



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 15, 2006 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the Regular Meeting held on January 11, 2006 and the Special Meeting held on February 02, 2006 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on February 15, 2006.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **FEBRUARY 15, 2006** at 1:30 PM in Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice- Chair
Ms. Judi Cohen, Member
Mr. John Fillion, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member
Mr. David Miller, Mayor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P34. IMMIGRATION STATUS: “DON’T ASK DON’T TELL” WORKING GROUP

The Board was in receipt of the following report January 17, 2006 from Alok Mukherjee, Chair:

Subject: “DON’T ASK DON’T TELL” WORKING GROUP

Recommendations:

It is recommended that:

- (1) The Board take no further action with respect to policy complaint File #2004-EXT-0857 – Immigration Status;
- (2) The Board notify the complainant of the outcome of the Board’s review;
- (3) The Board write to the Minister of Citizenship and Immigration Canada requesting that orders of removal be stayed against individuals who are witnesses in criminal cases until court proceedings have concluded; and
- (4) The Board adopt a policy directing that the Chief of Police develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.

Background:

In November 2004, a complaint was filed alleging that the Toronto Police Service has a practice of inquiring about the immigration status of persons seeking police services and of providing that information to immigration authorities. This practice, according to the complaint, was a barrier to equal access to police services.

The complaint was classified as a Policy Complaint and assigned to Corporate Planning for investigation and review. A review of the complaint concluded that

“no changes to the Rules, Procedures or Policies of the Toronto Police Service were required.

The report concluded that the Toronto Police Service Rules and Procedures do not direct police officers to check and report the immigration status of victims, witnesses or those calling the police for assistance.

The Police are bound by law to enforce the provisions set out in the Immigration and Refugee Protection Act. To fail to do so would be a breach of their oath of office (*Ontario Regulation (O. Reg.) 144/91, Police Services Act (PSA)*), their duties (*section 42(1), PSA*), and would constitute an offence under the Code of Conduct (*O. Reg. 123/98, PSA*). Any immigration issues uncovered during an investigation will be communicated to Citizenship and Immigration Canada. Citizenship and Immigration Canada is responsible for any follow up investigations pursuant to the information provided” (Min. No. P254/05 refers).

On May 18, 2005, the complainant appealed the Chief’s decision to take no further action on the complaint. Consequently, at its meeting held on August 11, 2005, the Board reviewed the complaint. There were three options before the Board:

- 1) review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- 2) appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- 3) hold a public meeting with respect to the complaint.

The Board chose the second option and established a working group comprised of Chair Mukherjee and Board members Judi Cohen and Hugh Locke to review, in consultation with the Chief of Police, the feasibility of implementing a “Don’t Ask – Don’t Tell” (DA/DT) policy with respect to non-documented immigrants (Min No. P254/05 refers). Deputy Chief Tony Warr represented the Chief of Police. The working group decided to discuss the issues with the complainant, Steve Watson of the CAW. Accordingly, a number of meetings were held with Mr. Watson and his associates, who provided the working group with two legal opinions pertaining to the issues.

The rationale of a DA/DT policy is to ensure that non-documented immigrants have equal access to law enforcement services without the fear that contact with the police and other authorities will lead to inquiries about their immigration status.

Over 50 states and/or cities in the United States have adopted policies that restrict police departments and other officials from inquiring about immigration status in some manner and/or reporting a person’s status. The Toronto District School Board (TDSB) has adopted admission

criteria to ensure that children whose parents are unlawfully in Canada are not treated differently from other children. The TDSB does not report non-documented individuals to Citizenship and Immigration Canada.

Working group discussions focused on the principles of a DA/DT policy and the feasibility of the Board implementing such a policy to govern the Toronto Police Service.

In reviewing DA/DT policies and practices from other jurisdictions, the working group found that these policies contained the following elements:

- Access to city services is not discriminatory on the basis of immigration status
- City workers/applications for city services are forbidden from inquiring into immigration status
- Should city workers discover immigration status of persons accessing city services, they would be prohibited from sharing information with immigration officials
- Municipal funds/resources will not be used to enforce federal immigration laws.

There was consensus amongst the working group that the immigration status of victims and witnesses of crime is largely irrelevant in the conduct of police investigations and that there appears to be a need to establish mechanisms to encourage victims and witnesses to come forward without fear of exposing their status. Of particular concern was the possibility that victims of domestic violence, for example women and children, may not seek police assistance. Not asking about immigration status in such cases would be beneficial in helping to ease the fear of non-documented victims and witnesses of crime in coming forward and would aid in the successful prosecution of criminal offences. Furthermore, in light of the current gun violence facing the City, removal or relaxation of any legal requirement to report the immigration status of victims and witnesses would be a concrete way for the federal government to assist the City and the Service.

The outstanding issue is whether or not police officers can use discretion once they are in possession of knowledge, however obtained, about an individual's immigration status. The Service will continue to examine this matter and report to the Board within three months.

Legal Issues

The working group was provided with two legal opinions written by Peter Rosenthal and Jackie Esmonde of Roach, Schwartz & Associates obtained by Steve Watson, dealing with a police officer's obligation to report the immigration status of non-documented residents. One of the conclusions of the legal opinion is that immigration matters are matters of civil law which police officers are not bound to enforce. Police officers are only bound to act on the execution of a warrant or written order under the *Immigration & Refugee Protection Act (Immigration Act)* if explicitly directed by an Immigration Officer. This would imply that there is no automatic reporting of an individual's immigration status.

On the other hand, it is the view of the Service that under the PSA police officers have a duty to prevent crimes and other offences. It is an offence to be in violation of the Immigration Act and a police officers would not be doing his or her duty if they deliberately ignored such offences. Furthermore, the PSA preserves police officers powers at common law which are broadly described as "preserving the Queen's peace". Police officers would not be fulfilling their duties by ignoring violation of the immigration act, one of the Queen's statutes. There is a concern that the Board and Service could be open to liability should a DA/DT policy be adopted, and asking the question and passing on the information about a person's immigration status might have prevented a crime.

The working group agreed that there needs to be discussions between the Police Service and the Minister of Immigration regarding current immigration practices with respect to victims and witnesses.

Review of the Complaint

With respect to the review of the Chief's decision regarding policy complaint File #2004-EXT-0857 – Immigration Status, the working group recommends that the Board concur with the Chief's decision to take no further action. The working group believes that its recommendations address the concerns raised in this policy complaint.

Conclusion

The working group agrees that, in order to ensure equal access to police services, the Board should adopt a policy directing that the Chief develop procedures to ensure that victims and witnesses of crime will not be asked their immigration status, unless there are bona fide reasons to do so.

Further, the working group proposes that the Board request the federal Minister of Citizenship and Immigration Canada to stay orders of removal against individuals who are witnesses in criminal cases until court proceedings have concluded.

Recommendations:

It is therefore recommended that:

- (1) The Board take no further action with respect to policy complaint File #2004-EXT-0857 – Immigration Status;
- (2) The Board notify the complainant of the outcome of the Board's review;
- (3) The Board write to the Minister of Citizenship and Immigration Canada requesting that orders of removal be stayed against individuals who are witnesses in criminal cases until court proceedings have concluded; and
- (4) The Board adopt a policy directing that the Chief of Police develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.

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

- **Ms. Sima Sahar Zerehi, Don't Ask Don't Tell Campaign**
- **Mr. Steve Watson, Canadian Auto Workers – National Office**
- **Ms. Krista Johnston, Don't Ask Don't Tell Campaign**
- **Ms. Andrea Gunraj, METRAC (Metropolitan Action Committee on Violence Against Women and Children) ***
- **Mr. Michael Leitold, Steering Committee of the Law Union of Ontario ***
- **Ms. Sonia Singh, Workers' Action Centre**
- **Ms. Laverne Blake, Ernestine's Woman's Shelter ***
- **Councillor Adam Giambrone, City of Toronto**
- **Councillor Joe Mihevc, City of Toronto**
- **Mr. Greg Forte, Grassroots Youth Program**

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

Ms. Johnston also provided the Board with a copy of a report entitled: “*Access Not Fear*” – *Non-Status Immigrants and City Services*. A copy of the report is on file in the Board office.

The Board was also in receipt of the following written submissions:

- **February 15, 2006 from John Cartwright, Labour Council, Toronto & York Region; and**
- **February 13, 2006 from Beth Wilson, Community Social Planning Council of Toronto.**

Copies of the forgoing written submissions are on file in the Board office.

The Board approved the following Motions:

- 1. THAT the deputations and written submissions be received;**
- 2. THAT the foregoing report from Chair Mukherjee be approved; and**
- 3. THAT the Chief of Police provide a report to the Board in February 2007 on the steps that he has taken to implement the policy, and that the Board conduct a review of the policy at that time.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P35. RESPONSE TO THE MINISTRY INSPECTION REPORT

The Board was in receipt of the following report February 07, 2006 from Alok Mukherjee, Chair:

Subject: RESPONSE TO MINISTRY INSPECTION REPORT

Recommendations:

It is recommended that the Board:

- (1) approve the Board/Service Service Improvement Plan (SIP) which responds to the Inspection Report received from the Ministry of Community Safety and Correctional Services; and
- (2) forward the Board/Service SIP to the Ministry of Community Safety and Correctional Services.

Background:

At its confidential meeting of December 15, 2005, the Board received correspondence from the Ministry of Community Safety and Correctional Services regarding the results of the inspection of the Toronto Police Service pursuant to section 3(2)(e) of the *Police Services Act* (Min. No. C342/05 refers). In its correspondence, the Ministry requested a response from the Board and the Service using the Service Improvement Plan (SIP) template provided by the Ministry. At this time, the Board also approved a number of motions, including:

THAT the Chair draft a report for approval at the February 15, 2006 public Board meeting, which includes a coordinated response from both the Board and the Service using the SIP template, and which includes the complete text of the Inspection Report;

THAT, once approved, the Board forward the Board/Service SIP to the Ministry of Community Safety and Correctional Services.

The Board/Service Service Improvement Plan is attached for approval. In addition, the complete text of the Inspection Report, as prepared by the Ministry of Community Safety and Correctional Services, has been attached, pursuant to the Motion above.

The Board approved the foregoing.

SERVICE IMPROVEMENT PLAN FOR THE TORONTO POLICE SERVICE

POLICY AND PROCEDURE SYSTEMS

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
1.	The Board create an archiving system that records the date and nature of approvals and amendments and facilitates the recall of the Board Policy in place on any given date; and ensure that the date and authority for approval and all amendments and revisions are clearly indicated on each policy document.	Good Practice	Police Services Board	Board	August 2006. End of 2006.	Review of existing policies. Review options for archiving system and forward recommendations to Board for consideration.	
2.	The Chief of Police ensure that unit-specific guidelines are systematically reviewed to ensure they remain consistent with legislation, Board Policies and Chief's Procedures.	Good Practice	Chief of Police	Corporate Planning	Initial Review by end of 2006	Unit-specific policies will be requested from all units for review by Corporate Planning (CPN). CPN will develop criteria to be used for reviewing the above-mentioned unit-specific policies. The appropriate Service Governance will also be amended to include direction to Unit Commanders that upon revising or creating a unit-specific policy, an electronic copy shall be forwarded to CPN. <i>(2006.01.16)</i>	

3.	The Chief of Police ensure that as procedures are reviewed, the use of mandatory language, discretionary language, and references to “established practice” are considered, and that each instance is confirmed or amended as appropriate.	Good Practice	Chief of Police	Corporate Planning	Ongoing	CPN’s regular review of procedures will have an increased focus on these issues. <i>(2006.01.16)</i>	

SUPERVISION

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
4.	The Chief of Police take steps to improve compliance with procedures requiring supervisors to be notified and attend the scenes of specific events.	O. Reg. 3/99 s.10(b)	Chief of Police	Divisional Policing Command	March 2006	Steps to include monitoring processes and measures into daily review at the unit and corporate level are in the process of development and to be implemented January 20, 2006. Full roll out will occur by March 1, 2006 e.g., Dashboard, Statcom	

COMMUNICATIONS AND DISPATCH

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
5.	The Chief of Police ensure that the unit-specific Communication Centre procedures for when more than one officer must respond to an event or call for service are fully consistent with similar requirements found in corporate procedures.	Good Practice	Chief of Police	Corporate Planning	June 2006	CPN will co-ordinate with the Communications Centre to ensure that its procedures in this area are consistent with Service Governance. Related to recommendation #2. (2006.01.16)	
6.	The Chief of Police revise communications and dispatch procedures to address: <ul style="list-style-type: none"> • security for the communications centre; and, 	LE-002 1. l), m)	Chief of Police	Communications Services	Completed Jan 2006	Unit specific procedure C19-03 is updated to included these two areas.	

	<ul style="list-style-type: none"> regular maintenance of the communications equipment. 						
7.	The Chief of Police ensure the training records for communicators and communications supervisors are reviewed and recorded to be unambiguous and not subject to interpretation and that those who have not completed ministry-accredited training be assessed for equivalent qualifications or skills as approved by the Ministry pursuant to the process outlined in the Toronto Police Service's Skills Development and Learning Plan.	O. Reg. 3/99 s.6(3) (b)	Chief of Police	Training	Completed Jan 2006	Members who have not completed Ministry accredited training have been assessed for equivalent qualifications or skills as approved by the Ministry pursuant to the process outlined in the TPS Skill Development and Learning Plan.	

SUSPECT APPREHENSION PURSUITS

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
8.	<p>The Chief of Police revise procedures on suspect apprehension pursuits to include:</p> <ul style="list-style-type: none"> restrictions on the use of unmarked police vehicles required by section 9 of the Suspect Apprehension Pursuits Regulation (O. Reg. 546/99); a description of the types of police vehicles that can directly pursue a vehicle; and, a requirement that officers notify the Communications Centre when they have taken the steps 	<p>O. Reg. 546/99 s. 9</p> <p>LE-045 s.2. a)</p> <p>LE-045 s.3. d)</p>	Chief of Police	Corporate Planning	September 2006	The Service Procedure will be revised to comply with this recommendation. (2006.01.16)	

	to discontinue a pursuit.						
9.	The Chief of Police review the current procedures and practices regarding the transfer of control during inter-jurisdiction pursuits, determine the circumstances when control will or will not be transferred, enter into agreements with neighbouring police services and ensure procedures are consistent with the agreements.	LE-045 s. 9	Chief of Police	Corporate Planning	End of 2006 <i>(pending a time-line estimate from Legal Services)</i>	Following meetings in 2005 between CPN and Communications, a draft Letter of Understanding, related to multi-jurisdictional pursuits has been sent to Legal Services for review. A draft procedure relating to joint service pursuits and multi-jurisdictional responsibilities has also been prepared; it will be finalized after Legal Services' response re: the Letter of Understanding has been received. CPN will review current Service Governance to ensure consistency with the Letter. <i>(2006.01.16)</i>	

CRIMINAL INVESTIGATION MANAGEMENT AND PROCEDURES

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
10.	The Chief of Police revise the Criminal Investigation Management Plan (CIMP) to ensure, in compliance with the Regulation and Board Policy: <ul style="list-style-type: none"> it contains a list of occurrences for which a police officer is required to contact a supervisor as soon as practicable; 	O. Reg. 3/99 s.11 (1)(a)	Chief of Police	Corporate Planning	September 2006	The CIMP is currently being reviewed and will be revised to incorporate this recommendation. <i>(2006.01.16)</i>	

	<ul style="list-style-type: none"> it lists the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator; and, it (except as provided for in clause 11(c) of the Regulation) extends permission to a supervisor to assign responsibility to undertake or manage an occurrence listed in the plan to any police officer, whether or not he or she is a criminal investigator. 	<p>s.11 (1)(c)</p> <p>s.11 (1)(b)</p>					
11.	The Chief of Police revise the direction, for initial investigation of criminal offences, in the Criminal Investigation Management Plan (CIMP) to reflect the actual practices of the police service, or ensure compliance with service procedures.	Good Practice	Chief of Police	Corporate Planning	September 2006	The CIMP is currently being reviewed and will be revised to incorporate this recommendation. (2006.01.16)	

SEXUAL ASSAULT INVESTIGATIONS

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
12.	The Board review Ministry Guideline LE-034 and consider expanding its policy on sexual assault investigations to include all of the policy elements recommended in the guideline.	LE-034 Sample Board Policy	Police Services Board	Board	March 2006.	Currently under review.	
13.	The Chief of Police revise procedures to: <ul style="list-style-type: none"> require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and, in compliance with the procedures set out in the Ministry's designated Ontario Major Case Management Manual; and, set out the steps for obtaining third party records. 	LE-034 s.2.a) s.2.b) s.2.l)	Chief of Police	Corporate Planning	September 2006	In consultation with Detective Services, CPN will review the applicable Service Governance and ensure compliance with this recommendation. <i>(2006.01.16)</i>	
14.	The Chief of Police ensure that sexual assault protocols, as envisioned in Ministry Guideline LE-034, be developed between the service and as many partners as is practicable, to ensure a co-ordinated and effective response to victims of sexual assault.	LE-034 1.a)-k)	Chief of Police	Detective Services (Sex Crimes Unit)	Step 1: March/06 Step 2: Mar. 07 Step 3: End of 2007	Step 1: Identify appropriate agency representation and convene a "community reference group" to develop formal protocol(s) and address concerns relating to responses to victims of sexual assault. Step 2: Draft of protocol(s) developed through community reference group and ad hoc sub group meetings as required.	

						<p>Step 3 Formalize agency representation for permanent community reference group that will meet regularly to ensure a coordinated and effective response to victims of sexual assault.</p>	
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PROPERTY AND EVIDENCE CONTROL

Ministry Use				Board and Police Service Use			Ministry Use
#	Recommendation	Ref	Responsibility	Assigned	Anticipated Completion	Progress Update	Verification
15.	The Board revise its policy to provide direction that annual audits of the property/evidence held by the police service be conducted by members not routinely or directly connected with the property/evidence control function, and require that the results be reported to the Board.	LE-020 Sample Board Policy	Police Services Board	Board	March 2006.	Currently under review.	
16.	The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.	Good Practice	Chief of Police	Property & Evidence Management	Phase 1 -2 nd quarter of 2006 Phase 2 -1 st quarter of 2007 Phase 3 – Unknown Phase 4 – Unknown	The benefits of an inventory system fully integrated with a Records Management System were identified in the 1999 audit of the Property and Evidence Management Unit conducted by members of Quality Assurance. The elimination of several independent registers can be facilitated in part, through the following phases: Phase 1 The use of one stand-alone program within PEMU will be eliminated in the 2 nd quarter of 2006 when the Drug Repository component of the Property and Evidence Management System (PEMS) is implemented. Phase 2 The use of the previous operating system within PEMU, namely, the Automated Control of Evidence	

						<p>(ACE) will cease upon the completion of the manual conversion of 25,000 + homicide and forensic exhibits from ACE to PEMS. The anticipated completion of this conversion is the 1st quarter of 2007.</p> <p>Phase 3 The implementation of PEMS in both Forensic Identification Services and the Gun and Gang Task Force would result in the elimination of three stand-alone programs. However, separate PEMS modules would have to be developed for both units with an anticipated development time of three months per module. In addition, the business case submitted by the Unit Commander of FIS requesting the establishment of two clerical positions required to enter the data onto PEMS was denied.</p> <p>Phase 4 The development of the Service's Records Management System (eCOPS) is capped at occurrence reporting only. Future progress towards integration of PEMS/eCOPS will require separate funding as a capital project."</p>	
17.	The Board and Chief of Police review the space restrictions at existing long-term secure storage facilities and consider the benefits of installing secure interim storage facilities in	Good Practice	Police Services Board and Chief of Police	Property & Evidence Management	N/A	The benefits of installing secure interim storage facilities at both Headquarters and Detective Services were previously addressed and tabled via the Chief's 90 Day Review Process and the submission of several	

	<p>proximity to investigation areas and expanding the capacity at Forensic Identification Services.</p>				<p>2007 Budget Cycle</p>	<p>business cases. Although approved in principle, the installation of new DLMS sites, and the expansion of the existing DLMS site at FIS has significant financial implications. The cost of a new DLMS site at Headquarters and Detective Services is estimated to be approximately \$200,000.00 to \$225,000.00 per site. The existing DLMS equipment at FIS cannot be increased without extensive renovations to the FIS facility itself. The cost of renovating FIS is estimated to be in excess of \$6,000,000.00.</p> <p>Board and Chief to review this matter during the 2007 budget cycle.</p>	
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*Report
on the
Inspection
of the
Toronto
Police Service*

October 2005

*Ministry of Community Safety
and Correctional Services*



Policing Services Division

*"Proudly committed to excellence
in policing and security."*

A report by the
Police Quality Assurance Unit
Police Support Services Branch
Policing Services Division
Ministry of Community Safety and
Correctional Services

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Acknowledgements

The Inspection Team would like to thank members of the Toronto Police Services Board, the Toronto Police Service, the Toronto Police Senior Officers' Organization and the Toronto Police Association for their assistance and cooperation during this inspection. Their collective participation provided the Inspection Team with many valuable observations and insights into the Toronto Police Service.

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Executive Summary

Introduction

The Policing Services Division of the Ministry of Community Safety and Correctional Services conducts inspections of police services across Ontario as required by Section 3(2)(e) of the *Police Services Act*.

The Division's Police Quality Assurance Unit conducts standardized, routine inspections of all police services in Ontario. During the inspection process, the team reviews performance to assess compliance with the *Police Services Act* and its *Regulations*. In addition, the Policing Standards Manual provides approved guidelines for boards and police services to consider when developing local policy, procedures and practices. The routine Ministry inspection program is currently focused on seven areas: policy and procedure systems; supervision; communications and dispatch services; suspect apprehension pursuits; criminal investigation management and procedures; sexual assault investigations; and property and evidence control.

This inspection report is divided into four primary parts and includes an executive summary and an introduction to the Ministry's inspection program, the findings and recommendations of the inspection and a summary of recommendations.

The Findings and Recommendations Section of the 2005 Inspection of the Toronto Police Service is further divided into the seven areas focused on in the routine inspection program. Each subsection records the Inspection Team's findings and recommendations. Within the context of the direction provided by the *Act*, the *Regulations* and Ministry Guidelines, as well as board policy, the chief's procedures and police practice, findings are recorded and, where required, recommendations are made to assist the parties to achieve compliance or enhance service delivery.

The Inspection Team considered and examined the required and recommended board policy instruction to the Chief of Police. They also considered the required and recommended procedures and plans that are to be authorized by the Chief of Police. The *Act* and its *Regulations* identify a number of areas where ministry-accredited training or an assessment of competency equivalent to ministry-accredited training is required, and those areas were considered and reported on within the applicable sections. Supervision procedures and the practices of the police service that were relative to the scope of this inspection were also reviewed. In addition, Ministry Guidelines provide a series of considerations to assist police services to comply with the *Police Services Act* and its *Regulations*. These guidelines provide a barometer for the review of policies and practices in this report.

The Inspection Team compared policy and procedures with requirements; observed staff fulfilling their normal duties and responsibilities; conducted interviews with over 200 civilian and uniform staff members; and, validated and tested records to determine their findings. Based on all of these tasks, the Inspection Team made findings about the policies, procedures and practices of the Toronto Police Service and offered 17 recommendations for improvement. The recommendations are outlined in the remainder of this Inspection Report, and a summary can be found at Appendix 1.0.

An Inspection Team of Police Services Advisors from the Police Quality Assurance Unit, assisted by the CPIC Audit Team, conducted the inspection of the Toronto Police Service over nine weeks between February and July of 2005. This report is an informed assessment of the Toronto Police Service in relation to the areas covered and is based upon the professional judgement of the Inspection Team.

Policy Services Board – Policy

For each of the seven areas examined, the Toronto Police Services Board was found to have fulfilled its minimum legislative and regulatory requirements to issue policy direction to the Chief of Police as required under section 29 of the *Adequacy and Effectiveness Regulation* and section 6 of the *Suspect Apprehension Pursuits Regulation*.

Some of the Board policies were fully consistent while others were generally consistent with the sample policies recommended by Ministry Guidelines. In some cases, the Inspection Team recognized that the Board did not take full advantage of the opportunity to integrate tools that would enhance its governance role as this relates to the issuing of policy direction to the Chief of Police, and monitoring police service compliance. The Inspection Team recorded individual policy findings and, where applicable, made recommendations in each of the areas inspected.

Chief of Police – Procedures

For each of the seven areas examined in this inspection, the Chief of Police was found to have complied with the minimum requirements of the *Adequacy and Effectiveness Regulation* requiring a chief of police to have procedures and plans. The Chief of Police also complied with section 7 of the *Suspect Apprehension Pursuits Regulation*, requiring the chief of police to have a procedure.

Through a combination of corporate and unit-specific procedures and plans, the Chief of Police has generally fulfilled the requirement for procedures as required by the *Regulations* under consideration. It is noted that the procedures omitted to include some procedural direction required by the *Regulations*. Inconsistency between unit-specific procedures and corporate procedures was identified as needing to be addressed.

Procedures were not fully consistent with all the recommended procedures in the applicable Ministry Guidelines. While guidelines do not have the force of law, they serve to assist police services in interpreting the requirements of the *Regulation* and in ensuring that the service comes into compliance with all requirements in the applicable *Regulation*. The Inspection Team recorded findings about individual procedures issued by the Chief of Police and, where applicable, made recommendations in each of the areas inspected.

Supervision

The *Adequacy and Effectiveness Regulation* and the *Suspect Apprehension Pursuits Regulation* recognize the importance of supervisory control and appropriate intervention in ensuring the delivery of appropriate and effective police services.

The Chief of Police has complied with section 10(a) of the *Adequacy and Effectiveness* by ensuring that a supervisor is available to supervise 24 hours per day. The Chief of Police has complied with Section 10 (b) by issuing procedures that describe events and incidents where a supervisor is to be notified and/or attend at an incident. The articulation of local training and development standards for all front-line supervisors and the high degree of compliance with their own standard was noted and validated by the Inspection Team.

The police service has instituted commendable processes to monitor the availability of front-line supervisors in response to section 10(a) of the *Adequacy and Effectiveness Regulation*. However, the Inspection Team did identify what appeared to be significant non-compliance by supervisors with the procedures that direct their attendance at incidents specified by the Chief of Police. Consequently, the Chief of Police should take steps to improve compliance with those procedures.

Communications and Dispatch

A communications and dispatch service, commensurate with responsibility for public and officer safety, appears well supervised and supported. Some procedural review and amendment will be required to address inconsistencies between unit-specific and corporate procedures. In addition, procedural amendments to record benchmarking decisions with respect to maintenance and security for the communications area are required.

The *Adequacy and Effectiveness Regulation* (section 6 (3)(b)) requires that communicators and communications supervisors have completed ministry-accredited training or have equivalent qualifications or skills as approved by the Ministry. Training records were unclear and open to interpretations. These records should be reviewed, corrected as required and recorded without ambiguity.

Suspect Apprehension and Pursuits

Suspect apprehension pursuits practices demonstrate respect for the training provisions outlined in the *Regulation*, though some procedural amendments and the clear delineation of what types of police vehicles may engage in a pursuit are required.

Police officers, road supervisors, communicators and communications supervisors are expected to receive prescribed training consistent with the requirements of the *Suspect Apprehension Pursuits Regulation*. The Inspection Team concluded that the police service had taken sufficient steps to ensure officers who were most likely to engage in pursuits had completed the required training. Additionally, records of required control and intervention by road and communications supervisors were tested and confirmed by the Inspection Team.

The police service had procedures and processes for the follow-up review of pursuits. The Inspection Team concluded, and commends the Service for its finding, that supervisors were reviewing pursuit reports and recommending appropriate remedial action, including refresher training, discipline and/or counselling.

In the interest of public and officer safety, agreements with neighbouring police services for the transfer of responsibility for a suspect apprehension pursuit between jurisdictions need to be developed.

Criminal Investigation Management and Procedures

The police service's Criminal Investigation Management Plan does not address pertinent supervisory sections of the *Adequacy and Effectiveness Regulation*. In particular, the existing Criminal Investigation Management Plan does not address sections 11(1)(a), 11(1)(b) or 11(1)(c) of the *Regulation*. The police service should amend its plan to comply with the *Regulation* by introducing a list of the events where a supervisor is to be contacted, and articulating a supervisor's responsibilities for the assignment of investigations when the supervisor becomes involved.

This notwithstanding, the Inspection Team observed highly effective criminal investigation practices at the divisions and headquarters. The Inspection Team found evidence that the service had treated, as a priority, the training of criminal investigators in accordance with prescribed Ministry standards.

Consultation with the Office of the Crown Prosecutor confirmed positive inter-departmental co-operation and a high regard for the quality of investigations and documents prepared for prosecutions.

Sexual Assault Investigations

Sexual Assault Investigations have been considered in every routine Ministry inspection undertaken over the last three years. The Inspection Team identified inconsistencies between the Board policy and service procedure and those recommended in Ministry guidelines. Some of those inconsistencies may have addressed shortcomings identified by the Auditor General¹ in the 2003 report to the City of Toronto. Other policies and procedures should be updated to ensure they are consistent with the requirements of, *O. Reg. 354/04 Major Case Management*.

The police service has ensured a standard of training for their sexual assault investigators that exceeds the requirements for criminal investigators as defined in the *Adequacy and Effectiveness Regulation*. The Inspection Team was able to demonstrate a positive resolve by the service to ensure sexual assault investigations were assigned to members possessing the locally prescribed training.

Commendable practices in ViCLAS submissions were evident and the service demonstrated positive compliance results with the reporting expectations of this *Regulation*. A coordinated and effective response to victims of sexual assault through inter-agency collaboration is required.

Property and Evidence

The Inspection Team found that detailed instruction for members involved in the control of evidence and property existed and should ensure continuity in the control of property and evidence. As an additional measure of accountability, the Board should direct the Chief of Police to carry out and submit the results of annual property and evidence audits to the Board. The service could find efficiencies respecting interim and long-term storage and by consolidating individual registers of property.

General

The Inspection Team commends the Board, the Chief of Police, the Senior Officers' Organization the Police Association and the general membership for their open dialogue and assistance to the Team. The contributions of all stakeholders and members who were observed in their daily task, assigned to provide the Inspection Team with particular information or interviewed about a task or responsibility demonstrated professionalism and candour and have contributed to the development of this report.

Overall, the Inspection Team found the policies, procedures and practices of the Police Service to be generally sound and consistent with the requirements of the *Police Services Act* and applicable *Regulations* and guidelines. Seventeen (17) recommendations for improvement have been made in the body of this report and these recommendations are intended to enhance the existing policies, procedures and practices of the Toronto Police Services Board and the Toronto Police Service.

¹ In 2002 the City Auditor of the then Municipality of Metropolitan Toronto became the Auditor General for the new city of Toronto. The Auditor General's 2003 Report reviewed the implementation of recommendations made in the 1999 City Auditor's Report.

Report on the Inspection of the Toronto Police Service

October 2005

Introduction

Ministry of Community Safety and Correctional Services

The statutory responsibilities of the Minister of Community Safety and Correctional Services (the Minister) are set out in section 3 of the *Police Services Act (PSA)*. Included are requirements that the Minister shall:

- monitor police services to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- develop and promote programs to enhance professional police practices, standards and training;
- conduct a system of inspection and review of police services across Ontario;
- assist in the coordination of police services;
- provide information and advice respecting the management and operation of police services;
- issue directives and guidelines on policy matters; and,
- develop and promote programs for community-oriented police services.

Policing Services Division

Within the Ministry of Community Safety and Correctional Services (the Ministry), the Policing Services Division provides leadership and works with stakeholders to:

- promote community safety and crime prevention;
- provide and support training, education, and professional development;
- develop and monitor professional standards and policies in support of legislation;
- ensure compliance through advice, inspections, and CPIC audits;
- enhance and support provincial intelligence operations; and,
- regulate and support the private investigation and private security industry.

Policing Standards Manual

The guidelines contained in the Policing Standards Manual are one mechanism used by the Ministry to meet the statutory requirements set out in section 3 of the *PSA*. In particular, the guidelines:

- set out the Ministry's position in relation to policy matters;
- provide information and advice respecting the management and operation of police services;
- provide recommendations for local policies, procedures and programs;
- promote coordination in the delivery of police services;
- promote the delivery of community-oriented police services; and,
- promote professional police practices, standards and training.

The guidelines are also one of the primary tools to assist police services boards, chiefs of police, police associations and municipalities with their understanding and implementation of the *PSA* and its *Regulations* including the *Regulation on the Adequacy and Effectiveness of Police Services (Adequacy and Effectiveness Regulation)*.

Police Services Inspection Program

The Police Services Inspection Program, carried out by the Police Quality Assurance Unit, is another mechanism used by the Ministry to meet the statutory requirements set out in the *PSA*.

Inspections and reviews are conducted to determine compliance with requirements set out in the *PSA* and its *Regulations*. Inspections are also conducted to determine the extent to which police services boards and/or chiefs of police have followed the Ministry's guidelines for local policies and procedures. Lastly, the actual practices of the police service are examined to determine conformity with the board's policies and the police service's own procedures.

The following criteria are used:

1. applicable legislation, e.g., the *PSA*, the *Criminal Code*;
2. applicable *Regulations*, e.g., *Adequacy and Effectiveness*, *Suspect Apprehension Pursuits*; and,
3. guidelines issued by the Ministry, generally accepted police practices, general management principles, directions relating to new initiatives, and other relevant criteria.

Prior to commencing the inspection, the Inspection Team met with the Board, the Chief of Police and the Police Association to provide an overview of the proposed work plan. Inspection Teams normally review the policies and procedures of a police service prior to the on-site phase of an inspection.

While on site, the Inspection Team examined the actual practices of the Police Service through observations, record reviews and staff interviews. Regular updates were provided to the Chief of Police and senior command staff. Based on this work, the Inspection Team made findings and provided recommendations to the Board and the Chief of Police with the overall goal of improving the delivery of policing services. At the conclusion of the on-site phase, a verbal debriefing session was given to the Board, the Chief of Police, the Senior Officers' Organization and the Police Association to provide an overview of the preliminary findings.

Findings related to Major Case Management (MCM) in this report are based on current Board policy and Police Service procedures that were in place during the inspection and prior to the anticipated review of MCM policies and procedures in 2007. Compliance related to MCM policies and procedures will not be required during this inspection, however, throughout the report areas for improvement may be identified in the findings and should be considered in the Police Service's plan for 2007 MCM compliance.

In accordance with Ministry policy, the Inspection Report is provided to the Board, with copies to the Chief of Police, the Senior Officers' Organization and the Police Association. A copy of the Inspection Report is also provided to the Ontario Civilian Commission on Police Services.

The Board and the Chief of Police are asked to provide the Ministry with a coordinated response, status report, or action plan for follow-up, within **90 days** of receipt of the Inspection Report. Inspection Team members and the Police Services Zone Advisor are available to meet with the Board, the Chief of Police, the Senior Officers' Organization and the Police Association to discuss the findings and recommendations. Also, the Zone Advisor is prepared to assist with the development of a response and will monitor the implementation of the recommendations.

While the contents of the Inspection Report are generally confidential, they are subject to applicable freedom of information and protection of privacy legislation. Any request received by the Ministry for a copy of a completed inspection report will be directed to the Board.

The program focuses on the following areas:

- ✓ policy and procedure systems;
- ✓ supervision;
- ✓ communications and dispatch;
- ✓ suspect apprehension pursuits;
- ✓ criminal investigation management and procedures;
- ✓ sexual assault investigations; and,
- ✓ property and evidence control.

Approximately 25% of police services in Ontario will be inspected each year, resulting in each police service being inspected by the Ministry at least once every four years. The consolidated results of these inspections will be reviewed by the Ministry and shared with the police community.

Findings and Recommendations - 2005 Inspection

Inspection of the Toronto Police Service

An Inspection Team utilizing the services of the members of the Police Quality Assurance Unit engaged in an inspection of the Toronto Police Service that commenced in February and was completed in July of 2005. For nine weeks during this period, the Inspection Team observed practices, interviewed staff and validated records at units and locations across the Toronto Police Service. All 16 Divisions of the Toronto Police Service and the specialized units and squads pertinent to the scope of the inspection were considered in the development of the Inspection Team's findings and recommendations.

Inspector Stan Brar was appointed the police service's liaison officer for the Inspection Team. Notwithstanding the size and complexity of the Toronto Police Service, the liaison officer plays an important role in any Ministry inspection. Inspector Brar assisted the Inspection Team's fact-finding and interview processes during the validation phases of the inspection.

In establishing an inspection plan, consideration was given to the volume of records, the size of the organization and the de-centralized delivery of police services required for the Toronto Police Service to respond to the needs of the community. Consequently, the Inspection Team chose to divide their work into a series of manageable tasks. Critical tasks included:

- the identification of the most appropriate source records;
- a desk-top analysis of policies and procedures;
- an analysis and testing of training and supervision records and the control records for evidence and property in the care of the police service;
- interviews with representatives of the Crown Attorney and Victims' Services; and,
- interviews with civilian and uniform members representing all facets of the service within the scope of the inspection of the Toronto Police Service.

Based on this work, findings about the policies, procedures and practices of the Toronto Police Service were identified and 17 recommendations for improvement were made. These recommendations are outlined throughout the course of this Inspection Report.

Overall, members of the Police Service impressed the Inspection Team with their professionalism and dedication to policing the City of Toronto.

This Report is an informed assessment of the Toronto Police Service in relation to the areas covered by this inspection, and is based upon the professional judgement of the Inspection Team.

