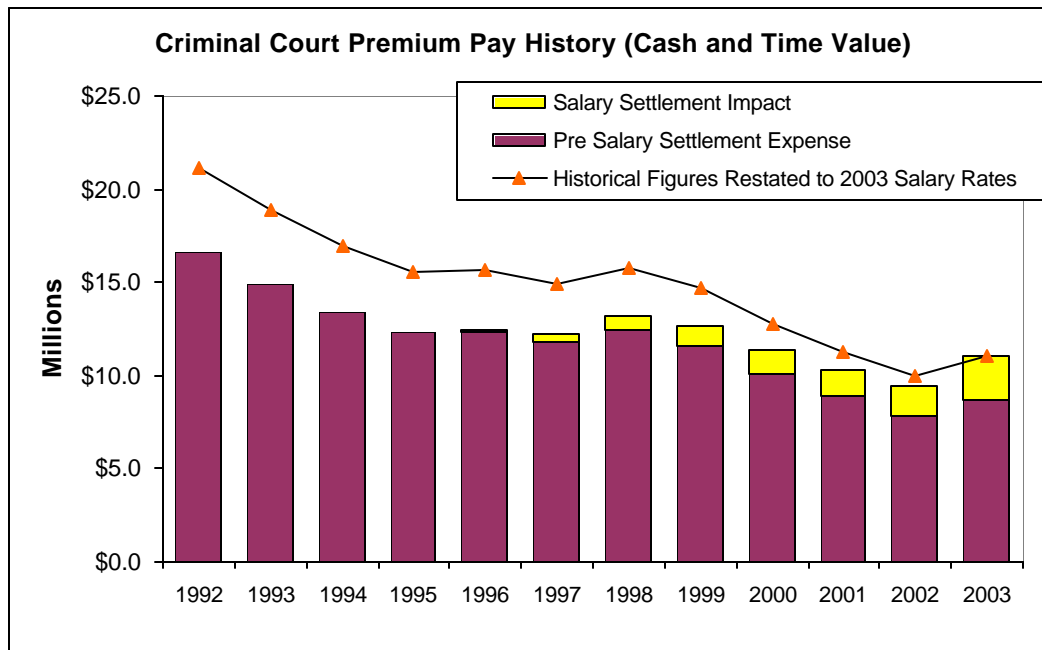
I directed that Deputy Chief S. Reesor, Policing Operations Command, and Acting Deputy Chief D. Dicks, Policing Support Command, strike a committee to review these issues. This resulted in the formation of a Criminal Court Working Group (CCWG). This group is comprised of a cross-section of Service members.

The CCWG collected and reviewed all reports and recommendations resulting from previous internal reviews and audits. Furthermore, the CCWG reviewed relevant City of Toronto audits. These documents highlight the ongoing commitment by the TPS to effectively manage the issue of criminal court attendance and special pay.

Financial History

As can be seen by the chart below, actual premium pay spending on criminal court attendance has decreased significantly over the past decade from a high of \$16.6 Million (M) in 1992 to \$11.0M in 2003 or \$8.7M if salary settlements are removed. Stated another way, if salary settlements are applied to the 1992 cost figure, the equivalent spending would have been \$21.1M.

This decrease in spending is mainly a result of on going initiatives to control premium pay costs outlined in this report.



Court Attendance Analysis:

In 2003, there were some 69,607 criminal matters brought before the courts. Of those, 52,205 (75%) were resolved without a trial date ever being set. No police witnesses attended court on these matters. These included guilty pleas or resolutions agreed upon by the Crown and defence counsel.

The remaining 17,401 or 25% of 2003 cases were disposed of on a trial date with police and civilian witnesses in attendance. Guilty pleas or Crown withdrawal occurred in 11,833 cases, with only 5,568 or 8% of 2003 cases involving a trial. If all cases were to proceed to trial, criminal court premium pay expenses could be expected to increase approximately fourfold for a total of \$44.0M.

Legislation and Policies Governing Court Attendance:

The *Police Service's Act* (PSA) outlines the duties of police officers, which includes the apprehending of criminals, the laying of charges, and participating in prosecutions.

The conduct section of the PSA, Ontario Regulation 123/98, describes misconduct as; any police officer who fails to report anything concerning a criminal or other charge, or fails to disclose any evidence for or against an accused or defendant.

Ontario Regulation 3/99 made under the PSA, entitled "Adequacy and Effectiveness of Police Services" mandates all chiefs of police to permit only trained and qualified investigators and supervisors to assign, investigate and monitor criminal cases. These personnel must meet provincial standards.

The rules of the TPS Board (City of Toronto By-law No 99) outline when officers must go to court and when they can be excused.

The Toronto Police Service procedures require mandatory actions at every level of case processing. This includes witness management and the use of affidavits when possible.

- *Pre trial*- the case preparation process has checks and balances at two levels of supervision to ensure witness costs are held to a minimum.
- *During the trial*- the unit commander of the investigating division is directed by procedure 20-05 to; attend court, ensure proper case preparation and presentation, and ensure detectives are not attending unnecessarily.
- *After the case is concluded*- an additional supervisory check is made to ensure only those authorized to go to court attended.

The Crown Attorney (Crown) assigned to the prosecution of a case is responsible for witness approval and the timely processing of the case through the courts. Before and during a trial the Crown obtains an agreement of facts with the defending counsel, thereby reducing the number of witnesses giving evidence. This reduces trial time and court costs for the province.

Additionally, any increase in arrests by the TPS directly impact the number of cases before the courts and the number of police witnesses required for court. Intelligence led policing and similar targeted police initiatives will continue to result in a positive effect on apprehension rates. Increased arrests and the resultant increase in court attendance will continue to place pressures on court costs.

Factors Impacting the Court System:

The arrest and prosecution of an accused is an evolving process, significantly impacted by a number of factors. These factors include:

- Legislation such the Canadian Charter of Rights and Freedoms;
- Case Law decisions such as KGB and Askov; and
- Disclosure decisions such as Stinchcombe.

Additionally, case complexity has resulted in increased demands on court time, these include;

- The impact of computerization on crimes such as fraud and child pornography;
- Scientific advances such as Deoxyribonucleic acid (DNA); and
- The implementation of the Major Case Management Model.