Toronto Police Service

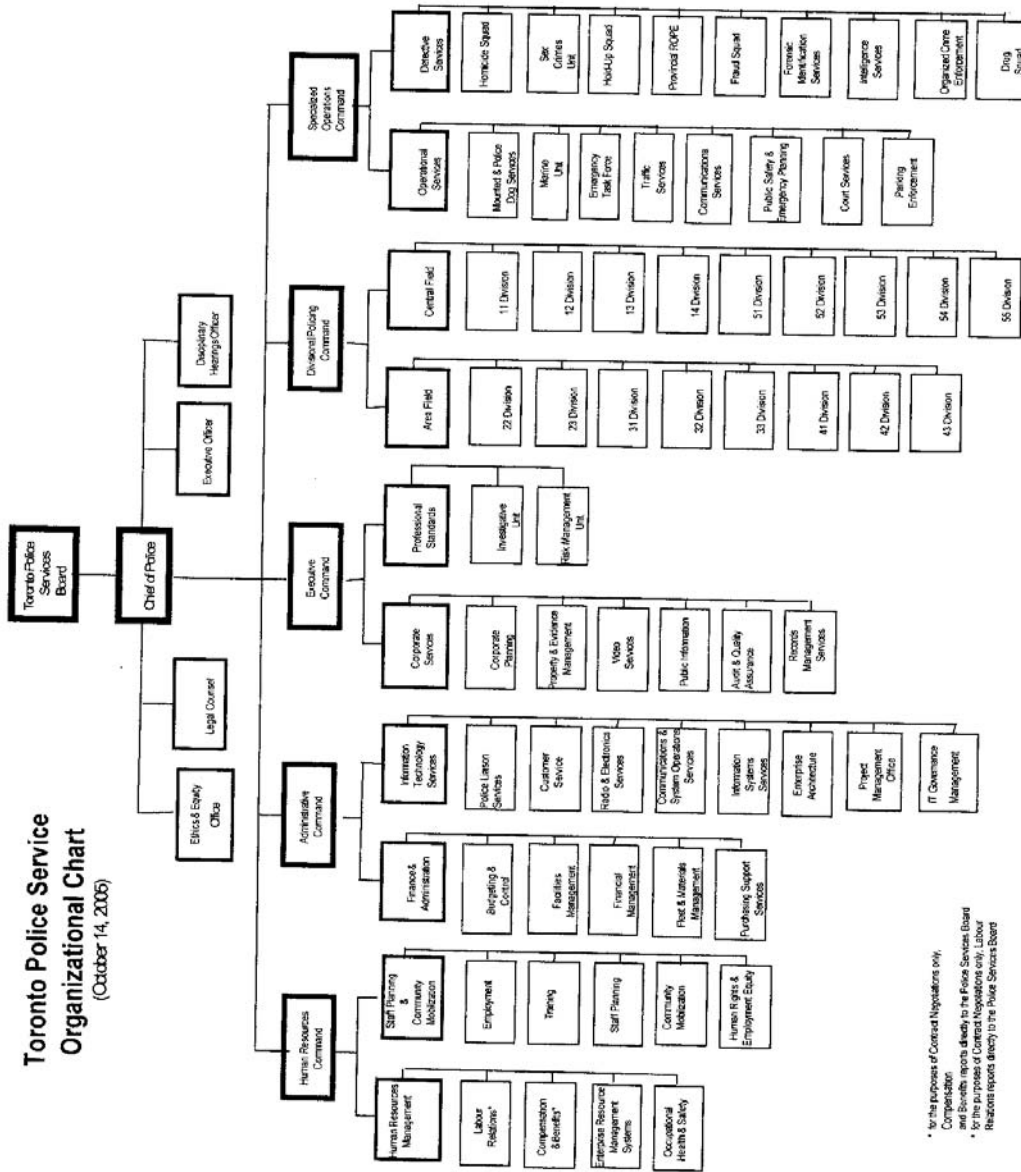
The City of Toronto is located on the northwestern shore of Lake Ontario in the south-central region of the Province of Ontario. The City was first incorporated in 1834 and merged with the five surrounding municipalities in 1998 to form the newly amalgamated City of Toronto. The City provides services to a population of approximately 2,670,000 residents in an area encompassing 630.6 square kilometres. As Ontario's capital, and the fifth largest city in North America, Toronto is a focal point of national interest, hosting many world-class events such as the Toronto Film Festival, the Molson Indy and Caribana. In the 1960s, an influx of immigrants from Asia, the Caribbean, Latin America, and Africa along with pre-existing European immigrants resulted in the development of a diverse multi-cultural population, which is regularly recognized and celebrated by the residents.

The Toronto Police Service is responsible for policing the municipality of Toronto, handling approximately 870,000 dispatched calls for service in 2004. Police Headquarters, located at 40 College Street, supports 16 Divisions², each serving a population equivalent to a substantial city. The Divisions are divided into Central Field (nine Divisions), which are located closer to the City's downtown core and Area Field (seven), which are generally located around the City's perimeter. Communications services are provided out of a separate facility on Don Mills Road.

During the inspection period, the Toronto Police Services Board was chaired by Ms. Pam McConnell. The Board appointed Chief of Police, William Blair during the inspection period. The Police Service has an authorized strength of 5,242 police officers and 2,204 civilians, for a total complement of 7,446 members.

² *At the time of the Inspection there were 16 Divisions. In January 2006, 43 Division is scheduled to open and increase the total number of Divisions to 17 as noted in the organizational chart Page 15.*

Toronto Police Service Organizational Chart (October 14, 2006)



* for the purposes of Contract Negotiations only
 Compensation and Benefits reports directly to the Police Services Board
 * for the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board

Policy and Procedure Systems

Police Services Board – Policy System

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have policies with respect to many matters affecting the delivery of police services, including those within the scope of this inspection. In addition, the *PSA* and other *Regulations*, such as *Suspect Apprehension Pursuits*, require the Board to have policies. The Board should have a policy document system that facilitates the effective development, approval, communication and revision of policy.

Findings:

The Toronto Police Services Board is in compliance with the requirements in that it has established policies to address the board requirements of the *Adequacy and Effectiveness Regulation (O. Reg. 3/99)* and the *Suspect Apprehension Pursuits Regulation (O. Reg. 546/99)* in the areas examined during this inspection.

Board policies are developed by Board staff in consultation with the Chair and members of the Board. Draft policy documents are vetted by City of Toronto Legal Counsel and by other involved parties including members of the Toronto Police Service. Draft policies are reviewed by the Board, modified as necessary and presented at a regularly scheduled Board Meeting for final approval. Each policy approval is noted in a Board Minute.

In addition to its policies, the Board has Rules established under Board By-Law 99 that pre-date the existing legislative and regulatory framework. Several of these Rules are duplicated in the policies developed to comply with the *Adequacy and Effectiveness Regulation* and some Rules are not current. The Board and the Police Service share the responsibility for these Rules and are engaged in a revision process, which will lead to the Rules being rescinded after they are annulled or incorporated into the appropriate Board Policy or Toronto Police Service Procedure.

The Inspection Team was informed that Board staff are developing a consolidated manual that will contain all Board Policies, By-Laws and Protocols. The Inspection Team acknowledges the significant amount of work involved in the process of incorporating the Rules into appropriate policies and procedures, and in the initiative to create a consolidated Board Manual.

This undertaking does not presently include an archiving system to record the date and nature of approvals and amendments and facilitate the recall of the Board policy in place on any given date. Amended policy documents did not always bear a clear indication of the date of, and authority for, each approval or revision.

The Inspection Team considered those policies within the scope of the inspection and found that they addressed the Board's legislated and regulated requirements. In addition to these requirements, the Policing Standards Manual contains sample Board Policies recommended for each Ministry Guideline. The sample policy statements are designed to assist boards in achieving regulatory compliance, managing risk, monitoring the operations of the Police Service, and providing guidance on reporting mechanisms. The Board policies reviewed during this inspection did not consistently include all of the recommended policy governance options afforded by the sample Board Policies included in the Ministry Guidelines.

The Board developed and approved Board Policy AD-001 Adequacy Standards Compliance (Approved June 1, 2000, Board Minute BM 254/00). According to the policy: "the Board, in partnership with the Chief, shall maintain, review and update Board policies and Service procedures and processes, at least once every three years or as otherwise directed by the Board".

The policy refers to sections 29 (the requirement to establish policies) and 35 (the requirement for a quality assurance process) of the *Adequacy and Effectiveness Regulation*. During periodic policy reviews, policies should be compared to the sample Board Policy statements recommended in the Ministry Guidelines.

Recommendations:

The Inspection Team recommends that:

1. The Board create an archiving system that records the date and nature of approvals and amendments and facilitates the recall of the Board Policy in place on any given date; and ensure that the date and authority for approval and all amendments and revisions are clearly indicated on each policy document.

Chief of Police – Procedure System

Requirement:

The *Adequacy and Effectiveness Regulation* requires the Chief of Police to have many procedures relating to the delivery of adequate and effective police services. The *PSA*, and other *Regulations* under the *Act*, either directly require the Chief to have procedures, or impose duties that imply the existence of procedures in order to be discharged effectively. In addition, written procedures may become control documents within quality assurance processes required by section 35 of the *Adequacy and Effectiveness Regulation*. The Chief of Police should have a procedural document system that facilitates the effective development, approval, communication and revision of procedures.

Findings:

Toronto Police Service procedures are individually titled, numbered, and dated electronic documents developed, distributed and maintained by the Corporate Planning Unit of the Toronto Police Service.

The procedures (292 as of March 2005) are organized in 20 chapters, each containing procedures specific to an administrative or investigative category. All members of the Police Service have access to procedures on the Intranet at police buildings. Procedures can also be accessed on Mobile Work Stations in close proximity to police transmission facilities.

The process (addressed in Procedure 16-01) includes appropriate consultation with affected members of the Police Service, legal counsel and external agencies when appropriate. The vetting and approval process follows the appropriate chain of command. All procedures must be endorsed by the Chief of Police.

Subsequent to approval by the Chief of Police, procedures are distributed with a supporting Routine Order; and the Intranet is immediately updated to ensure the most current procedures are available to all members. All members of the Police Service have access to Routine Orders on the Intranet. New procedures and significant amendments will be broadcast by several methods including parade briefings for front-line personnel and through the internal e-mail system.

Procedures address issues of importance on a service-wide basis, however, members may also be governed by unit or role-specific operating procedures issued by a Unit Commander. The Inspection Team was informed that these unit-specific procedures are considered secondary to procedures endorsed by the Chief of Police. Unit-specific procedures are however, working documents that are relied upon by staff seeking direction. The Inspection Team was also informed that there are no systematic processes in place to monitor unit-specific procedures to

ensure they remain consistent with legislation, Board policies and procedures that are issued by the Chief of Police.

Procedures are crafted to ensure there is a clear interpretation by members, as to whether a mandatory course of action is intended or whether it is providing a guideline or best practice. Under the heading "Mandatory Course of Action" on page 14 of the Standards of Conduct section of the Toronto Police Service Governance booklet members are advised:

"In this or any other Service Governance:

- *the words **shall** and **must** indicate a mandatory course of action; and,*
- *the words **may** and **consider** indicate a guideline or best practice."*

This clarity was not always reflected in the procedure documents reviewed.

The Inspection Team found some procedures use permissive terms such as "when attending" and "whenever possible", and references to following the "*established practice*" when clear direction may have been more appropriate, giving rise to ambiguity.

Board Policy AD-001 "Adequacy Standards Compliance" directs that all Service procedures and processes be reviewed at least once every three years. Procedure reviews should include an examination of the use of mandatory or discretionary language.

The Toronto Police Service uses electronic communication in the approval process (described in Procedure 16-01 "Policy Management") and Corporate Planning retains copies of each electronic approval message. Procedures are stored electronically, by number and in chronological order by amendment. The system facilitates prompt recall of the version of a procedure in effect on any given date.

The effective date is the distribution date, i.e., the date when members become aware of, and responsible for, compliance with a procedure or Routine Order. Procedures are distributed with a Routine Order which introduces the procedure and/or significant amendments. The Routine Order number and distribution date are indicated in the footer of each procedure; and new or amended content is highlighted in the amended version.

Recommendations:

The Inspection Team recommends that:

2. The Chief of Police ensure that unit-specific guidelines are systematically reviewed to ensure they remain consistent with legislation, Board Policies and Chief's Procedures.
3. The Chief of Police ensure that as procedures are reviewed, the use of mandatory language, discretionary language, and references to "established practice" are considered, and that each instance is confirmed or amended as appropriate.

Supervision

Police Services Board - Policy

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have a policy on supervision. The Ministry's guideline on supervision (LE-025) includes a recommended sample policy.

Findings:

The Toronto Police Services Board has a policy on supervision - TPSB LE-025, approved October 26, 2000 (Board Minute 439/00). The policy requires the Chief of Police to ensure that there is 24-hour supervision available to members of the Service. The policy also requires the Chief of Police to establish procedures and processes on supervision, including setting out the circumstances where a supervisor must be contacted and when a supervisor must be present at an incident. In addition, the policy requires the Chief to ensure that supervisors have the knowledge, skills and abilities to supervise.

The policy addresses the matters referred to in section 10 of the *Adequacy and Effectiveness Regulation*. The Board has complied with the requirements of section 29 of the *Regulation* regarding supervision.

The Board also has policy directing the Chief of Police to list (in the Criminal Investigation Management Plan) occurrences for which a police officer is required to contact a supervisor as soon as practicable. This policy is found in TPSB LE-006, approved September 28, 2000 (Board Minute 416/00) and is consistent with section 11(1)(a) of the *Adequacy and Effectiveness Regulation* (O. Reg. 3/99).

Chief of Police - Procedures

Requirement:

Section 10 of the *Adequacy and Effectiveness Regulation* requires the Chief of Police to establish procedures and processes on supervision and to ensure that the Police Service's supervisors have the knowledge, skills and abilities to supervise. The Ministry's guideline on supervision (LE-025) outlines recommendations for police service procedures on supervision.

In addition to the regulatory requirements under the *Adequacy and Effectiveness Regulation*, the Board's policy requires the Chief of Police to establish procedures on supervision.

Findings:

The responsibilities of supervisors are described in multiple procedure documents addressing specific types of events. These procedures also include requirements for the notification of supervisors and their attendance at incident locations. Examples include Procedures 05-26 (Child Abduction), 05-05 (Sexual Assault), 05-04 (Domestic Violence) and 04-03 (Sudden Death). The Chief of Police has complied with section 10(b) of the *Adequacy and Effectiveness Regulation*.

Police Service - Practices

Findings:

The *Adequacy and Effectiveness Regulation* focuses on the supervision of police officers who are providing community patrol and responding to calls for service. Consistent with this approach, the examination of supervision practices was limited to Primary Response Units within the current Divisional Policing Command.

The Inspection Team conducted interviews with Division Commanders and learned that the number of supervisors assigned to a Primary Response Unit platoon varies from three to four, depending on the Division. The minimum level of supervisory availability for each shift is one road supervisor and one officer-in-charge. Interviews confirmed that only fully appointed sergeants are permitted to work as road supervisors. The officer-in-charge position is normally filled by a Staff-Sergeant, but a sergeant may temporarily perform the duties of the officer-in-charge, on a day-to-day basis. When operational demands in a Division require additional supervisors, they are assigned from neighbouring Divisions.

The Inspection Team examined a sample of patrol assignment records in order to verify the availability of supervision. The sample covered the period of April 1, 2004 to March 31, 2005 and was designed to capture three shifts covering a 24-hour period across all 16 Divisions. At least one patrol supervisor was found to be working and immediately available for 352 of the 359 shifts reviewed. The Chief of Police has complied with section 10(a) of the *Adequacy and Effectiveness Regulation*. The Toronto Police Service is commended for adopting a standard of supervisor availability.

In order to verify compliance with procedural requirements for supervisors to attend the scene of incidents, the Inspection Team examined Computer Aided Dispatch (CAD) records for child abduction, sexual assault and sudden death events. Procedures addressing each of these events require that supervisors attend the scene in every case. The events reviewed occurred during the period of April 1, 2004 to March 31, 2005. Indications of supervisor notification and supervisor attendance at the scene, as required by procedures, were analyzed. The attendance of a detective from a Divisional or specially investigative unit was noted as the equivalent of the attendance of a patrol sergeant. The analysis results for notification and attendance were:

Child Abduction:	Notification = 60.5%;	Attendance = 54.3%
Sexual Assault:	Notification = 51.3%;	Attendance = 43.2%
Sudden Death:	Notification = 86.3%;	Attendance = 61.6%

Interviews with patrol officers and supervisors indicate actual notification and attendance performance is higher than the described results for each of the event types, but significantly less than 100%. Communicator interviews reveal that patrol supervisors are not being routinely dispatched to events requiring their attendance. Instead, communicators frequently rely upon supervisors to signal awareness of an event and volunteer to attend. The Chief of Police should take steps to improve compliance with procedures requiring supervisors to be notified and attend the scenes of specific events, including the mandatory dispatching of supervisors.

The *Adequacy and Effectiveness Regulation* and Board policy require the Chief of Police to ensure that supervisors have the knowledge, skills and abilities to supervise. The Service uses supervision training as the primary method for meeting this regulatory requirement. The Inspection Team reviewed training records for 119 sergeants and detectives assigned to Divisions across the Service who would be responsible for supervising Primary Response Unit personnel. All, except two, were found to have completed supervision training. The Training Unit has committed to expediting supervision training for the known exceptions. The Service has established reliable measures to ensure that supervisors have received appropriate training.

In addition to training to ensure competencies, Procedure 14-02 establishes a one-year probationary period for newly promoted sergeants and detectives. Supervisors are evaluated three times while on probation and are subsequently confirmed or reverted in rank based on their demonstrated competence in the position.

Recommendations:

The Inspection Team recommends that:

4. The Chief of Police take steps to improve compliance with procedures requiring supervisors to be notified and attend the scenes of specific events.

Communications and Dispatch

Police Services Board - Policy

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have a policy on communications and dispatch services. The Ministry's guideline on communications and dispatch (LE-002) includes a recommended sample policy.

Findings:

The Toronto Police Services Board has a policy on communications and dispatch - TPSB LE-002, approved September 28, 2000 (Board Minute 416/00). The policy requires the Chief of Police to establish procedures on communications and dispatch services. The policy also requires the Chief to ensure that communicators and dispatchers, and those supervising them, have successfully completed the required training accredited by the Ministry or have equivalent qualifications or skills as approved by the Ministry.

The Board also has policy directing the Chief of Police to establish procedures for when more than one officer must respond to an occurrence or call for service. The policy is found in TPSB LE-006, approved September 28, 2000 (Board Minute 416/00).

These policies address the matters referred to in sections 6(3) and 12(2) of the *Adequacy and Effectiveness Regulation*. The Board has complied with the requirements of section 29 of the *Regulation* regarding communications and dispatch.

The Inspection Team reviewed policy TPSB LE-002 and found it to be fully consistent with the policy recommended by Ministry Guideline LE-002.

Chief of Police - Procedures

Requirement:

Section 6(3) of the *Adequacy and Effectiveness Regulation* requires the Chief of Police to establish procedures on communications and dispatch services and to ensure that communications operators/dispatchers, and those supervising them, have successfully completed the required ministry-accredited training or acquired the Ministry approved equivalent competencies.

The Ministry's guideline on communications and dispatch (LE-002) outlines the Ministry's recommendations for police service procedures on communications and dispatch services.

Findings:

At the commencement of the inspection, the Toronto Police Service did not have a corporate procedure on communications and dispatch, however, unit specific procedures on communications and dispatch services have been established and are found in Communications Centre Procedure Manual and *Regulations* (CCR). The Chief of Police has complied with section 6(3)(a) of the *Adequacy and Effectiveness Regulation*. The Service has also established procedures for when more than one officer must respond to an event or call for service, which are found in CCR *Regulation* C.6.1.5. The Chief has complied with section 12(2) of the *Regulation*.

The Service relies upon unit specific procedures that have been developed, maintained and approved by the Communications Centre to achieve compliance in these areas. The approval

and maintenance authorities and responsibilities for these procedures are not clearly set out in the corporate procedure system. In addition, the Inspection Team found inconsistencies between CCR and corporate procedures. The requirement for the dispatch of two officers to alarms found in CCR Regulation C.6.1.5 is inconsistent with procedures addressing the issue found in corporate procedure 04-07 (Alarm Response). CCR Regulation C.6.1.5 also does not include requirements for the mandatory dispatch of two officers to high-risk events described in corporate procedure 10-05 (High-Risk Attendance). The Chief of Police should ensure that the unit specific Communication Centre procedures for when more than one officer must respond to an event or call for service are fully consistent with similar requirements found in corporate procedures.

The Inspection Team found the Service procedures on communications and dispatch to be generally consistent with those recommended by Ministry Guideline LE-002, however, the procedures do not address the following areas as recommended in the guideline:

- Security for the communications centre; and,
- Regular maintenance of the communications equipment.

The Chief of Police should ensure communications and dispatch procedures are revised to address the described areas.

Recommendations:

The Inspection Team recommends that:

5. The Chief of Police ensure that the unit specific Communication Centre procedures for when more than one officer must respond to an event or call for service are fully consistent with similar requirements found in corporate procedures.
6. The Chief of Police revise communications and dispatch procedures to address:
 - security for the communications centre; and,
 - regular maintenance of the communications equipment.

Police Service - Practices

Findings:

The Toronto Police Service operates a Communications Centre (CCR) using its own members. The CCR is located on an upper floor in a building owned by the City of Toronto (Facilities and Real Estate Division) that is centrally located in the municipality. A secondary emergency Communications facility is maintained at another location shared with other municipal emergency services providers. This secondary location was recently used while the primary CCR was being renovated from January 29 to February 26, 2005. The Service has contingency plans for activating the secondary Communications Centre in emergency situations.

The Communications Centre is a component of the Toronto Police Service headed by a Staff Inspector who reports to the Superintendent, Communications Services. The CCR is subdivided into eight units: Administration, Central Alternative Response Unit, Training and five Platoons (A, B, C, D, E). Each Platoon includes one Staff-Sergeant officer-in-charge, three or four communications supervisors and 45 to 50 communicators.

Communicators function either as call-takers or dispatchers, and rotate between these two positions. Call-takers handle telephone calls for service and 911 calls for the entire city. A 911 call requires them to determine the type of service necessary (police, fire or ambulance) and route the call appropriately. If the call requires a police response, relevant information is collected and a call for service is generated on the Computer Aided Dispatch (CAD) system. The calls are then routed to dispatchers for assignment to the appropriate police resources. Dispatchers assign

calls for service and support front-line patrol officers by providing them with information and monitoring their status, position and safety. Each dispatcher position is primarily responsible for assigning calls located within a group of adjoining Divisions.

Communications supervision is provided through the five platoon Staff-Sergeants and 18 active communications supervisors. During interviews, communicators indicated that the civilian supervisors are their primary source of supervision. Staff-Sergeants have overall responsibility for the platoons, and spend most of their time on administrative issues.

The *Adequacy and Effectiveness Regulation* requires that a member of the police service is available 24 hours a day to supervise police communications and dispatch services. The Inspection Team examined Communications Centre duty rosters for the period of April 1, 2004 to March 31, 2005. The assignment of at least one full-time communications supervisor 24 hours per day, every day for the period examined was verified. Acting supervisors are assigned on a day-to-day basis to achieve a minimum level of four supervisors working at all times. With the normal assignment of four communications supervisors per shift, the Toronto Police Service is commended for ensuring the immediate accessibility of communications supervision.

The *Adequacy and Effectiveness Regulation* (section 6 (3)(b)) requires that communicators have completed ministry-accredited training or have equivalent qualifications or skills as approved by the Ministry. The Inspection Team examined training records and supporting documentation in order to verify compliance. The Service currently has 222 Communications Operators, 55 of whom completed training delivered in-house after the course received Ministry accreditation on January 8, 2001. Of the remaining, 152 are inaccurately listed as having completed a Police Communications Course on December 5, 2000. Records supporting the internal accreditation approval process reveal most of these received in-house training between 1979 and 2001, and that the assessment process conducted in 2000 identified them as having completed accredited training instead of having equivalent qualifications or skills. The records presented to demonstrate compliance were very unclear and open to interpretation and clarification is required.

The *Adequacy and Effectiveness Regulation* also requires that communications supervisors have completed ministry-accredited training or have equivalent qualifications or skills as approved by the Ministry. The Service currently has 18 Communications Supervisors who are actively supervising communications operations. The Inspection Team found that five communications supervisors have not received internal accreditation pursuant to the Skills Development and Learning Plan. While the remaining supervisors have received internal accreditation, the Inspection Team did not find a record of them having completed ministry-accredited communications supervisor training. Interviews and supporting documentation revealed that an internal memo dated December 5, 2000 requesting internal accreditation stated they had completed ministry-accredited training instead of having equivalent qualifications or skills as approved by the Ministry. The Service actually received Ministry accreditation for the communications supervisor's course on December 8, 2000. In order to accurately demonstrate regulatory compliance, the Chief of Police should ensure the training records for communicators and communications supervisors are reviewed and that those who have not completed ministry-accredited training be assessed for equivalent qualifications or skills as approved by the Ministry pursuant to the process outlined in the Toronto Police Service's Skills Development and Learning Plan. These records were also found to be unclear and open to interpretation and clarification as previously noted, is required.

The Communications Centre has 50 workstations for the delivery of communications and dispatch services. Communicators assigned to the call-taking function have 28 stations, including two for supervisors. Those assigned to the dispatch function have 22 stations, including two for supervisors. In addition, the Communications Centre has stations for five switchboard operators and two stations for general information access through computer systems. The Communications Centre physically separates the call-takers from dispatchers by clustering each function on opposite sides of the floor.

The Toronto Police Service uses an 800 MHz Motorola Radio System. The radio system has inter-operability capability with other police services, including those in Peel Region, York Region and Hamilton. A separate interface is used to communicate with the Durham Regional Police Service. Radio communication with the Ontario Provincial Police is limited to the use of the provincial common channel, which requires the use of a stand-alone radio system available at the supervisor's console. The Inspection Team was advised that the provincial common channel is used infrequently.

The radio system infrastructure is shared with other City of Toronto emergency services providers, such as fire and ambulance, which provides inter-operability capability with them. There are four Joint Emergency Systems common channels, which are available for command and control use by emergency services providers. In addition to these systems, the Service can contact other emergency services and public sector agencies which support, or provide services to, the City of Toronto through the Metro Net Radio System. This system, which operates station to station, is only used in the event of telephone system failure such as the experience during the province-wide power outage in August 2003.

Communications Centre security is provided by personnel from the City of Toronto Corporate Services Department. Visitor access is controlled by Security Staff posted at the front door of the building, 24 hours a day. Visitors are required to sign in and be accompanied by a CCR staff member. Staff access is controlled by security cards issued to individual members.

Critical equipment in the Communications Centre is supported by both an uninterrupted power supply and an emergency power system. Regular testing and maintenance of these back-up power systems is the responsibility of the City of Toronto (Facilities and Real Estate Division). The Inspection Team examined records and verified that the backup power systems are tested monthly.

Recommendations:

The Inspection Team recommends that:

7. The Chief of Police ensure the training records for communicators and communications supervisors are reviewed and recorded to be unambiguous and not subject to interpretation and that those who have not completed ministry-accredited training be assessed for equivalent qualifications or skills as approved by the Ministry pursuant to the process outlined in the Toronto Police Service's Skills Development and Learning Plan.

Suspect Apprehension Pursuits

Police Services Board - Policy

Requirement:

Section 6 of the *Suspect Apprehension Pursuits Regulation* (O. Reg. 546/96) requires the Board to have a policy on suspect apprehension pursuits that is consistent with the *Regulation*. The Ministry's guideline on suspect apprehension pursuits (LE-045) includes a recommended sample policy.

Findings:

The Toronto Police Services Board has a policy on suspect apprehension pursuits - TPSB LE-045, approved October 2003 (Board Minute 80/03). The policy directs the Chief of Police to establish procedures on police pursuits that are consistent with the requirements of the *Suspect Apprehension Pursuits Regulation* and that police officers, dispatchers, communications supervisors and road supervisors receive training required by the *Regulation*. The Board has complied with the requirements of section 6 of the *Regulation*.

The Inspection Team reviewed policy TPSB LE-045 and found it to be fully consistent with the policy recommended by Ministry Guideline LE-045.

Chief of Police - Procedures

Requirement:

Section 7 of the *Suspect Apprehension Pursuits Regulation* requires the Chief of Police to establish written procedures on suspect apprehension pursuits that are consistent with the *Regulation*. In addition, the *Regulation* requires the Chief to establish written procedures that:

- set out the tactics that may be used:
 - as an alternative to suspect apprehension pursuits; and
 - for following or stopping a fleeing motor vehicle;
- address the management and control of suspect apprehension pursuits;
- describe the responsibilities of police officers, dispatchers, communications supervisors and road supervisors; and,
- describe the equipment that is available for implementing alternative tactics.

The Ministry's guideline on suspect apprehension pursuits (LE-045) includes the Ministry's recommendations on police service procedures on suspect apprehension pursuits.

In addition to the regulatory requirements under the *Suspect Apprehension Pursuits Regulation*, the Board's policy requires the Chief of Police to establish procedures consistent with the *Regulation*.

Findings:

The Chief of Police has established procedures on suspect apprehension pursuits. They are found primarily in corporate procedure 15-10 (Suspect Apprehension Pursuits) dated October 2, 2003. To achieve compliance with the *Suspect Apprehension Pursuits Regulation*, the Service also relies upon the Communications Centre Procedure Manual and *Regulations* (CCR) unit specific procedure c15-10 that has been developed, maintained and approved by the Communications Centre. Collectively, the procedures are consistent with the requirements of the *Regulation* with one exception.

Section 9 of the *Suspect Apprehension Pursuits Regulation* requires the Chief of Police to establish procedures that restrict the use of unmarked police vehicles in pursuits. The Service procedure relies upon the term "police emergency vehicle" that is defined as a police motor vehicle equipped with emergency lights and a siren and meets the minimum standard requirements for an emergency vehicle as set out in section 144(1) of the *Highway Traffic Act*. The definition results in restrictions on "police emergency vehicles" without emergency lights and sirens, but does not restrict unmarked cars so equipped. The Chief of Police should revise procedures on suspect apprehension pursuits to include the restrictions on the use of unmarked police vehicles required by section 9 of the *Suspect Apprehension Pursuits Regulation*.

The Inspection Team found the Service procedures on suspect apprehension pursuits to be generally consistent with those recommended in Ministry Guideline LE-045, however, the procedures do not address the following areas recommended in the guideline:

- A description of the types of police vehicles that can directly pursue a vehicle;
- A requirement that officers notify the Communications Centre when they have taken the steps to discontinue a pursuit.

The Chief of Police should revise the procedures on suspect apprehension pursuits to address the described areas.

Recommendations:

The Inspection Team recommends that:

8. The Chief of Police revise procedures on suspect apprehension pursuits to include:
 - restrictions on the use of unmarked police vehicles required by section 9 of the *Suspect Apprehension Pursuits Regulation* (O. Reg. 546/99);
 - a description of the types of police vehicles that can directly pursue a vehicle; and,
 - a requirement that officers notify the Communications Centre when they have taken the steps to discontinue a pursuit.

Police Service - Practices

Findings:

The Inspection Team determined that members of the Toronto Police Service had been involved in 210 reported pursuits during the period of April 1, 2004 to March 31, 2005.

The Service has established procedures on the control and management of pursuits that are consistent with the requirements of the *Suspect Apprehension Pursuits Regulation*. The procedures appoint communications supervisors to the role of "pursuit supervisor" and make them primarily responsible for the control of pursuits. In addition, dispatchers are required to immediately notify communications supervisors when a pursuit commences.

The Inspection Team examined Computer Aided Dispatch (CAD) records for a sample of 126 pursuits and found a notation of supervisor notification in 83 events. Interviews with communicators and supervisors, together with observations, support the Inspection Team's conclusion that the actual rate of notification is much higher. In addition, the supervisor's workstation is positioned so that the entire dispatching area of the Communications Centre is easily overseen, making it unlikely that a pursuit could occur without her/his knowledge. The Inspection Team was informed that communications supervisors routinely announce over the radio when they take control of a pursuit, and rely on the subsequent voice recording to establish the fact.

The Inspection Team found, through interviews, that police officers, road supervisors, dispatchers and communications supervisors have a good understanding of their responsibilities and roles during a pursuit.

The *Suspect Apprehension Pursuits Regulation* requires the Chief of Police to have procedures that are consistent with the duty of communications or road supervisors to order termination if they believe the risk to public safety resulting from the pursuit outweighs the risk of not immediately apprehending or identifying a person in the fleeing vehicle. The Service has the required procedures in place. The Inspection Team examined Fail-to-Stop reports submitted in relation to pursuits for the period of April 1, 2004 to March 31, 2005 in order to verify the exercise of pursuit control by supervisors. Data regarding the termination of pursuits through supervisor intervention were extracted and analysed. Of 210 pursuits, 73 were discontinued through supervisor intervention. The results confirm that supervisors are monitoring pursuits and are willing to exercise independent control.

The *Suspect Apprehension Pursuits Regulation* requires the Chief of Police to have procedures addressing the transfer of decision-making responsibility from the originating police service to a supervisor in another jurisdiction involved in a pursuit. The Service procedures found in CCR c15-10 require that, when a Toronto pursuit enters another police jurisdiction, control of the pursuit be transferred to the outside agency. If control is not assumed, the pursuit must be abandoned. The Inspection Team conducted interviews with communicators and communications supervisors in order to verify actual control transfer practices. It was found that few had actual experience with inter-jurisdiction pursuits. There was significant variance in the responses regarding Service procedures on transfer of control.

In addition, Ministry Guideline LE-045 recommends that the Chief of Police enter into agreements with neighbouring police services to determine under what circumstances decision-making responsibility for a pursuit will be, and will not be, transferred from one jurisdiction to another. Board policy LE-045 also directs the Chief to enter into the described agreements. The required agreements are not in place.

The Inspection Team was provided with a document issued in 1991 by the "Greater Toronto Inter-Police Communications Committee". The one page document sets out the mechanics of how control during an inter-jurisdiction pursuit will be transferred; however the Committee's authority to commit member police agencies is unclear. The document does not describe the circumstances that will trigger the transfer of control and does not take into account the requirements of the *Suspect Apprehension Pursuits Regulation*, which came into effect in 1996.

The Chief of Police should review the current procedures and practices regarding the transfer of control during inter-jurisdiction pursuits, determine the circumstances when control will or will not be transferred, enter into agreements with neighbouring police services and ensure procedures are consistent with the agreements.

Ministry Guideline LE-045 recommends that the Chief of Police establish procedures requiring supervisors to conduct a follow-up review of pursuits. Service procedure CCR c15-10 requires road supervisors, unit commanders and staff superintendents to review pursuit reports. The Inspection Team examined the 210 Fail-to-Stop reports submitted for the period of April 1, 2004 to March 31, 2005. Supervisory review comments were found on 206 of the reports. In addition, 15 of the comment records recommended remedial action for officers involved in pursuits, including refresher training, discipline and/or counselling. The Inspection Team commends the Toronto Police Service for the high level of compliance regarding pursuit reviews.

The *Suspect Apprehension Pursuits Regulation* requires that police officers and road supervisors complete ministry-accredited suspect apprehension pursuits training. Board Policy LE-045 directs the Chief of Police to ensure that the required training is delivered. Accredited training is delivered in-house by the Training and Education Unit. The Service also relies upon suspect apprehension pursuits training delivered by the Ontario Police College as a component of the basic constable training program.

To verify the delivery of required training, the Inspection Team examined training records for each of 231 officers selected at random from Primary Response Units at every Division. The Team found a record of completed pursuit training for 192 of 200 police constables, and 30 of 31 road supervisors (sergeants). Four of the nine remaining officers have been on extended leaves of absence for various reasons and are not available to be trained. The Police Service has taken sufficient steps to ensure officers who are most likely to engage in pursuits have completed the required training.

The *Suspect Apprehension Pursuits Regulation* also requires that communicators and communications supervisors have completed ministry-accredited suspect apprehension pursuits training. Board Policy LE-045 directs the Chief of Police to ensure that the required training is delivered. The Service delivers accredited training through in-service training provided by the Communications Centre Training Unit. The Inspection Team examined training records and verified that all active communications supervisors have completed pursuit training. All but ten communicators have received training. Records for the ten communicators who have not received training are noted. The Inspection Team has received assurances the shortcoming will be rectified. In addition to classroom training on their pursuit responsibilities, most communicators and supervisors have also attended in-house vehicle operator pursuit training to gain a greater appreciation of the challenges faced by officers during a pursuit.

Recommendations:

The Inspection Team recommends that:

9. The Chief of Police review the current procedures and practices regarding the transfer of control during inter-jurisdiction pursuits, determine the circumstances when control will or will not be transferred, enter into agreements with neighbouring police services and ensure procedures are consistent with the agreements.

Criminal Investigation Management and Procedures

Police Services Board - Policy

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have a policy on criminal investigation management planning that addresses the knowledge, skill and ability requirements for the investigation of specific types of occurrences. Section 29 also requires the Board to have policies with respect to general criminal investigation and investigative supports. The Ministry's guideline on criminal investigation management and procedures (LE-006) includes a sample recommended policy.

Findings:

The Toronto Police Services Board has a policy on criminal investigation management - TPSB LE-006, approved September 28, 2000 (Board Minute 416/00). The Board has complied with the requirements of section 29 of the *Adequacy and Effectiveness Regulation*.

Chief of Police - Procedures

Requirement:

Section 11(1) of the *Adequacy and Effectiveness Regulation* requires the Chief of Police to prepare a criminal investigation management plan. In addition, section 11(4) requires the Chief to establish procedures for obtaining the assistance of another police service in relation to undertaking or managing a criminal investigation in circumstances when the Police Service does not have access to a criminal investigator or police officer with the knowledge, skills and abilities to investigate a specific type of occurrence. Further, section 12(1) requires the Chief to develop and maintain procedures on, and processes for, undertaking and managing general criminal investigations.

The Ministry's guideline on criminal investigation management and procedures (LE-006) outlines the Ministry's recommendations for police service procedures on criminal investigation management.

In addition to the regulatory requirements under the *Adequacy and Effectiveness Regulation*, the Board's policy also requires the Chief of Police to develop and maintain procedures on, and processes for, undertaking and managing criminal investigations and to prepare a criminal investigation management plan that meets the requirements of the *Adequacy and Effectiveness Regulation*.

Findings:

The Toronto Police Service has a Criminal Investigation Management Plan (CIMP) that was prepared in response to the *Regulation* and the direction of the Board in December 2000. The Toronto Police Service also has procedures for undertaking and managing general criminal investigations.

The Toronto Police Service has complied in part with the requirement to have a CIMP. Section 11(1)(a) of the *Adequacy and Effectiveness Regulation* requires that every chief of police prepare a criminal investigation management plan that lists the occurrences for which a police officer is required to contact a supervisor as soon as practicable. Toronto Police Services Board policy LE-006 also contains this instruction. The Toronto Police Service's CIMP does not contain such a list; it simply refers to the Toronto Police Service procedures index that is appended to the CIMP. The plan should be revised to include the list of occurrences expected by section 11(1)(a) in compliance with the *Regulation* and Board Policy.

In addition, section 11(1)(c) of the *Adequacy and Effectiveness Regulation* requires that the CIMP list the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator. Toronto Police Services Board Policy LE-006 also contains this instruction. The Toronto Police Service CIMP contains no such list. The plan should be revised to include the list of occurrences expected by section 11(1)(c) in compliance with the *Regulation* and Board Policy.

Section 11(1)(b) of the *Adequacy and Effectiveness Regulation* requires that the CIMP permit the supervisor, except as provided for in clause (c), to assign responsibility to undertake or manage the investigation of an occurrence listed in the plan to any police officer, whether or not he or she is a criminal investigator. Toronto Police Services Board policy LE-006 contains this instruction. Again, there is no list of occurrences in the CIMP and no such permission is extended to supervisors. The plan should be revised to include the list of occurrences expected by section 11(1)(b), with the required permissions, in compliance with the *Regulation* and Board Policy.

The CIMP directs that "All reports of crimes must be assigned to a member of Divisional Detective Operations for initial investigation". This direction conflicts with the actual practices of the police service, as described by the members interviewed, that routine and/or minor investigations including impaired driving and shoplifting, are usually investigated by front-line, uniform officers. Beyond minor criminal occurrences, members of Divisional Detective Operations are responsible for the initial investigation and for contacting specialized investigative units for assistance and case management when necessary. The Chief of Police should revise the CIMP to reflect the actual practices of the police service, or ensure compliance with service procedures.

Recommendations:

The Inspection Team recommends that:

10. The Chief of Police revise the Criminal Investigation Management Plan (CIMP) to ensure, in compliance with the *Regulation* and Board Policy:
 - it contains a list of occurrences for which a police officer is required to contact a supervisor as soon as practicable;
 - it lists the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator; and,
 - it (except as provided for in clause 11(c) of the *Regulation*) extends permission to a supervisor to assign responsibility to undertake or manage an occurrence listed in the plan to any police officer, whether or not he or she is a criminal investigator.
11. The Chief of Police revise the direction, for initial investigation of criminal offences, in the Criminal Investigation Management Plan (CIMP) to reflect the actual practices of the police service, or ensure compliance with service procedures.

Police Service - Practices

Findings:

Criminal Investigation services are delivered at two levels in the Toronto Police Service. The Staff Superintendent of Detective Support, at police headquarters, is the Director of Criminal Investigations for the entire service and is responsible for specialized investigative units. In addition, each Division has criminal investigators assigned to Divisional Detective Operations.

The *Adequacy and Effectiveness Regulation*, and Toronto Police Services Board Policy LE-006, require the Chief of Police to ensure that criminal investigators are qualified to conduct investigations. Consistent with the *Regulation*, the Toronto Police Service CIMP defines a criminal investigator as "a police officer who has successfully completed the required training accredited by the Ministry or has equivalent qualifications and skills as approved by the Ministry". The CIMP also contains instructions that Specialized Investigations i.e., Homicide (Manslaughter and Infanticide), Sexual Assault, Domestic Violence, Child Abuse and Major Cases (as defined by the Ontario Major Case Management Manual) must be assigned to a Specialist Criminal Investigator who has successfully completed the required training and has the knowledge, skills and abilities to investigate matters requiring a specialized investigator.

For this inspection, in relation to the management of criminal investigations, eight of the 16 Field Divisions of the Toronto Police Service were selected at random as being representative of the larger organization. The Inspection Team determined that a total of 399 police officers were assigned criminal investigation responsibilities in those eight Divisions. The Inspection Team reviewed training records for those 399 officers and found that 97% had received ministry-accredited training or had been properly assessed to ensure they had the necessary knowledge, skills and abilities and were qualified consistent with Board Policy and the CIMP to conduct criminal investigations. The Toronto Police Service is commended for its commitment to criminal investigative training.

The *Adequacy and Effectiveness Regulation* acknowledges the importance of supervisor intervention and training for police officers responding to and investigating criminal events. Although the Toronto Police Service CIMP does not list the occurrences for which a police officer is required to contact a supervisor as soon as practicable, or when a supervisor so notified must attend the scene of an occurrence, procedures for specific occurrences do contain such instruction. As noted previously, to verify compliance with those procedural requirements the Inspection Team did examine Computer Aided Dispatch (CAD) records for selected events. The attendance of a detective from a Divisional or specialty unit was noted as the equivalent of the attendance of a patrol sergeant. Indications of supervisor notification and attendance at the scene as required were analyzed. Interviews subsequently indicated actual notification and attendance performance was higher than the described results for each of the event types, but remained somewhat less than 100%. As recommended in the Supervision section of this report, the Chief of Police should take steps to improve compliance with those procedures requiring supervisors to be notified and attend the scenes of events.

Detective Support:

The Staff Superintendent of Detective Support reported, at the time of the inspection, to the Deputy Chief of Police of Policing Support Command and was responsible for specialty units including:

- Detective Services
- Forensic Identification Services
- Fraud Squad
- Hold Up Squad
- Homicide Squad
- Sex Crimes Unit
- Special Investigation Services

Members of the Inspection Team were impressed by the competency and professionalism exhibited by members interviewed at the several special units they visited.

Divisional Detective Operations Sections:

Each of the 16 police Divisions has its own Divisional Detective Operations Section with Divisional Detectives reporting to the Superintendent or Staff Inspector in charge of the Division.

The Inspection Team observed that most Divisional Detective Operations Sections were divided into units dedicated to certain types of crime including: Domestic Violence and Sexual Assault; Youth Crime; and Major Crime, including street robberies, property crime, breaches of morality laws and other local projects. A Detective Sergeant is in charge of crime management for each Division and utilizes the services of the divisional crime analyst, domestic violence co-ordinator and other support staff to ensure the orderly and efficient assignment and supervision of criminal investigations within the Division.

Divisional Unit Commanders and Detective Sergeants in charge of criminal investigation were interviewed at each of the eight Divisions visited. Uniform Staff-Sergeants, as the officers in charge of a Division during non business hours, were also interviewed regarding response to and investigation of complaints of criminal occurrences. The Inspection Team determined that teams of Divisional detectives are assigned to shift rotations matching those of the uniform platoons and detectives are available around the clock to undertake investigations and to provide assistance and direction to uniform officers. Generally, appropriate supervision is in place to ensure that investigations are conducted properly and that court documents are suitably prepared.

General Findings:

Members of the Inspection Team interviewed representatives of the Crown Attorney's office who described a good and collaborative relationship between their organization and the Toronto Police Service. The appointment, in recent years, of liaison officers by the police service, and case management coordinators by the Crown's office, has addressed old concerns regarding completeness of crown briefs and issues around disclosure.

Although there is no formal protocol, as recommended by Ministry Guideline LE-006, between the Crown Attorney and the Chief of Police to deal with issues of concern to the crown or judiciary, an equivalent and comparable process exists with the Justice Liaison Committee (chaired by the Staff Superintendent in charge of Detective Support) and there are well-established lines of communication between the Crown Attorney's office and the police service. Members of the Crown's office participate in delivering training to service members, both through the investigative training courses at the Toronto Police Service's C. O. Bick College and occasionally by attending Divisional in-service training programs.

The Victim Services Program, co-funded by the province and the municipality, delivers assistance to victims of crimes in Toronto's many and varied communities. Although this program is not a part of the Toronto Police Service, office space and other support are provided by the service. Ten full-time crisis counselors and 113 trained volunteers provide crisis intervention, assessment, counseling, support and referrals 24 hours per day. The Executive Director of the program was interviewed and reports that an excellent relationship exists between her workers and the police and that victims are being appropriately notified by police officers of the assistance available through the program. Members of the police service reported receiving excellent cooperation and service from the Victim Services Program's volunteers and full-time staff.

Sexual Assault Investigations

Preamble:

In August of 1986, the woman identified as Jane Doe was sexually assaulted in her bedroom in the neighbourhood where a serial rapist was known to be active. Subsequently, Jane Doe successfully sued the Board of Commissioners of Police of the then-Municipality of Metropolitan Toronto. As a result of that lawsuit, and at the direction of Toronto City Council, the City Auditor conducted a review of the investigation of sexual assaults by the Toronto Police Service. In his October 1999 report, the City Auditor identified areas of concern and made (57) recommendations for improvement. In October 2004, the Auditor General conducted a follow-up review to determine the extent of the implementation of his recommendations. The October 2004 review found: "It is clear that not all recommendations contained in the 1999 report have been implemented by the Toronto Police Service. On the other hand, it is unfair to suggest that no meaningful improvements have been made to the manner in which the Toronto Police Service conducts sexual assault investigations."

The Ministry's inspection of the Toronto Police Service's investigation of sexual assaults is not a result of, nor is it connected to the reviews conducted by the City Auditor or the follow-up review conducted by the Auditor General. The Ministry conducts routine inspections of all police services in Ontario and has examined the Sexual Assault Investigation policy, procedures and practices in all of the previous inspections conducted during the current inspection cycle.

The Ministry inspection and the Auditor General's reviews vary considerably in both scope and terms of reference. For example, the Inspection Team focused and reported on compliance by the police service with the Adequacy Standards Regulation, and other areas of provincial interest articulated in the Ministry Guideline on sexual assault investigations. Ministry Guidelines are one of the primary tools developed to assist all police services boards, chiefs of police, police associations and municipalities in the province of Ontario with their understanding and implementation of the Police Services Act and its Regulations, including the Regulation on the Adequacy and Effectiveness of Police Services.

In contrast, the City Auditor and Auditor General's more lengthy reviews examined a wider spectrum of elements connected to training and the investigation of sexual assault specific only to the Toronto Police Service.

In addition, while the Auditor General's most recent review dealt with data from 2003, the Inspection Team examined data connected to sexual assaults reported between January 1, 2004 and March 31, 2005.

The City Auditor and Auditor General's reviews and recommendations were considered but neither validated nor replicated in the routine inspection conducted by the Ministry. Of note however, the Inspection Team was pleased to find that members of the service, who were interviewed, regarded the City Auditor's and Auditor General's recommendations as positive steps for improvement, and that those members reported steady progress towards implementation of the recommendations.

Police Services Board - Policy

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have a policy on investigations into sexual assaults. The Ministry's guideline on sexual assault investigations (LE-034) includes a sample recommended policy.

Findings:

The Toronto Police Services Board has a policy on Sexual Assault Investigations - TPSB LE-034 approved November 23, 2000 and last reviewed in October 2003. The Board has complied with section 29 of the *Adequacy and Effectiveness Regulation*, which requires police services boards to have a policy on sexual assault investigations.

The Inspection Team compared the Toronto Police Services Board policy on Sexual Assault Investigations with the sample board policy provided in Ministry Guideline LE-034, Sexual Assault Investigation. In their review, the Inspection Team saw that the Board had directed the Chief of Police to follow some abbreviated parts of the sample board policy recommended in the Ministry Guideline, including that the Chief of Police:

- 1) develop and maintain procedures and processes for undertaking and managing sexual assaults, which address communications and dispatch, initial response, investigations and community notification; and,
- 2) work, where possible, with hospitals, government and community agencies to ensure a coordinated and effective response to victims of sexual assault.

The Inspection Team determined from that review that some important policy direction was missing, including additional recommendations from the guideline that the board direct the Chief of Police to develop and maintain procedures that:

- 1) require that investigations be undertaken in accordance with the police service's criminal investigation management plan;
- 2) require compliance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*;
- 3) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance; and,
- 4) direct the police service to work where possible with agencies that provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victim Services, as well as the local Crown, to ensure a co-ordinated and effective response to victims of sexual assaults.

Recommendations:

The Inspection Team recommends that:

12. The Board review Ministry Guideline LE-034 and consider expanding its policy on sexual assault investigations to include all of the policy elements recommended in the guideline.

Chief of Police - Procedures

Requirement:

Section 12(1)(r) of the *Adequacy and Effectiveness Regulation* requires the Chief of Police to develop and maintain procedures and processes for undertaking and managing investigations into sexual assaults. The Ministry's Guideline on sexual assault investigations (LE-034) outlines the Ministry's recommendations for police service procedures on sexual assault investigations.

In addition to the regulatory requirements under the *Adequacy and Effectiveness Regulation*, the Board's current policy also requires the Chief of Police to develop procedures on sexual assault investigations.

Findings:

The Chief of Police has a procedure on Sexual Assault Investigations - Procedure 05-05, issued December 23, 2002. The Chief of Police has complied with clause 12(1)(r) of the *Regulation*. The Chief of Police has also complied with the Board's policy requiring the development of procedures on sexual assault investigations.

The Inspection Team reviewed the Police Service's procedure on sexual assault investigations and determined that in addition to Rationale, Governing Authorities, Associated Policies or Procedures, Forms and Definitions; the procedure covers:

- Assignment of Investigators
- Victim Interview
- Sexual Assault Care Centres
- ViCLAS; and,
- Responsibilities of Police Officer, Supervisory Officer, Divisional Investigator, Divisional Sexual Assault Investigator, Detective Sergeant, Sexual Crimes Unit Investigator.

The role of communications and dispatch is not included in the Sexual Assault Investigations Procedure 05-05 but is contained in the unit specific procedures prescribed for communicators in the Communications Centre Procedure Manual and *Regulations*.

The Police Service's procedure is generally consistent with Ministry Guideline LE-034, however, it should be expanded to:

- require that sexual assault investigations be undertaken in accordance with the police service's criminal investigation management plan;
- require compliance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*; and,
- set out the steps for obtaining third party records.

Recommendations:

The Inspection Team recommends that:

13. The Chief of Police revise procedures to:
 - require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and in compliance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*; and,
 - set out the steps for obtaining third party records.

Police Service - Practices*Findings:*

Responsibility for conducting sexual assault investigations is shared between two groups of Toronto Police criminal investigators. The Sexual Assault Section, a component of the Sex Crimes Unit, and Divisional Sexual Assault Investigations, a component of Divisional Detective Operations, conduct sexual assault investigations on behalf of the police service.

The *Adequacy and Effectiveness Regulation*, supported by a Ministry Guideline anticipates that police services will make decisions about training for officers involved in investigations including the investigation of sexual assaults. Likewise the service is expected to make determinations about supervision practices when a sexual assault is reported to the police service. Consistent with this guideline, the Toronto Police Service has a procedure on Sexual Assault Investigations, i.e., Procedure 05-05, issued December 23, 2002, that directs a police officer arriving at the scene of a sexual assault to request that a supervisor attend the scene. The procedure further requires that a supervisor, upon being notified of a sexual assault shall attend the scene and provide guidance and assistance in the preliminary investigation, ensuring that all necessary action is taken.

To verify compliance with procedural requirements, the Inspection Team examined Computer Aided Dispatch (CAD) records for the period of April 1, 2004 to March 31, 2005. Indications of supervisor notification and attendance at the scene as required by the procedure were analyzed. For the purpose of this inspection and considering the availability of Divisional Detective Operations, the attendance of a detective from a Divisional or specialty investigative unit was noted as the equivalent of the attendance of a patrol sergeant. Analysis of the available records indicates that a supervisor was notified in 51.3% of the instances when the police service responded to a complaint of sexual assault and that a supervisor attended the scene of 43.2% of sexual assault occurrences. Interviews with patrol officers and supervisors indicate actual notification and attendance performance is higher than the described results for this and the other event types, but significantly less than 100%. As recommended in the Supervision section of this report, the Chief of Police should take steps to improve compliance with those procedures requiring supervisors to be notified and attend the scenes of events, including sexual assaults.

Sex Crimes Unit and the Sexual Assault Section:

A Staff Inspector is responsible for the Sex Crimes Unit which operates from the Toronto Police Service Headquarters at 40 College Street.

A Detective Sergeant is responsible to the Staff Inspector and supervises the Sexual Assault Section's 23 field investigators.

The Inspection team was provided a document describing the purpose or mission and the mandate of the Sex Crimes Unit as including:

"... providing support, advice, or taking the lead in investigations into sexual assaults in the City of Toronto. The determination of whether or not the Sex Crimes Unit will take charge of an investigation will be based on a risk assessment."

Furthermore, the mandate of the Sex Crimes Unit prescribes that they:

"... shall be notified of any sexual assault where: There is ongoing risk to the community when the offender is unknown and the investigation to determine the identification of the offender is beyond the resources available at the Divisional level, and/or; the offence is of a particular heinous nature and includes ..."

The document includes a defined list of criteria to be considered in determining whether or not responsibility for a particular investigation will be transferred to the Sex Crimes Unit. The mandate of the unit also prescribes authority for the Commander of the Sex Crimes Unit to take charge of any sexual assault investigation.

The Sex Crimes Unit mandate document goes on to describe the role of Divisional Sexual Assault Investigators who are identified as responsible for investigations that do not fall within the mandate of the Sex Crimes Unit including "historical family sexual assaults and those where the suspect is known".

The Inspection Team conducted interviews with members assigned to the Sex Crimes Unit and the Sexual Assault Section. The Inspection Team learned that, in most cases, Divisional Detectives are notifying the Sex Crimes Unit of sexual assaults falling within the mandate of the Unit. In addition, the Crime Analyst assigned to the Sex Crimes Unit reviews eCOPS, (Enterprise Case Occurrence Processing System) data entered from across the police service on a daily basis. Current investigations from across the police service that appear consistent with the mandate of the Sex Crimes Unit are recommended for re-assignment to the Sex Crimes Unit.

The Inspection Team conducted an interview with the Detective Sergeant of the Sexual Assault Section of the Sex Crimes Unit. The Inspection Team was satisfied that this supervisor personally reviews every investigation completed by members of the section.

Section 9 (4) of the *Adequacy and Effectiveness Regulation* requires that, to be designated a criminal investigator, a police officer must have successfully completed the required training accredited by the Ministry or have equivalent qualifications and skills as approved by the Ministry. The Toronto Police Service CIMP sets out the requirements that a police officer must meet to qualify as a criminal investigator for the police service and also directs that additional role-specific training must be successfully completed to prepare the officer to conduct specialized investigations, including investigations of sexual assault. The Toronto Police Service is commended for adopting a standard of criminal investigator qualification exceeding that required by the *Regulation*.

The Inspection Team confirmed that each of the 23 investigators assigned to the section was an accredited criminal investigator at the time of the inspection. Consistent with the recommended practices in the Ministry Guideline on sexual assault investigations and in compliance with the Toronto Police Service CIMP, all 23 members of the section had received training in child and sexual abuse; and all but one had completed Ontario Major Case Management training.

Divisional Detective Operations – Divisional Sexual Assault Investigators:

The mandate of Divisional Sexual Assault Investigators is determined in the Sex Crimes Unit Mandate as previously mentioned. Where applicable, Divisional Sexual Assault Investigators are assigned to Divisional Detective Operations in each of the sixteen Divisions of the Toronto Police Service.

The provisions of Section 9 (4) of the *Adequacy and Effectiveness Regulation*, requiring a designated criminal investigator to be a police officer who has successfully completed the required training accredited by the Ministry or who has equivalent qualifications and skills as approved by the Ministry, apply to Divisional investigators as well. Likewise, the role-specific training provisions articulated in the Toronto Police Service CIMP apply to the Divisional Sexual Assault Investigators.

The Inspection Team randomly selected eight of the sixteen Divisions of the Toronto Police Service as a sample that could reasonably be expected to represent the practices of all Divisions. The officers in charge of each of those Divisions, as well as the Detective Sergeants in charge of criminal investigations (including sexual assault investigations) were interviewed. Uniform Staff-

Sergeants, as the officers in charge of a Division during non-business hours, were also interviewed regarding response to, and investigation of, reports of sexual assault.

Data obtained from the Toronto Police Service's records management system, indicated that 830 sexual assaults were reported to have occurred in the eight Divisions, between January 01, 2004 and March 31, 2005. Analysis of this information and the police service's training records demonstrated that 96%, or all but 31 of the 830 reported sexual assaults, were investigated by officers with specialized training in the investigation of sexual assaults. Based on this finding, the Inspection Team is satisfied that supervisors are exercising their responsibility to assign investigations to an investigator with the knowledge, skills and ability to investigate a particular occurrence.

Furthermore, the Inspection Team is satisfied with the availability of trained criminal investigators with role-specific training to investigate sexual assaults.

General Findings:

Representatives of the Crown Attorney's office reported satisfaction with the quality of the Toronto Police Service's sexual assault investigations and Crown briefs, particularly those conducted/prepared by members of the Sexual Assault Section of the Sex Crimes Unit.

The Inspection Team also examined *Violent Crime Linkage Analysis System (ViCLAS)* tracking documents maintained by the Toronto Police Service's ViCLAS coordinator and determined that annual reports were submitted as required by the *Regulation* in 2003 and 2004. Interviews revealed that members of the police service are aware of their responsibility to complete a ViCLAS report for each sexual assault investigation within a 21-day internal deadline. The internal 21-day deadline facilitates submission by the police service, to the Provincial ViCLAS Centre within 30 days of commencing an investigation, as required by *Ontario Regulation 550/96*. Toronto Police Service records examined by the Inspection Team indicated that between January 01, 2005 and June 09, 2005, ViCLAS submissions by investigators met the internal deadline 86% of the time, a marked improvement over the same period in 2004 when the 21-day deadline was achieved only 59% of the time. Compliance with the 30-day deadline imposed by *Ontario Regulation 550/96* was achieved 87% of the time. The self-imposed 21-day internal deadline and careful monitoring of compliance has facilitated the efficient management of the police service's obligations under *Ontario Regulation 550/96*. The service is commended for its commitment to this program.

Ministry Guideline LE-034 recommends that every Chief of Police should work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victim Services, as well as the local Crown, to ensure a co-ordinated and effective response to victims of sexual assaults, including developing a local protocol that addresses:

- a) practical assistance and support to victims;
- b) the receipt of information from third party and anonymous sources;
- c) information sharing;
- d) training of members of the police service;
- e) concerns raised over practices and procedures;
- f) role and responsibilities of investigating officers;
- g) documentation of referrals;
- h) information to victims regarding their cases;
- i) the collection, preservation and transfer of medical/forensic evidence (including provisions to allow for a Sexual Assault Evidence Kit to be stored for up to six months when a victim chooses to attend the hospital to have the examination completed but chooses not to report the assault to the police at that time);
- j) the dissemination of Sexual Assault Evidence Kits; and,
- k) community education.

While considering the City Auditor's 1999 report, recommendations similar to the guideline were observed, including:

- #40 External Community Resources be used in the Training of Sexual Assault Investigators;
- #52 Police officers be specifically educated on the roles and responsibilities of the sexual assault care centres;
- #53 A formal written protocol be developed between the police service and the sexual assault care centres which provides for the reporting of inappropriate police behaviour; and,
- #56 The Sexual Assault Squad be required to form relationships with community groups, share information and concerns and work together to meet common objectives.

The Auditor General's 2004 review of implementation indicated that little progress had been made in these areas. During interviews with staff, the Inspection Team confirmed that there is no such protocol between the Toronto Police Service and the partners suggested in the guideline. The Chief of Police should ensure that a protocol is developed between the service and as many partners listed in the guideline as is practicable to ensure a co-ordinated and effective response to victims of sexual assault.

Recommendations:

The Inspection Team recommends that:

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

Property and Evidence Control

Sections 132, 133 and 134 of the *PSA* address the effective management, storage and disposition of personal property, money, and firearms which come into the possession of a police service.

Police Services Board - Policy

Requirement:

Section 29 of the *Adequacy and Effectiveness Regulation* requires the Board to have a policy with respect to property and evidence control. The Ministry's guideline on the collection, preservation and control of evidence and property (LE-020) includes a sample recommended policy that addresses property and evidence control.

Findings:

The Board's policy addresses the legislated and regulated requirements for boards found in the *Police Services Act* and the *Adequacy and Effectiveness Regulation*. Specific direction in respect of sections 132(2), 133(3) and 134(2) of the *Police Services Act* and section 13(1)(n) and 14(1)(b) of the *Adequacy and Effectiveness Regulation* are included.

The Board policy is not consistent however, with the sample board policy recommended by Ministry Guideline LE-020 in that it does not direct the Chief of Police to ensure that an annual audit of the property/evidence held by the police service is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board.

The Inspection Team was informed that these audits are conducted by the Toronto Police Service Quality Assurance Unit. The Board should expand its policy to require annual audits and reports on the results of those audits; and add the requirement to its list of outstanding and pending reports.

Recommendation:

The Inspection Team recommends that:

15. The Board revise its policy to provide direction that annual audits of the property/evidence held by the police service be conducted by members not routinely or directly connected with the property/evidence control function, and require that the results be reported to the Board.

Chief of Police - Procedures

Requirement:

Section 13(1)(n) of the *Adequacy and Effectiveness Regulation* requires the Chief of Police to establish procedures and processes in respect of property and evidence control. The Ministry's guideline on the collection, preservation and control of evidence and property (LE-020) includes the Ministry's recommendations for police service procedures on property and evidence control.

In addition to the regulatory requirements under the *Adequacy and Effectiveness Regulation*, the Board's policy requires the Chief of Police to establish procedures on property and evidence control.

Findings:

The Toronto Police Service has complied with the requirement to have procedures and processes in respect of property and evidence control.

The Property and Evidence Management Unit (PEMU) has a role-specific training manual and detailed guidelines for PEMU staff. The Unit Commander is responsible for ensuring that the Unit Guidelines complement Policies and Procedures and remain current. The PEMU Unit Guidelines, called the "Operating Manual", includes a 55-page section on the Divisional Locker Management System (DLMS).

In February of 2005, as a result of an internal Firearms Vault Audit, recommendations were made concerning the process for handling firearms in the possession of the police service. The Inspection Team monitored steps taken by the police service during the inspection to direct the prompt submission of firearms coming into the possession of the police service. Procedural amendments were under development but not completed at the conclusion of the inspection.

The combination of Procedures, Service Governance and Unit Guidelines provides detailed instruction for members involved in the control of evidence and property. The Chief of Police has complied with sections 132, 133 and 134 of the *Police Services Act*, the requirement of section 13(1)(n) of the *Adequacy and Effectiveness Regulation*, and the Board's direction in respect of the development of procedures and processes for the handling of property and evidence coming into the possession of the police service.

Police Service - Practices

Findings:

Consistent with the requirements of the *PSA* and the *Adequacy and Effectiveness Regulation* in relation to the handling and storage of property and evidence coming into the possession of the police service, the Ministry Guideline speaks to the need for the recording of property and evidence as well as interim secure storage and long-term storage of evidence and property.

The practices of the Toronto Police Service were found to be designed to ensure continuity in the control of property and evidence. Members interviewed were familiar with the process for recording and submitting property. All items require a property tag and property report and all are accounted for in one of several electronic record keeping systems. Items are placed in a secure storage area prior to the seizing/receiving member reporting off-duty.

Record-Keeping:

The Property and Evidence Management Unit (PEMU) has processes in place to record, securely store and retrieve property and evidence. PEMU employees provide the property/evidence courier service to and from Divisional Locker Management System (DLMS) facilities, Headquarters, the Centre of Forensic Sciences and some court locations. Due to physical space restrictions at PEMU, vehicles are stored at an off-site secure compound. Appropriate safeguards are in place for drugs, firearms, money and other items of significant value.

In addition to any entries in the Toronto Police Service's Occurrence Management System(s), property and evidence may be recorded/tracked through one of eight separate record-keeping systems.

All of these systems are stand-alone; some are not supported by Information Technology Services; and some are not network compatible. These systems do not interface with each other and do not interface with the eCOPS, Computerized Occurrence Processing System (COPS) or Criminal Information Prosecuting System (CIPS). The lack of system compatibility may require searches of more than one system to locate all records associated with an occurrence; and results in duplicate information being entered, with the inherent risk of error.

Most of these stand-alone programs do not have statistical reporting functions and members regularly transfer data into Microsoft Excel to generate statistical reports.

The Inspection Team selected items at random from all areas of the property storage facility and compared those items to the property register control records in the applicable Records Management System (RMS). The reverse process was also conducted. Item records were selected from the RMS and the items verified as present at their recorded storage location. Most items were recorded properly and readily found at the recorded location. The few discrepancies were quickly investigated, explained and remedied by PEMU staff. The practices in place can be relied upon to maintain control and continuity of property and evidence.

Secure Storage:

Secure storage is provided for appropriate items of property and evidence at several Toronto Police Service locations. Interim storage is accomplished through use of the Divisional Locker Management System (DLMS). Members of the Inspection Team visited four Property/Evidence storage facilities and the Property Room/DLMS at several locations. There is no excess capacity at any of the property storage facilities visited by members of the Inspection Team.

The Toronto Police Service utilizes its Divisional Locker Management System (DLMS) to provide secure interim storage. The DLMS software, and computer-controlled lockers, used to track the secure storage of property and evidence impressed the Inspection Team with its efficiency and effectiveness as an interim, secure storage system. The DLMS is housed within a locked room and in some locations there are surveillance cameras in the property room. Members of the Toronto Police Service can use the DLMS/Property Room at any location. This temporary storage capability is especially valuable in dealing with found property being held for return to its owner and for the interim storage of items required for investigation purposes, especially over weekends.

Although ready access to secure interim storage facilities is not required by *Regulation* nor recommended in the Ministry Guideline, it is provided by the DLMS and is invaluable to the members of the Toronto Police Service.

The Inspection team noted that, on occasion, all lockers at one location may be in use and officers are then required to transport seized property and evidence to the DLMS at another location. Subject to budgetary considerations, the Inspection Team suggests the installation of interim secure storage facilities at additional locations including Detective Services and Police Headquarters.

Members of the Inspection Team were informed that the situation where all lockers are utilized most often results from a combination of volume of new items of property/evidence; use of lockers for temporary storage; temporary storage beyond the seven-day limit; and items in lockers (or large items, including bicycles in property rooms) effectively in escrow until errors or omissions are corrected in associated records.

The issues related to DLMS availability are being assessed through individual location audits. Issues include inaccurate or incomplete documentation resulting in the property being refused by the courier; and the need for supervisory vigilance in monitoring temporary storage and ensuring prompt follow-up to courier refusals. Significant improvements have been noted in response to DLMS audit recommendations and following presentations by the PEMU supervisor at Divisional Training Days.

Storage facilities at PEMU and at the investigative units visited by the Inspection Team were observed to be secure, with appropriate access controls and record keeping procedures.

Disposal:

Items of Property/Evidence must eventually be disposed of through return to the lawful owner, destruction or sale. Significant effort is made to identify the owner of returnable property and return the property. This process is often delayed pending receipt of disposition instructions from the officer in charge of a case. To address this delay, the TPS 405 Property Receipt (Property Tag) was revised in 2001 to include an area for disposition instructions on the face of the document. Some old versions of the TPS 405 are still in use.

Items which must be destroyed are subjected to appropriate methods of destruction. Items which will be offered for sale are offered at public auction over the Internet, through a third party vendor. The auction site is accessible through a link on the Toronto Police Service home page at www.torontopolice.on.ca or at the vendor's website at www.riteauctions.com.

Items for sale at auction are carefully recorded before being released to the auctioneer. Subsequent to sale, the auction records are reconciled by the PEMU cashier. Proceeds are deposited to an account controlled by the Police Services Board.

The Inspection Team was informed that, through internal processes, a number of recommendations in relation to Property and Evidence have been submitted in recent years and implementation of some of them is ongoing. Other recommendations have significant costs such as constructing a new Property and Evidence Management facility and installing more Divisional Locker Management Systems. An exhaustive review of these recommendations was not undertaken, however, the recommendations reviewed are consistent with the findings and recommendations in this report.

Internal Audit and Inventory Control:

Ministry Guideline LE-020 recommends that the Board have a policy directing the Chief of Police to develop procedures for, and ensure that, an annual audit of the property/evidence control function is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board. The guideline also recommends that the Chief of Police comply with the aforementioned recommended Board Policy.

The Inspection Team was advised that the members of the PEMU conduct regular internal audits of their property and evidence control systems. In addition, the Inspection Team learned that the Toronto Police Service Quality Assurance Unit is tasked with conducting these annual property audits. The Quality Assurance Unit follows a three-year cycle, auditing one major area each year, i.e., Firearms; Property including money; and Drugs. Neither Board policy nor Chief of Police procedure directs the completion of these routine audits that are considered mandatory by the Toronto Police Service Quality Assurance Unit.

Recommendations:

The Inspection Team recommends that:

16. The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.
17. The Board and Chief of Police review the space restrictions at existing long-term secure storage facilities and consider the benefits of installing secure interim storage facilities in proximity to investigation areas and expanding the capacity at Forensic Identification Services.

APPENDICES

Appendix 1.0 - Summary of Recommendations

Following the inspection of the Toronto Police Service, the Inspection Team recommends:

Policy and Procedure Systems - Recommendations

1. The Board create an archiving system that records the date and nature of approvals and amendments and facilitates the recall of the Board Policy in place on any given date; and ensure that the date and authority for approval and all amendments and revisions are clearly indicated on each policy document.
2. The Chief of Police ensure that unit-specific guidelines are systematically reviewed to ensure they remain consistent with legislation, Board Policies and Chief's Procedures.
3. The Chief of Police ensure that as procedures are reviewed, the use of mandatory language, discretionary language, and references to "established practice" are considered, and that each instance is confirmed or amended as appropriate.

Supervision - Recommendations

4. The Chief of Police take steps to improve compliance with procedures requiring supervisors to be notified and attend the scenes of specific events.

Communications and Dispatch - Recommendations

5. The Chief of Police ensure that the unit specific Communication Centre procedures for when more than one officer must respond to an event or call for service are fully consistent with similar requirements found in corporate procedures.
6. The Chief of Police revise communications and dispatch procedures to address:
 - security for the communications centre; and,
 - regular maintenance of the communications equipment.
7. The Chief of Police ensure the training records for communicators and communications supervisors are reviewed and recorded to be unambiguous and not subject to interpretation and that those who have not completed ministry-accredited training be assessed for equivalent qualifications or skills as approved by the Ministry pursuant to the process outlined in the Toronto Police Service's Skills Development and Learning Plan.

Suspect Apprehension Pursuits - Recommendations

8. The Chief of Police revise procedures on suspect apprehension pursuits to include:
 - restrictions on the use of unmarked police vehicles required by section 9 of the *Suspect Apprehension Pursuits Regulation (O. Reg. 546/99)*;
 - a description of the types of police vehicles that can directly pursue a vehicle; and,
 - a requirement that officers notify the Communications Centre when they have taken the steps to discontinue a pursuit.
9. The Chief of Police review the current procedures and practices regarding the transfer of control during inter-jurisdiction pursuits, determine the circumstances when control will or will not be transferred, enter into agreements with neighbouring police services and ensure procedures are consistent with the agreements.

Criminal Investigation Management and Procedures - Recommendations

10. The Chief of Police revise the Criminal Investigation Management Plan (CIMP) to ensure, in compliance with the *Regulation* and Board Policy:
 - it contains a list of occurrences for which a police officer is required to contact a supervisor as soon as practicable;
 - it lists the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator; and,
 - it (except as provided for in clause 11(c) of the *Regulation*) extends permission to a supervisor to assign responsibility to undertake or manage an occurrence listed in the plan to any police officer, whether or not he or she is a criminal investigator.
11. The Chief of Police revise the direction, for initial investigation of criminal offences, in the Criminal Investigation Management Plan (CIMP) to reflect the actual practices of the police service, or ensure compliance with service procedures.