The TPS must prepare cases for court and provide witness availability based on the cumulative effect of all of the factors impacting the court system. The management of cases and witnesses must reflect the changing legislative, case law and scientific requirements set out by the courts.

The Toronto Police Service must constantly review legislation and other changes to the court process, ensuring TPS procedures, policies and training are appropriate to secure convictions. Supervisors and managers must be aware of the changing requirements of the courts and ensure case preparation and witness attendance is appropriate.

The factors impacting the court system will continue to directly impact TPS court attendance and the resulting court attendance costs.

Past Recommendations:

The TPS and the City of Toronto have conducted reviews of court attendance and premium pay costs, including the 1994 Courts Special Pay Audit, 2000 City Auditor's Review on Premium Pay and Overtime, and the TPS Chief's 90 Day Review, conducted in 2000. The various reviews have resulted in recommendations being developed. The majority of recommendations have been implemented, with a small number of recommendations still listed as ongoing.

The implementation of review and audit recommendations has resulted in significant opportunities for the TPS. One example is recommendation 14.005, from the 90 Day Review. This recommendation replaced the Detective position at each court location with a Detective Sergeant. The Detective Sergeant is responsible for co-ordinating the further vetting of witnesses in co-operation with the Crown Attorney. The Detective Sergeant not only assists the Crown Attorney in the vetting of witnesses, but also reduces the need for the officer-in-charge of a case to attend the Judicial Pre-Trial.

Initiatives:

As noted previously in this report, the TPS will continue to respond to changes in the court system and to recommendations resulting from reviews and audits. Additionally, the TPS is involved in a continual process of review and self-critique regarding the court system. TPS members and management are constantly seeking improvements to our court process. A recent example is the TPS pilot project regarding Department of Justice disclosure.

The disclosure pilot project, developed by TPS personnel, has identified quality control and efficiency gains. A significant component of the pilot is the introduction of a tracking system, that will;

1. Provide time lines for completion of *disclosure* tasks at each stage of the process;
2. Provide an accountability tool for management;
3. Allow for early intervention notification (e.g. pleas, diversion) saving case managers time in the preparation of further disclosure;
4. Provides accurate information on how the DOJ holds cases prior to approving disclosure;
5. Provide all TPS personnel with timely access to case status information; and
6. Provide timely and accurate information during discussions with DOJ staff.

Partnerships:

The TPS is involved in numerous partnerships, designed to improve quality and efficiency. An example is the TPS membership on the “Toronto Bail and Remand Court Best Practices Protocol Implementation Committee”. The mandate of the committee was to “implement, where practicable, the recommendations of the Justice Summit Bail and Remand Working Group Best Practices Protocol in the Toronto Region”. The focus of the group was to reduce delays and improve the efficiency of bail courts in Toronto.

The TPS is currently working with the Ministry of the Attorney General (MAG) regarding the October 2004 introduction of the “Vertical Case Management System”. MAG staff have met with TPS Unit Commanders and Detective Sergeants to discuss the initiative. The new system will direct the ownership of a specific case to an individual Crown Attorney. This will create a single point of contact for police case managers, and will have a positive impact on the criminal court process.

Conclusion:

The TPS will continue to adapt to the changing criminal court landscape, ensuring case preparation and attendance meet court and TPS standards. Additional controls and scheduling opportunities are being investigated and reviewed on an on-going basis.

Deputy Chief S. Reesor, Policing Operations Command, and Acting Deputy Chief D. Dicks, Policing Support Command, will be present to answer any questions.

The Board received the foregoing noting that actual premium pay spending on criminal court attendance had decreased approximately 50% compared to the costs incurred by the Service in 1992.

The Board also agreed to forward copies of this report to the Board’s Budget Subcommittee (rather than Board’s Budget Task Force) and the City of Toronto – Budget Advisory Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P374. TORONTO POLICE SERVICE - ENTERPRISE CASE AND
OCCURRENCE PROCESSING SYSTEM (“eCOPS”)**

The Board was in receipt of the following report OCTOBER 29, 2004 from Jeffrey Griffiths, Auditor General, City of Toronto:

Subject: ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM (ECOPS)
– TORONTO POLICE SERVICE

Purpose:

This report responds to the request of the Toronto Police Services Board at its meeting of September 23, 2004, related to a report dated September 21, 2004 from the Chief of Police, entitled “Update: Enterprise Case and Occurrence Processing System (eCOPS)”. The Toronto Police Services Board requested that the report from the Chief of Police 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.

Financial Implications and Impact Statement :

There are no financial implications resulting from the adoption of this report.

Recommendations:

It is recommended that this report be received for information.

Background :

A report, entitled “Update: Case and Processing System (eCOPS)”, dated September 21, 2004 (attached as Appendix A) was submitted by the Chief of Police to the September 23, 2004 meeting of the Toronto Police Services Board. This report identified a wide range of issues relating to the management of an information technology project called Enterprise Case and Occurrence Processing System (eCOPS).

The Chief of Police, in his report, identified the following issues:

- delays in the implementation of the project;
- significant cost overruns;
- concerns with the hiring of external consults; and
- concerns that previous audit recommendations had not been implemented.

The Toronto Police Services Board requested that the report from the Chief of Police 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.

By-law No. 457-2002, appointing the Auditor General, requires that an annual audit work plan be submitted to Council. The Auditor General has the ability to amend the work plan if additional projects of high priority are identified during the year. In this context, the addition of the Enterprise Case and Occurrence Processing System (eCOPS) project to the annual work plan has been evaluated in relation to those projects included in the original work plan. In view of the concerns identified by the Chief of Police, and the potential applicability of these recommendations to other projects at the City, it has been determined that a review of the Enterprise Case and Occurrence Processing System (eCOPS) should be a priority.

Comments:

The review of Enterprise Case and Occurrence Processing System (eCOPS) will include, but not be limited to, the following:

- the development of the original eCOPS budget;
- the justification of the decision to proceed with the in-house development of eCOPS;
- evaluation of the estimated savings projected by eCOPS;
- amounts expended on eCOPS, including projections to completion;
- proposed deliverables compared to actual deliverables;
- process for hiring and the evaluation of consultants;
- evaluation of deliverables by consultants;
- the extent to which audit recommendations relating to the reports of the City Auditor (now the Auditor General) have been implemented; and
- evaluation of changes implemented by the Toronto Police Service to ensure that issues identified have been addressed.