Sexual Assault Investigations - Recommendations

12. The Board review Ministry Guideline LE-034 and consider expanding its policy on sexual assault investigations to include all of the policy elements recommended in the guideline.
13. The Chief of Police revise procedures to:
 - require that investigations be undertaken in accordance with the police service's criminal investigation management plan; and,
 - in compliance with the procedures set out in the Ministry's designated *Ontario Major Case Management Manual*; and,
 - set out the steps for obtaining third party records.
14. The Chief of Police ensure that sexual assault protocols, as envisioned in Ministry Guideline LE-034, be developed between the service and as many partners as is practicable, to ensure a co-ordinated and effective response to victims of sexual assault.

Property and Evidence Control - Recommendations

15. The Board revise its policy to provide direction that annual audits of the property/evidence held by the police service be conducted by members not routinely or directly connected with the property/evidence control function, and require that the results be reported to the Board.
16. The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.
17. The Board and Chief of Police review the space restrictions at existing long-term secure storage facilities and consider the benefits of installing secure interim storage facilities in proximity to investigation areas and expanding the capacity at Forensic Identification Services.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P36. FIRST INTERIM EVALUATION REPORT OF THE COMMUNITY
EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of correspondence (dated January 30, 2006) from Kevin Lee, Executive Director, Scadding Court Community Centre, regarding the results of the First Interim Evaluation Report of the Community Education and Access to Police Complaints Demonstration Project. A copy of Mr. Lee's correspondence and the Executive Summary to the Report are appended to this Minute for information. A copy of the complete Report is on file in the Board office.

Mr. Lee and Ms. Leila Sarangi were in attendance and made a deputation to the Board with regard to this matter.

The Board received the deputation and approved the following Motions:

- 1. THAT the Board write to the Attorney General recommending that the province speed up the implementation of the recommendations contained in the *Report on the Police Complaints Systems in Ontario* by The Honourable Patrick LeSage, Q.C., noting, particularly, the importance of the reform of the police complaints system;**
- 2. THAT, when the Board sends the correspondence noted in Motion No. 1, it attach a copy of the previous letter (dated June 23, 2005) the Board sent to the Attorney General recommending a speedy and early implementation of the essential elements of the Justice LeSage Recommendations; and**
- 3. THAT the Board also advise the Attorney General about the successful implementation of the Community Education and Access to Police Complaints Demonstration Project in the City of Toronto.**



January 30, 2006

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

Re: Request to Depute on February 15 TPSB Meeting

Dear Chair:

I am writing to request to make a deputation to the Board on behalf of Scadding Court Community Centre's *Community Education and Access to Police Complaints Demonstration Project (CEAPC)*. This is a two-year project that seeks to ensure that the current complaints system is accessible and available to the needs of communities, while providing opportunities for education. This project is partnered with 36 agencies including Toronto Police Service, Toronto Community Housing, and a number of community based organizations.

We have recently completed our First Interim Evaluation Report, compiled and written by Professor Anthony Hutchinson of Ryerson School of Social Work, which is enclosed here for your review. Some of the highlights of the Evaluation include findings that show CEAPC's community-based model of assisting persons to file complaints is statistically significant in relation to the complaints delivered directly to the Toronto Police Service. The Evaluation found our model to be culturally sensitive and responsive to diversity, particularly in terms of assisting complainants in their language of preference. It further finds that in the areas of building harmonious race relations in the city, increasing opportunities for education, and facilitating trust between communities and police that substantive in-roads have been made.

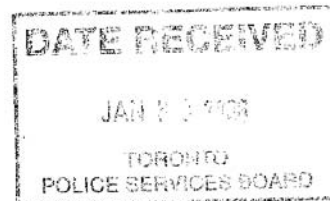
We would like the opportunity to further share these findings as well as the recommendations to the Board at your February 15, 2006 meeting. The deputation would be made by myself, Kevin Lee, and Leila Sarangi, Coordinator of CEAPC. Please do not hesitate to contact Ms. Sarangi at 416-392-0335 x233 or lsarangi@scaddingcourt.org if you require any further information.

I would like to thank you and the Board for your continued support in this important initiative.

Sincerely,

Kevin Lee, Executive Director
Scadding Court Community Centre

Encl: CEAPC First Interim Evaluation Report



Registered
Charity
Tax number
119142115RR00010515353

Executive Summary

The **Community Education and Access to Police Complaints Demonstration Project (CEAPC)** facilitates and promotes accountability, transparency and understanding between the Toronto Police Service (TPS) and people from all communities in Toronto. Lessons learned from this pilot have far-reaching implications for police-community relations in Toronto and beyond. Parameters of this evaluation are bounded by and reflect the goals and objectives of CEAPC. Questions guiding this evaluation focus on four thematic areas:

- 1) Is the CEAPC model used more than the complaints system based in police stations?
- 2) Is the CEAPC model of service delivery successful in promoting harmonious race relations in the City of Toronto?
- 3) Does the CEAPC model help educate police on community and/or concerns important to communities and vice versa?
- 4) Does the CEAPC facilitate trust between the police and community groups and members of communities?

From April 1st, 2005 through October 31st, 2005, 176 complaints were received by Toronto Police Service (TPS) in the six divisions addressed by CEAPC. Complaints received at 14, 31, 42, 51, 52 and 55 divisions accounted for 37.8% of the total complaints received across Toronto's 16 police divisions. Of 23 complaints received by CEAPC, 17 were passed onto TPS for follow up.

In short, CEAPC provides a range of accessibility enhancing opportunities for complainants such as translation services and/or culturally sensitive environments not generally or widely offered by TPS. CEAPC appears to be very effective in responding to the cultural diversity that typifies Toronto. CEAPC is a sensitive, accommodating complaints process for members of Toronto communities.

To date, CEAPC has been successful in promoting harmonious race relations in Toronto, in helping educate police on community and/or concerns important to communities and vice versa, and, in facilitating trust between the police and community groups and members of communities. At the same time, enhanced resources, stakeholder commitment and assistance in supporting agency partners are essential to strengthen the already positive results realized by the project.

Toronto, Ontario
January 2006

Anthony Hutchinson
CEAPC Project Evaluator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P37. ANNUAL REPORT – 2005 HATE/BIAS CRIME STATISTICAL REPORT

The Board was in receipt of the following report January 20, 2006 from William Blair, Chief of Police:

Subject: 2005 HATE/BIAS CRIME STATISTICAL REPORT

Recommendations:

It is recommended that:

- 1) the Board receive the attached report for information;
- 2) that the Board approve a change in the date it is to receive the Annual Hate/Bias Crime Statistical Report from February to March of each year; and
- 3) a copy of this report be forwarded to the Policy and Finance Committee for information.

Background:

The Hate Crime Unit of Intelligence Services has collected statistics and has been responsible to ensure full and thorough investigation of hate crime offences since 1993. Attached is the 2005 Hate/Bias Crime Statistical Report.

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

The following persons from the Hate Crime Unit were in attendance and delivered a presentation to the Board on the results of the 2005 Hate/Bias Crime Statistical Report:

- **Staff Inspector Steve Izzett;**
- **Detective Sergeant Steve Irwin; and**
- **Detective Constable Brian Clarke.**

Mr. Shedrack Agbakwa, African Canadian Legal Clinic, was also in attendance and delivered a deputation to the Board.

The Board was advised that the Hate Crime Unit will begin a new initiative in 2006 to better educate young people in schools on hate issues in an effort to reduce the occurrence of hate crimes in the education system. The 2006 year-ending report will include an update on the success of this new initiative.

The Board inquired about the manner in which the Service determines the names of the victim groups, particularly, what criteria are used to differentiate a victim's ethnicity from nationality or race. As well, there were questions regarding the definition of what constituted a hate crime.

The Board received the presentation by members of the Hate Crime Unit and the deputation by Mr. Agbakwa and approved the following Motions:

- 1. THAT future annual reports provide better clarity in the definitions of racial group, language and ethnicity;**
- 2. THAT the Board send copies of this report to the Directors of Education for the Toronto District and Toronto Catholic District School Boards and encourage them to meet with members of the Hate Crime Unit to discuss any issues they may have regarding hate crimes involving young people in schools; and**
- 3. THAT the Board also send copies of this report to the Minister of Children and Youth Services and the Minister of Education for information.**

A copy of the Executive Summary to the 2005 Hate/Bias Crime Statistical Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

EXECUTIVE SUMMARY

In 2005, there was a decrease in the total number of reported hate crimes for the City of Toronto. There were a total of 132 reported hate crimes as compared to 163 in 2004. This decrease represents a 19% reduction from 2004. The lowest number of reported hate crimes annually, since the Unit began to collect statistics in 1993, was reported in 2005. The yearly average number of reported occurrences is 214.

The lower number of reported occurrences can be somewhat misleading. For example, hundreds of anti-Semitic pamphlets were distributed at various universities across Toronto in 2005, yet the number of actual reports was 3. This is because all the incidents at one location were collected in one report.

Through meetings and consultations with affected community representatives in 2005, a need was identified to provide more context in this Annual Report pertaining to the population composition and religious affiliation in Toronto. This feature has been added with data from Statistics Canada as reported in the Toronto Police Service 2005 Environmental Scan. This information will assist in understanding the overall hate crime picture in relation to the proportion of each visible minority and religious subgroup within Toronto.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P38. EXCHANGE RELATIONSHIP WITH THE JAMAICA CONSTABULARY
FORCE**

Chief of Police William Blair updated the Board on the development of an exchange program between the Toronto Police Service and the Jamaica Constabulary Force in which police officers from Jamaica will travel to Toronto to meet with Toronto officers for advanced training in investigative techniques, as well as sharing information on criminal intelligence issues.

The Ottawa Police Service and the Hamilton Police Service have also expressed interest in participating in the exchange program being developed by the Toronto Police Service. The Department of External Affairs has agreed to make a financial contribution which will help support the costs of the program.

Chief Blair has assigned Deputy Chief Tony Warr, Specialized Operations Command, to liaise with the Jamaica Constabulary Force on behalf of the Service and a further report on the progress of the exchange program will be provided to the Board in two months. A formal legal agreement between the Board and the Jamaica Constabulary Force will be submitted to the Board for consideration at a future Board meeting.

The Board received the update by Chief Blair.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P39. *LEGISLATED AUTHORITY FOR THE MUNICIPAL FREEDOM OF
INFORMATION AND PROTECTION OF PRIVACY ACT***

The Board was in receipt of the following report January 23, 2006 from Alok Mukherjee, Chair:

Subject: LEGISLATED AUTHORITY FOR MUNICIPAL FREEDOM OF
INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA)

Recommendation:

It is recommended that the Chief of Police continue to represent the Board as the head of the organization for the purposes of administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Background:

The MFIPPA, which came into effect on January 1, 1991, establishes a set of statutory obligations that must be considered when responding to formal access to information requests. For the purposes of this Act, the Board designated the Chief of Police to act as head of the institution (Board Min No. 775/90 refers). The Board deals with requests for access to records that are solely under the control of the Board.

At its meeting held on September 23, 2004, the Board dealt with concerns raised by Dr. Ann Cavoukian, Ontario Information and Privacy Commissioner (IPC), with respect to the Toronto Police Services Board's rate of compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), which in her opinion was unsatisfactory. A copy of Min. No. P284/04, which provides background information on the issue, is appended to this report. In addition to several motions the Board approved the following:

That the Chair provide a report to the Board on the feasibility of assuming, as head of the organization for the purposes of MFIPPA, the legislated authority for MFIPPA which was previously delegated to the Chief of Police and that the report include all budget implications (Minute No. P284/04 refers).

The administrative practices of a selection of Big 12 Police Services Boards and the City of Toronto with respect to managing their MFIPPA process were reviewed. These are described below.

Ottawa

The Ottawa Police Services Board has delegated its responsibility to the Chief of Police. One supervisor, two analysts and five clerks staff the Freedom of Information Unit. The five clerks also perform other functions, such as acting as traffic and records clerks. The total unit budget in 2005 was \$478,000.00.

York Region

The Municipality of York Regional Police Services Board has delegated its authority for MFIPPA to the Chief of Police. The Unit is located within the Legal Services department of York Region Police Service. The Legal Services Manager, in addition to performing legal service duties, is responsible for managing the Freedom of Information Unit. There is one additional staff member working in the Unit. It was not possible to ascertain York Region's Freedom of Information Unit's budget.

Peel

The Regional Municipality of Peel Police Services Board (Peel Board), with respect to all records under the control of the Chief of Police, has delegated its authority as head of the organization for MFIPPA to the Chief of Police. The Peel Board deals with requests for records under the control of the Board.

Peel's Information and Privacy Unit is staffed by one co-ordinator, who is a police constable, and one civilian analyst. The co-ordinator administers the Unit and is responsible for the day-to-day operation and decisions with respect to freedom of information issues. The total Unit budget is \$167,300.00.

City of Toronto

Toronto City Council has delegated its functions and responsibilities under the MFIPPA to the City Clerk. Under the jurisdiction of the Clerk's office, the Corporate Access and Privacy Office is staffed by one director, two managers, one registrar, four access and privacy officers, one senior analyst and one administrative assistant. The estimated budget for 2005 is \$935,000.00

Toronto Police Service

Within the Toronto Police Service, the Freedom of Information (FOI) Unit responds to requests under the MFIPPA. Currently one FOI Co-ordinator, seven disclosure analysts, and one clerk typist staff the FOI Unit. The proposed 2006 Unit budget is \$626,700.00. The Chief has been designated the head of the organization under the Act for records under the control of the Chief of Police (Min No. 775/90 refers).

The Board Administrator has been delegated the powers of the head of the organization under the MFIPPA (Min No. P111/94 refers), for access request for records that are under the Board's control. Board staff are directly involved in the compilation of materials to respond to these requests.

Compliance Issues

In response to the concerns raised with respect to the Toronto Police Services Board's poor rate of compliance with the MFIPPA, then Chief Julian Fantino submitted a report to the December 16, 2004 Board meeting, which outlined the results of an interim audit of the FOI Unit (Min. No. P406/04 refers). The report included the following initiatives which have all been fully implemented.

- Phase I: Staffing issues within FOI, internal process changes, implementation of recommendations from Professional Standards - Legal Services in relation to file administration, complex disclosures, and appeals)
- Phase II: Evaluate results of Professional Standards – Quality Assurance Unit audit in consultation with Professional Standards – Legal Services and liaise with Information and Privacy Commission staff to discuss audit recommendations and develop a more in-depth, integrated workplan to address compliance concerns
- Phase III: Report progress to the Board in terms of the implementation of strategies designed to achieve a significant increase in compliance rates. In addition, the Board approved a motion requesting that the Chief provide quarterly reports identifying the Service's MFIPPA compliance rates (Min. No. P284/04 refers).

The most recent quarterly report submitted by Chief William Blair identifying the Service's MFIPPA compliance rates was considered at the December 15, 2005 meeting. The report, which outlines the Service's compliance rates for the period of July 1, 2005 to September 30, 2005, indicates that the Service has exceeded the minimum compliance rates of 58% set by the Board (Min. No. P401/05 refers). The following chart is reproduced from the July to September 2005 quarterly report:

Toronto Police Service
Compliance Rates

30-Day	60-Day	90-Day or longer
80.37%	95.55%	98.62%
Requests to be completed during this time period: 652	128	44
Requests completed: 524	Requests completed: 84	Requests completed: 20
Requests remaining: 128	Requests remaining: 44	Requests remaining: 24

Additionally, the 2005 Annual Municipal Freedom of Information and Protection of Privacy Act Statistical Report considered at the January 11, 2006 meeting identified an overall Services compliance rate based on a 30 day disclosure for 2005 at 74%. This percentage includes files carried over from 2004 and requests received in 2005 (Min. No. P26/06 refers).

Issues and Challenges

The FOI unit is currently staffed by nine service members. In 2005 the unit processed 2,741 requests for information. Completion times for each requests ranged from 15 days or less to 121 days or more. The unit committed a total of 24,900 hours, including overtime counted at regular hours towards the completion of requests.

A number of staffing issues must be taken into consideration should the Board wish to pursue a direct supervisory role in the administration of the FOI Unit. First, consideration must be given to the current "Unit A" collective agreement. FOI staff are members of the Toronto Police Association and are covered by the "Unit A" collective agreement. In order for FOI staff to have a direct reporting relationship to the Board, it may be necessary to reclassify them as excluded members. This is a complicated labour relations matter which could result in a challenge under section 116 of the *Police Services Act* (the Act). Section 116(1) of the Act provides that if there is a dispute as to whether a person is a member of a police force or a senior officer, any affected person may apply to the Ontario Civilian Commission on Police Services Boards (OCCPS) to hold a hearing and decide the matter.

In a 1996 decision, the Niagara Regional Police Association made an application to the OCCPS to determine the status of five positions staffed by seven excluded staff of the Niagara Regional Police Services Board (the Board). The titles of the positions in question were Licencing Enforcement Officer, Licencing Clerk, Board Clerk, Confidential Board Secretary and Board Manager.

In its 1997 decision, OCCPS ruled that a Board has authority under the Act to directly hire a small number of support staff for the exclusive purpose of providing clerical, secretarial and administrative research services to assist a Board in meeting its mandate under section 31 of the Act. The decision also stated that in order for such staff to be excluded from membership, they must also meet all of the normal requirements of employment. By way of example, the Board must set the job description, pay any salary from a Board account, and directly control the performance of duties. OCCPS ruled that two of the five positions were operational in nature and thus, deemed members of the Niagara Regional Police Service.

Furthermore, compensation for FOI staff and excluded staff are calculated using different pay scales. The difference in pay scales could have an impact on the Board and Service operating budgets. In addition, should the Board undertake a direct reporting relationship with FOI, there may need to be a reorganization of the current reporting structure of Board and FOI staff.

Lastly, the Toronto Police Services Board proposed 2006 net operating budget request of \$1,853,500 and the Toronto Police Service proposed 2006 net operating budget request of \$753.1M were considered at the December 15, 2005 Board meeting. Restructuring the FOI Unit to report directly to the Board will have an impact on the Board and Service budgets.

Conclusion

The recent Toronto Police Service MFIPPA Compliance Rates 2005 quarterly and annual reports have indicated a significant increase in the Service's compliance rates. It is evident that as a result of the recent initiatives implemented by the Chief of Police, the current administrative function of the FOI Unit is very effective.

In reviewing the administrative practices of other police services boards and the City of Toronto, the success of recent initiatives implemented by the Chief of Police and the Board's continued supervisory role in the administration of the MFIPPA, it is my view that there is nothing to be gained by changing the current MFIPPA administration process.

It is evident that the Board has played an appropriate and effective oversight role. Through the Chief's implementation of the Board's direction there has been a dramatic improvement in compliance with the MFIPPA. Therefore, it is recommended that the Chief of Police continue to represent the Board as the head of the organization for the purposes of administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The Board will continue its supervisory role by monitoring the FOI Unit through quarterly and annual reports provided to the Board.

The Board approved the foregoing.

**** COPY ****

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

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

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

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

Recommendation:

It is recommended that:

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

Background:

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

Discussion:

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

The *Act* requires institutions to respond to requests for information within 30 days, except in limited circumstances where the legislation permits an extension. All institutions must report to the Commission annually on their ability to meet this response rate standard. This information is collated by the IPC and published in its annual report. In the past, this annual statistical report has been compiled internally by the Service's Freedom of Information Unit and forwarded directly to the IPC. The statistical report has not been requested by the Board.

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

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

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

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

Toronto Police Service
30-Day Compliance Rates

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

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

City of Toronto
30-Day Compliance Rates

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

Conclusion:

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

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

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

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

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

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

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

The Board approved the following Motions:

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

cont...d

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

Mayor

DAVID MILLER

DATE RECEIVED

SEP 09 2004

TORONTO
POLICE SERVICES BOARD

August 30, 2004

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

From: Mayor David Miller

Re: Corporate Access and Privacy Program

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

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

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

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

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

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



City Hall • 100 Queen Street West • 2nd Floor • Toronto, Ontario M5H 2N2
Telephone: 416-397-CITY • Fax: 416-696-3687 • E-mail: mayor_miller@toronto.ca

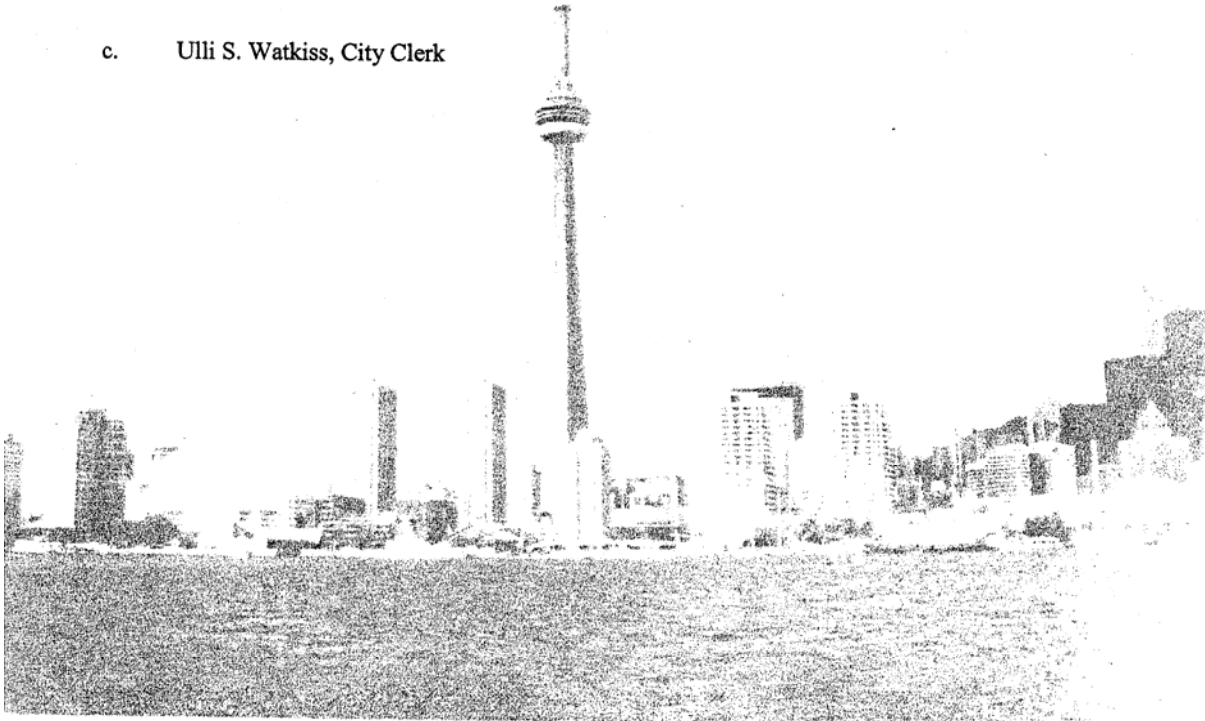
- Establishment of an access and privacy working group composed of senior management staff from all departments. This group has met regularly over the past year to identify ways to better address our access and privacy responsibilities;
- Streamlining of the response process for Freedom of Information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

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



Mayor David Miller

c. Ulli S. Watkiss, City Clerk



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P40. RESOLUTION OF TORONTO CITY COUNCIL – LIGHTING IN
SCHOOLYARDS**

The Board was in receipt of the following report January 26, 2006 from Alok Mukherjee, Chair:

Subject: Resolution of Toronto City Council - Lighting In Schoolyards

Recommendations:

It is recommended:

- (1) THAT the Board endorse the Toronto City Council Resolution requesting the Toronto District School Board and the Toronto Catholic District School Board to ensure that their properties are well-lit, particularly at night; and
- (2) THAT the Board send copies of this report to the Toronto District School Board and the Toronto Catholic District School Board for information.

Background:

At its meeting on December 05, 06 and 07, 2005, Toronto City Council approved, among others, the following Resolutions:

[t]hat the Mayor, on behalf of Council, write to the Toronto District School Board and the Toronto Catholic District School Board, requesting them to ensure that their properties are well-lit, particularly at night, in the interest of community safety and to encourage community use of the schoolyards; and

[t]hat this resolution be forwarded to the Toronto Police Service (*sic*) Board for its endorsement as well.

A copy of the Resolutions is appended to this report for information as Appendix “A”.

I forwarded the Resolutions to the Chief of Police and requested that he provide me with his comments and advised him that I would include them in this report. A copy of the Chief’s response, dated January 10, 2006, is attached as Appendix “B”.

Endorsing the Resolution:

In his response, Chief Blair included statistical data related to the number of occurrences reported to the police during two separate periods of time: 8:00 AM to 6:00 PM; and 7:00 PM and 7:00 AM. Although the majority of the occurrences with a reported known time of occurrence took place during the “day-time” period (8:00 AM to 6:00 PM) during school hours, a number of offences also took place during the “night-time” period (7:00 PM to 7:00 AM) during non-school hours.

Chief Blair further noted that, if proper lighting is installed in schoolyards it may provide the potential for reducing night-time crime because lighting will:

- increase the likelihood of being visible which increases the risk of apprehension and may, therefore, discourage a person from committing an offence; and
- make a witness’s identification of an offender more dependable.

Conclusion:

Given that the Board has identified Community Safety and Satisfaction as a priority within its Business Plan and that, in this case, proper lighting can produce better visibility which could be a good form of crime prevention, I believe it is important to emphasize the need for not compromising community safety in any way and, therefore, recommend that the Board:

- (1) endorse the Toronto City Council Resolution requesting the Toronto District School Board and the Toronto Catholic District School Board to ensure that their properties are well-lit, particularly at night; and
- (2) send copies of this report to the Toronto District School Board and the Toronto Catholic District School Board for information.

The Board approved the foregoing.

Appendix "A"



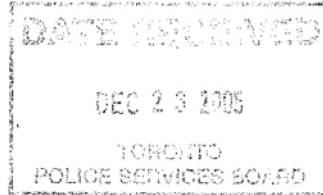
Ulli S. Watkiss
City Clerk
Tel: (416) 392-8016
Fax: (416) 392-2980
clerk@toronto.ca
http://www.toronto.ca

City Clerk's Office
City Hall, 12th Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Ref: 2005-12-J(11)

December 19, 2005

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



Dear Mr. Mukherjee:

City Council on December 5, 6 and 7, 2005, adopted, as amended, the following Motion:

J(11) Request to Toronto District School Board and Toronto Catholic District School Board Regarding Lighting in Schoolyards

Moved by Councillor Palacio, seconded by Councillor Nunziata

"WHEREAS Toronto District School Board (TDSB) and Toronto Catholic District School Board (TCDSB) schoolyards form an important part of the community space in City of Toronto neighbourhoods, and often substitute for a City park in many neighbourhoods; and

WHEREAS the TDSB has instituted a policy requesting Principals to shut off school lights half an hour after teachers leave in order to save on utility costs; and

WHEREAS the absence of proper lighting in the schoolyards creates a significant community safety issue and seriously impedes the local community's ability to use and enjoy these spaces after dark; and

WHEREAS the absence of light on school property has been identified as an issue in the immediate area of shootings, including recently at General Mercer Public School;

NOW THEREFORE BE IT RESOLVED THAT the Mayor, on behalf of Council, write to the Toronto District School Board and the Toronto Catholic District School Board, requesting them to ensure that their properties are well-lit, particularly at night, in the interest of community safety and to encourage community use of schoolyards;

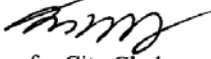
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AND BE IT FURTHER RESOLVED THAT this resolution be forwarded to the Toronto Police Service Board for its endorsement as well.”

Council also considered the following:

- Communication (November 17, 2005) from the Regional Manager of Operations, Toronto District School Board, addressed to Councillor Cesar Palacio, Ward 17 - Davenport.

Yours truly,



for City Clerk

M. Toft/cd

Attachment

Sent to: Mayor David Miller
Chair, Toronto Polices Services Board

- c. Regional Manager of Operations, Toronto District School Board



Attachment to NOM JC(11)

Rick Daigle, Regional Manager
Facility Services Department, South West Region
401 Alliance Avenue, Toronto, Ontario M6N 2J1
Tel: (416) 394-3402 • Fax: (416) 394-3453

November 17, 2005

Cesar Palacio
Toronto City Councillor
Ward 17 - Davenport
Toronto City Hall
2nd Floor suite B37
100 Queen Street West
Toronto, Ontario M5H 2N2

RECEIVED
NOV 23 2005

Re: Lights at Rawlinson Community School

Dear Mr. Palacio

In response to your letter of October 20, 2005 I am pleased to report that the exterior lights at Rawlinson CS have been repaired. We suspect that some of the community complaints may concern lighting issues in the adjoining City owned Parkette and Bacchi Ball court.

* [With escalating utility costs and continued vandalism around our schools the Board is encouraging all principals, whenever possible, to schedule exterior lights to shut off approximately thirty minutes after the departure of staff.

Sincerely,

Rick Daigle
Regional Manager of Operations

c. Margie Marmor, Principal, Rawlinson CS

2005 DEC - 1 P 1:14
CITY CLERK'S OFFICE
SECRETARIAL SECTION

INTERNAL CORRESPONDENCE



TO: Mr. Alok Mukherjee FROM: Superintendent Bob Clarke
Chair Office of the Chief of Police
Toronto Police Services Board DATE: 2006/01/23
YYYY/MM/DD

RE: Resolution of Toronto City Council - Lighting in School Yards

The attached report is in response to your memorandum of 2006.01.10, regarding Toronto City Council's resolution regarding lighting in school yards, the attached document provides information relating to crimes occurring on school premises.

A handwritten signature in black ink, appearing to read "Bob Clarke".

Bob Clarke, Superintendent
Executive Officer
Office of the Chief of Police

:bh
(attachment)



INTERNAL CORRESPONDENCE

TPS 649 1998/011



TO: Carrol Whynot FROM: Sgt. Dean Tapp (2436)
Acting Manager Corporate Planning
Corporate Planning DATE: 2006/01/18
YYYY/MM/DD

RE: Lighting in School Yards

At its meeting on December 5th, 6th and 7th, 2005, Toronto City Council approved a Motion with regard to the use of lights in school yards after school hours in the interest of community safety and to encourage community use of the school yards.

The Toronto Police Services Board has been asked to endorse this matter.

The Toronto Police Service is regularly involved in a practice referred to as CPTED (Crime Prevention Through Environmental Design). CPTED embodies the concept that the design and effective use of the built environment can lead to a reduction in the opportunity for crime through strategies including natural surveillance.

Natural surveillance is a design concept mainly directed at keeping intruders under observation. Proper lighting is a mechanical surveillance strategy that assists with natural surveillance and is supported by CPTED.

Some of the CPTED strategies that proper lighting helps to achieve are: providing clear border definition of controlled space, relocating gathering areas to locations of natural surveillance, and improving scheduling of space to allow for its effective use.

Data relating to the number of occurrences reported to police which occurred between January 1st, 2004, and Dec 31st, 2005, where the premise type indicates that the offence occurred at a school were examined. The data were viewed by hour of the day, offence, and year.

The analysis found that in 2005, 70.3% of total occurrences on school property occurred between 0800hrs and 1800hrs. This represents a slight decrease from 71.3% in 2004. Between 1900hrs and 0700hrs, 29.7% occurred in 2005 and 28.7% in 2004. Since examination of the data showed a large number of occurrences with time 0000hrs, and most of these occurrences simply represent an unknown time, the data was re-examined, minus these occurrences. It was found that 80.8% of the occurrences in 2005 and 80.6% in 2004, occurred between 0800hrs and 1800hrs, with the remaining 19.2% (2005) and 19.4% (2004) occurring between 1900hrs and 0700hrs.

The following chart (figure 1) provides one view of this data, arranged by the time of day when an offence was reported to have occurred. The data shows that the majority of offences were reported to have occurred during school hours, but that a number of offences still occurred after dark.

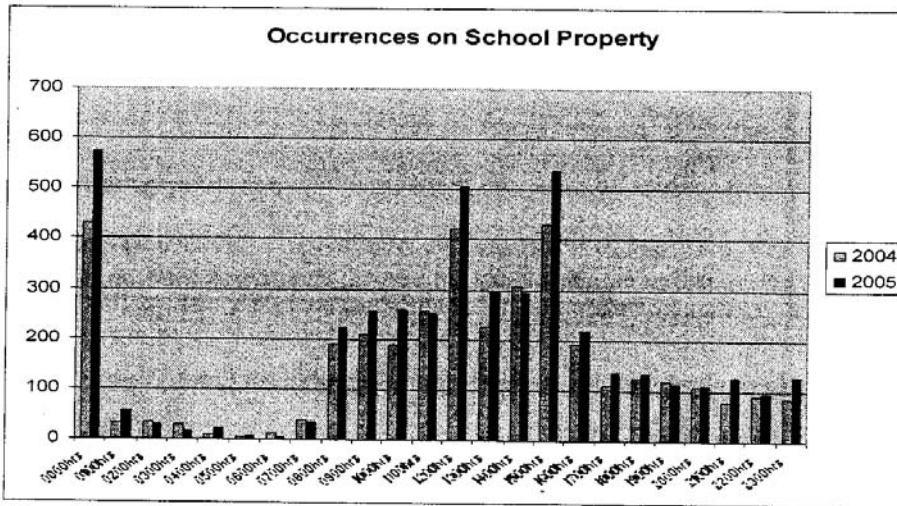


Figure 1

Source: TPS Database

The next chart (figure 2) provides a time specific view of violent occurrences related to schools including: assaults, robberies, firearm offences and sexual assaults. The analysis found that 79.2% in 2005 and 80% in 2004 of the occurrences related to violence on school property occurred between 0800hrs and 1800hrs. Between 1900hrs and 0700hrs, 20.8% occurred in 2005 and 20% in 2004. When analysing the data, minus the occurrences that represent an unknown time, approximately 87% of the occurrences in 2005 and 88% in 2004 occurred between 0800hrs and 1800hrs, with the remaining occurring between 1900hrs and 0700hrs.

Once again the data shows that the majority violent offences were reported to have occurred during school hours, but a number of offences still occurred after dark.

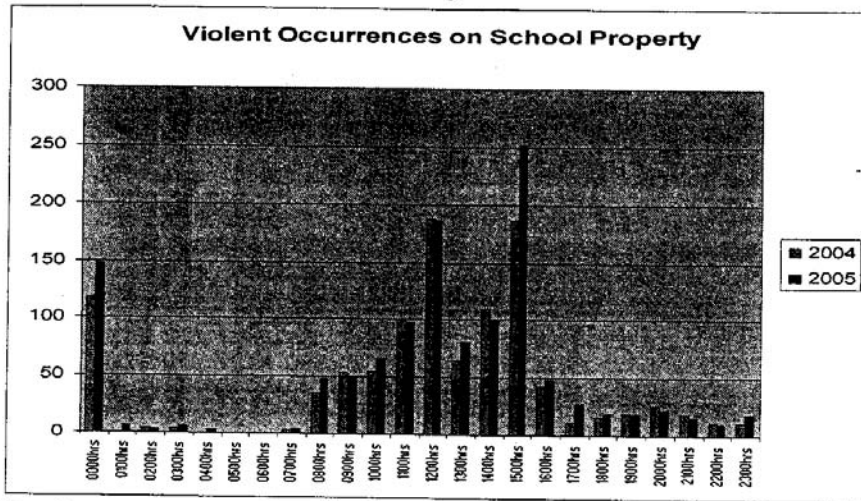


Figure 2

Source: TPA Database

Proper lighting in school yards may aid in reducing the nighttime opportunity for crime. Proper lighting may serve to make a potential target of crime less suitable, can increase witness potential and make offender identification more dependable. Lighting may increase the risk for apprehension, resulting in a less motivated offender.

Respectfully submitted,

Dean Tapp
Sgt. 2436
Corporate Planning

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P41. DESKTOP VENDOR OF RECORD AND 2006 TECHNOLOGY LIFECYCLE
EQUIPMENT PURCHASE**

The Board was in receipt of the following report January 12, 2006 from William Blair, Chief of Police:

Subject: DESKTOP VENDOR OF RECORD AND 2006 TECHNOLOGY LIFECYCLE
EQUIPMENT PURCHASE

Recommendation:

It is recommended that:

1. the Board approve the selection of NexInnovations as the vendor of record for the supply of desktop equipment and maintenance and professional services respecting such equipment, for the period March 1, 2006 up to December 31, 2009;
2. the Board approve an expenditure of up to \$2,033,000, including all taxes (\$1,900,000 net of GST rebate) for the acquisition of 509 workstations, 161 laptop computers and 145 printers from NexInnovations in 2006; and
3. the Board authorize the Chair to execute all required agreements and related documents, on behalf of the Board, subject to approval by the City Solicitor as to form.

Background:

The Toronto Police Service (TPS) currently has four technology lifecycle programs for the inventory of workstations, printers and laptop computers. These programs are based on a four year replacement cycle in order to ensure that the equipment provided to members of TPS is reliable and has the capacity to operate the current technology environment, tools and TPS applications.

Vendor of Record:

On November 24, 2005 Purchasing Support Services issued a Request for Proposal (RFP) #162299-05 to establish a vendor of record for the supply of desktop equipment (workstations, printers, laptop computers, and peripheral devices), maintenance and professional services for the period January 1, 2006 to December 31, 2009. The criteria for vendor selection and weights assigned to those criteria are as follows:

- Compliance with Requirements and Objectives of the Project – 50%
- Cost – 30%; and
- Bidders Record of Performance and Stability – 20%.

The RFP closed on December 16, 2005. One proposal and two replies of “Notice of No Submission” were received. The lone proposal was submitted by the incumbent, NexInnovations. The evaluation team, comprised of technical staff in Information Technology Services, evaluated the proposal. The proposal met all mandatory criteria and satisfied all the requirements of the RFP. The financial analysis confirmed a reduction from the current prices for equipment, maintenance and professional services. The bidder’s performance and stability were reviewed and found to be satisfactory.

The RFP required the respondents to propose a process to ensure that any manufacturer price decreases are passed on to TPS. NexInnovations proposed:

- a formal monthly or quarterly review meeting on price points, trends, technology availability and end of life cycles;
- tracking the reviewed items; and
- comparison pricing against similar technology from competitive manufacturers.

The modelling of these factors will make allowances for the relative position of the product within its life cycle, generally accepted business practices against the price at the time of bid, and end of life product discounts. A formal quarterly review process is acceptable to TPS.

The RFP also included a requirement where TPS reserves the right to verify that the Vendor of Record is providing competitive prices across the range of products and services TPS acquires. NexInnovations’ response acknowledged acceptance of this requirement.

At a minimum annually and always prior to a large commitment, the Service will obtain quotations from other vendors in the marketplace on the specific makes and models of products and types of services that are required by TPS. This process plus Information Technology Services’ (ITS) ongoing contact with the manufacturers, ensures that TPS is receiving good value and competitive prices from NexInnovations during the term of the agreement.

Technology Lifecycle Plan for Workstations, Laptop Computer and Printers:

The Technology Lifecycle Plan for workstations, laptop computers and printers was reported to the Board at the July 12, 2005 meeting (BM#P223/05), and approval obtained for the purchase of 2,185 workstations in 2005. Through the balance of 2005, work continued to develop the 2006 equipment requirements. This work took into account:

- the completion of the 2005 equipment acquisition;
- the results of the inventory reconciliation process conducted in the fall of 2005;
- an assessment of equipment needs;
- available funding in 2006; and
- NexInnovations pricing.

2006 Requirements:

As a result of the foregoing analysis, the 2006 plan is to replace:

- 509 workstations leased in 2002;

- 161 laptop computers previously acquired in 1999; and
- 145 printers deferred from the 2005 Lifecycle program.

The 509 workstations are in various locations throughout TPS and the replacement supports the migration to the Windows XP operating system.

The 161 laptop computers, distributed to a wide variety of Units, are primarily shared and are used to support the work of members conducting investigations, crime analysis, training, community presentations and other mobile activities. Originally purchased in 1999, the laptops are severely limited and do not have the capability or capacity to operate current versions of operating systems and applications.

The 145 printers were originally scheduled for replacement in 2005 and deferred due to funding limitations. The printers have reached the end of the normal duty cycle and the replacement will lessen the incidence of break downs and service disruptions.

It should be noted that the 310 printers originally scheduled for replacement in 2006 will be deferred to 2007, subject to funds availability.

Included in the costs for 2006 is the acquisition of:

- the equipment (workstations, laptop computers and printers)
- professional services to plan the project, install the equipment, migrate data to the new workstations and decommissioning activity; and
- a four (4) year maintenance package for the workstations and laptop computers.

It was determined that printer maintenance can be more cost effectively procured from a separate vendor.

Multi-Year Equipment Lifecycle Replacement Plan:

ITS is currently working to develop a multi-year technology lifecycle plan for the years 2007 to 2014. This plan, which includes requirements for workstations, laptop computers and printers as well as servers, network equipment and mobile workstations, will be reported to the May 2006 Board meeting.

Financial Implications:

The Chief Administrative Officer, Administrative Command has certified that funding (\$1,900,000 net of GST rebate) for the 2006 requirements is included in the Service's approved 2006-2010 capital budget (funded through the Police Vehicle & Equipment Reserve).

Consistent with the direction received from the City's Deputy Manager and Chief Financial Officer, future IT lifecycle requirements of the Service are to be funded from the City's Capital from Current Non Program account. Accordingly, the funding sources for the future replacement of the equipment, as well as the strategy to stabilize the funding required year to year, will also be included in the May 2006 report to the Board.

Conclusion:

This report requests approval of an expenditure in 2006 of up to \$2,033,000 including all taxes, (\$1,900,000 net of GST rebate), for the acquisition of 509 workstations, 161 laptop computers and 145 printers from NexInnovations.

This report also requests approval for the selection of NexInnovations as the Service's vendor of record to supply desktop equipment (workstations, printers, laptop computers, and peripheral devices), maintenance and professional services for the period March 1, 2006 up to December 31, 2009.

The four (4) year term for the vendor of record agreement compliments the life cycle of the equipment and reduces the administrative effort to repeatedly conduct a formal Request for Proposal process. However, to protect the Services' interests, a formal process was requested in the RFP and will be implemented to review and verify that competitive prices are received during the term of the agreement.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be available to answer any questions that the Board Members may have.

Given the late time of day when the foregoing matter was considered by the Board, and the number of questions the Board had with regard to the report, the Board deferred consideration to a special meeting which would be scheduled as soon as possible.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P42. REQUEST FOR FUNDS – 2006 UNITED WAY CAMPAIGN

The Board was in receipt of the following report January 06, 2006 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: 2006 UNITED WAY CAMPAIGN

Recommendation:

It is recommended that the Board approve an expenditure from the Board's Special Fund in the amount of \$8,000.00 to support the Toronto Police Service's 2006 United Way Campaign.

Background:

The Toronto Police Service's 2005 United Way campaign was an outstanding success raising over \$485,000. The special incentives offered to participants enabled the Service to achieve another great success.

The United Way Committee is again requesting \$8,000 to cover operating and incentive costs for the 2006 campaign. A letter (copy attached) has been submitted to Financial Management for the 2006 campaign requesting that any outstanding balance from 2005 be retained to cover the preparations for the annual spring bike race. Also attached are copies of committee charts from 2004 to 2005 which show the budget amounts and the actual amounts spent on various campaign activities.

Continued financial assistance from the Police Services Board will allow the Service to continue to build on its successes to encourage participation not only from Service members but also from the general public.

The high profile of the Service in Toronto's United Way campaign benefits both the citizens of Toronto and the police officers who utilize the services provided by the United Way in their daily duties.

Staff Superintendent Tony Corrie has agreed to remain as Chairman of the 2006 campaign and will be in attendance to answer any questions the Board members may have.

The Board approved the foregoing.



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



William Blair
Chief of Police

File Number:

January 6, 2006

Ms. Sandra Califaretti, Manager
Financial Management
Toronto Police Service
40 College Street, 10th Floor
Toronto, Ontario, M5G 2J3

Dear Sandra:

RE: United Way – Toronto Police Services Board Special Fund

As requested by the Board Office, attached is an accounting of expenditures for the 2004 – 2005 United Way campaign. The current balance is \$1173.50.

As has been the practice in past years, I am requesting that the committee retain any surplus funds. The committee holds a debriefing meeting in January to discuss the previous campaign, to tentatively plan for the upcoming campaign, and to set a funding request to support the campaign. The submission of a board report to request funding and subsequent approval of funding (and the level of funding) is not always known before funds are required for the next campaign.

Funds are required to gear up for the annual bike race that is held in the spring each year. Funds are also required on a monthly basis to pay for the use of two pagers by the Campaign Coordinator and the Special Events Planner for inquiries related to the planning of special events and other campaign business.

If you require any further financial information, please contact Kathy LeBarr, United Way Employee Campaign Co-ordinator, at 8-8929.

Tony Corrie
Professional Standards
Toronto Police Service 2005-2006 United Way Chair

TC:sb

2004 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES – PLCC5ZZ 2999
(Internal Order #1000049)
PLCC5ZZ 9030 (Revenue Account)

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board Special Fund Request for \$8,000 (February 26, 2004 Board Meeting - BM#P41/04)		
2004 OPENING BALANCE (2003 Balance Adj.)	\$916.72	
SPECIAL FUND APPROVAL (\$8,000.00)	\$8,000.00	
TOTAL 2004 BUDGET	\$8,916.72	
Meetings - United Way Committee/Canvassers' Briefing	200.00	173.24
Campaign Kick Off (pizza, pop, and banner)	300.00	NIL
Leadership Campaign (breakfast reception)	300.00	337.50
Pensioners' Campaign (promotion)	300.00	NIL
Cheque Presentation/Canvasser Appreciation	1,700.00	963.86
Celebration Dinner (2 tables) – January 2005 - only 1 table purchased due to retirement event conflict	600.00	660.00
Special Events (T-shirts for canvassers to promote events)	800.00	756.65
Stationary Bike Race – April 15, 2004	900.00	815.00
Miscellaneous (Costco, cell phones, pagers, etc.)	816.72	1,600.44
Marketing (Increase Donations/Participation)	3,000.00	3,277.60
TOTAL BUDGET/ACTUAL SPENT	\$8,916.72	\$8,584.29
BALANCE IN ACCOUNT		\$332.43

2005 UNITED WAY CAMPAIGN BUDGET/ACTUAL EXPENSES – PLCC8ZZ 2999
(Internal Order #1000091)
PLCC5ZZ 9030 (Revenue Account)

	<u>BUDGET</u>	<u>ACTUAL</u>
Police Services Board Special Fund Request for \$8,000 (February 10, 2005 Board Meeting - BM#P47/05)		
2005 OPENING BALANCE (2004 Balance Adj.)	\$265.97	
SPECIAL FUND APPROVAL (\$8,000.00)	\$8,000.00	
TOTAL 2005 BUDGET	\$8,265.97	
ADDITIONAL EXPENSES FROM 2004	331.00	331.00
Meetings - United Way Committee/Canvassers' Briefing	100.00	109.25
Campaign Kick Off (pizza, pop, and banner)	300.00	20.47
Leadership Campaign (breakfast reception)	200.00	160.60
Pensioners' Campaign (promotion)	000.00	nil
Cheque Presentation/Canvasser Appreciation	800.00	482.37
Celebration Dinner (2 tables) – January 2006	1,300.00	780.00
Special Events (T-shirts for canvassers to promote events)	700.00	
Stationary Bike Race – April 13, 2005 (incl. pizza cost)	900.00	2292.24
Miscellaneous (Costco, cell phones, pagers, etc.)	303.97	532.64
Marketing (Increase Donations/Participation)	3,000.00	2734.40

Credit from Rogers for error on cell phones in 2004		(681.50)
TOTAL BUDGET/ACTUAL SPENT	\$7,934.97	6761.47
BALANCE IN ACCOUNT		1173.50

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P43. LIFEGUARD SALARY RATES - 2006

The Board was in receipt of the following report January 20, 2006 from William Blair, Chief of Police:

Subject: LIFEGUARD SALARY RATES FOR 2006

Recommendation:

It is recommended that: the Board approve the revised salary levels for lifeguards for 2006.

Background:

Since 2001, the Toronto Police Service has been solely responsible for lifeguard services at designated beaches in the City of Toronto.

The Service has, in the past, matched the City of Toronto rates for lifeguards. The last salary increase covering the year 2004 was approved by the Board on March 25, 2004 (Board Minute #P88/04 refers). This rate did not change for 2005 while the City was conducting contract negotiations. Since then, the rates for lifeguards and head lifeguards for the City of Toronto have increased by 2.75% for 2005 and 3.0% for 2006 as a result of collective bargaining. In keeping with past practice, it is therefore recommended that the Board increase the salary rates for lifeguards and head lifeguards as follows, with no shift bonus:

	2004 Hourly Rate	Recommended 2006 Hourly Rate (2.75% + 3.0%)
Lifeguard	11.73	12.41
Head Lifeguard	13.43	14.21

Budget and Control has confirmed that funds are available in the Operating Budget to hire approximately 11 Head Lifeguards and 68 Lifeguards.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P44. SUMMER STUDENT SALARY RATES - 2006

The Board was in receipt of the following report January 16, 2006 from William Blair, Chief of Police:

Subject: SUMMER STUDENT SALARY RATE FOR 2006

Recommendation: that the Board approve the revised summer student salary rate for the year 2006.

Background:

The Service hires summer students on an occasional basis during the summer months to perform clerical and manual support duties. The salary rate for summer students, which is currently \$9.80 per hour, has been in effect since the year 2000 (Board Minute No. 242/00 refers). There is a need to revisit this rate to ensure that it is more equitable.

In view of this and in anticipation of the potential need for the services of summer students this year, it is recommended that the Board approve a revised rate of \$10.90 per hour for 2006. This increase from \$9.80 to \$10.90 is based on the average Consumer Price Index (Toronto) increase of 11.27% over the five-year period from November 2000 to November 2005.

Units that identify a need for the services of summer students must find funds within their existing budget.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P45. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION – RE-
APPOINTMENTS**

The Board was in receipt of the following report January 18, 2006 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
TRANSIT COMMISSION (TTC)

Recommendation:

It is recommended that: the Board approve the re-appointment of the individuals listed in this report as special constables for the Toronto Transit Commission (TTC), subject to the approval of the Minister of Community Safety and Correctional Services (the Minister).

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister. Pursuant to this authority, the Board entered into an agreement with the TTC for the administration of special constables (Board Minute 39/96 refers).

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

The Service has received a request from the TTC that the following individuals be re-appointed as special constables:

1. Gregory Paul JENSEN
2. Chris PEDIAS
3. Alexander Iain WHITEFIELD

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

The agreement between the Board and the TTC requires that background investigations be conducted on individuals recommended for re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from re-appointment as special constables.

The TTC has advised that the individuals satisfy all the appointment criteria as set out in the agreement between the Board and the TTC for special constable appointment.

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

Deputy Chief Anthony Warr, Specialized Operations Command, will be in attendance to respond to any questions that the Board may have.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P46. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO -
APPOINTMENTS**

The Board was in receipt of the following report January 13, 2006 from William Blair, Chief of Police:

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

Recommendation:

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

Background:

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint special constables, subject to the approval of the Minister. Pursuant to this authority, the Board entered into an agreement with the U of T for the administration of special constables. (Board Minute #571/94, refers).

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

The Service has received a request from the U of T that the following individuals be appointed as special constables:

1. George Noel Christopher HALL
2. Mohammad Martial NAIM

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

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

The U of T has advised that the individuals meet the U of T hiring criteria and have successfully completed the mandatory U of T special constable training program conducted by the U of T for their special constables.

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

Deputy Chief Anthony Warr, Specialized Operations Command, will be in attendance to respond to any questions that the Board may have.

Chair Mukherjee advised the Board that he had been notified of a change with regard to the foregoing report and that Mr. Mohammad Naim no longer required special constable status. The Board, therefore, approved the appointment of special constable status for Mr. George Hall only.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P47. TORONTO POLICE SERVICE RESPONSE TO THE
RECOMMENDATIONS FROM THE INQUEST INTO THE DEATH OF
TOM STREET**

The Board was in receipt of the following report January 10, 2006 from William Blair, Chief of Police:

Subject: INQUEST INTO THE DEATH OF TOM STREET

Recommendation:

It is recommended that:

the Board receive the following report;

the Board Administrator forward a copy of this report to the Chief Coroner for the Province of Ontario.

Background:

At the November 17, 2005, Board meeting, the Chief was requested to report to the Board on Recommendation No. 1 resulting from the Inquest into the Death of Mr. Tom Street (Board Minute #C302/05 refers).

Mr. Street was a 74 year old handyman, who was asked by a homeowner to erect a "Succah" for a Jewish celebration. A "Succah" is a three-sided structure with an open roof, made of plywood in this case. It was to be put up on a recently finished patio, at balcony level, that did not have any permanent wall or railing surrounding it at that time, as the residence was still under construction. Mr. Street was not connected to either the construction company or the landscaping company working at the residence.

On October 1, 2003, a windy day, Mr. Street came to the residence to begin the building of the "Succah". When Mr. Street erected two 4' X 8' wood panels together, a gust of wind caught the panels and caused Mr. Street to fall backwards over a temporary metal fence. He fell approximately 11 feet.

A tiered response to a 9-1-1 call brought Fire Services, Emergency Medical Services and Police to the scene. Mr. Street was assessed by the paramedics at the scene and was transported to the trauma unit at Sunnybrook and Women's College Health Sciences Centre. Mr. Street was rendered quadriplegic as a result of his fall and died in hospital four days later.

On October 5, 2005, at the conclusion of the Inquest into this death, the Jury determined his death was an accident and that Mr. Street died of pulmonary thrombo-emboli, due to quadriplegia, caused by blunt impact trauma of the neck. The coroner's jury made eight (8) recommendations, one (1) of which was directed at the Toronto Police Service.

Response to Coroner's Jury Recommendations

Recommendation #1

That the Chief of the Toronto Police Service and the Toronto Police Services Board consider clarification of Toronto Police Service Policy #10-07 "Industrial Accidents" to include immediate notification to the Ministry of Labour of all deaths or critical injuries at any worksite, including a private residence under construction, whether or not such death or critical injury involves a paid worker.

Response:

This recommendation has been implemented. Service Procedure 10-07 has been amended to incorporate this recommendation and was published on Routine Orders on December 23, 2005.

In this case, the police officer arrived on scene just as the ambulance was leaving and proceeded to collect information about the accident. The officer was told by the owner's wife that Mr. Street was building the "Succah" as a favour to the family and that he was a family friend.

When the police officer went to the hospital and spoke with Mr. Street, he, too, told her that he was doing this as a favour. Because of that information and the fact that it was a home project, the officer concluded that it would not be classified as a construction site and, consequently, she did not report it to the Ministry of Labour (Ministry).

It was only after Mr. Street's death that it was discovered that he had been paid for his work. Although the Ministry was notified at that point, 5 days had passed after the incident and the scene had been significantly changed. This delay affected the Ministry's ability to conduct a proper investigation.

Although police do not have a legal obligation to notify the Ministry of an industrial or construction accident, there is a cooperative relationship between the police and the Ministry such that notification happens in almost all situations. The amendment to this procedure re-affirms the Service's commitment in this regard.

Conclusion:

It is recommended that the Board receive this report, and that the Board Administrator forward a copy to the Office of the Chief Coroner.

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

The Board received the foregoing and approved the following Motion:

THAT the Board support the response prepared by the Chief of Police to the Inquest recommendation and forward a copy to the Chief Coroner indicating that it represents the formal response of both the Board and the Chief.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P48. CURRENT PROCEDURES, PRACTICES AND TRAINING PROTOCOLS
WITH RESPECT TO AUTOMATIC EXTERNAL DEFIBRILLATORS**

The Board was in receipt of the following report January 04, 2006 from William Blair, Chief of Police:

Subject: CURRENT SERVICE PROCEDURES, PRACTICES AND TRAINING
PROTOCOLS WITH RESPECT TO AUTOMATIC EXTERNAL
DEFIBRILLATORS

Recommendation:

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

Background:

At its public meeting on October 14, 2005, the Board received a response to a request for a review of a complaint about police policies and services (Board Minute #P315/05 refers).

Following a deputation by the complainant, the Board approved the following motions:

1. the Board approve recommendations No. 1 and No. 3 and receive No. 2;
2. the Chief of Police provide a report to the Board on the current Service procedures, practices and training protocols with respect to the use of defibrillators in and around police facilities; and
3. the report noted in (2) contain any recommendations that the Chief may wish to provide to the Board with respect to the defibrillators and the feasibility of installing additional security cameras to ensure that all angles within the courtyards of 40 College Street can be captured by video surveillance.

This report is submitted in response to Board Motion #2.

Members are governed by Service Procedure 10-06, entitled "Medical Emergencies". To summarise the procedure, members who are qualified in CPR and First Aid shall provide CPR and/or first aid. However, the primary role of a first aid responder is to notify qualified medical help by calling 911 and, in the interim, provide whatever assistance they are qualified to provide, given the symptoms of the victim.

As a result of former Mayor Mel Lastman's decision to identify Toronto as a Cardiac Safe City, Toronto Emergency Medical Services (EMS) was appointed as the lead agency for distribution, training and maintenance of Automatic External Defibrillators (AED's). AED's are now placed in every ambulance and most fire trucks. AED's require relatively careful storage and have demonstrated a low tolerance for storage in car trunks such as in scout cars.

Current Deployment Strategy

The Service currently has two AED's, both of which are located at 40 College Street, which was a joint Service-EMS decision. One is located at Medical Advisory Services (MAS) on the second floor, and one is located on the seventh floor. The trained staff at MAS consist of three occupational health nurses and two part-time doctors. The trained staff on the seventh floor consists of a mix of uniform and civilian personnel.

Training Standards

Both AED's were supplied by EMS, and all operators are trained by EMS personnel to their standard. If an AED trained member is notified of a potential cardiac emergency, he or she will respond and apply the AED as they are trained to do on any member or visitor to the building.

Response Protocol

EMS is aware of the location of both AED's and, in the event of a 911 call regarding a medical emergency inside 40 College Street, EMS communications attempts to alert the AED trained personnel by telephone. To date, MAS personnel have responded to a medical emergency with an AED on six occasions, however, an AED has never been used. Due to the normal work demands, it is feasible that the trained personnel may not be available when a call is made. Consequently, the direction to all personnel within the building is to call 911, not MAS, if an emergency occurs.

EMS does not expect or require an AED trained responder to answer calls outside the physical perimeter of any building in which an AED is deployed. However, this protocol does not prevent a responder who observes a person suffering an emergency cardiac event from providing first aid after calling 911.

Future Deployment

At various times, consideration has been given to a wider deployment of AED's within Service occupied facilities. On November 17, 2005, the Board accepted the donation of 35 AED's courtesy of the Mikey Network (Board Minute #P357/05 refers). As a result, the Service's ability to respond to cardiac emergencies in any facility in which an AED is deployed will be enhanced.

The donated AED's will be installed in a prominent location within the public access areas of all police-occupied facilities beginning in January 2006. A minimum of one AED will be installed in every police station, with the potential for a second AED in Central Lock-ups, Courthouses, and other larger venues.

The exact location of the AED in each police station will be decided on a case-by-case basis in consultation with the Mikey Network and unit commanders of Occupational Health and Safety, Facilities Management and the affected unit. Deployment will be based on occupancy, prisoner load, public access demands, and the physical layout of the building.

EMS will train a minimum of five members on each platoon or shift on AED response to their standards. It is anticipated that employees, the public and persons in custody will benefit from this initiative, if the need arises.

Training and the cost for training, replacement batteries and paddles, and the AED's themselves are part of the Mikey Network's donation for the first year of the program. Responsibility for maintenance, training records, and replacement components will then be assumed by the Occupational Health and Safety unit as an annual budget item, commencing in 2007.

Conclusion

The fact remains that in a medical emergency, calling 911 will remain a critical component of the emergency response protocol. The presence of an AED at a police facility will not obviate the need to obtain qualified professional medical support as quickly as possible or to transport the victim to a hospital.

Procedure 10-06 will be modified to include use of an AED where the unit is so equipped. Individual unit commanders who receive AED's will be asked to provide a unit-specific emergency response protocol tailored to their unit's needs.

AED's are not infallible, and not every cardiac arrest victim can or will be saved through the application of an AED. However, if wider distribution of AED's does save one life, then the initiative will be considered a success.

With reference to the Board motion on the feasibility of installing additional security cameras within the courtyard of 40 College Street, Facilities Management is currently assessing the feasibility of this and will report back to the Board on this issue in April 2006.

It is hereby recommended that the Board receive this report for information purposes. Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions the Board may have in regard to this matter.

Ms. Maria Kasstan was in attendance and made a deputation to the Board with regard to this matter. A written copy of Ms. Kasstan's deputation is on file in the Board office.

The Board received Ms. Kasstan's deputation and the foregoing report.

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006

#P49. RESPONSE TO TORONTO CITY COUNCIL REQUEST FOR INFORMATION – HIRING, DEPLOYMENT AND MULTICULTURAL DIVERSITY OF THE 250 NEW POLICE OFFICERS

The Board was in receipt of the following report January 23, 2006 from Alok Mukherjee, Chair:

Subject: Response to Toronto City Council Request for Information Related to the Hiring, Deployment and Multicultural Diversity of the 250 New Police Officers Who Will be Hired Under the “Safer Communities – 1,000 Officers Partnership Program” sponsored by the Ministry of Community Safety and Correctional Services.

Recommendation:

It is recommended that the Board receive this report.

Background:

At its meeting on January 11, 2006, the Board considered a report, dated December 29, 2005, from the Chief of Police containing a response to a request by Toronto City Council for information on various issues related to the recruitment and future deployment of the 250 new police officers who will be hired by the Toronto Police Service as a result of the “Safer Communities – 1,000 Officers Partnership Program” sponsored by the Ministry of Community Safety and Correctional Services. The report noted that Toronto City Council had requested the Board to provide this information to the City of Toronto - Policy and Finance Committee for consideration at its January 23, 2006 meeting (Min. No. P06/06 refers).

Following a review of the December 29, 2005 report, the Board requested a number of amendments and that the revised version be forwarded to the Policy and Finance Committee for its January 23, 2006 meeting.

On January 23, 2006 I received a report, dated January 23, 2006, from Chief Blair containing responses to the information originally requested by Toronto City Council as well as the additional information that had been requested by the Board at its meeting on January 11, 2006.

I accepted the January 23, 2006 report from Chief Blair and, in order to meet Council’s request that it be considered at the Policy and Finance Committee meeting on January 23, 2006, I forwarded it directly to the Policy and Finance Committee specifically advising the members that the Board had not had an opportunity to review the revised report and that it was my intention to place it before the Board for information at its February 15, 2006 meeting.

A copy of my January 23, 2006 report to the Policy and Finance Committee is appended to this report for information.

Mr. Alan Burke, President, East Beach Community Association, was in attendance and made a deputation to the Board regarding this matter. A written copy of the recommendations from Mr. Burke's deputation is on file in the Board office.

The Board received Mr. Burke's deputation and the foregoing report.

January 23, 2006

To: Policy and Finance Committee, City of Toronto

From: Alok Mukherjee, Chair

Subject: How Quickly the Toronto Police Service Can Recruit and Train the 250 New Police Officers Hired Under the “Safer Communities – 1,000 Officers Partnership Program”; Locations To Which They Will be Deployed; Associated Costs; and Multicultural Diversity of the New Police Officers

Purpose:

The purpose of this report is to provide a response to a request by Toronto City Council for information on a number of issues related to the 250 new police officers that will be hired by the Toronto Police Service as a result of the “Safer Communities – 1,000 Officers Partnership Program” sponsored by the Ministry of Community Safety and Correctional Services.

Financial Implications and Impact Statement:

There are no financial implications in regard to the receipt of this report.

Recommendations:

It is recommended that:

- (1) the Policy and Finance Committee receive this report at its January 23, 2006 meeting; and
- (2) following consideration by the Policy and Finance Committee, a copy of this report be forwarded to Toronto City Council for consideration at its January 31, 2006 meeting.

Background:

At its meeting held on December 05, 2005, Toronto City Council approved a number of requests for information about the 250 new police officers that will be hired by the Toronto Police Service under the “Safer Communities – 1,000 Officers Partnership Program” sponsored by the Ministry of Community Safety and Correctional Services.

Toronto City Council also requested that that information be forwarded to the Policy and Finance Committee for consideration at its January 23, 2006 meeting and then, through the Policy and Finance Committee, to Toronto City Council for its meeting on January 31, 2006.

Comments:

I am in receipt of a report, dated January 23, 2006, from Chief of Police William Blair which contains a response to the information requested by Toronto City Council. A copy of Chief Blair's report is appended to this report as Appendix "A".

I am forwarding this report to the Policy and Finance Committee now so that it can be considered by the Committee at its January 23, 2006 meeting although the Toronto Police Services Board has not had an opportunity to review it. It is my intention to place Chief Blair's report on the agenda of the Board's next meeting which is scheduled for February 15, 2006 and I anticipate that the Board will formally receive the report at that time.

Conclusions:

A copy of the January 23, 2006 report from the Chief of Police, in the form attached as Appendix "A" to this report, regarding this matter is provided for information.

Contact:

Chief of Police William Blair
Toronto Police Service
Telephone no. 416-808-8000
Fax. No. 416-808-8002.

Alok Mukherjee
Chair

List of Attachments:

Appendix A - Report dated January 23, 2006 from the Chief of Police
a: staffing&deploy250officers.doc

APPENDIX "A"

January 23, 2006

To: Chair and Board Members
Toronto Police Services Board

From: William Blair
Chief of Police

Subject: RESPONSE TO CITY COUNCIL REQUEST FOR INFORMATION IN REGARDS TO STAFFING AND DEPLOYMENT AS REFERENCED IN THE COUNCIL MEETING OF DECEMBER 5, 2005 (REVISED IN RESPONSE TO THE BOARD'S JANUARY 11, 2006 REQUEST)

Recommendations:

It is recommended that:

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

Background:

On August 12, 2005, the Honourable Monte Kwinter, Minister of Community Safety and Correctional Services announced the application process for the Safer Communities - 1,000 Officers Partnership Program. This program will provide \$37.1M a year, in perpetuity, to help municipalities to hire 1,000 new police officers across the province by sharing the cost, up to half the salary and benefit costs, capped at \$35,000 per year, for each new hire. Across the province, half of the new officers will be assigned to community policing duties and the other half will be assigned to six key areas identified by the Government - youth crime, guns and gangs, organised crime (marijuana grow ops), dangerous offenders, domestic violence and protection of children from internet luring and child pornography. The Province will fund 400 of the 1,000 officers effective May 18, 2005 and the remaining 600 officers effective April 1, 2006.

The Toronto Police Service applied for cost-sharing for 250 additional officers under the program - 175 community policing officers and 75 officers to be assigned to the six key areas. On November 25, 2005, the Service was advised that the Province would share the cost of 250 additional police officers in Toronto, of which 99 would be funded retroactive to August 2005.

In September 2005, during the application process, the Toronto Police Services Board requested City Council to authorize the City to sign the application. City Council, on December 5, 2005 amended, added to and adopted a Policy and Finance Committee recommendation (Report 9,

Clause 43b) that requested City Council to authorize the City of Toronto to sign, with the Toronto Police Services Board and the Toronto Police Service, an application to the Ministry of Community Safety and Correctional Services for funding for an additional 250 officers under the Safer Communities – 1,000 Officers Partnership. The following motions were approved by Council and responses to each are provided. Included in these motions and responses are a number of references to the terms defined below:

- “Deployed” means the officers who have completed training for their rank and are assigned to a position
- “Re-deployed” refers to an initiative by the Service to transfer a uniform position from one subunit to another within the Service
- “On-strength” means the member is counted in the actual number of staff for the Service (versus the “authorized strength”, which is the approved number of positions).

Motion 1a

That the clause be amended by deleting staff recommendation (3) contained in the Recommendations Section of the report (October 18, 2005) from the Toronto Police Services Board and inserting instead the following:

“(3) the Toronto Police Services Board be requested to hire the entire 250 Police Officers including an additional 54 Police Officers to bring the authorized strength of the Toronto Police Service to 5,510 Police Officers, effective as early as possible.”

Motion approves a revised authorized strength and no response is required.

Motion 1b

That the Toronto Police Service be requested to report to the next meeting of the Policy and Finance Committee on January 23, 2006 to advise how quickly the entire 250 Police Officers can be recruited and trained.

The chart below details the Toronto Police Service’s hiring strategy to hire the additional 250 officers and to achieve the Council authorised strength of 5,510 police officers.

Recruit Class	Total Recruit Class	Replacements	Safer Communities Grant Hires	Deployment Date
August 2005	105	59	46	January 2006
December 2005	144	90	54	May 2006
April 2006	162	90	72	September 2006
August 2006	132	54	78	January 2007
December 2006	45	45	-	May 2007
Total	588	338	250	

The above chart reflects that the additional 250 officers will all be recruited by August 2006 and deployed by January 2007. Given the staff replacements that must also occur during this time period, the capacity of training classes and available funding, January 2007 is the earliest deployment date for all 250 officers.

Motion 1c

That the Toronto Police Services Board be requested to report to the January 23, 2006 meeting of the Policy and Finance Committee on a plan to return the complement of the Toronto Police Service to the same number of Police Officers as it had in 1992, such report to include all costs associated and the timetable to hire and train new Police Officers as expeditiously as possible.

The uniform strength of the Toronto Police Service rose to its highest level of 5,616 officers in 1992 and, to this date, remains the highest staffing level. To return to the 1992 staffing level, the Service would have to hire 106 officers in addition to the 250 officers to be hired under the Safer Communities – 1,000 Officers Partnership Program. The costs associated with hiring a further 106 additional police officers, including selection, salary, benefits, personal equipment, annualization and reclassifications over the next five years, is as follows:

106 Additional Officers	2006 Cost (\$M)	2007 Cost (\$M)	2008 Cost (\$M)	2009 Cost (\$M)	2010 Cost (\$M)	Full Cost (as at 2011) (\$M)
Costs (recruiting, salary, and outfitting)	\$0.9	\$6.3	\$7.2	\$8.1	\$9.1	\$9.4

To accomplish this as quickly as possible, after hiring the additional 250 under the Safer Communities Program, the recruit classes in August and December 2006 and April 2007 would be impacted.

Recruit Class	Total Recruit Class	Replacements	Safer Communities Grant Hires	1992 Level	Deployment Date
August 2005	105	59	46	-	January 2006
December 2005	144	90	54	-	May 2006
April 2006	162	90	72	-	September 2006
August 2006	140	54	78	8	January 2007
December 2006	140	45	-	95	May 2007
April 2007	133	130	-	3	September 2007
Total	824	468	250	106	

The above hiring plan indicates that the earliest recruits can be hired towards achieving an additional 106 officers is August 2006. As a result, full deployment of the 106 officers would not be completed until September 2007. The additional cost to achieve this plan is \$0.9M in 2006 and annualizes to \$9.4M by 2011.

Motion 3

That the Toronto Police Service be requested to submit a report to City Council for its meeting on January 31, 2006, through the Policy and Finance Committee, on where the 1,000 officers, as it relates to the City of Toronto, will be deployed, the ratio between the number of police officers allocated per Police Division in the City and the actual crime rates related to those divisions.

The City of Toronto is not receiving an allotment of 1,000 officers as indicated in the motion. The 1,000 officers is for the entire Province and Toronto's share is 250 officers. The motion is responded to based on the 250 officers.

Changes in the divisional uniform staffing levels early in 2006 will reflect a number of changes – the application of a new staffing model, a command direction to redeploy 200 officers from non-uniform duties, and the deployment of the 175 additional officers under the Safer Communities – 1,000 Officer Partnership Program (the other 75 officers of the 250 new officers will be assigned to youth crime, organized crime, guns and gangs, and protecting children from internet luring and child pornography).

The deployment of officers to divisions was, until very recently, based on the 60/40 Deployment Model. Late in 2005, however, the Toronto Police Service moved to the Demand Factor Model for the deployment of officers to divisions. This new model uses a range of credible data, including calls for service, street disorder index, service priorities, demographics, major crime indicators, and performance indicators, to determine the demands facing each division. The staffing level of each division is then made commensurate with those demands. This model will ensure that the workload faced by each of the divisions is equalised on a per officer basis and that service delivery to the public is equitable across the city.

In November 2005, the appropriate divisional staffing levels were determined using the Demand Factor Model. This benchmark staffing allocation will be achieved with the deployment of recruits that occurred on January 12, 2006 (from the August 2005 class), the redeployment of officers beginning on January 16, 2006 (until approximately May 2006) and the allocation of an additional 175 constables (received under the Safer Communities Partnership Program) dedicated to community policing. The chart below reflects the allocation of the 175 new officers dedicated to Service's divisions:

Division	Additional Officers from Safer Communities Grant	Non-Traffic Criminal Code Rates (Occurrences per 1,000 Population)
11 Division	9	63.3
12 Division	8	78.9
13 Division	7	55.2
14 Division	14	96.6
22 Division	11	63.6
23 Division	11	64.3
31 Division	13	72.3
32 Division	10	62.1
33 Division	7	46.3
41 Division	11	73.8
42 Division	10	49.5
43 Division	12	n/a
51 Division	14	135.1
52 Division	11	524.2
53 Division	8	57.3
54 Division	10	55.4
55 Division	9	90.3
Total	175	

The above reflects the allocation of the additional 175 officers to the divisions. However, as previously mentioned, the on-street uniform component of the divisions is also being supplemented by the redeployment of 200 officers (from non-uniform functions) and the divisional authorized strengths are being realigned based on the application of the Demand Factor Model. The above changes will provide an additional 375 (175 additional plus 200 redeployment) officers to on-street uniform presence across all divisions.

Motion 4

That the Toronto Police Services Board be requested to submit a report to the Policy and Finance Committee, for its meeting on January 23, 2006, on the number of officers in place at December 31, 2005 and the projected officers to be in place at the end of each quarter in 2006 and 2007.

According to the Toronto Police Service's Human Resource Strategy, the projected number of deployed officers and recruits in training at year-end 2005 and the end of each month in 2006 and 2007 is as follows (the quarterly amounts are in bold):

	Deployed Officers	Recruits In-training	Total
2005			
December	5,233	249	5,482
2006			
January	5,301	144	5,445
February	5,281	144	5,425
March	5,260	144	5,404
April	5,243	306	5,549
May	5,368	162	5,530
June	5,362	162	5,524
July	5,348	162	5,510
August	5,328	294	5,622
September	5,478	132	5,610
October	5,474	132	5,606
November	5,463	132	5,595
December	5,456	177	5,633
2007			
January	5,551	45	5,596
February	5,531	45	5,576
March	5,510	45	5,555
April	5,493	175	5,668
May	5,519	130	5,649
June	5,511	130	5,641
July	5,497	130	5,627
August	5,477	170	5,647
September	5,595	40	5,635
October	5,589	40	5,629
November	5,578	40	5,618
December	5,571	77	5,648

* In preparation of the 2007 operating budget, recruit classes will be adjusted based on experience and maintaining the approved uniform target.