Other issues may be identified during the review and will be addressed, as appropriate.

Conclusions:

The Auditor General's annual work plan has been amended to reflect the inclusion of the review of the Enterprise Case and Occurrence Processing System (eCOPS), as requested by the Toronto Police Services Board. The report will be forwarded directly to the Toronto Police Services Board and then to the City's Audit Committee for information purposes.

The Board received the foregoing.

Enterprise Case and Occurrence Processing System (eCOPS) Report (September 21, 2004)

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
- <u>Software & Training</u>	<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
- <u>Internal Training Costs</u>	<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.

* * *

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 NOVEMBER 18, 2004**

**#P375. STATUS REPORT – LEASE RENEWAL FOR THE TORONTO POLICE
SERVICE – PARKING ENFORCEMENT WEST FACILITY**

The Board was in receipt of the following report OCTOBER 14, 2004 from Julian Fantino, Chief of Police:

Subject: STATUS REPORT - LEASE RENEWAL FOR TORONTO POLICE SERVICE
PARKING ENFORCEMENT WEST FACILITY.

Recommendation:

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

Background:

The Toronto Police Services Board at its meeting of July 29, 2004 (BM# P215/04 refers) adopted a motion requiring the Chief of Police to provide the Board with a status report into any time-limited agreement the Board has entered into a minimum of six months prior to the expiry of the agreement.

The Toronto Police Service (TPS) Parking Enforcement West facility lease expires on December 31, 2004. At the direction of TPS Facilities Management and the Parking Enforcement Unit the City of Toronto Real Estate Division was requested to, and has, researched the availability of City owned property and other privately owned rental facilities to meet the operational needs of the Parking Enforcement Unit.

These enquiries have resulted in the determination that no suitable City owned facilities are available. The research into privately owned facilities has determined that it would not be cost effective to relocate the operation given the prevailing rental rates and the associated construction costs.

Therefore, in September 2004 the Real Estate Division was directed to negotiate a renewal agreement with the current landlord at the best possible rental rate and under the best possible conditions. The TPS also directed that the term of the renewal be similar to the lease recently negotiated for the 1500 Don Mills Road facility (BM# P184/04 refers). This will enable the Board some flexibility pending the results of the Parking Enforcement Location Study currently underway. The Real Estate Division is currently negotiating the renewal and has been requested to conclude the process in time for presentation to the Board at its December 2004 meeting.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P376. CONSIDERATION OF CONFIDENTIAL REPORTS

The Board was in receipt of the following report NOVEMBER 03, 2004 from Albert Cohen, Director, Litigation, City of Toronto – Legal Services Division:

Subject: CONSIDERATION OF CONFIDENTIAL REPORTS

Recommendation:

It is recommended that this report be received for information.

Background:

At its meeting held on September 23, 2004, the Board raised a question regarding the differences between the treatment of confidential matters under section 35 of the *Police Services Act* (the “Act”) and the approach followed by the City of Toronto in respect to confidential matters (Minute No. C170/04 refers).

The Board requested that I report on those differences.

Discussion:

1. Statutory Provisions Applicable to the Board

As the Board is aware, subsection 35(3) of the Act requires that meetings and hearings conducted by the Board be open to the public subject to the exceptions set out in subsection 35(4).

Subsection 35(4) authorizes the Board to exclude the public from all or part of a meeting or hearing if the Board is of the opinion that:

- (a) matters involving public security may be disclosed and, having regard of the circumstances, the desirability of avoiding their disclosure in the public interest outweighs the desirability of adhering to the principle that proceedings be opened to the public; or
- (b) intimate financial or personal matters or other matters may be disclosed of such nature, having regard to the circumstances, that the desirability of avoiding the disclosure in the interest of any person affected or in the public interest outweighs the desirability of a hearing to the principle that proceedings be opened to the public.

2. Statutory Provisions Applicable to the City

The provisions governing the conduct of public and confidential meetings by the City are set out in section 239 of the *Municipal Act, 2001*.

Subsection 239(1) provides that except as otherwise set out in the section, all meetings shall be open to the public. Meetings include any regular, special, committee or other meeting of the Council or local board. However, for the purposes of the section, “local board” is defined to exclude police services boards.

Subsection 239(2) authorizes a meeting to be closed to the public the subject matter being considered is:

- (a) the security of the property of the municipality or local board;
- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

As well, subsection 239(3) authorizes a meeting to be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom Information and Protection of Privacy Act* provided that the council or board is the head of the institution for the purposes of that statute. As well, subject to certain specific exceptions, a meeting shall not be closed during the taking of a vote.

When comparing the two statutory regimes, it is apparent that subsection 35(4) of the Act is much broader than the provisions of the *Municipal Act, 2001*. The Board has a much broader discretion to hold a meeting in camera than City Council. This is because broad principles set out in subsection 35(4) of the Act afford the Board more leeway when compared to the specific, narrower exceptions to public meetings set out in the *Municipal Act, 2001*.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P377. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S
SPECIAL FUND: JULY – SEPTEMBER 2004**

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

Subject: TORONTO POLICE SERVICES BOARD'S SPECIAL FUND UNAUDITED
STATEMENT FOR THE PERIOD 2004 JULY 01 TO 2004 SEPTEMBER 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 July 01 to 2004 September 30.

As at 2004 September 30, the balance in the Special Fund was \$418,009. During the third quarter, the Special Fund recorded receipts of \$3,456 and disbursements of \$4,600. There has been a net reduction of \$17,117 against the December 31, 2003 fund balance of \$435,126.

During the third quarter of 2004, Financial Management reclassified a number of expenditures to their proper period, in order to more closely follow accepted accounting practices. The results do not change the overall results of the Special Fund for 2004. Rather, the accounting reclassifications merely alter the quarter in which the results are reported.

One of the major reclassifications occurred to the second quarter, whereby auction proceeds from the City of Toronto auction were deposited into the Special Fund bank account. In addition, "Evidence and Held monies" reported in the second quarter were reclassified to reflect their actual nature, that is, "Unclaimed monies". These monies were deposited to the Special Fund.