The total projected number of officers at the end of January, 2006, including recruits-in-training is 5,445.

As of January 2007, the Service will achieve its targeted deployed strength of 5,510. Due to limited hire dates (i.e. to correspond with three Ontario Police College class intakes per year) and attrition that occurs throughout the year, the Service's hiring strategy targets an average deployed strength over the year consistent with the approved target.

Motion 5

That the Toronto Police Services Board be requested to report to City Council for its meeting on January 31, 2006, through the Policy & Finance Committee, on the number of new officers to be funded under this program that may be assigned to Scarborough Police Divisions 41, 42, and 43.

It is estimated that a total of 33 new officers from the Grant Program will be assigned to Scarborough Police Divisions 41, 42, and 43. It should be noted that prior to the application of the Demand Factor Model, to become effective January 2006, the total constable strength of Divisions 41 and 42 was 567. With the application of the new model, together with the accelerated deployment of new officers by January 2007, the combined constable strength of Divisions 41, 42 and 43 is estimated to be 667 constables, an increase of 100 officers or 17.6%.

Motion 7

That the Toronto Police Services Board be requested to report to the January 23, 2006 meeting of the Policy and Finance Committee, on the number of police officers specifically trained by the Police Training College in community policing, the maximum number of trainees in community policing that the Police Training College can accommodate per year, and a breakdown of the multicultural component of each trainee.

For recruits, specific training for community policing is included in both the Ontario Police College and the C.O. Bick College curriculum. More importantly, the concepts and application of community policing are woven into the overall syllabus of the entire five months of training. Recruits are instructed on the general models and philosophy of community policing and a broad range of skills which are applicable to community policing (e.g. problem solving, partnership development, cultural diversity, communications and presentations, accommodation, hate crime recognition and impact, etc.). Assignments specific to community policing and community participation are required. Generally, as many as 420 recruits (three classes of 140 recruits) can be trained annually.

The C.O. Bick College also provides a number of community policing related courses – Crime Prevention Level 1, Crime Prevention Level 2 (Crime Prevention Through Environmental Design (CPTED)), Diversity (mandatory for all Service members), and a Community Policing Seminar – to existing members.

The following chart provides a breakdown of the multicultural diversity of recruit classes for the years 2003, 2004 and 2005 to date. It is important to note that inclusion as visible minority or aboriginal is based on recruit's self report.

	2003	2004	2005 to Date
Visible Minority Female	3	4	7
Visible Minority Male	46	64	73
Aboriginal Female	0	1	0
Aboriginal Male	4	4	4
Non-Minority Female	41	53	53
Non-Minority Male	93	117	224

Conclusion:

In approving an additional 250 police officers for the Toronto Police Service, City Council adopted a number of motions that required a response from the Board and or the Chief. This report responds to those motions and recommends that the Board receive this report and forward a copy to the City Policy and Finance Committee for information.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command and Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions the Board members may have.

Respectfully submitted,

William Blair
Chief of Police

SD

A:\resubmitted council request 250 officers.doc

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P50. RESPONSE TO TORONTO CITY COUNCIL REQUEST FOR
INFORMATION – FEASIBILITY OF CREATING A CONSTRUCTION
UNIT TO PROVIDE STATUTORY CONSTRUCTION POLICING
SERVICES TO THE CITY OF TORONTO**

The Board was in receipt of the following report JANUARY 19, 2006 from William Blair, Chief of Police:

Subject: RESPONSE TO CITY COUNCIL'S REQUEST FOR A STUDY INTO THE
FEASIBILITY OF CREATING A CONSTRUCTION UNIT TO PROVIDE
STATUTORY CONSTRUCTION POLICING SERVICES TO THE CITY OF
TORONTO

Recommendation:

It is recommended that:

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

Background:

In February 2005, Toronto City Council requested that "the Toronto Polices Services Board review the feasibility of creating a construction enforcement unit that would be paid one hundred percent by the Toronto Transit Commission (TTC) and other city departments to offset the paid duty officers used to meet statutory construction policing, and that such a study include the number of new officers required to allow for the implementation of such a unit."

Toronto City Council has requested that consideration in this analysis only be given to statutory construction policing. However, the Toronto Police Service (TPS) captures its paid duty data by vendor, and not by the type of policing provided. As a result, it is not possible to isolate only "construction-type" paid duties provided to the City of Toronto (the City). Furthermore, there are additional paid duties provided to the City of Toronto that are arranged directly through companies contracted by the City. These companies in turn may bill back the cost of the paid duties to the City. This data has also been included for the purposes of this analysis.

Cost/Benefit Analysis:

Toronto City Council's motion recommends the creation and implementation of a new unit within TPS that would be dedicated to providing these services to the City.

The following chart provides information for the last two years on paid duties provided to the City (including all City Departments, Agencies, Boards and Commissions):

	2004	2005	Average
Cost of paid duties provided directly to the City	\$1.0M	\$0.8M	
Cost of paid duties provided to construction and maintenance companies contracted to the City	\$1.6M	\$1.7M	
Total cost of paid duties	\$2.6M	\$2.5M	\$2.55M
Number of hours billed	52,505	49,164	50,835

Paid-duty officers are available and paid for the specific number of hours they are required (although a minimum three hours applies to each assignment). In order to determine the number of officers required “full-time” to replace the same number of paid-duty officers, one must consider the “net hours available for work” for each permanent employee. Taking into consideration factors such as vacation, sick time, training time and so on, each permanent officer is available for 1,431 hours of work. Assuming officers could be deployed perfectly and utilized 100% of each day, 35.5 officers would be required to provide 50,835 hours of service (the average over the last 2 years). We have assumed 36 officers for the purposes of this discussion.

Based on 2005 salaries, and assuming 20% benefits, the annual cost of 36 officers (assuming 1st class police constables (PCs) is \$3M. The average cost for paid duties over the last two years is \$2.55M. Under these assumptions, the establishment of a “construction enforcement” unit would cost \$450,000 more than the utilization of paid-duty officers for the same purpose.

It should be noted that the above cost/benefit analysis does not discuss the 15% administration fee charged for paid duties. An administration fee of approximately \$380,000 would be charged for the paid duties provided to the City; however, the elimination of these paid duties and subsequent administration fee would result in an equivalent \$380,000 revenue loss to the Service. Therefore, the administration fee has no impact on this cost/benefit analysis.

Other Considerations

The calculation outlined above is a purely financial one, based on a cost-per-officer. If one were to establish a dedicated unit, there would be additional administrative costs related to establishing and operating a unit – namely, administrative support, supervision, facilities, etc.

In addition to cost, there are logistical issues that would arise from using officers “on-duty.” Officers assigned to a “construction enforcement” unit would be on shift for eight to ten hours daily (depending on the shift schedule applied). The requirement for paid duties varies significantly both on a daily and seasonal basis. For example, the demand for paid duties almost doubles during summer months (see Appendix A for details).

There are several deployment-related issues arising from a dedicated unit:

- Historically, paid duties for the City of Toronto range from three hours to twelve hours in duration, with the average paid duty being approximately six hours. Officers would be required for different times of the day, and for different periods of time. It would be impossible to schedule officers to be utilized 100% of the time; therefore, more than 36 officers would be required to staff this unit (increasing the differential cost).
- It would be impossible to avoid overtime costs when paid duties run across shift schedules. Any overtime costs would further increase the differential cost, making the establishment of a dedicated unit even less feasible.
- Officers would not be required for construction-related duties for each hour of every day. However, assigning these officers to other duties in the interim could result in the officer being unavailable for construction-related duties when these arise. The net effect would be to increase the complement even further, again increasing the differential cost.

Summary:

The creation of a construction unit would require more than 36 officers to meet the City's demand for policing, and would cost at least \$450,000 more (annually) than the current paid-duty cost. Taking into consideration additional administration and scheduling issues, the establishment of a dedicated unit is not a practical alternative.

It is recommended that the Board receive this report and that the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer.

Deputy Chief Anthony Warr, Specialized Operations Command, will be in attendance to answer any questions.

The Board received the foregoing report and agreed to forward a copy to the City of Toronto – Policy and Finance Committee and requested the Chief of Police to work with the relevant City officials, including the Deputy City Manager and Chief Financial Officer, on this issue.

Paid Duty Instances In 2004 and 2005¹

2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Mon	21	19	16	29	30	26	24	39	32	27	22	12	297
Tues	23	22	28	24	25	15	31	42	27	26	26	14	303
Wed	19	12	33	28	29	18	32	30	30	19	23	17	290
Thur	17	15	26	29	9	27	46	36	34	24	18	15	296
Fri	22	26	24	24	27	24	41	29	28	21	12	24	302
Sat	16	8	21	16	20	24	31	29	21	11	4	3	204
Sun	6	4	3	9	17	19	23	24	16	9	3	3	136
	124	106	151	159	157	153	228	229	188	137	108	88	1,828

2005	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Mon	17	20	17	24	29	23	31	37	30	25	18	23	294
Tues	15	17	26	21	27	21	28	31	25	24	26	16	277
Wed	18	13	27	23	28	29	27	26	28	18	15	20	272
Thur	17	18	25	29	29	33	30	27	32	22	24	19	305
Fri	19	22	23	25	23	27	32	25	26	20	30	14	286
Sat	4	0	10	18	22	33	30	29	20	15	7	9	197
Sun	2	0	4	8	16	20	22	21	15	5	1	2	116
	92	90	132	148	174	186	200	196	176	129	121	103	1,747

- 1 In this report it is assumed that each paid duty incident requires one police officer; however, in some cases the number of officers increases (2 to 3 officers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P51. REVIEW OF POLICING COST PER HOUSEHOLD

The Board was in receipt of the following report January 11, 2006 from William Blair, Chief of Police:

Subject: REVIEW OF POLICING COST PER HOUSEHOLD

Recommendation:

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

Background:

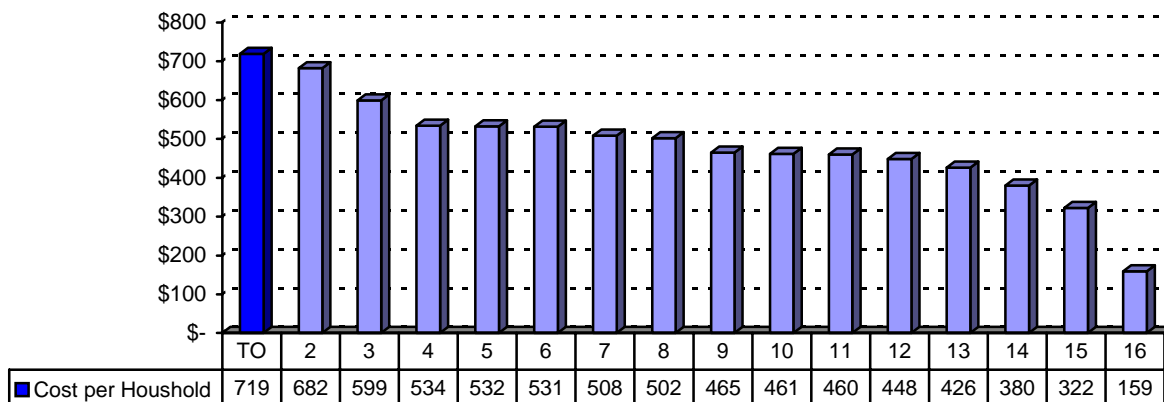
At its meeting of December 15, 2005, the Chief requested that the Board approve the proposed 2006 Toronto Police Service Operating Budget (Board Minute #P381/05 refers). The Board approved a number of motions specific to the report, including the following:

3. THAT Chief Blair analyze the policing costs per household in Toronto as a proportion of property taxes and compare it to surrounding GTA municipalities using a specific benchmark (e.g. the Ontario Municipal CAO's Benchmarking Initiative) and, if feasible, identify where further cost efficiencies are possible based on the comparison, in order to receive a better return on the dollar;

This report is provided as information for the Board in response to the issues raised in the above motion, specifically a comparison of policing costs across the GTA and identifying possible cost efficiencies.

Evaluation of an organization's performance both in comparison to other, similar organizations and over a period of time is necessary to ensure the effectiveness and efficiency of the organization. It is important, however, to understand both the derivation of the comparative measure and those factors which may create variances between comparators and within an organization over a period of time. The chart below indicates the policing costs per household in sixteen municipal/regional police services in Ontario. All five Greater Toronto Area (GTA) police services – Toronto, Halton Region, Peel Region, York Region and Durham Region – are included in the chart:

Policing Gross Costs per Household (2004)



Source: Ontario Municipal CAO's Benchmarking Initiative, 2004; OMBI policy does not permit the identification of other police services without permission from that service.

As is evident in the above chart, the cost of policing per household is higher in Toronto than in any other municipality, slightly more than five percent higher than the second police service. As this measure is calculated using the total gross cost of policing divided by the total estimated number of households in the municipality, it is not unexpected that the Toronto cost per household would be higher than other police services. The numerator – gross cost of policing – is influenced by a number of factors including the level and range of specialised services provided by the municipal police service, staffing levels and compensation as established by City Council, officer/civilian mix of workforce, and even financial reporting procedures practiced by the municipality. The Toronto Police Service provides an extensive range of highly specialized services by the highest paid officers in the nation; equipment such as vehicles and computers are included in the operating budget as compared to some other services which expense these items against the municipal or capital budget. The denominator is narrowly defined as the number of households, not the number of premises (residential, commercial, industrial, entertainment/sport venues, hotels, hospitals, shelters, etc.), which may generate a demand for policing services. These premises may often generate a demand for service in excess of an average household (e.g. Toronto Entertainment District). While all GTA municipalities respond to demands for service from non-households, Toronto faces a significantly larger proportion of such premises in relation to households.

It is important to note that the cost of policing per household reflects the cost of delivering policing services to the number of households in the municipality, not the actual cost borne by the household. The actual cost to the taxpayer is, of course, determined by a prescribed tax rate applied to the market value assessment of their property. Although the costs and scope of municipal services vary, policing is the largest expense in all GTA municipalities. The chart below indicates that portion of both the municipal gross operating budget dollar and the tax dollar that is dedicated to policing in each of the GTA municipalities/regions:

Municipality	Toronto	Halton Region	Peel Region	York Region	Durham Region
Portion of Gross Operating Budget Dollar Dedicated to Policing ⁱ	\$0.11	\$0.17	n/a	\$0.17	\$0.17
Portion of Municipal Tax Dollar Dedicated to Policing ⁱⁱ	\$0.23	\$0.30	\$0.34	\$0.28	\$0.32

Source: Data derived from 2004 budget information as posted on Municipal websites

ⁱ *Portion of Gross Operating Budget Dollar Dedicated to Policing* is calculated by dividing the gross police service operating budget by the gross operating budget of the municipality.

ⁱⁱ *Portion of Municipal Tax Dollar Dedicated to Policing* reflects the net cost of policing (gross police operating budget less all police revenues such as grant revenue, sale of records, etc.) divided by the net cost of all municipal services (gross municipal operating budget, including policing, less all revenues from all municipal services). The net municipal operating budget reflects the total property tax requirement.

The portion of the gross operating budget dollar and the municipal tax dollar dedicated to policing is less in Toronto than in any other GTA municipality, more than 5% and 21% lower than any other GTA service, respectively. This is due in part to the composition of municipal revenue sources; property taxes in Toronto account for only 44% of total municipal revenues as compared to 51% to 56% in other municipalities in the GTA. In effect, the higher service delivery cost per household in Toronto is largely offset by revenues generated from sources other than property tax.

The identification of cost efficiencies, based on the above comparisons, to achieve a better return on the dollar is not feasible. The above noted measures refer specifically to financial inputs and do not consider the evaluation or measurement of demand for service, process, or outcome; the development of a viable, feasible and comparative system of performance measurement and benchmarking is an enormous task. A working group is currently reviewing the measures used by the Ontario Municipal CAO's Benchmarking Initiative (OMBI). It should be noted, however, that the identification of efficiency measures does not necessarily lead to the identification of specific operational efficiencies that can be implemented. Identification of significant operational efficiencies often requires resource-intensive, comprehensive workload or time-and-motion studies.

With regard to the identification of cost efficiencies, if the objective is to simply reduce costs, this is easily achieved by reducing staffing and, in turn, services. As the end goal is to maintain or even enhance policing services, cost reductions must be derived through efficiencies – changing the way in which we deliver policing services. While I have, during the 2006 Budget approval process, identified a total of \$3.6M in cost reductions to premium pay, acting pay, benefits, courses & conferences, etc., and have committed to explore potential savings to future budget requests, as noted above, a thorough and proper evaluation is time and labour intensive. It is important to note that efficiencies more likely flow from flexible rather than rigid environments; given the parameters within which policing must operate - legislation and

regulations, contracted shift schedules, court scheduling, service demand cycles, etc. - identified efficiencies may be minimal.

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

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions concerning this report.

The Board received the foregoing report and agreed to forward a copy to 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 FEBRUARY 15, 2006**

**#P52. REVIEW OF TIME SPENT BY OFFICERS ATTENDING CALLS FOR
SERVICE**

The Board was in receipt of the following report January 12, 2006 from William Blair, Chief of Police:

Subject: RESPONSE TO MR. JOHN SEWELL'S DEPUTATION

Recommendation:

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

Background:

This report is provided as information for the Board in response to an issue raised by Mr. John Sewell in his deputation on the Service's 2006 Operating Budget at the December 15th, 2005, Board meeting (Board Minute P381/05 refers). The issue of interest related to the increase in time spent by officers at specific calls, as noted in the 2005 Environmental Scan.

'Service time' is the time an officer spends on a call, from the time it is dispatched to the time it is cleared or acknowledged completed by the officer. However, as the Scan also notes, the complexity of the required response to many calls has increased as well. The calls officers attend now often involve additional paperwork and more rigorous standards to ensure thoroughness and better service to the public. The Scan provides two examples in particular, relating to response to calls for domestic violence and for traffic collisions.

The Service's domestic violence procedure, which outlines the responsibility of officers in the investigation of domestics, tripled in length from 4 pages in 1998 to 12 pages in 2001 – in pursuit of ensuring thorough investigations and reflecting the additional responsibilities created by the Provincial Adequacy Standards Regulation. Thorough investigation takes a great deal of time, especially when officers have to interview witnesses, deal with evidence such as weapons, injuries, and so on. The use of video statements is becoming more prevalent in these investigations, which requires the victim to attend a police facility – this, too, increases the time an officer spends on a domestic call. Officers are required to fill out many forms, all mandatory, in the course of such investigations, including: Record of Arrest and Supplementary, General Occurrence and Supplementary, Domestic Violence Supplementary, Person/Vehicle for Investigation, Special Address System Report, Domestic Violence Card, memo book, relevant Property Reports and receipts, Injury/Use of Force Reports, and other documents required for case preparation. Other activities at this type of call which can require an officer's time include: transporting the victim/accused/witness, waiting for an interpreter, caring for children while waiting for relatives or Children's Aid to attend, and/or guarding prisoners at hospital while receiving treatment.

Similarly, with regard to traffic investigations, there is significant paperwork to complete (e.g., provincial collision report, summons (Part I or III if charging), memo book or field notes, collision register, etc.), and a thorough investigation cannot be rushed – given the priority placed on traffic issues by the community, and the Service, it is important that we deliver a quality service in this regard.

It should also be noted that the calculation of service times is influenced by the number of officers that attend a call. For example, if one car with two officers attends a call for one hour, the total time spent on that call is calculated as two hours; however, if there was only one officer in the car, the total time spent would be calculated as one hour. Therefore, given the Service requirement for two-officer cars during certain shifts, the time of the day calls are received can have a considerable effect upon the calculation of service time. Average service time calculations are also affected by the inclusion of outliers or extreme values in the data set. Future analysis will look in to the possibility of removing these values to get a somewhat clearer indication of service times.

The number of officers trained in special areas may also have an impact on service time at calls. For example, the creation of the Centralised Alternate Response Unit (CARU) replaced the divisional Alternate Response Units (ARUs). A number of the divisional ARU officers were trained as Scenes of Crime Officers (SOCOs), and as such could process a crime scene. With fewer SOCO trained officers easily accessed by the divisions, a lag time can be created between when an officer attends a call and when a trained SOCO processes the crime scene so that the call may be cleared – the divisional Primary Response officer must remain to protect the crime scene while waiting for the SOCO to arrive.

The issues around officer workload and operational efficiencies are not unfamiliar to the Service, and aspects of work activity analyses (what officers are doing) and time-and-motion studies (how they are doing it) have been discussed and/or carried out in previous years. Activity studies can be tailored to function (e.g. supervisors, investigation, traffic) and can be constructed to capture more detailed information, such as, for example for Primary Response constables, what types of calls they're responding to, how long they spend at each type of call, how long they spend on specific activities not related to answering calls, and so on. However, conducting such a comprehensive work activity study, even focusing solely on divisional operations and without a time-and-motion component, is a massive undertaking, requiring a significant commitment of time and resources.

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

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions concerning this report.

The Board was also in receipt of a written submission, dated February 14, 2006, from John Sewell, Toronto Police Accountability Coalition; copy on file in the Board office.

The Board received the foregoing report and Mr. Sewell's written submission.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P53. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND
LEGAL INDEMNIFICATION – JULY TO DECEMBER 2005**

The Board was in receipt of the following report January 25, 2006 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JULY 1 – DECEMBER 31, 2005 AND
CUMULATIVE COSTS FOR JANUARY 1 – DECEMBER 31, 2005

Recommendation:

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

Background:

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

Semi-Annual Summary: July 1 – December 31, 2005

During the period of July 1 to December 31, 2005, 9 accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$315,539.52 were received and approved for payment by the Director, Human Resources and the Manager, Labour Relations. This amount included four (4) accounts relating to the 2005 Toronto Police Association negotiations which totalled \$168,062.33. As of today's date, the December 2005 legal account from Hicks Morley Hamilton Stewart and Storie LLP has not been received.

During the same period 34 accounts relating to legal indemnification were paid totalling \$240,800.23. There were no payments made relating to civil suits or inquests during this time period.

During the period of July 1 to December 31, 2005, a total of \$556,339.75 was paid in settlement of the above accounts.

Cumulative Summary for 2005

For the period January 1, 2005 to December 31, 2005, legal expenses incurred by Labour Relations totalled \$2,578,770.48. The breakdown of this cost was as follows:

- (1) There were 14 accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for legal services rendered totalling \$542,608.37.
- (2) There were 68 legal indemnification claims processed totalling \$1,996,384.86, and one account was denied for payment in the amount of \$190,000.00.
- (3) There was one account related to an inquest claim processed totalling \$39,777.25.

There were no civil suit claims paid during the year 2005.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P54. ANNUAL REPORT: TORONTO POLICE SERVICE
ORGANIZATIONAL CHART 2005**

The Board was in receipt of the following report January 10, 2006 from William Blair, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Board Minute #P5/01 refers).

At its meeting on June 13, 2005, the Board approved a new organizational structure for the Toronto Police Service (Board Minute #P187/05 refers). Due to this organizational change, at its meeting on October 14, 2005, the Board approved a new organizational chart (Board Minute #P349/05 refers). A copy of that chart has been appended to this report for the information of Board members (Appendix "A" refers).

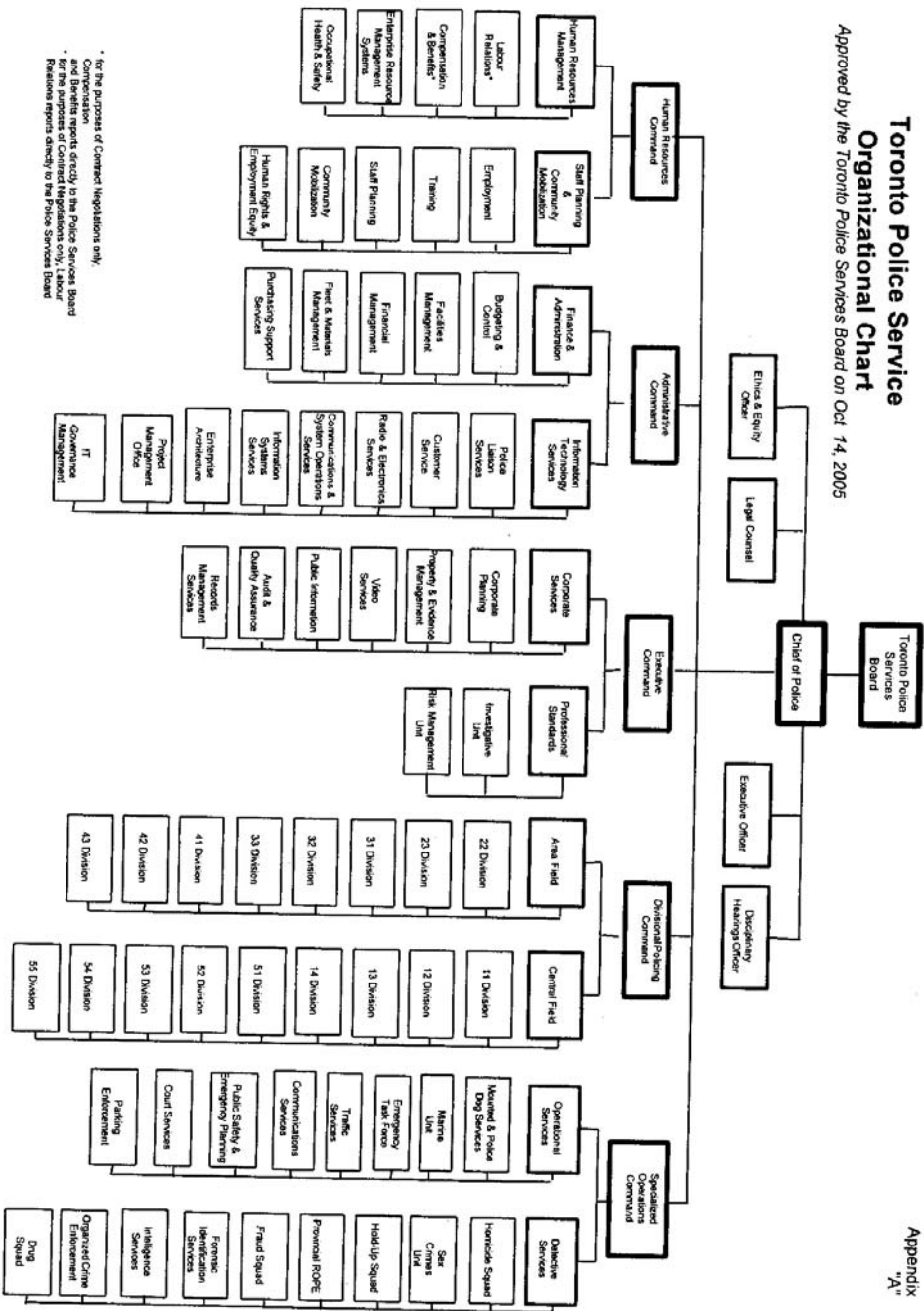
No additional changes to the organizational chart are requested at this time. Therefore, it is recommended that the Board receive this report.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer questions from Board members.

The Board received the foregoing.

Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on Oct. 14, 2005



* for the purposes of Contract Negotiations only.
 Compensation and benefits reports directly to the Police Services Board
 for the purposes of Contract Negotiations only. Labor Relations reports directly to the Police Services Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P55. ANNUAL REPORT: PARKING ENFORCEMENT UNIT TAG ISSUANCE
& ABSENTEEISM 2005**

The Board was in receipt of the following report January 16, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2005 PARKING ENFORCEMENT UNIT TAG
ISSUANCE & ABSENTEEISM

Recommendation:

It is recommended that:

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

Background:

This report provides information on the Parking Enforcement Unit's achievements and activities during the year 2005 (Appendix A refers). Data regarding annual parking tag issuance and unit absenteeism is contained within this report.

Annual Parking Tag Issuance:

On an annual basis, the Parking Enforcement Unit analyzes historical parking tag data in order to forecast anticipated parking tag issuance for Parking Enforcement Officers (PEOs) and Municipal Law Enforcement Officers (MLEOs). The City of Toronto requests this information for use during the budget process.

Based on historical trends, the total parking tag issuance for the year 2005 was forecasted to be 3,015,000 tags. Total parking tag issuance includes tags issued by PEOs and MLEOs. Actual 2005 issuance is anticipated to be 2,815,850 tags (based on an estimate for MLEO issuance in December 2005). The reduction in parking tag issuance is attributed to higher compliance by motorists as a result of elimination of the lower Voluntary Payment Amount and the increase in certain parking fines, as well as increases in fuel prices and Toronto Transit Commission (TTC) rider-ship that may have impacted the volume of commuter traffic on Toronto streets.

The gross revenue estimate for 2005 is \$69.3M, which is \$5.7M higher than 2004 revenue.

Annual Attendance/Absenteeism:

The Parking Enforcement Unit absenteeism report for the year 2005 is provided in Table 1, as well as the actual figures and average number of sick days per officer, as requested by the Board (Board Minute #P334/01 refers). In order to highlight absenteeism patterns, the reporting is grouped into the following four categories:

Injured On Duty (IOD) – represents staff members who were injured while in the performance of their duties;

Dependent Sick – represents time taken off to care for ‘eligible’ family members;

Long Term Sick – represents staff who remained sick for two or more months; and

Short Term Sick – represents all other sickness.

The Parking Enforcement Unit had set a ceiling of 4% for short-term absenteeism. The year-end total for 2005 reports 3.0%, which is one percentage point below the set ceiling. In relation to overall unit absenteeism, the year-end total for 2005 is 5.2%, up by 0.8 percentage points from last year (Appendix A refers).

A comparison of the absenteeism rate of the entire Toronto Police Service and the Parking Enforcement Unit is provided in Table 2. The table provides statistics in relation to sick time taken by members. The calculations are based on a total of 261 working days in a year and show that overall, the percentage of members off per day was 5.2% for the Parking Enforcement Unit, in comparison to 4.6% Service wide.

Table 1. Parking Enforcement Unit Absenteeism Year 2005

TYPE	Actual Numbers Days*	Average/Person Days	Rate
Injured on Duty	1,080	2.7	1.0%
Long Term Sick	672	1.7	0.6%
Short Term Sick	3,204	7.9	3.0%
Dependent Sick	480	1.2	0.5%
Total	5,436	13.5	5.2%

*8 hours are considered as one day

**Table 2. Absenteeism Comparison Year 2005
Toronto Police Service Vs Parking Enforcement Unit**

	Toronto Police Service Uniform and Civilian (7,728 members)	Parking Enforcement Unit All Personnel (395 members)
Average Days Sick per member (short term, long term, and dependent)	10.5	10.8
Average Days IOD per member	1.4	2.7

Total Days Sick and IOD per member	11.9	13.5
Average members off per Day	363.6	20.8
% of members off per Day*	4.6%	5.2%

Source: TRMS, PINS System.

*Includes: Long-term sick, Short-term sick, Injured on Duty (IOD), and Dependent sick.

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

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be present to answer any questions.

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

PARKING ENFORCEMENT UNIT ANNUAL REPORT 2005

MISSION AND SERVICE PRIORITY

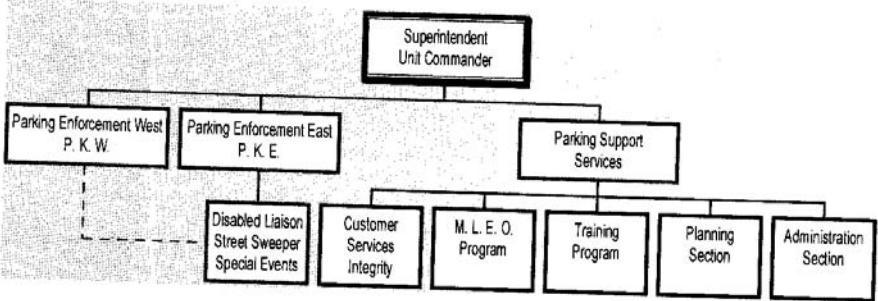


"TRAFFIC SAFETY"

The Parking Enforcement Unit contributes to the overall safety and security of the people of Toronto by focusing on the Toronto Police Service traffic safety priorities. This is achieved through various strategies including enforcement, visibility, public awareness and education programs. Specifically the Unit is charged with:

- Assisting with the safe and orderly flow of traffic;
- Responding to the public and private parking concerns of the community;
- Regulating parking through the equitable and discretionary application of by-laws;
- Providing operational support to the Toronto Police Service; Language interpretation, stolen vehicle recovery, corporate and local community-policing initiatives, emergency support, crime management, and other tasks as required;
- Assisting at special events, ensuring the safe and unobstructed movement of vehicular and pedestrian traffic;
- Fostering crime prevention by providing a radio equipped, highly visible, uniformed presence in our communities.
- Performing such duties as may be directed by the Chief of Police.

UNIT STRUCTURE



STATISTICAL HIGHLIGHTS

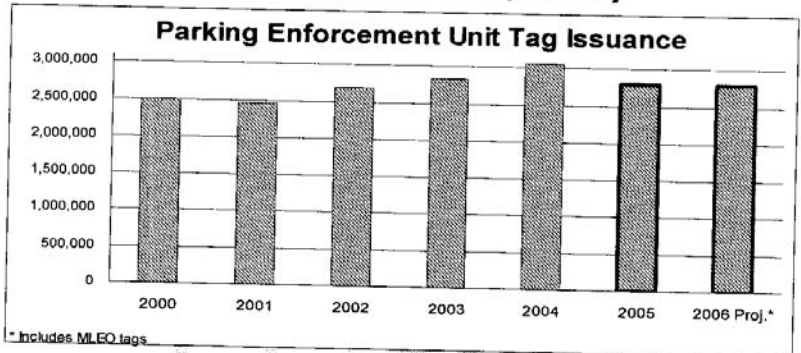
Comparative Tag Issuance and Revenue - PEO and MLEOs

	2005 Projected*	2005 Actual**	2006 Projected
Total Tags	3,015,000	2,815,850	2,800,000
Collectable Tags@81%	2,442,150	2,308,997	2,296,000
Revenue (Est.)	\$63,495,900*	\$69,269,910	\$68,880,000
Net Expenditures	\$31,408,900	\$31,408,900	\$31,767,500
NET REVENUE	\$32,087,000	\$37,861,010	\$37,112,500

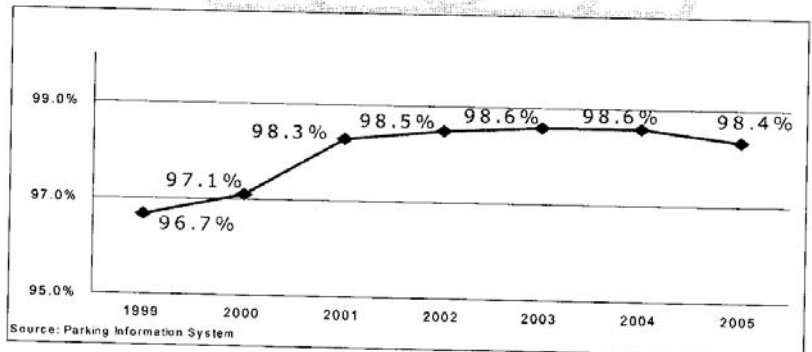
* Based on previous Collectable@81% and Avg/tag \$26

** Collectable@82% Avg/tag \$30

Parking Tag Issuance (6 Year Comparison)



Processable Tag Profile 1999-2005



Comparative Summary of 2004 and 2005 Achievements

	2004	2005
■ Processable Tag Rate	98.6%	98.4%
■ Absenteeism (Short-term sick)	2.6%	3.0%
■ Arrest Assists	60	93
■ Stolen Autos Recovered	1,913	1,854
■ Unplated Vehicles Towed	1,590	1,345
■ Vehicles Towed	48,673	41,050
■ Calls for service received	111,238	107,540
■ Parking Tag Issuance (PEO/MLEO)	3,057,508	2,815,850
■ Assist Police Service		
▶ Interpretations	333 (3,645 Hrs.)	259 (599 Hrs.)
▶ Special Events	53 (1,372 Hrs.)	47 (1,061 Hrs.)
▶ Criminal Charges (Disabled Permits)	7	
▶ Disabled Permit Seizures/ HTA	1,340	643

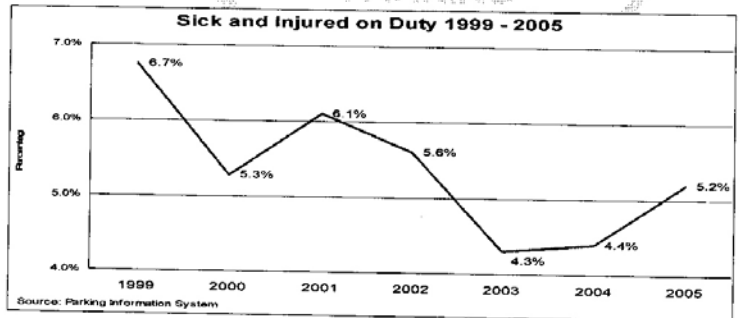
* Estimates for December for MLEOs

Staffing Levels 2000 – 2005

	2000	2001	2002*	2003	2004	2005	2006 Projected
Senior Officer	1	1	1	1	1	1	2
Uniform	8	8	8	8	8	8	8
Unit A	29	29	29	29	29	29	28
Unit C	309	309	357*	357	357	357	357
TOTAL	347	347	395	395	395	395	395

*48 PEO hired in 2002. Staggered Hire Dates 29 PEO May 21/02, 19 PEO Sept.10 /02

Absenteeism Profile: Sick and Injured on Duty



Operating Budget 2004-2006

TYPE	2004	2005*	2006 Projected*
i. Regular Pay	21,204,900 67.2%	21,171,400 66.4%	21,228,400 66.8%
ii. Special Pay	1,373,500 4.4%	1,373,500 4.3%	1,373,500 4.3%
iii. Fringe Benefit	4,211,700 13.4%	4,239,000 13.3%	4,431,400 13.9%
Total: (i+ii+iii)	26,790,100 84.9%	26,783,900 84.0%	27,033,300 83.9%
Material, Supplies	1,036,500 3.3%	1,259,400 4.0%	1,493,900 4.7%
Equipment	700,000 2.2%	700,000 2.2%	566,300 1.8%
Services and Rental	3,010,800 9.5%	3,130,600 9.8%	3,139,000 9.9%
SUB Total	\$31,537,400	\$31,873,900	\$32,232,500
REVENUE	(604,000)	(465,000)	(465,000)
TOTAL	\$30,933,400	\$31,408,900	\$31,767,500

* Hand-Held Project implementation in 2005/2006

SIGNIFICANT 2005 ACHIEVEMENTS

Community Based

- Parking Enforcement has participated in a number of Traffic Safety and Public Awareness Programs throughout the year:
 - "Safe Schools, Safe Streets Campaign", this campaign is to educate the general public on the dangers around our schools.
 - "Project Target Street": to improve traffic flow on major streets throughout the city.
 - "Project Smart Ped": to educate the public on pedestrian safety.
 - "Entertainment District Initiative": to help improve the traffic flow and pedestrian safety in the busy downtown entertainment district (on-going).
- A parking Enforcement officer helped identify and hold a suspect in possession of fake I.D for Red Cross and fake receipts that were made for the Tsunami Relief Fund.
- 'School Parent Safety Program' continued in 2005. In this program Parking Enforcement Officers work with local schools and parents to ensure the safe drop-off and pick-up of children. This program involves a partnership with the schools and the media to raise the profile of Parking Enforcement and pedestrian safety issues.