As reported in the third quarter, 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 (BM# P228 refers). The on-line auction process will be launched at the end of October. Revenues are anticipated for the end of November. 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 SPECIAL FUND
2004 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2004							2003 ACTUAL	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		
<i>BALANCE FORWARD</i>	435,126	435,126	435,126	413,148	419,153	418,009	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 third quarter. Certain numbers have been reclassified for accounting presentation purposes.
<u>REVENUE</u>									
PROCEEDS FROM AUCTIONS	200,000	50,000	0	19,655	0	0	19,655	172,183	The Service has just signed a contract with a new auction services provider. Second quarter results are from City of Toronto auction efforts. The final quarter of 2004 should produce auction revenues.
LESS OVERHEAD COST	(42,000)	(9,500)	0	(3,675)	0	0	(3,675)	(37,585)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
UNCLAIMED MONEY	0	55,000	14,392	22,010	4,047	0	40,449	0	Amounts reported earlier this year were incorrectly classified as Evidence monies. The return of funds to owners has resulted in decreases to the Special Fund deposits.
LESS RETURN OF UNCLAIMED MONEY	0	(5,000)	0	(325)	(1,638)	0	(1,963)	0	
EVIDENCE AND HELD MONEY	100,000	0	0	0	0	0	0	88,231	
INTEREST	12,000	10,000	2,649	1,899	1,076	0	5,624	11,092	Interest income is based on the average monthly bank balance.
LESS ACTIVITY FEE	(100)	(500)	(182)	(22)	(29)	0	(233)	(60)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	(48)	
SEIZED LIQUOR CONTAINERS	1,000	500	0	348	0	0	348	568	
OTHER	0	0	0	0	0	0	0	0	
<i>TOTAL REVENUE</i>	270,800	100,400	16,859	39,890	3,456	0	60,205	234,381	

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2004 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS

PARTICULARS	2004							2003 ACTUAL	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		
RECOGNITION OF CIVILIANS									
AWARDS	15,000	15,000	149	1,443	0	0	1,592	13,990	Recognition of civilian Service members and School Crossing Guards resulted in second quarter expenditures.
CATERING	5,000	10,000	0	8,139	0	0	8,139	2,135	
RECOGNITION OF BOARD MEMBERS									
AWARDS	200	200	0	0	0	0	0	0	
CATERING	2,000	2,000	1,737	0	0	0	1,737	0	A dinner in honour of former Board members was held once their terms were completed.
<i>CONFERENCES</i>									
BOARD									
COMMUNITY POLICE LIAISON COMMITTEES	5,000	6,000	0	6,000	0	0	6,000	0	
CANADIAN ASS'N OF POLICE SERVICES BOARDS	5,000	5,000	0	0	0	0	0	0	
OTHER	20,000	5,000	0	0	0	0	0	15,500	
DONATIONS									
IN MEMORIAM	1,000	1,000	0	0	0	0	0	500	
OTHER	500	1,200	300	200	100	0	600	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	

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND
2004 THIRD 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>TOTAL DISBURSEMENTS</i>	324,700	225,400	38,837	33,885	4,600	0	77,322	140,587	
<i>SPECIAL FUND BALANCE</i>	381,226	310,126	413,148	419,153	418,009	418,009	418,009	435,126	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P378. QUARTERLY REPORT: ENHANCED EMERGENCY MANAGEMENT:
JULY – SEPTEMBER 2004**

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

Subject: QUARTERLY REPORT: JULY – SEPTEMBER 2004,
ENHANCED EMERGENCY MANAGEMENT

Recommendation:

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

Background:

At its meeting of December 13, 2001 (Board Minute P356/01 refers), I was directed by the Board to report quarterly on the progress of Enhanced Emergency Management. This report is in response to that direction. The Board was last updated at the July 29, 2004 Board meeting (Board Minute P256/04 refers).

The Emergency Management unit is responsible for the emergency preparedness of the Toronto Police Service (TPS), and the Service's capability to mitigate, plan/prepare, respond and facilitate the recovery from all emergencies and disasters that may affect Toronto. The Emergency Management unit has been involved in the following activities since the last report.

Major Exercise:

The (TPS) Emergency Management Section has been involved in a number of operational activities during the third quarter of 2004. The Joint City of Toronto Chemical, Biological, Radiological and Nuclear (CBRN) team consisting of TPS, Toronto Fire Service (TFS) and Emergency Medical Services (EMS) continues to develop its response capability to emergencies. TPS Emergency Management, through the Joint CBRN Team, was involved in the planning for a major field training exercise (August 30 to September 3, 2004) at Canadian Forces Base Suffield, Alberta, which included live chemical and biological agents. The purpose of the exercise was to test and practice the operational response capability of the Joint CBRN Team, along with elements from EMS, and TFS. The exercise involved specific TPS personnel from Emergency Management, Forensic Identification Services and the Emergency Task Force. A total of twenty-eight personnel from TPS, EMS and TFS attended the training. TPS is one of the few police services who have practiced with live agents in CBRN training operations.

The Joint CBRN team continues to respond to calls for service, mostly involving white powder “suspicious package” incidents.

Other Emergency Exercises:

Emergency Management, in conjunction with the Toronto Office of Emergency Management (OEM), is preparing for another nuclear drill to be tentatively held at York University in August 2005.

In the fall of 2004, the Community Awareness Environment Response (CAER) groups in Toronto will be scheduling multiple exercises. The TPS Emergency Management Section is involved in the planning and preparation of these exercises. CAER is a private organization that consists of representatives from chemical companies. This organization assists with the development of emergency response protocols for chemical spills and other chemical hazards. The exercises allow TPS personnel, together with other agencies, to learn and practice emergency response to hazardous chemical spills. Three exercises are tentatively scheduled in October and November 2004.

Training:

The Toronto Transit Commission (TTC) has requested TPS support in enhancing communication between the two agencies on issues of terrorist threats and emergency preparedness. TPS has participated and supported the TTC in a number of training and preparedness initiatives, most recently, a TTC exercise in August involving a terrorist threat scenario. The Emergency Management Section will continue to provide advice and guidance to the TTC in the areas of emergency response and mitigation, with a specific focus on the threat of potential terrorist activities.

Heavy Urban Search and Rescue (HUSAR) is a Toronto Fire Service (TFS) led initiative with a TPS component. Joint HUSAR training with TFS is ongoing. Police Dog Services (PDS) and Public Safety Unit (PSU) form the TPS portion of the team.

The Joint CBRN team, consisting of TPS, TFS and EMS, continues to develop its response capability. Presently, the focus for the TPS component of the CBRN team is to train selected members to operate with upgraded Personal Protective Equipment (PPE). The TPS target groups include divisional Community Response (CR) and Public Safety Unit (PSU) officers. The purpose of training CR and PSU officers is to allow them to operate within a contaminated ‘warm zone’. An advanced level of CBRN training has been completed for ETF and FIS personnel, which enables them to operate in a ‘hot zone’ environment. The Federal Government has recently committed to providing financial support for the Joint CBRN team through the Joint Emergency Preparedness Program (JEPP), however, no new additional funding has been officially received.

Other Activities:

Emergency Management staff attended the 14th Annual World Disaster Conference held in Toronto in June. The conference provided the opportunity for members of the section to network with industry specialists throughout the world.

The Emergency Management Section continues to respond to numerous hazardous materials (HAZMAT) incidents that occur within the city. These incidents included natural gas leaks and small chemical spills.

The Province of Ontario is preparing to enact legislation for a standardized Incident Management System (IMS) used to facilitate command and control for emergency and disaster situations. TPS adopted IMS many years ago and is currently providing assistance to the Province with the development of a provincial IMS standard that will be rolled out across Ontario next year.

Renovations for the Police Command Centre (PCC) are progressing. Emergency Management, along with TPS Communication Services, Facilities Management and Information Technology Services, continue to develop space usage plans for the new PCC and adjacent Emergency Management offices.

The Mobile Command Vehicle (COMD1) was utilized in support of the annual Caribana event in late July. It was utilized within the forward command post area and facilitated command and control operations for public order. On August 10, 2004, Emergency Management dispatched the Mobile Command Vehicle and assisted in site command for a major factory fire in North Etobicoke. On August 25, 2004, Emergency Management was again dispatched to assist with site command for the Hostage taking incident at Union Station.

A contract for the new Mobile Command Vehicle (MCV) has been tendered. It will replace the current MCV (COMD1). The body and chassis have been ordered. Interior and technological specifications are now being developed. It is anticipated that the new MCV will be finished in early 2005. The existing MCV (COMD1) continues to be utilized, but frequently experiences down time due to various component failures.

The TPS continues to meet with members of the Joint Operations Steering Group, consisting of representatives from the TPS, TFS, EMS, City of Toronto Office of Emergency Management (OEM) and Toronto Public Health. Joint emergency planning continues with respect to CBRN, HUSAR, medical pandemic planning, and general joint emergency preparedness, including specific risk and hazard analysis for Toronto.

The Toronto Emergency Planning Committee convened a meeting in July at the Toronto Emergency Operations Centre. TPS Emergency Management attended and made a presentation with respect to operations and exercises. Mayor David Miller, who chairs the committee, reiterated his support and commitment for Enhanced Emergency Management activities.

Inspector Robert Genno has been transferred to the Public Safety Unit as the officer in charge of Emergency Management. Inspector Genno will oversee the implementation of the Special Operations Response Team (SORT).

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P379. TORONTO POLICE SERVICE – 2004 OPERATING BUDGET
VARIANCE AS AT AUGUST 31, 2004**

The Board was in receipt of the following report OCTOBER 14, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT AUGUST 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 Budget Advisory Committee (BAC) and Policy and Finance (P&F) Committee.

Background :

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

2004 Operating Budget Variance

As at August 31, 2004, a net surplus of \$0.5M is projected, which is \$0.5M more favourable than reported at the September Board meeting (Board Minute #P322/04 refers).

STAFFING

A favourable variance of \$0.2M is projected for staffing costs to year-end, which is \$0.2M more favourable than reported at the September Board meeting (Board Minute #P322/04 refers).

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	178	187	121
Full year	224	224	150

Based on experience to date, salaries are projected to be underspent by \$0.8M 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 was 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, other salary accounts are projecting a \$0.5M surplus by year-end.

Premium pay expenditures are estimated to be \$1.0M over budget, \$0.5M of which is recoverable from the City, from increased Provincial Offences Act (POA) revenues. 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). Improved attendance at court helps to avoid dismissal of cases, which in turn results in increased revenue. On an annualized basis, this initiative is expected to cost \$1.2M in premium pay to the Service (recoverable from the City), with an estimated \$1.9M increase in POA revenues for the City. 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.

The Service was able to avoid several major crimes, including attempted 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 overspent by \$0.1M, which is \$0.6M less favourable than reported at the September Board meeting (Board Minute #P322/04 refers).

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. Detailed reviews of the medical/dental accounts have resulted in a year-end projected shortfall of \$0.9M.

As part of its 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 as these services are eligible for partial reimbursement by Service employees.

NON SALARIES

Non salary accounts are projected to be under spent by \$0.4M, which is \$0.9M more favourable than reported at the September Board meeting (Board Minute #P322/04 refers).

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.

Gasoline prices have continued to fluctuate at high levels. An increase in gasoline prices was anticipated and had been budgeted for. However, the Service is now projecting that gas expenditures will exceed budget by \$0.1M by year-end.

The Service has experienced an increase in some revenue accounts. Due to the sustained nature of the increases, the Service is now in a position to project a favourable variance of \$1.0M in revenues. Of this favourable variance, \$0.5M relates to increased prisoner transportation recoveries and \$0.3M to the sale of clearance letters. The remaining \$0.2M is comprised of variances in various other accounts.

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.

COMMUNITY ACTION POLICING PROGRAM (CAP)

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 has now completed the CAP program and incurred expenses equal to \$0.5M. Based on Council’s approval of the program, the Service’s 2004 budget will be adjusted by the CAP expenditure. Therefore, there is no net impact. Details of the outcomes of the program will be provided to the Board in a separate report.