Awards

- Two members received the St. John Ambulance 'Lifesaving Award'.
- Eight members received Commendations from the Police Services Board.
- Two members received the civilian (25 years) "Long Service Award".
- One member received the 35 years service Toronto Auxiliary Police award.

Human Resources

- ❑ Improved the employee Attendance Enhancement Program by working with the Service's Employment and Medical Advisory Services to accommodate and/reclassify members unable to perform the duties of a Parking Enforcement Officer.

Training

- ✓ Trained 27 new Parking Enforcement Officer recruits.
- ✓ Trained all front-line officers and supervisors in proper authority for towing vehicles and prevention of towing refunds.
- ✓ All front-line officers and supervisors trained in disabled exemptions.
- ✓ All front-line officers and supervisors trained in parking by-law exemptions for municipal vehicles.
- ✓ 16 coach officers and trainers were provided with a workshop "Supervising For Public Trust".
- ✓ 14 parking enforcement supervisors received supervisor orientation training.
- ✓ 307 police officers were trained on parking by-laws and parking tag issuance at 23, 32, 42, 54 and 55 divisions.
- ✓ Trained and certified 630 MLEOs and 25 agency managers for enforcement of private property parking by-laws.
- ✓ Trained and certified 9 City of Toronto MLEOs for enforcement of boulevard parking, front yard parking and official snow emergencies.
- ✓ Trained and certified 1 Toronto Parking Authority MLEO in the municipal parking facility by-law.
- ✓ Trained and certified 18 TTC Inspectors for enforcement of transit related offences.
- ✓ 42 staff members of Municipal Licensing and Standards received an orientation to the MLEO program.
- ✓ Members of "A" platoon at Communications received an orientation to parking enforcement procedures related to parking complaints.

Technology Projects

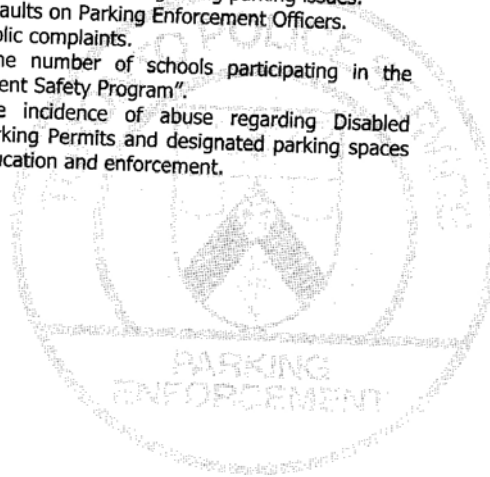
- ❑ Working with the City of Toronto Finance Department for wireless hand-held ticketing devices. Contract was signed on December 21, 2005. Project to be completed in 2006.

Projects

- ❑ Monitoring the bylaw changes and program operations.

GOALS FOR 2006

- ◆ Issuance of 2.8M tags (PEO/MLEO).
- ◆ Maintain a tag processable rate in excess of 97%.
- ◆ Maintain a short-term absenteeism rate of less than 4%.
- ◆ Implement wireless hand-held ticketing devices.
- ◆ Increase the number of stolen vehicles recovered.
- ◆ Increase public education regarding parking issues.
- ◆ Reduce assaults on Parking Enforcement Officers.
- ◆ Reduce public complaints.
- ◆ Increase the number of schools participating in the "School Parent Safety Program".
- ◆ Reduce the incidence of abuse regarding Disabled Persons Parking Permits and designated parking spaces through education and enforcement.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P56. ANNUAL REPORT: SECONDMENTS 2005

The Board was in receipt of the following report January 05, 2006 from William Blair, Chief of Police:

Subject: 2005 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

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

Background:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Minute No. P5/01 refers). The attached Appendix is a detailed accounting of Service members on secondment.

In the year 2005, thirty-nine (39) uniform members and two (2) civilian members were seconded to various agencies. The Service received full cost recovery for salaries and benefits in 2005 for these secondments.

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

The Board received the foregoing.

APPENDIX

No. of Members	RANK	LOCATION	TERM		
1	S/Insp	Ministry of Solicitor General – Police Quality Assurance Unit	2004.07.05.	to	2006.06.30
1	Insp	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01.	to	2006.09.31.
1	A/Insp	SARS Commission	2004.01.12.	to	2005.09.30.
1	A/Insp	Toronto Transit Commission	2004.09.13.	to	2006.09.12.
1	D/Sgt	Ministry of Solicitor General – CISO	2002.01.14.	to	2006.01.14.
1	D/Sgt	Ipperwash Commission	2004.05.10.	to	2006.03.31.
1	D/Sgt	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2002.11.19.	to	2006.09.31.
1	S/Sgt	Ontario Police College – Basic Constable Training	2004.08.09.	to	2007.08.08.
1	S/Sgt	National Public Safety Strategy	2005.04.01.	to	2005.06.15.
1	A/D/Sgt	Ministry of Solicitor General – CISO	2000.03.01.	to	2007.02.28.
1	Sgt	City of Toronto – Emergency Measures	2005	to	2006
1	Sgt	RCMP – International Peacekeeping – Amman, Jordan	2004.01.04.	to	2005.01.08.
1	Sgt	Ontario Police College – Basic Constable Training	2004.01.05.	to	2005.12.31.
1	Sgt	Ontario Police College – Basic Constable Training	2005.05.02.	to	2007.05.02.
1	Det	OPP – Illegal Gaming	2003.06.28.	to	2007.03.31.
2	Det	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01.	to	2006.09.31.
1	Det	Ministry of Solicitor General – New York Police Department Liaison	2005.01.01.	to	2005.12.31.
1	Det	Canadian Police College	2005.09.01.	to	2006.08.31.
1	A/Sgt	Ontario Police College – Basic Constable Training	2005.05.02.	to	2007.05.02.
1	A/Sgt	Ontario Police College – Basic Constable Training	2005.08.29.	to	2007.07.27.
1	A/Sgt	Ontario Police College – Basic Constable Training	2004.01.05.	to	2006.11.30.
1	A/Sgt	Ontario Police College – Basic Constable Training	2004.01.05	to	2005.12.31.
1	D/C	RCMP - INSET	2002.04.01.	to	2005.12.31.
7	D/C	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01.	to	2006.09.31.

No. of Members	RANK	LOCATION	TERM		
2	D/C	Ministry of Solicitor General – VICLAS	2004.10.18.	to	2006.10.18.
1	D/C	OPP – Illegal Gaming	2003.06.28.	to	2007.03.31.
1	D/C	Ministry of Public Safety & Security – Sex Offender Registry	2005.01.01.	to	2006.11.30.
1	D/C	RCMP – Toronto Integrated Proceeds of Crime (TIPOC)	2005.03.31.	to	2007.03.31.
1	D/C	Ministry Public Safety & Security – Provincial Anti-Terrorism	2003.09.29.	to	2006.09.29.
1	PC	RCMP – International Peacekeeping – Amman, Jordan	2004.01.04.	to	2005.01.08.
1	PC	Ontario Provincial Police – Boat Patrol	2005.01.01.	to	2005.12.31.
2	Civilian	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2001.09.01.	to	2006.09.31.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P57. ANNUAL REPORT: SECONDARY ACTIVITIES 2005

The Board was in receipt of the following report January 13, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2005 SECONDARY EMPLOYMENT ACTIVITIES

Recommendation:

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

Background:

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

Service Procedure 14-25 requires members to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place them in a conflict with Section 49(1) of the Police Services Act (P.S.A.). As an aid to members when determining whether to seek approval, Service Procedure 14-25 contains a non-exhaustive list of activities that may be considered to contravene Section 49(1) of the P.S.A.

Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the P.S.A.

Section 49(1) states:

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

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

Applications may also be denied for the following reasons:

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

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

A "member" as defined in the P.S.A., means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, auxilliary police officers and school crossing guards are not covered under Section 49(1) of the P.S.A. or Service Procedure 14-25. Auxilliary police officers are volunteers, not employees of the Service, and School Crossing Guards are considered employees of the City of Toronto, although the co-ordination of the crossing guards is administered by the Service.

During 2005, there were 34 new applications for secondary activity received from members requesting approval to engage in secondary activities. Of the 34 new applications received, 32 have been approved and 2 have been denied.

The attached 2005 Annual Report on New Applications for Secondary Activity details the type of activities, the number of applications received from uniform and civilian members and the status of the applications. As of December 31, 2005, there were a total of 1258 members of the Service engaged in secondary activities.

Mr. William Gibson, Director, Human Resources, and Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**2005 ANNUAL REPORT
ON NEW APPLICATIONS FOR
SECONDARY ACTIVITY**

TYPE OF ACTIVITY	NUMBER OF UNIFORM APPLICATIONS	NUMBER OF CIVILIAN APPLICATIONS
Sales/Service	6	4
Teacher/Lecturer/Instructor	2	1
Clerical/Office		
Driver		
Restaurant/Food Services	1	
Business Services		1
Arts/Media		
Labourer	1	2
Cashier		
Volunteer Firefighter		
Security		12
Writer		1
Marketing		
Army/Military		1
Counselor		1
Paramedic/Medical Services	1	
Other		
TOTAL	11	23

Of the 34 applications received, 32 were approved and 2 were denied.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P58. ANNUAL REPORT: UNIFORM PROMOTIONS 2005

The Board was in receipt of the following report January 09, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORTING ON UNIFORM PROMOTIONS - 2005

Recommendation:

It is recommended that: the Board receive this summary report on the promotions made to the ranks of Sergeant and Staff/Detective Sergeant during 2005 for information purposes.

Background:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chairman and Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Minute No. P136/03 refers).

In the year 2005, sixty-one (61) police constables were promoted to the rank of Sergeant and thirty-five (35) sergeants were promoted to the rank of Staff/Detective Sergeant. An employment equity analysis of officers promoted to the rank of Sergeant and Staff/Detective Sergeant is attached (see Appendix 'A'). Also attached is a numeric breakdown of these promotions by rank, as well as information pertaining to the number of officers remaining in the eligibility pools for these ranks (see Appendix 'B').

It must be noted that all officers have been promoted in accordance with Service Procedure No.14-10 entitled "Uniform Promotional Process – up to and including the rank of Inspector" which was approved by the Board (Minute No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process, i.e. background checks have been conducted through the constituent units of Professional Standards, the Human Rights Co-ordinator, Occupational Health and Safety and Labour Relations.

It is therefore recommended that the Board receive this summary report on the promotions made to the ranks of Sergeant and Staff/Detective Sergeant during 2005 for information purposes.

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

The Board received the foregoing.

Subsequent to the Board meeting, the Board office was advised of an error in the information included in Appendix “C”. The last 61 officers listed in the chart should have been identified as “sergeants” and not “staff sergeants”.

APPENDIX 'A'

EMPLOYMENT EQUITY STATISTICS

SERGEANT

	RACIAL MINORITY	*NON-RESPONDENT	TOTAL
Male	7	45	52
Female	0	9	9
Total	7	54	61

STAFF / DETECTIVE SERGEANT

	RACIAL MINORITY	*NON-RESPONDENT	TOTAL
Male	2	28	30
Female	0	5	5
Total	2	33	35

* Members did not complete a voluntary 'Applicant Survey'

APPENDIX 'B'

SUMMARY OF 2005 UNIFORM PROMOTIONS

RANK	TOTAL MEMBERS PROMOTED IN RANK IN 2005	POSITIONS REMAINING IN ELIGIBILITY POOL AS OF DEC. 31, 2005
Staff/Detective Sergeant	35	25
Sergeant	61	100

APPENDIX 'C'

DETAILED HISTORY OF THE 2005 UNIFORM PROMOTIONS

The following are the ranks members were promoted in 2005:

STAFF / DETECTIVE SERGEANT

PROMOTED TO RANK	EFFECTIVE DATE OF PROMOTION
Staff Sergeant	07 February 2005
Staff Sergeant	07 February 2005
Staff Sergeant	07 February 2005
Detective Sergeant	07 February 2005
Detective Sergeant	14 February 2005
Staff Sergeant	21 February 2005
Staff Sergeant	21 February 2005
Staff Sergeant	28 March 2005
Staff Sergeant	7 March 2005
Staff Sergeant	7 March 2005
Staff Sergeant	28 March 2005
Staff Sergeant	28 March 2005
Detective Sergeant	28 March 2005
Staff Sergeant	04 April 2005
Detective Sergeant	16 May 2005
Staff Sergeant	31 May 2005
Detective Sergeant	6 June 2005
Staff Sergeant	6 June 2005
Staff Sergeant	05 September 2005
Detective Sergeant	05 September 2005
Detective Sergeant	21 November 2005
Detective Sergeant	21 November 2005
Staff Sergeant	21 November 2005
Detective Sergeant	21 November 2005
Detective Sergeant	21 November 2005
Detective Sergeant	21 November 2005
Detective Sergeant	21 November 2005
Detective Sergeant	12 December 2005
Staff Sergeant	12 December 2005
Detective Sergeant	19 December 2005
Staff Sergeant	19 December 2005
Staff Sergeant	19 December 2005
Staff Sergeant	19 December 2005
Detective Sergeant	19 December 2005
Staff Sergeant	19 December 2005

PROMOTED TO RANK	EFFECTIVE DATE OF PROMOTION
Staff Sergeant	28 February 2005
Staff Sergeant	28 February 2005
Staff Sergeant	28 February 2005
Staff Sergeant	7 March 2005
Staff Sergeant	7 March 2005
Staff Sergeant	7 March 2005
Staff Sergeant	7 March 2005
Staff Sergeant	28 March 2005
Staff Sergeant	28 March 2005
Staff Sergeant	28 March 2005
Staff Sergeant	18 April 2005
Staff Sergeant	02 May 2005
Staff Sergeant	02 May 2005
Staff Sergeant	02 May 2005
Staff Sergeant	21 November 2005
Staff Sergeant	21 November 2005
Staff Sergeant	21 November 2005
Staff Sergeant	21 November 2005
Staff Sergeant	21 November 2005

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P59. ANNUAL REPORT: SUMMARY OF GRIEVANCES 2005

The Board was in receipt of the following report January 10, 2006 from William Blair, Chief of Police:

Subject: 2005 SUMMARY OF GRIEVANCES

Recommendation:

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

Background:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February each year (Board Minute No. C30/03 refers). The Board further requested that the public report include the cost of each grievance, the total costs for the year and the number of grievances where the Board, Association or both were successful.

During the year 2005 there were thirty-four (34) new grievances filed. Of this number, seven (7) grievances were resolved by the parties, and twenty-seven (27) remain ongoing.

In addition to the above, twenty (20) grievances that were outstanding from previous years were resolved in 2005. Two (2) outstanding grievances were resolved through the arbitration process. One arbitration decision was in favour of the Board and the other arbitration decision has not yet been received. Six (6) grievances were withdrawn by the Toronto Police Association and the remaining twelve (12) were resolved between the parties outside of the arbitration process.

The Board has been provided with a full copy of the arbitration decision referred to above.

The overall legal costs expended in 2005 for the above grievances amounted to \$198,460.49. The following is a breakdown of costs by type of grievance:

Number and Type of Grievance	Costs Incurred in 2005
6 Transfer Grievances	\$148,045.26
3 Termination Grievances	24,977.15
1 WSIB	7,858.74
1 Callback/Premium Pay	2,246.77
1 Policy Grievance	428.00

1 Legal Indemnification	55.83
1 Scheduling Grievance	14,848.74
TOTAL COST FOR 2005	\$198,460.49

These costs include fees for legal counsel, arbitrator fees and disbursements related to the arbitration hearing. The final invoice for legal fees for 2005 has not yet been received.

Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to respond to any questions the Board may have in regard to this matter.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P60. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT: POLICY
WITH REGARD TO SEARCH AND DETENTION OF TRANS
GENDERED PEOPLE**

The Board was in receipt of the following report January 20, 2006 from Alok Mukherjee, Chair:

Subject: INCIDENT AT THE "PUSSY PALACE" - BOARD POLICIES- EXTENSION
OF TIME TO SUBMIT REPORT

Recommendation:

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

Background:

At its meeting of May 12, 2005, the Board received a report with the executed Minutes of Settlement pertaining to the Human Rights Complaints by members of the Toronto Women's Bathhouse Committee regarding the September 2000 incident at the Pussy Palace (Min. No. P155 refers). The Board forwarded the Minutes of Settlement to the Chief of Police for review and preparation of a report to the Board with respect to the implementation of the recommendations. The Board also made a number of amendments to the report, including:

THAT, given that part of item no. 4 – a policy respecting the search and detention of trans-gendered people - in the Minutes of Settlement is directed to the Board, and that part of item no. 5 – a gender-sensitive policy – is also directed to the Board, the Chair ensure that a report containing a response to these two items is provided to the Board for approval at the time the Board considers the report from the Chief of Police with respect to the implementation of the recommendations

The Board had previously agreed to enter into the Minutes of Settlement after they had been accepted by the Human Rights Commission, the Complainants and the respondent officers (Min. No. C220/04 refers).

As a result, the Board is responsible for drafting policies related to: (i) the search and detention of transgendered people and; (ii) police attendance at locations occupied solely by women in a state of partial or complete undress.

At its meeting of December 15, 2005, the Board considered two reports, the first from the Chief regarding the implementation of the Minutes of Settlement and the second from the Chair regarding Board policies developed in response to the Minutes of Settlement (Min. No. P395/05

refers). At that meeting, the Board deferred the two reports to its January 11, 2006 meeting and requested that, in the interim, Chair Mukherjee meet with Chief Blair and Mr. Albert Cohen, City of Toronto – Legal Services Division, to discuss the framework of the Search and Detention of Transgendered People policy particularly as it relates to the distinction between policy and procedural issues.

Recently, I met with the Chief, Command officers, Mr. Cohen, Service staff and Board staff to discuss the development of these Board policies and associated Service procedures and policies. This was a productive meeting and, as a result, I anticipate that Board policies arising out of the Minutes of Settlement will be finalized in the near future. The Board policies, along with the relevant Service procedures, will then be placed on the agenda for the Board's March 23, 2006 meeting.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P61. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
ANNUAL REPORT: PROFESSIONAL AND CONSULTING SERVICES
2005**

The Board was in receipt of the following report January 12, 2006 from William Blair, Chief of Police:

Subject: PROFESSIONAL AND CONSULTING SERVICES EXPENDITURES - 2005

Recommendations:

It is recommended that:

- 1) the Board approve the request for a one-month extension to submit the annual report on professional and consulting services, and
- 2) the Board approve a change in the date it is to receive the annual report on professional and consulting services from February to March of each year.

Background:

The Service is required to report in February of each year (Board Minute #P45/03 refers) on the total expenditures, for the preceding year, related to professional and consulting services. This information is also forwarded to the City's Deputy City Manager and Chief Financial Officer.

Comments:

The February Board meeting for 2006 is scheduled for February 15th. Given that the year-end closing of accounts will not be complete until approximately the end of January, the Service is not able to meet the February agenda deadline for this report. Since the Service closes its accounts at approximately the same time each year, providing this report for the February Board meeting could always be problematic.

I am therefore requesting that the Board approve the request for a one-month extension to submit the annual report on the 2005 expenditures for professional and consulting services, and change the date it is to receive future annual reports on this subject matter from February to March of each year.

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

The board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P62. LEADERSHIP DEVELOPMENT PROGRAM

The Board was in receipt of the following report January 27, 2006 from William Blair, Chief of Police:

Subject: LEADERSHIP DEVELOPMENT PROGRAM

Recommendations:

It is recommended that:

1. the Board enter into an agreement with the Humber College Institute of Technology & Advanced Learning (Humber College) and the University of Guelph to deliver the Leadership Development Program at an estimated total cost of \$2,423,934.00 (taxes included) over the five (5) year term from April 1, 2006 to March 31, 2011; and
2. the Board authorize the Chair to sign an agreement on behalf of the Board with Humber College and the University of Guelph subject to approval by the City Solicitor as to form.

Background:

In February 2003, the Training and Education Unit was tasked with the production of a Leadership Development Program for Toronto Police Service Senior Officers. Subsequently the project was expanded to include all leadership training provided to supervisors, middle and senior managers.

In November 2003, a set of learning objectives for Senior Officers was approved by the Command. These learning objectives detail the knowledge, skills and abilities required to perform police and civilian Senior Officer functions. These learning objectives were developed in draft form by combining elements from:

- Ontario Association of Chiefs of Police (OACP) and Toronto Police Service (TPS) core competencies;
- Strategic learning requirements from the Ontario Police Learning System Executive Development Institute model; and
- Learning objectives from a number of other police executive development courses.

The draft learning objectives were reviewed and refined by recent graduates from the University of Toronto – Rotman School of Business, Ontario Provincial Police Graduate Officer Leader Development (G.O.L.D.), and F.B.I. National Academy (NA) police leadership training courses.

Complex areas such as Ethics, Values and Diversity, Human Resource Management, Financial Management and Administration and Infrastructure, were reviewed and refined by subject matter experts within the Toronto Police Service. As a final step, the relevance of the draft learning objectives was confirmed by consultation with several current and very experienced Unit Commanders.

The Training and Education Unit examined three (3) possible options for delivery of this material, namely:

1. A several week Toronto Police Service seminar similar to the former Canadian Police College Executive Development course;
2. A “master certificate” course similar to the O.A.C.P. Rotman or OPP Graduate G.O.L.D. program. These are courses developed and offered in partnership with the broader educational sector. They cost from \$9,000 to \$18,000 per candidate but do not lead to any meaningful academic credit; and
3. A diploma/degree program in policing in partnership with an Ontario College of Applied Arts and Technology and a University.

Option three represented the best value for our members and the TPS.

At its closed meeting of May 27, 2004, the Staff Superintendent, Executive Support and the Manager of Training and Development, Training and Education Unit (T&E) were in attendance and provided the Board with the status of leadership training programs for senior officers. The Chief Administrative Officer, Policing, Corporate Support Command, was also in attendance and advised the Board that a Request for Proposal (RFP) was being prepared and the results would be submitted to the Board for consideration (Board Minute #C103/2004 refers).

On June 21, 2004, a Request for Proposal (RFP) was issued to Universities and Community Colleges to establish a partnership to deliver leadership training. The RFP closed on July 19, 2004. Three proposals were received, but none met the requirements set out in the RFP. A revised RFP was issued on April 18, 2005. Two compliant proposals were received. They were evaluated using the following criteria:

- The extent to which the component courses meet the learning needs of TPS managerial staff as outlined in the Program Objectives, TPS Competency Dictionary, Executive Development – Learning Objectives and the LEADER and Supervisor course training standards: 40%;
- The time required to complete the program: 30%; and
- Cost: 30%.

The proposal receiving the highest score and meeting all of the requirements of the RFP was submitted by Humber College Institute of Technology and Advanced Learning and the University of Guelph.

Subject to approval by the Board, we hope to start the program in April 2006.

In accordance with the Honourable Mr. Justice George Ferguson’s report, adequacy regulations and risk management core courses are mandatory for members in the target ranks unless they had already completed equivalent training or were otherwise “grandfathered”. The core courses are:

- The First-line Supervisor Course (Sergeants and Civilian First line Supervisors- 10 days);
- The Operational Supervision course (Sergeants – 5 days);
- The LEADER Course (Staff Sergeants and Inspectors – 10 days); and
- The Executive Development Course (Senior Officers – 15 days).

These courses can be supplemented with additional credits towards the completion of a diploma/degree. Completion of a diploma/degree in its entirety would take about two years.

These courses and additional credits will be offered as needed on a pay as you go basis. College/University faculty and TPS resources will jointly facilitate the core courses with all facilitation costs paid by the college or university. The First-line Supervisor and the Operational Supervision course will qualify for college credit toward a diploma. The LEADER and Executive Development Courses will qualify for university credit toward the Bachelor of Applied Science (Justice Studies) degree.

Including prior learning assessment and recognition, a member who completed all four core courses would have to take only five additional on-line college courses and three additional full university courses to graduate with a diploma and three-year degree. The college courses can be taken concurrently with the degree credits. Members would be encouraged to complete the four-year degree and could progress to graduate studies.

The Service would pay tuition, admission and textbook costs of the program, but members would contribute most of the time. The university courses will likely be weekend delivery with three weekends over twelve weeks per course. Eighteen weekends over two years would be required to complete the three-year degree and the diploma. This time would include the LEADER and Executive Development courses or equivalents.

Table #1 shows the cost of the entire diploma/degree program and its component parts.

Table #1

ESTIMATED PROGRAM COST			
Item	Unit Cost	Number	Total
First-line Supervisor			\$636.00
Operational Supervision			\$318.00
College Admission Fee			\$65.00
College PLAR Fee			\$80.00
College Course Credit	\$261.00	5	\$1,305.00
College Text Books	\$50.00	5	\$250.00
University Admission Fee			\$65.00
University PLAR Fee			\$80.00
LEADER Course			\$1,122.16

LEADER Text Books			\$200.00
Executive Development			\$2,187.18
Executive Development Books			\$400.00
University Full Course	\$1,007.88	3	\$3,023.64
University Text Books	\$200.00	3	\$600.00
Estimated Cost per student			\$10,331.98

Note that Senior Officers enrolling in the diploma/degree program would not be required to complete the First-line Supervisor or Operational Supervision course as they have already completed equivalent training. Thus the estimated cost for each senior officer to complete the entire diploma/degree program would be \$9,377.98. Non-degree sessions of the Executive Development Course would be available to Senior Officers who were not able to participate in the diploma/degree program. This would include those who already possess relevant undergraduate degrees as well as those who were unable to commit the time. The cost for the non-degree Executive Development program would be \$2,587.00. Tuition and book reimbursement would be paid after the courses are successfully completed. All other costs would likely be incurred before the learning took place.

It is intended that one diploma/degree class of thirty Senior Officers start in April 2006, with one additional class of thirty starting each January of 2007, 2008, 2009 and 2010. A total of two non-degree Executive Development courses will be offered; one in 2006 and the other in 2007. After that they will likely be phased out.

Table #2 shows the number of graduates from the various courses, which include college level credits (Uniform Operational Supervisor and Supervisor Level 1), and University level credits (LEADER and Executive Development). The table also indicates the number of officers who are anticipated to complete the Diploma/Degree program in its entirety.

Table #2

Anticipated Number of Graduates							
COURSE	2006	2007	2008	2009	2010	2011	Total
Uniform Operational Supervisor	90	100	100	110	110	0	510
Supervisor Level 1	30	110	110	120	120	0	490
LEADER	60	60	30	30	30	0	210
Executive Development (non-degree)	30	30	0	0	0	0	60
Diploma/Degree Program (completed)	0	0	60	30	30	30	150

Financial Implications:

Estimated costs of leadership training to be delivered during the five-year term of the agreement, 2006 to 2010, are shown in Table #3. These estimates are based on historical trends, and will need to be adjusted based on changing rates of hiring, promotion, retirement and separations. They will be updated each year.

Table #3

Estimated Leadership Training Costs: 2006-2011						
2006	2007	2008	2009	2010	2011	Total*
\$332,489	\$547,464	\$477,908	\$463,078	\$476,971	\$126,024	\$2,423,934

Note:

- The total includes an amount of \$126,024 required in 2011 to allow the fifth diploma/degree class to complete the program; and
- Pursuant to the agreement, all costs have been increased by 3% per year (compounded) starting in 2007 to allow for inflation.

The Chief Administrative Officer, Administrative Command, has certified that funding for the 2006 portion of this expenditure is available in the Service's 2006 operating budget request.

The annual cost for 2007 through 2011 will be included in each year's respective operating budget request. The additional funding required for this initiative in each of those years will be reviewed relative to other training and development requirements, as well as the Service's overall budget request.

The Chief, or his designate, will notify the City Chief Financial Officer and Treasurer of the specific recommendations contained herein, pursuant to the requirements of Section 65 of the Ontario Municipal Board Act and Board Minute #P94/03 refers.

Conclusion:

The Leadership Development Program will position the TPS on the leading edge of leadership development and will provide the current and future management staff of the Toronto Police Service with:

- A high degree of leadership, managerial and administrative knowledge and skill;
- Increased confidence and commitment;
- Shared theoretical grounding and understanding of relevant principles and theories;
- An expanded range of thinking, research, analysis and communication skills;
- On the job application of the learning to ensure performance improvement; and
- Increased education through a learning and development program leading to a diploma and degree.

Candidates for the diploma/degree program will be approved according to the operational and strategic needs of the TPS and will have to meet specific program requirements or course prerequisites along with the following criteria for selection:

- Demonstrated competence as a manager;
- Potential to assume increased responsibility;
- Demonstrated personal commitment to learning;
- Ability to complete the program successfully;

- Good service and attendance record;
- Candidate's written submission setting out how the program would assist the candidate and the Service in meeting organizational goals and objectives; and
- Endorsement of the candidate's submission by their immediate supervisor and Staff Superintendent/Director.

Completion of the diploma or degree would not be mandatory. Subject to funding, there should be enough capacity in this partnership to ensure that high-quality, relevant and worthwhile training along with opportunities for development and education are made available to all members who require them.

The diploma/degree program will significantly increase the body of knowledge and scholarship associated with:

Police leadership and administration;

Community oriented policing; and

Fair, equitable and effective police service delivery through academic research, analysis and publication.

It is, therefore, recommended that the Board enter into an agreement with Humber College and the University of Guelph to deliver the Leadership Development Program and the Board authorize the Chair to sign an agreement with Humber College and the University of Guelph as approved to form by the City Solicitor.

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

Mr. Chuck Lawrence, Manager, Training and Education, was in attendance and delivered a presentation to the Board about the proposed Leadership Development Program.

The Board received Mr. Lawrence's presentation and approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P63. ALLOCATION OF \$100,000 SPECIAL FUND MONIES EARMARKED
FOR YOUTH PROGRAMS**

The Board was in receipt of a report, dated February 06, 2006, from Alok Mukherjee, Chair, with regard to the allocation of \$100,000 from the Special Fund for youth programs. A copy of the report is on file in the Board office.

The foregoing report was withdrawn at the request of Chair Mukherjee. A revised report may be provided to the Board for consideration at its March 23, 2006 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P64. 2006 – 2008 BUSINESS PLAN

The Board was in receipt of the following report February 06, 2006 from Alok Mukherjee, Chair:

Subject: 2006-2008 BUSINESS PLAN

Recommendations:

It is recommended that:

- (1) the Board approve the 2006-2008 Business Plan; and
- (2) that upon receipt of the Chief's annual Service Performance Year-End Report, the Board review the Priorities and Goals to ensure that they continue to reflect the Board's Priorities.

Background:

The Provincial Adequacy Standards Regulation to the *Police Services Act* (Ontario Regulation 3/99 - Adequacy and Effectiveness of Police Services) requires the Board to produce a business plan for the Toronto Police Service at least once every three years (section 30(1)).

At its meeting in October 2004, the Board approved a Motion to extend the 2002-2004 Business Plan through to December 31, 2005 (Min. No P340/04 refers). The next Business Plan would, therefore, cover the period of 2006-2008.

In accordance with the Board's direction, attached is the Toronto Police Service 2006-2008 Business Plan. The Plan includes:

- the Toronto Police Service's Vision, Mission, and Values;
- an introductory message from the Chair and the Chief;
- a police service delivery overview;
- the Service's organisational chart and descriptions of each of the Command areas;
- highlights from the Service's 2005 Environmental Scan Update;
- 2006-2008 Police Service Priorities, Goals, and Performance Objectives/Indicators;
- a summary of the Service's budget and financial pressures;
- a summary of the Service's Human Resources strategy;
- a summary of the Service's Information Technology plan;
- and, a summary of the Service's Infrastructure/Facilities Program.

This Business Plan is the result of extensive community consultation, both by the Board and by the Service. While the Service carried out consultations during the environmental scanning process, the Board undertook two consultations related to draft Priorities and Goals for the new Business Plan.

Compared to the 2002-2004 Business Plan, the current Plan places an increased focus on community partnerships, as well as an increased commitment to non-biased, non-discriminatory and accountable practices in the delivery of policing services and management of human resources. The safety of our community, especially from violence, remains a high priority for the Service. While areas such as Organised Crime, Drug Enforcement & Education, and Service Infrastructure are no longer specifically noted in the Priorities, it should be remembered that the Priorities and goals do not represent all of policing, nor does it mean that issues not mentioned will be ignored. The Service's Priorities are simply those areas to which we will give more emphasis.

This Plan will remain in effect for a period of three years. It is intended, however, that at the end of each year, there will be an opportunity to review the Plan to determine the continued relevance of the Priorities and Goals.

Once this Business Plan has been approved by the Board, the document will be prepared for publishing and copies will be made available for both members of the community and members of the Service. It should be noted that, while the content of the document will not change, the format may change slightly with publishing requirements. Copies of the final document will also be made available to the Board for forwarding on to City Council as required by section 32(b) of the Adequacy Standards Regulation.

It is recommended that the Board approve the attached 2006-2008 Business Plan.

The Board approved the foregoing.

Vision Statement

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.

We are committed to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

Mission Statement

We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

Core Values

Honesty: We are truthful and open in our interactions with each other and with members of our communities.

Integrity: We are honourable, trustworthy, and strive to do what is right.

Fairness: We treat everyone in an impartial, equitable, sensitive, and ethical manner.

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.

**A Message from
The Chair of the Police Services Board
and
The Chief of Police**

We are pleased to introduce the Toronto Police Service's 2006-2008 Business Plan. The result of much consultation with members of our communities and with members of the Service, as well as a comprehensive analysis of our current environment, the Plan outlines the major challenges facing us and the resources we have available to address them.

Toronto is Canada's largest and one of its most dynamic and diverse municipalities, with an enviable international reputation. We are not, however, complacent about the future. Shifts in City demographics, crime, the economy, our urban environment, technology, and a wide variety of international pressures all combine to create complex challenges for policing.

The Priorities section of the Plan outlines the challenges that we, working with our community partners, will focus on, and gives us the opportunity to act upon suggestions made during the consultations. Our commitment to non-biased, non-discriminatory and accountable practices in the delivery of policing services and management of human resources, and to community policing, are common threads woven throughout the Priorities and goals. It should be remembered, however, that the Priorities and goals, do not represent all of policing, nor do they mean that issues not specifically mentioned will be ignored. The Service's Priorities are simply those areas to which we will give special emphasis. Important work will continue throughout the timeframe of this Business Plan to ensure that the Service's systems and processes, along with Board policies and Service procedures, are non-biased and non-discriminatory.

In addition to the Priorities, the Business Plan also summarises our human resources, facilities, and information technology plans that will assist us in achieving our stated goals. It summarises the financial resources we currently have available to us and how finances and personnel are allotted within the Service.

Every community should feel that the police care about their quality of life. They should know that we will strive to maintain the highest standards, and will carry out our duties professionally, without bias and with sensitivity. A cornerstone of our success has always been our relationship with the public. We believe that the actions outlined in this Business Plan will strengthen and foster that relationship. In partnership with our communities, we will continue to ensure that Toronto remains the best and safest place to be.