OMERS TYPE 3 RESERVE FUND

Also at its July meeting, Council adopted City Staff recommendations regarding the establishment of the Police OMERS Type 3 Reserve Fund, required to hold the portion of the OMERS Type 3 excess payable to the Toronto Police Association. Included in the recommendations was a request that “the Toronto Police Services Board report back to the Budget Advisory Committee on any adjustments necessary to the approved 2004 Capital and/or Operating budgets ... to accommodate a contribution to the new Police OMERS Type 3 Reserve Fund of the required \$3.6 million.” No adjustment is required to either the 2004 Operating or Capital budgets for this contribution.

SUMMARY

As at August 31, 2004, a favourable variance of \$0.5M is projected. The Service continues to monitor and control expenditures to maintain this favourable position and is committed to delivering an effective and efficient policing operation within the approved funding level.

The above variances can be summarized as follows:

	<u>Budget</u>	<u>Projection</u>	<u>Savings / (Shortfall)</u>
Staffing	\$528.3	\$528.1	\$0.2M
Benefits	\$106.8	\$106.9	(\$0.1)M
Non Salaries	<u>\$44.1</u>	<u>\$43.7</u>	<u>\$0.4M</u>
Total	<u>\$679.2</u>	<u>\$678.7</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 Chief Financial Officer & Treasurer and the City of Toronto – Budget Advisory and Policy & Finance Committees for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P380. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2004 OPERATING BUDGET VARIANCE AS AT AUGUST 31, 2004**

The Board was in receipt of the following report OCTOBER 14, 2004 from Julian Fantino, Chief of Police:

Subject: 2004 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE PARKING ENFORCEMENT UNIT AS AT AUGUST 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:

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 August 31, 2004, no overall variance is projected, which is the same as reported at the September Board meeting (Board Minute #P318/04 refers).

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 August 31, 2004 no variance is projected.

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 the Board may have.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P381. PROVINCIAL RESPONSE TO BOARD'S RECOMMENDATIONS TO
DEVELOP FUNDING PROGRAMS FOR JOINT FORCES
INVESTIGATIONS**

The Board was in receipt of correspondence, dated October 13, 2004, from The Hon. Monte Kwinter, Minister of Community Safety and Correctional Services, responding to the Board's earlier recommendations that funding programs be developed for joint forces investigations in an effort to reduce the amount of violent crime in the City of Toronto. A copy of the Minister's 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
1st 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
élec.: 416-325-6067



CU04-03438

OCT 13 2004

DATE RECEIVED

NOV 03 2004

TORONTO
POLICE SERVICES BOARD

Ms. Pam McConnell
Acting Chair
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3

Dear Ms. McConnell:

I am responding to Mr. Heisey's letter of September 4, 2004, regarding the Board's recommendation to implement a sustainable funding program for joint forces investigations into crimes involving guns, gangs, drugs, and street violence in the City of Toronto. I am pleased to respond.

The Government of Ontario is committed to community safety and supports the recommendation that your Board has put forward. It is a step in the right direction and by strengthening the communities in which we live, we are providing our people a quality of life that is second to none.

I appreciate the Toronto Police Service's efforts in addressing this specific issue of crime. It is clear that we need to work collaboratively in order to combat and reduce armed violence, street gangs, and illegal drugs.

As you know, Project Impact is an excellent example of a Joint Forces Operation, where the police and the Toronto community successfully worked together to solve and prevent crime. With support from this ministry, this project recently targeted street gangs in Malvern. Hundreds of officers from the Toronto Police Service, York, Durham and Peel Regional Police Services, Ontario Provincial Police, Royal Canadian Mounted Police, and Canada Customs arrested persons involved in gang-related activities. The project, considered the largest anti-gang sweep in Toronto Police history, issued 67 arrests with more than 500 gang and gun-related charges.

Furthermore, the ministry is participating in Mayor David Miller's Community Safety Panel. This panel addresses violence, placing a special focus on combating guns and gangs. The panel also includes representatives from the Ministry of the Attorney General, the Ministry of Children and Youth Services, and the Toronto Police Service. In June 2004, the Government of Ontario granted \$500,000 in funding to Toronto for its youth employment programs in the Malvern, Jane/Finch, and Jamestown areas. Mayor Miller designated these neighbourhoods "most at risk".

... /2

Ms. Pam McConnell
Page two

The Ontario government also takes a firm, but fair, approach with young persons who have broken the law. Community-based preventative and rehabilitation measures are an important element in any effort to address youth crime. The Ministry of Children and Youth Services was created to better serve the needs of children and youth and has responsibility for children's programs, including youth justice services for young people between the ages of 12 and 17.

I wish to take this opportunity to commend your Board, Chief Julian Fantino, and City of Toronto Councillor Michael Thompson for the detailed action plan aimed at reducing violent crime.

Once again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Monte Kwinter". The signature is fluid and cursive, with a large initial "M" and a long, sweeping underline.

Monte Kwinter
Minister

c: The Honourable Dr. Marie Bountrogianni
Minister of Children and Youth Services

The Honourable Michael J. Bryant
Attorney General

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

**#P382. FEDERAL RESPONSE TO BOARD'S RECOMMENDATIONS FOR
AMENDMENTS TO THE *CRIMINAL CODE* AND DEVELOPMENT OF
WITNESS PROGRAMS**

The Board was in receipt of correspondence, dated October 20, 2004, from The Hon. Irwin Cotler, Minister of Justice and Attorney General of Canada, responding to the Board's earlier recommendations for amendments to the *Criminal Code* and the development of witness programs in an effort to reduce the amount of violent crime in the City of Toronto. A copy of the Minister's correspondence is appended to this Minute for information.

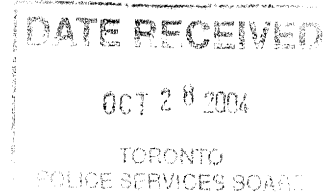
The Board received the foregoing.

Minister of Justice
and Attorney General of Canada



Ministre de la Justice
et procureur général du Canada

The Honourable / Honorable Irwin Cotler, P.C., O.C., M.P./c.p., d.éputé
Ottawa, Canada K1A 0H8



OCT 20 2004

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

Dear Mr. Heisey:

Thank you for your correspondence requesting that you, Councillor Thompson, and I meet to discuss some recommendations from the Toronto Police Services Board.

I regret that I had to decline your invitation for a meeting on the suggested dates, but allow me to assure you that I have taken under consideration the proposals outlined in Police Chief Fantino's Report on Guns, Gangs, and Drugs, which was brought to my attention earlier this year. You may recall that on May 20, 2004, the Government of Canada announced a package of initiatives aimed at improving the administration of the Canadian Firearms Program and at enhancing the capacity of law enforcement agencies to combat gun crime. I am enclosing, for your reference, a copy of the news release and backgrounder with respect to that announcement.

As for further strengthening some of the *Criminal Code* penalties with respect the use of firearms in the commission of crimes, I have committed to pursuing these issues. We will begin consultations this fall on proposed *Criminal Code* amendments, initially with provincial Attorneys General as noted in the attached News Release.

I have taken the liberty of forwarding a copy of your correspondence to my colleague the Honourable Anne McLellan, Minister of Public Safety and Emergency Preparedness, for her consideration, as many of the issues you raise, particularly those related to law enforcement and the Canadian Firearms Program, are matters that fall under her purview. Furthermore, motions 2 and 5 regarding funding for joint forces investigations and for witness protection programs also fall under Minister McLellan's responsibility.

Canada

Thank you again for writing and for bringing to my attention issues that are of interest to the Toronto Police Services Board.

Yours sincerely,

A handwritten signature in black ink that reads "Irwin Cotler". The signature is written in a cursive, flowing style.

Irwin Cotler

Enclosure

c.c.: The Honourable Anne McLellan, P.C., M.P.
Deputy Prime Minister and
Minister of Public Safety and Emergency Preparedness

News Release / Communiqué

GOVERNMENT OF CANADA CAPS COSTS OF REGISTRY AND IMPROVES GUN CRIME MEASURES

EDMONTON, May **20, 2004** – The Government of Canada today announced a comprehensive package of improvements aimed at controlling Canadian Firearms Program costs and enhancing the capacity of law enforcement agencies to combat gun crime.

Funding for the Firearms Registry component of the Program will be capped at \$25 million per year, starting next fiscal year. The Government of Canada proposes to establish a separate appropriation in law for the Registry starting fiscal year 2005/06 to allow Parliament to monitor and enforce this cap. The annual cost of the Firearms Registry itself is already down to \$33 million from a high of \$48 million in 2001/02.

The capacity of law enforcement agencies to combat gun crime and smuggling will be improved by expanding the use of new technologies for more effective crime scene investigation. Criminal intelligence capacity will be enhanced, and the RCMP's National Weapons Enforcement Support Team will receive ongoing funding in recognition of its support to police forces in communities across Canada and to international partners.

The Government will also propose key *Criminal Code* amendments to toughen the gun crime provisions. *Criminal Code* penalties to deter the possession of loaded handguns in public places will be strengthened. The Government will also increase the minimum penalties (currently one year) for weapons trafficking and possession for the purposes of trafficking. Provincial Attorneys General will be consulted on proposed *Criminal Code* amendments.

Recognizing that enhancements can be made to improve the Firearms Program for law-abiding citizens, the Government intends to:

- further streamline firearms licence renewal processes;
- eliminate fees for the registration and transfer of firearms; and
- continue to consult Aboriginal people about the delivery of the Firearms Program in their communities.

“The Government of Canada is committed to gun control as an important element of public safety,” said the Honourable Anne McLellan, Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness. “The cap on costs and the improvements reflect our commitment to ensuring the system is efficient and cost-effective.”

.../2

Canada

“We will enhance penalties for gun-related offences ■ such as weapons trafficking ■ and ensure that those who commit serious offenses with firearms can no longer possess them,” said the Honourable Irwin Cotler, Minister of Justice.

“One of the key objectives of this Government is to ensure that Canadians’ tax dollars are managed wisely,” said the Honourable Reg Alcock, President of the Treasury Board. “Capping the Registry’s funding strengthens our commitment to fiscal responsibility and the enhancement of sound management practices.”

The proposals reflect many of the comments made during a review of the Firearms Program conducted by the Honourable Albina Guarnieri, Associate Minister of National Defence and Minister of State (Civil Preparedness). The Minister consulted the provinces and territories and heard from more than 200 Canadians, including representatives of Canadian police, firearms owners, victims’ rights groups, businesses, public health officials and others.

The core policies of the Firearms Program, including universal licensing of owners and registration of firearms, will be retained to continue to build on the success of the program. More than 90 per cent of firearms owners in Canada have complied with licensing requirements, with almost 2 million licensed owners to date. To ensure that guns are kept out of the hands of those who should not have them, more than 12,000 licenses have been revoked or refused.

The Firearms Information System is a successful police investigative tool. Police make more than 13,000 queries each week. Over 3 million queries have been made in total since the Program was first implemented in December 1998. About 6,000 firearms have been traced in gun-crime and firearm-trafficking cases within Canada and internationally. More than 900 affidavits are produced each year by the Canada Firearms Centre to support prosecutions of gun-related crimes across the country.

For more information, see the attached Backgrounder.

For further information:

Farah Mohamed, Director, Communications
Office of the Deputy Prime Minister and
Minister of Public Safety and Emergency
Preparedness
(6 13) 952-4902

Denise Rudnicki
Director of Communications
Office of the Minister of Justice
(613) 992-4621

Lise Jolicoeur
Press Attache
Minister Alcock’s Office
(6 13) 957-2666

Canada Firearms Centre
Media Enquiries
(613) 941-5371

Backgrounder/Précis d'information

CANADIAN FIREARMS PROGRAM

Gun control remains an important element of public safety. The Canadian Firearms Program is making a major contribution to gun control and the improvements announced today will build on past successes.

More than 90 per cent of firearms owners in Canada have complied with licensing requirements. There are an estimated 7.9 million firearms in Canada, 7 million of which are registered with the Canada Firearms Centre. There are almost 2 million licensed owners to date. More than 12,000 licences have been revoked or refused because of public safety concerns.

The "Firearms Registry" is that part of the Canadian Firearms Program responsible for the registration of firearms, including registration when a firearm is transferred to a new owner and registration upon import or manufacture. Police make more than 13,000 queries to the Firearms Information System each week -- over 3 million queries have been made in total since the Program was first implemented in December 1998. About 6,000 firearms have been traced in gun-crime and firearm-trafficking cases within Canada and internationally. More than 900 affidavits are produced each year by the Canada Firearms Centre to support prosecutions of gun-related crimes across the country.

The Government of Canada recognizes that more must be done to the Canadian Firearms Program to make it even more responsive to the needs of Canadians. Law enforcement can also benefit from targeted enhancements. Action is being taken in two key areas:

controlling program costs; and

getting tough on gun crime while ensuring respect for law-abiding citizens.

I. Controlling and Containing: Costs

The costs of firearms control continue to decline at two levels: the Firearms Registry component and the overall Canadian Firearms Program.

The Firearms Registry

Firearms Registry costs have been brought under control. Annual costs for this part of the Program are now down to \$33M from a high of \$48M in 2001/02.

.../2

Canada

To ensure the commitment to reduce the cost of the Firearms Registry is met, the Government of Canada has announced a funding cap of \$25 million per year on the costs of firearms registration, starting next fiscal year. The Government of Canada proposes to establish a separate appropriation for the Registry in law starting in fiscal year 2005/06 to allow Parliament to monitor and enforce this cap.

Measures taken recently to bring registration costs down, while improving service to Canadians have included:

- enhanced telephone answering services to reduce wait times;
- simplified registration forms;
- a change from more expensive plastic registration certificates, to paper certificates; and
- Internet registration, including new forms, application status enquiries, and on-line firearm transfers.

The Canadian Firearms Program

The Canada Firearms Centre, working with federal and provincial partners, oversees the following functions:

- the **licensing of all firearm** owners and businesses, to ensure that only those persons who do not pose a public safety risk can own or sell firearms or ammunition;
- continuous **screening of firearm licence holders** to address any possible public safety risks;
- the **registration of all firearms**, to reinforce owner accountability and responsibility, and provide police with important information to help prevent injuries and investigate firearm-related crimes;
- the **national Canadian Firearms Safety Course**, required for all new licence applicants;
- regular **inspections of firearm businesses and shooting ranges**, to ensure inventory controls and safety;
- **import and export controls**, to help track and manage the cross-border movement of firearms; and
- **public education** regarding safe storage, use and transport of firearms.

Costs for the Canada Firearms Centre for 2003/04 were \$103 million in comparison to \$200 million in 2000/01. Costs will decline a further \$18 million in 2005/06 and beyond.

.../3

Canada

11. Tough on Gun Crime

Crime and the use of guns to commit crime is a serious issue which the Government of Canada is committed to addressing. Gun control remains an important component of public safety, but it must be carried out in a fair, efficient and cost-effective manner.

Support to police to fight gun crime and smuggling

The Government will enhance support to law enforcement agencies by:

- expanding the use of new technology for more effective crime scene investigation by establishing a Canadian Integrated Ballistic Identification Network (CIBIN). This will include three new ballistic information systems to be located in Halifax, Regina and Vancouver to complement existing systems in Montreal, Ottawa and Toronto. Intelligence derived from ballistics evidence enhances police efforts to investigate crimes involving firearms;
- providing ongoing funding to the National Weapons Enforcement Support Team (NWEST). NWEST provides investigative support to front-line police agencies in gathering evidence to assist them in successfully prosecuting persons involved in the illegal movement and criminal use of firearms. This includes firearms identification, trace referrals, law enforcement training sessions and expert witness services. NWEST also maintains a network of firearms specialists from federal, provincial and municipal police forces strategically located across Canada; and
- enhancing criminal intelligence capacity of the RCMP, the Criminal Intelligence Service of Canada, and the Canada Border Services Agency to gather and share intelligence, and augment their firearms tracing capacity.

Tougher measures for crimes involving guns

The Government will establish tougher measures when firearms are used in committing a crime by:

- strengthening certain *Criminal Code* penalties to deter the possession of loaded handguns in public places (with an increase in the current minimum penalty of one year);
- increasing the minimum penalty for weapons trafficking and possession for the purpose of trafficking (currently one year);
- providing that judges must give specific consideration to domestic violence in deciding whether to order a prohibition for the possession of firearms;
- expanding the application of lifetime prohibitions for the possession of all classes of firearms following conviction for specific serious offences;

.../4

Canada

- providing that the use of a firearm in the commission of an offence be included in the grounds justifying detention of an accused; and
- providing that parole will not normally be available until half the sentence is served, following conviction for specific serious offences committed with a firearm.

The Government of Canada will consult with provincial Attorneys General on proposed *Criminal Code* amendments.

Ensuring respect for law-abiding citizens

The ownership and use of firearms is an essential part of the Canadian economy and the culture of many communities across Canada. Firearms are used for a variety of purposes such as hunting, trapping, and sport shooting. The Government is committed to effective gun control. Licensing of firearm owners and registration of all firearms are core elements of the public safety agenda.

The recent Ministerial review, and previous consultations conducted in the fall of 2003 by the Canada Firearms Centre (CAFC), highlighted the following proposals as effective measures to streamline compliance requirements, improve service to firearm owners and address some of their longstanding concerns by:

- eliminating fees for registration and transfer of firearms to reduce costs to individual gun owners, eliminating other minor fees (related to authorizations to import), reducing fees for non-resident declarations, encouraging continued compliance in support of public safety, and supporting firearm businesses;
- expanding the Program Advisory Committee to create a Firearms Working Group to provide ongoing advice on service delivery and technical policy of the Firearms Program. The Working Group will be composed of a variety of individuals and Program clients with wide expertise in the area of firearms; and
- consulting with Aboriginal people on more effective delivery of the Firearms Program in their communities.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P383. CORRESPONDENCE

The Board was in receipt of a summary of the public correspondence received in the Board office between October 05, 2004 and October 29, 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 NOVEMBER 18, 2004**

#P384. IN-CAMERA MEETING – NOVEMBER 18, 2004

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

The following members attended the in-camera meeting:

Chair Pam McConnell
The Honourable Hugh Locke, Q.C.
Dr. Alok Mukherjee
Councillor John Filion
Councillor Case Ootes

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 18, 2004**

#P385. ADJOURNMENT

Councillor Pam McConnell
Chair