Dr. Alok Mukherjee
Chair
Police Services Board

William Blair
Chief
Toronto Police Service

Service Delivery Overview

The Toronto Community

Estimated Population: 2,696,909
 Area: 630 km²

Calls For Service: *
 Emergency (911): 1,000,898
 Non-Emergency: 901,869

The Toronto Police

Police Personnel **

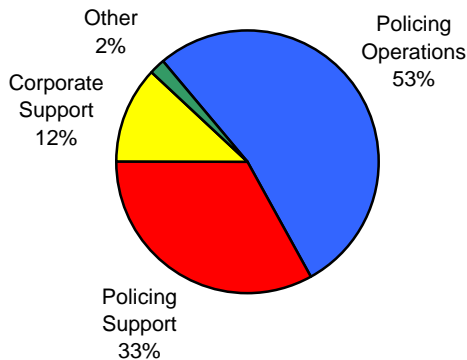
Total Strength 7,667
 Uniform 5,227
 Civilian 2,440
(Incl. Cadets-in-Training)

Resources *

Actual Expenditures (gross \$): \$707,232,668
 Expenditure Per Capita: \$265

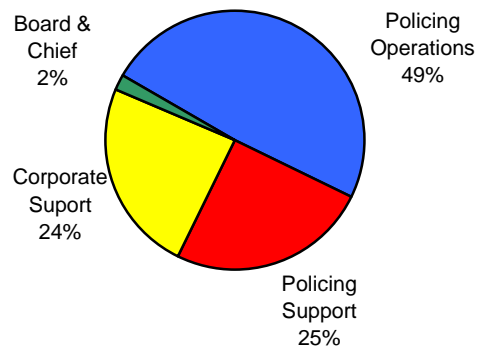
Population per Police Officer: 516

Distribution of Personnel by Command ***



Note: Other includes Police Services Board, Chief of Police and Professional Standards

Distribution of Resources by Command ***



Fleet

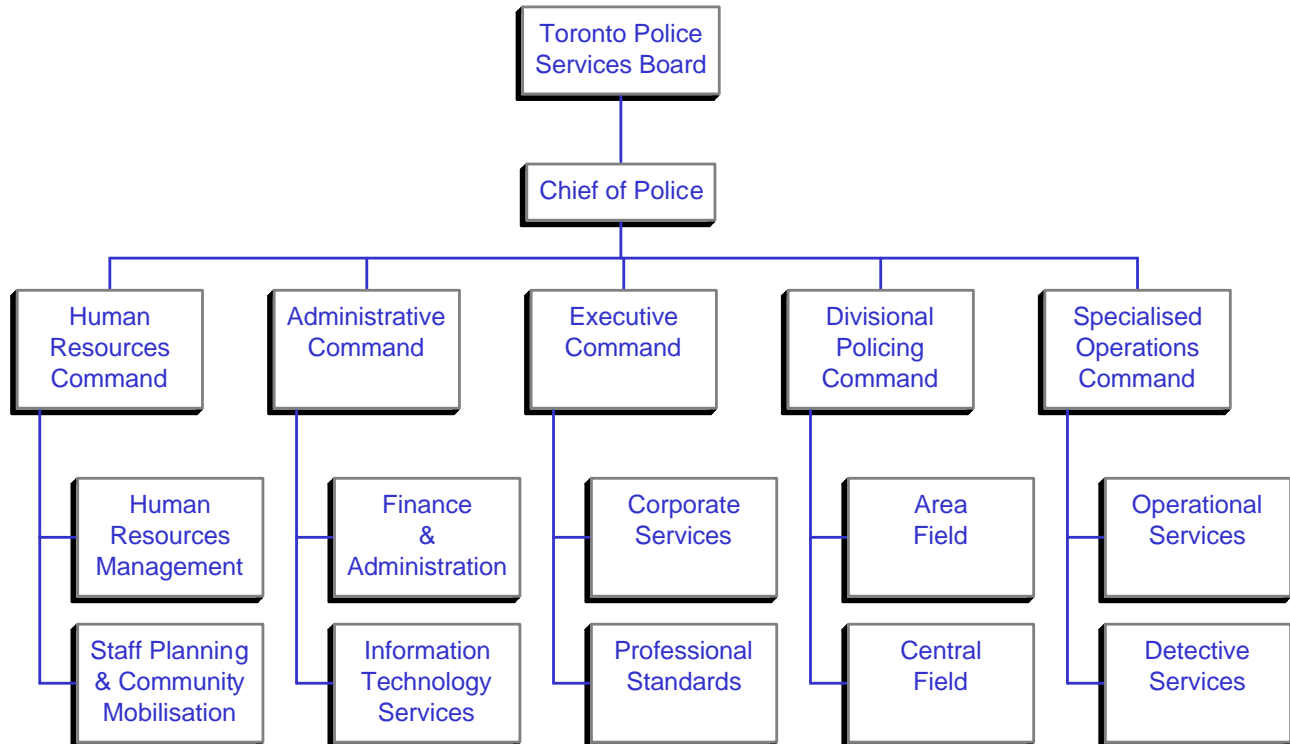
Cars 1,316
 Boats 19
 Motorcycles 113
 Horses 29
 Other 106

* Information as of December 31st, 2004, from 2004 Toronto Police Service Annual Statistical Report. 2005 year end information not available at time of writing.

** Information as of December 31st, 2005, from Human Resource Management.

*** The Command Structure of the Service changed in 2005; the main change involved the separation of Corporate Support Command into Human Resources Command, Administrative Command, and Executive Command, along with the movement of Professional Standards from the Chief's area to Executive Command. The new Organisation chart is outlined in the following section.

Toronto Police Service Organisational Chart*



The Toronto Police Service is organised into five specific Command areas: Human Resources Command, Administrative Command, Executive Command, Divisional Policing Command, and Specialised Operations Command. Each of these Command areas is led by a Deputy Chief, with the exception of Administrative Command, which is led by a civilian Chief Administrative Officer.

Chief of Police:

In addition to the five Command areas, the Ethics & Integrity Officer, Legal Counsel, the Executive Officer, and the Disciplinary Hearings Officer report directly to the Chief of Police.

Human Resources Command:

The Deputy Chief in charge of Human Resources Command oversees two areas. Human Resources Management is comprised of Labour Relations, Compensation & Benefits, Enterprise Resource Management Systems, and Occupational Health & Safety. The Staff Planning & Community Mobilisation area is comprised of the Employment Unit, the Training Unit, Staff Planning, the Community Mobilisation Unit, and Human Rights & Employment Equity.

* Approved by the Toronto Police Services Board in October 2005.

Administrative Command:

The Chief Administrative Officer in charge of Administrative Command oversees two areas. The Finance & Administration area is comprised of Budgeting & Control, Facilities Management, Financial Management, Fleet & Materials Management, and Purchasing Support Services. The Information Technology Services area is comprised of Police Liaison Services, Customer Service, Radio & Electronics Services, Communications & Systems Operations Services, Information Systems Services, Enterprise Architecture, the Project Management Office, and IT Governance Management.

Executive Command:

The Deputy Chief in charge of Executive Command oversees two areas. The Corporate Services area is comprised of Corporate Planning, Property & Evidence Management, Video Services, Public Information, Audit & Quality Assurance, and Records Management Services. The Professional Standards area is comprised of the Investigative Unit and the Risk Management Unit.

Divisional Policing Command:

The Deputy Chief in charge of Divisional Policing Command is responsible for all uniform (including emergency, community, and traffic response) and investigative functions delivered by the 17 divisional police stations across Toronto. These 17 divisions are divided into Central Field (11, 12, 13, 14, 51, 52, 53, 54, and 55 Divisions) and Area Field (22, 23, 31, 32, 33, 41, 42, and 43 Divisions).

Specialised Operations Command:

The Deputy Chief in charge of Specialised Operations Command oversees two areas. The Operational Services area is comprised of Mounted & Police Dog Services, the Marine Unit, the Emergency Task Force, Traffic Services, Communications Services, Public Safety & Emergency Management, Court Services, and Parking Enforcement. The Detective Services area is comprised of the centralised investigative units (the Homicide Squad, the Sex Crimes Unit, the Hold-Up Squad, the Fraud Squad, Intelligence Services, Organised Crime Enforcement, and the Drug Squad), as well as Forensic Identification Services and the Provincial Repeat Offender Parole Enforcement (ROPE) Squad.

Environmental Scan

The Toronto Police Service is responsible for delivering policing services to a dynamic and very diverse community. To effectively identify the demands and challenges of our community, the Service performs a comprehensive environmental scan every three years, and produces an update of the main statistical chapters in other years. The process includes extensive public and internal consultation, research, and statistical analysis. Highlights of the identified trends, challenges, and demands for service delivery from the Service's 2005 Environmental Scan are presented below.

i. Demographics:

- According to census data, the population of Toronto increased 4.0% between 1996 and 2001, from 2,385,421 to 2,481,494.
- The proportion of the City's population 65 years and older is projected to increase to 16.5% in 2031, while the proportion of the population under 25 years of age is projected to remain around 30%.
- According to 2001 census data, more than half of the youngest age groups (0-4, 5-14, 15-19 years) were male, while more than half of the older age groups (20-24, 25-44, 45-54, 55-64, 65+ years) were female.
- In 2001, 44% of the Toronto census metropolitan area's population was foreign-born – a higher proportion than other cities around the world known for their diversity (e.g. Miami, Vancouver, Sydney, Los Angeles, New York, Montréal).
- The primary sources for immigrants to Toronto shifted in recent years, with the largest proportions of immigrants between 1996 and 2001 from the Asian continent (including the Middle East) and Eastern Europe.
- In 2001, visible minorities represented 42.8% of Toronto's population, up from 37.3% in 1996. In both years, Chinese, South Asians, and Blacks were the largest visible minority groups.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious make up of the City, a result of the changing sources of immigration. In 2001, the largest affiliation was Roman Catholic (30.8%), followed by those with no religious affiliation (18.4%) and Muslim (6.7%).
- In the 1996 census, the largest proportion of Toronto households (15.3%) had a household income of \$10,000 - \$19,999. Reflecting an increase in average and median household incomes, in the 2001 census, the largest proportion of Toronto households (18.1%) had a household income of \$100,000 or more.

ii. Crime Trends:

- In 2004, 195,121 non-traffic Criminal Code offences occurred in Toronto, a 3.0% decrease from 2003.
- While total crime showed a large decrease over the past ten years (22.6%), the decrease was driven mainly by a decrease in property crimes (35.5%). The decrease in number of violent crimes was a much smaller 4.5%.

- Between 2003 and 2004, decreases were noted for both violent crime (4.2%) and property crime (4.3%).
- In 2004, an average of 73.1 non-traffic Criminal Code offences occurred for every 1,000 population, of which 12.4 were violent crimes and 42.9 were property crimes. The overall crime rate was a 4.0% decrease from 2003 and a large 29.4% decrease from 1995.
- Robberies decreased 2.1% in 2004 over 2003, and decreased 7.5% over the past ten years.
- Non-sexual assaults decreased 5.9% in 2004, and decreased 4.6% over the past ten years.
- Sexual assaults increased 8.3% in 2004 over 2003, and increased 0.8% over the past ten years.
- The proportion of cases involving the use of weapons decreased for robbery and non-sexual assaults over the past ten years, from 44.3% and 29.8% in 1995, to 23.9% and 12%, respectively, in 2004. About 15% of sexual assaults involved the use of weapons in 2004, an increase from previous years.
- While the proportion of robberies involving the use of firearms decreased, the number of gun-related calls received by the police increased considerably in recent years.
- Despite a decrease in number of drug offences and arrests, which are statistics mainly driven by police enforcement policies and practices, there is evidence that the number of marijuana grow-operations increased considerably, most of which are believed related to organised crime.
- Other new developments in criminal activities include the use of technology in committing crimes, such as identity theft, and the use of the stolen information for furthering other crimes, such as fraud.
- The number of persons arrested and charged for Criminal Code offences in 2004 decreased 1.5% from 2003, but increased 4.1% from 2000. Over the past five years, the number of persons arrested/charged decreased for violent crime, but increased for property crime. Males in the younger age groups continued to have the highest arrest rates.
- Relative to 18 other Canadian cities of 'comparable' population size, in 2003, the crime rate in Toronto ranked below middle (twelfth) in overall crimes, and ranked sixth and fourteenth in violent crimes and property crimes, respectively.

iii. Youth Crime:

- In Toronto in 2004, 7,523 young persons (12-17 years) were arrested for all types of Criminal Code offences, down 13.8% from 2003 and 6.1% from 2000.
- The decrease in the total number of youths arrested/charged for total Criminal Code offences over the past five years included an 18.6% decrease in violent crimes; youths charged for property offences showed a small increase over the same period.
- Using rates allows for an analysis that is not affected by any changes in the size of the youth population. In Toronto in 2004, for every 1,000 young persons, an average of 49.3 were arrested for a Criminal Code offence, including 13.0 arrested for a violent crime and 20.2 for a property crime. The overall charge rate for youths was almost double that for adults. Decreases in the charge rate for youths were noted for all major Criminal Code offence categories between 2003 and 2004, and between 2000 and 2004.
- Male youths had an arrest rate about 3 times that of female youths.
- While the number of female youths arrested for violent offences decreased 22.1%, the number of female youths arrested for property crimes increased 20.8%.

- The total number of crimes occurring on school premises increased 0.4% in 2004. Over the past five years, however, crimes occurring on school premises decreased by 14.4%. Thefts and non-sexual assaults were generally the most frequently reported crimes.
- In 2004, a total of 665 youths were arrested for drug-related offences, a 43.9% increase from the 462 arrests in 2003, but a 19.7% decrease from 828 arrests in 2000.

iv. Victimisation:

- According to the 1999 national General Social Survey (GSS), 25% of Canadians 15 years of age and older living in the 10 provinces said they were the victims of at least one crime in the previous year.
- Toronto Police Service data indicate that the number of victims of selected violent crimes decreased 4.2% in 2004 from 2003, and decreased 4.6% from 1995.¹ Controlling for changes in population, it was found that overall victimisation by these violent crimes decreased 12.9%, from 14.0 victims per 1,000 population in 1995 to 12.2 per 1,000 in 2004. Between 2003 and 2004, the rate of victimisation decreased 5.4%.
- In each of the ten years between 1995 and 2004, the rate of victimisation for women was lower than the rate for men. The rate of victimisation for women decreased from 13.4 per 1,000 women in 1995 to 11.0 in 2004. The rate of victimisation for men decreased from 15.4 per 1,000 men in 1995 to 13.4 in 2004.
- As in previous years, in 2004, men were more likely to be victims of assault and robbery while women were at a higher risk to be victims of sexual assault. For both men and women in all years analysed, victims of assault accounted for the greatest proportion of victims of the selected crimes of violence, followed by victims of robbery, sexual assault, and homicide.
- In 2004, taking into account the difference in the size of the population at each age, 18-24 year olds were found most likely to be victimised (25.7 per 1,000), followed closely by 12-17 year olds (24.6 per 1,000).
- Those under 12 years of age and those 65 years of age and older consistently had the lowest victimisation rates. For all age groups, victimisation rates were lower in 2004 than in 1995.
- Children and youth witnessing family violence and its link to negative emotional and behavioural functioning has gathered increased attention. The 1999 GSS found that children heard or witnessed a parent's assault of their partner in 37% of all households where domestic violence took place.
- The number of calls for domestic events attended by officers in 2004 decreased 7.8% from 2003, and 23.0% from 1996. The number of domestic assaults attended in 2004 also decreased, 15.6% from 2003 and 41.6% from 1996.
- Reported hate crimes increased 9.4% in 2004 over 2003, but decreased 46% from 1995.

v. Traffic:

- In 2003, Toronto had 1,160,775 motor vehicles registered, compared to 943,000 total households – an average of 1.23 vehicles per household in the City.
- Unless the patterns of where people live and how they travel change, Toronto will need 19 more lanes of expressways by the year 2021. According to the 2001 Census, in the Greater

¹ This section focuses on victimisation related to selected crimes of violence only – homicide, sexual assault (including sexual offences), assault, and robbery.

Toronto Area, 72% of people drive to work everyday, 23% take public transit, and 5% walk or bike.

- In 2004, there were 56,375 reportable collisions, a 15.5% decrease from 2003 and a 14.1% increase from 1995.
- In 2004, there were a total of 19,321 property damage collision events attended, down 13.4% from 2003. There were 13,256 personal injury collision events attended in 2004, down 4.9% from 2003.
- In 2004, 66 people were killed in traffic collisions, a 10.8% decrease from the 74 killed in 2003 and a 22.4% decrease from the 85 killed in 1995. As in previous years, pedestrians 65 years of age and older made up the largest portion of pedestrians killed in traffic collisions.
- The number of *Highway Traffic Act* charges laid continued to show a general upward trend in 2004, with an increase of 5.7% over 2003 and a large increase of 86.3% over 1995.
- In 2004, the Centre for Addiction and Mental Health in Toronto conducted a study focusing on the relationship between the type of vehicle driven and involvement in road rage. Drivers of high-performance vehicles had higher rates of shouting, cursing, and rude gestures. Commission of serious road rage incidents (threats, violence, or damage) was highest among SUV drivers.
- A US study reported a link between cell phone use and slow reaction time when driving. When young drivers (18-25 years) were talking on hands-free phones, they had reaction times similar to 70 year olds.

vi. Calls for Service:

- Despite a small decrease (2.8%) between 2003 and 2004, a general trend of increase in calls for service was noted over recent years. A total of 1.9 million calls were received in 2004, 4.4% more than in 2000, but a 2.4% less than in 1995.
- In 2004, more than half of all calls (52.6%) were received through the emergency line, with the rest received via the non-emergency line. This compared to 42.2% of all calls received via the emergency line in 1995.
- Over the past ten years, the number of calls received through the emergency line increased 21.7%, while the number received through the non-emergency line decreased 20.0%.
- While less than half (45.7%) of all calls received in 2004 were dispatched for police response, this was an increase over 1995 (36.7%).
- The number of calls dispatched in 2004 decreased 6.2% from 2003, but increased 21.5% from 1995.
- Response times for both emergency and non-emergency calls increased in recent years.
- The average time required to service a call doubled between 1996 and 2004, from 73.5 minutes to 147.7 minutes.

vii. Urban Trends:

- The City of Toronto's Official Plan is designed to guide growth over the next 30 years. The Plan has identified that 75% of the City's geographic area will mature and evolve, experiencing limited physical change; the remaining 25% will grow and change.
- According to Toronto Urban Development Services, the largest number of development projects in 2003 occurred within the South Planning District of Toronto, with 40.6% or 131 projects. This District also had the largest number of developments of 6 or more residential units.
- In 2005, Toronto City Council approved a redevelopment of Regent Park that includes plans for 1,500 rent-geared-to-income homes, 500-700 apartments, and 2,800 condominiums.
- Ridership on Toronto Transit Commission (TTC) vehicles (surface and subway) increased 3.1% between 2003 and 2004, and 7.7% from 1995. The TTC remains an extremely safe system: in 2004, the crime rate was 0.63 per 100,000, a 1.6% decrease from 2003 and a 22.2% decrease from 1995.
- In Ontario as of January 2005, there were 113 licensed Security agencies, 247 licensed Private Investigation agencies, and 134 agencies classified as dual agencies providing both functions.

viii. Technology & Policing:

- According to Statistics Canada, about 57% of households had someone who accessed on-line banking services, an increase from 44% in 2001.
- A pilot project run by the Service's Child Exploitation Section, relating to the investigation of child pornography cases resulted in a number of victims identified and arrests made.
- The Child Exploitation Tracking System, a database designed to cross-reference large amounts of evidence in computers seized from suspects, was launched across Canada and the US in April 2004.
- Between 2001 and 2004, the Service's Child Exploitation Section opened 1,416 cases, arrested 103 persons, and laid 421 charges.
- An increasing number of identity thefts directed at consumers are being perpetrated on-line using phishing and pharming techniques.
- Fake Canadian driving licences are being produced and sold on the Internet. The fake licences and other faked personal identification are convincingly equipped with holograms and magnetic strips.

ix. Police Resources:

- In 2004, the Toronto Police Service had 7,130 members, up 0.5% from 2003 and 3.8% from 1995.
- Between 2003 and 2004, uniform strength remained constant while civilian strength increased 1.8%.² Both uniform and civilian strength were higher in 2004 than in 1995.
- Over the past decade, the number of police officers per 100,000 population in Toronto decreased from 211.3 officers in 1995 to 201.3 officers in 2004.

² Uniform strength includes all police officers and 111 cadets-in training. Civilian strength includes all permanent, full-time civilian members with the exception of cadets-in-training and parking enforcement personnel.

- In 2004, there were 237 separations – a 60.1% increase from the separations in 2003 and a 10.2% increase from 1995.
- Median age of uniform officers in December 2004 was 40.1 years, up slightly from 39.8 years in 2003.
- The proportion of officers over the age of 50 almost tripled from 6.6% in 1995 to 19.7% in 2004. A continued decrease in the proportion of officers under the age of 30 largely reflected the average age of new recruits, which increased from 25.3 years in 1995 to 29.0 years in 2004.
- In 2004, 37.3% of uniform members had 20 or more years of service, while 23.9% had 0 to 4 years of service. Average uniform length of service was 16.2 years.
- The average age of Primary Response constables was 34.6 years compared to 38.7 years for all constables. In 2004, the average length of service for Primary Response constables was 8.1 years compared to 13.5 years for all constables.
- In 2004, the number of uniform officers (including supervisors) assigned to front-line uniform duties in Divisional Policing Command and specific Operational Services units increased 2.2% from 2003 and 2.8% from 1995.
- While Service representation of aboriginal, visible minority, and female officers remained below community representation, the proportion consistently increased each year over the past decade.
- In 2004, uniform strength was comprised of 1.4% visible minority or Aboriginal women, 12.3% visible minority or Aboriginal men, 14.0% non-minority women, and 72.3% non-minority men.
- Of the 2,511 recruits hired over the past ten years, almost two in ten were aboriginal or visible minority men and women, and two in ten were women.

x. Public Perceptions:

- According to the Service's 2004 community survey, similar to 2003, 92% of residents felt their neighbourhoods were safe. More residents in 2004 (87%) than in 2003 (85%) felt Toronto in general was safe.
- In 2004, most high school students (84%) and school administrators (95%) surveyed said they felt safe in and around the school at any time of the day. These findings were similar to those seen in previous years.
- Fewer high school students said that, generally, their school and school grounds were not violent (59% in 2004, down from 64% in 2003). In all years, school administrators were more likely than students to say their school and grounds were not violent (83% in 2004 and 2003).
- The 2004 community survey found that 88% said they were satisfied with the delivery of police service to their neighbourhood. Fewer residents were satisfied with the Service overall in 2004 (85%) than in the previous year (95%).
- In 2004, an increased proportion of Toronto residents felt that relations were excellent or good between police and members of minority communities (39% in 2004, up from 36%) in 2003).
- An increased proportion of residents also thought police did a good job of providing services to ethnic/racial groups in their neighbourhoods (34% in 2004, up from 30% in 2003).
- In contrast, however, more respondents in 2004 (31%) than in 2003 (28%) said they believed Toronto police targeted members of minority/ethnic groups for enforcement.

- More than 9 in 10 respondents in the past three years said they agreed with the statement: I believe that Toronto police officers carry out their jobs to the best of their abilities.
- The 2004 community survey found that for those who'd had contact with police during the previous year, there was a decrease in satisfaction with police during that contact.
- More high school students in 2004 (36%) than in 2003 (31%) said they felt the relationship between students and police was excellent or good.
- The 862 public complaints against the police in 2004 was a 17.2% increase over 2003.
- Of the community survey respondents in 2004 who said they'd had experience with the police complaints process, 5 in 10 were satisfied with the process whereas 4 in 10 were satisfied with the outcome.

xi. Legislative Impacts:

- The *Sex Offender Information Registration Act* came into force in December 2004. It provides police with access to vital information on sex offenders for investigative purposes.
- *An Act to amend the Criminal Code (protection of children and other vulnerable persons) and the Canada Evidence Act* proposes amendments intended to help safeguard children and other vulnerable persons from sexual exploitation, abuse, and neglect. It also proposes to better protect victims and witnesses in criminal justice proceedings.
- *An Act to amend the Criminal Code (impaired driving) and to make consequential amendments to other Acts* clarifies the reference to impairment by alcohol or a drug to specifically include impairment by a combination of alcohol and a drug. It provides police with the authority to demand physical sobriety tests and bodily fluids for investigation.
- *An Act to amend the Criminal Code, the DNA Identification Act and the National Defence Act* broadens the provision in the Criminal Code related to taking bodily substances from designated offenders for inclusion in the national DNA data bank.
- *An Act to amend the Criminal Code (capital markets fraud and evidence-gathering)* came into force in September 2004, creating two new mechanisms to require non-target persons to produce documents, data, or information.
- *An Act to amend the Contraventions Act and the Controlled Drugs and Substances Act and to make consequential amendments to other Acts* sets out new maximum penalties for certain offences in relation to cannabis.
- The *Mandatory Gunshot Wounds Reporting Act, 2005*, which came into force in September 2005, requires that every facility that treats a person for a gunshot wound disclose to the local municipal or regional police force, or the Ontario Provincial Police, the fact that a person is being treated for a gunshot wound, the person's name (if known), and the name and location of the facility.

Summary and Implications for Policing

The above information provides a brief picture of the current and changing environment within which the Police Service operates, and signals many opportunities and challenges with implications for both the Service and the delivery of services. In particular, the following implications are noted:

- The diverse population of the City presents both opportunities and challenges for the Toronto Police Service. The Service must take advantage of opportunities relating, for example, to the potential for recruitment, volunteers, and community partnerships. It must also be prepared to meet challenges such as the need to ensure that officers are aware of different cultures and sensitivities, and language barriers that could hinder crime prevention, information dissemination, and ability to access services. The Service must ensure that information about policing services and crime prevention is available and accessible in as many different languages as possible.
- Despite a large overall decrease in crime over the past ten years, violent crime decreased to a lesser extent. In fact, specific violent crimes, such as sexual assault, increased over the past five years. Appropriate police initiatives should be maintained and new initiatives developed to address the issues presented by violent crime.
- To maintain and enhance community-oriented policing efforts, support should be given to the infrastructure for local problem solving, crime prevention, and community partnerships.
- Policing programs to address the issue of high arrest rates among young persons should continue. While it is understood that juvenile delinquency in general and youth crime in specific have a complicated network of root causes embedded in the family and other social institutions, it is also clear that no one agency alone can effectively deal with the problem. The need for a multi-disciplinary approach requires the police, schools, other government departments, and community agencies to work in partnership, each delivering service in their area of specialisation that matches the needs of specific young offenders at different stages of delinquency. It is essential that the infrastructure for such partnerships be maintained and enhanced.
- The Toronto Police Service must continue to encourage victims of violence to come forward, particularly in relation to youth violence and gang-related violence. Barriers such as language difficulties, cultural and community differences, etc. must be identified and removed, and victims must be provided with education on identifying abuse, as well as appropriate services and support. The Service must continue to encourage and expand anonymous, low-risk reporting mechanisms across the city.
- As children and youth represent vulnerable groups in society, it is important to understand the far-reaching consequences of child abuse, and to work with community agencies and others to prevent abuse and to provide early intervention.
- Domestic violence and violence towards women may victimise both the person being abused and children who may witness the violence. The Service must continue to recognise the importance of prevention, education, and early intervention programs to address domestic violence.
- The Service must continue to target education and traffic safety awareness campaigns at the most vulnerable members of our community, especially senior pedestrians who continue to constitute the majority of victims in fatal collisions.

- The Service must increase efforts to develop or be involved in initiatives directed towards enhancing relations between the public, particularly ethnic and minority communities, and the police.
- To continue to improve satisfaction levels for those who have contact with police, the Service must continue efforts to ensure professional, integrity, and high quality service by members in any and all dealings with the public.

It should be noted that not all of the changes and challenges identified by the Environmental Scan and public consultations can be given equal attention. Together, and with input from the community, the Police Services Board and the Service's Chief and Command Team have worked to determine which challenges will receive additional attention over the next few years.

Service Priorities

Every three years, the Toronto Police Services Board and the Toronto Police Service determine where we will focus our resources and activities. This is done within our key commitment to community safety, and within the context of responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision, Mission Statement, and Values. Our Priorities do not, by any means, represent all that we will work on in the next three years. **Our Priorities represent those areas within our mandated responsibilities to which we will give extra emphasis.**

The Priorities result from extensive consultation, with both members of the community and members of the Service, as well as from an analysis of ongoing trends and anticipated challenges to the delivery of police services in the coming years. This analysis is outlined in the Service's Environmental Scan document, which we have summarised in the previous section. Based on the information gathered, we have identified six Priorities for the next three years. These are Community Partnerships, Safety of Vulnerable Groups, Community Safety & Security, Traffic Safety, Service Delivery, and Human Resources.

Within each area of priority, there are specific goals we wish to achieve. Partnerships will play a vital role in accomplishing these specific goals. Partnerships are essential, since many issues and problems cannot be addressed solely by the Police Service – we are all responsible for ensuring that Toronto remains a good and safe place to live, work, and visit.

The Priorities, therefore, reaffirm the commitment of both the Board and the Service to community policing and to delivering services that do not discriminate, internally or externally, on the basis of race, sex, place of origin, sexual orientation, age, disability, or socio-economic status.

Our Priorities are founded on a commitment to accountability and transparency and to our City's diverse communities through both the provision of equitable, non-biased policing services and by building a Service that is representative of those we serve. Accountability and non-biased policing services are central to all that we strive to achieve now and in coming years.



PRIORITY – COMMUNITY POLICING PARTNERSHIPS

Effective, accountable policing is the result of a partnership between the police and the community. Community issues cannot be dealt with solely by police, and community members often have a better understanding of the problems and concerns in their neighbourhoods. The Service is committed to transforming the organisation through a strategy of community mobilisation, that is, actively engaging the community and social agencies in developing and implementing sustainable solutions to local problems. Effective police-community partnerships, oriented to the needs of the community, should not only reduce crime, but also decrease fear of crime and enhance the quality of life in the community.

Goals:

Develop partnerships with youth, community, and/or government/public agencies/services/organisations to address problems in neighbourhoods with high levels of violent crime.

Performance Objectives/Indicators:

- ◆ number and identification of partnerships created
- ◆ resources identified
- ◆ types of achievements/outcome of use of resources
- ◆ decrease in violent crime in the zones containing the identified neighbourhoods

Create partnerships with youth, community, and/or government/public services/agencies/organisations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime.

Performance Objectives/Indicators:

- ◆ increase in number and type of partnerships
- ◆ number and type of programs developed
- ◆ number and type of programs implemented
- ◆ number of youth involved in each program
- ◆ decrease in number of youth arrested for violent crime (by geographic area)
- ◆ increase in number of youth cleared otherwise (diversion)
- ◆ decrease in victimisation of youth by violent crime
- ◆ role played by police in partnerships
- ◆ contribution of each partnership to the Service

Increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving.

Performance Objectives/Indicators:

- ◆ increase in number and type of awareness initiatives
- ◆ increase in number of mechanisms for receiving community input on neighbourhood issues/concerns
- ◆ increase in number of people providing input on neighbourhood issues/concerns
- ◆ increase in number of people involved in solving neighbourhood problems
- ◆ increase in number of neighbourhood problems addressed
- ◆ increase in community perception of opportunities to provide input on neighbourhood policing issues and to participate in problem-solving

Develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime.

Performance Objectives/Indicators:

- ◆ number and identification of partnerships created
- ◆ achievements/outcomes of partnerships
- ◆ decrease in violent crime in the zones containing the identified neighbourhoods
- ◆ increase in proportion of students comfortable talking to police about problems

Improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities.

Performance Objectives/Indicators:

- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/ television) relating to crime prevention in community media
- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in mainstream media
- ◆ increase in number of media exposures (Service members writing articles or being interviewed on radio/television) relating to crime prevention in ethnic media
- ◆ increase in community media perception of a positive relationship with police
- ◆ increase in mainstream media perception of a positive relationship with police
- ◆ increase in ethnic media perception of a positive relationship with police

PRIORITY – SAFETY OF VULNERABLE GROUPS

The Service will continue to address the dangers to and concerns of those most vulnerable to victimisation in our society, particularly women and children. While addressing the needs of women and children who are victimised is a multi-faceted task that the police must carry out together with community partners, improving the police response in particular should provide these victims with reassurance that the

Service is committed to their safety, and assist them in accessing the help they require to prevent further victimisation.

Goals:

Increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children.

Performance Objectives/Indicators:

- ◆ increase in number of reported child abuse offences
- ◆ increase in number of persons charged with child abuse
- ◆ increase in number of reported sexual exploitation offences
- ◆ increase in number of persons charged with sexual exploitation of children
- ◆ increase in number of reported child pornography offences
- ◆ increase in number of persons charged with child pornography
- ◆ increase in general community perception of police effectiveness in investigating child abuse/exploitation
- ◆ increase in perception of child agency/service workers of police effectiveness in investigating child abuse

Improve response to victims of domestic violence.

Performance Objectives/Indicators:

- ◆ decrease in average response time for domestic calls
- ◆ decrease in average response time for domestic assault calls
- ◆ increase in victim satisfaction with response to call
- ◆ increase in victim satisfaction with police helpfulness
- ◆ increase in victim satisfaction with police professionalism
- ◆ increase in victim satisfaction with police handling of incident
- ◆ increase in number of domestic-related calls to the Victim Services Program
- ◆ increase in number of domestic occurrences reported to police
- ◆ increase in perception of agency/service workers of police effectiveness in investigating domestic violence
- ◆ increase in use of Multilingual Interpreter Services (MCIS) for victims with language barriers
- ◆ decrease in average pending time for court orders to be placed on CPIC system

Increase referrals for support and assistance for child witnesses of domestic violence.

Performance Objectives/Indicators:

- ◆ increase in number of families referred to the CAS or CCAS for domestic violence
- ◆ increase in number of calls to Victim Services for domestic violence situations involving children
- ◆ increase in number of relationship violence awareness presentations to schools

- ◆ increase in number of schools choosing relationship violence as a platform for their ESP(Empowered Student Partnership) program
- ◆ increase in number of reported domestic violence incidents by youth

Improve response to adult victims of sexual assault.

Performance Objectives/Indicators:

- ◆ decrease in average response time for sexual assault calls
- ◆ increase in number of sexual assault-related calls to the Victim Services Program
- ◆ increase in ViCLAS compliance for sexual assaults
- ◆ increase in proportion of women in the community who feel safe in their neighbourhood
- ◆ increase in perception of agency/service workers of police effectiveness in investigating sexual assault

Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.

Performance Objectives/Indicators:

- ◆ decrease in rate of victimisation of youths by violent crime (by geographic area)
- ◆ increase in student perception of safety in and around school
- ◆ decrease in proportion of students concerned about feeling safe/secure at school
- ◆ decrease in student perception of level of violence at school
- ◆ increase in general community perception of police effectiveness in dealing with victimisation of youth

PRIORITY – COMMUNITY SAFETY & SECURITY

Members of the community should be able to move about and conduct their personal and business lives without fear of intimidation, harassment, or attack. Even a small number of crimes, especially violent crimes, can negatively affect perception of safety and quality of life. Effective police response and a relationship with the community that encourages input, co-operation, and participation are vital to the prevention and investigation of these crimes.

Goals:

Increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences.

Performance Objectives/Indicators:

- ◆ decrease in rate of violent crime (by geographic area)
- ◆ increase in clearance rate for violent crime (by charges laid)

- ◆ decrease in number of homicides (by geographic area)
- ◆ increase in clearance rate for homicides (by charges laid)
- ◆ decrease in number of firearms-related offences
- ◆ increase in firearms seized
- ◆ decrease in number of 'person with a gun' calls
- ◆ decrease in number of 'shooting' calls
- ◆ increase in perception of police effectiveness in dealing with gun crimes
- ◆ increase in perception of police effectiveness in dealing with gangs

Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.

Performance Objectives/Indicators:

- ◆ increase in number of reported hate crime offences
- ◆ increase in outreach to community services or agencies dealing with hate crime or with groups at-risk for victimisation by hate crime
- ◆ increase in general community perception of police effectiveness in investigating hate crime

PRIORITY – TRAFFIC SAFETY

The traffic on Toronto's roadways affects almost everyone within the City. The safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians, are, therefore, of significant concern to the Toronto Police Service. Building partnerships and mobilising local communities to respond to local traffic problems will assist in sustaining successful efforts and improve neighbourhood roadway safety. On a wider scale, by focusing efforts on increased enforcement of traffic offences and safety education for those most at risk, the Service also seeks to improve conditions on City roadways for everyone.

Goals:

Improve response to neighbourhood traffic concerns.

Performance Objectives/Indicators:

- ◆ decrease in concern related to red light or stop sign running in neighbourhoods
- ◆ decrease in concern related to speeding in neighbourhoods
- ◆ decrease in concern related to aggressive driving in neighbourhoods
- ◆ decrease in concern related to parking in neighbourhoods
- ◆ decrease in concern related to traffic congestion in neighbourhoods

Increase focus on pedestrian safety, especially seniors.

Performance Objectives/Indicators:

- ◆ decrease in number of pedestrian traffic-related injuries
- ◆ decrease in number of senior pedestrian traffic-related injuries
- ◆ decrease in number of pedestrian traffic-related fatalities
- ◆ decrease in number of senior pedestrian traffic-related fatalities
- ◆ increase in pedestrian perception of safety

Increase enforcement related to aggressive driving and speeding offences.

Performance Objectives/Indicators:

- ◆ increase in number of relevant charges (follow too close, unsafe lane change, fail to signal lane change, careless driving, red light-fail to stop, speeding)
- ◆ decrease in number of traffic collisions
- ◆ decrease in number of traffic-related fatalities
- ◆ decrease in number of traffic-related injuries
- ◆ increase in perception of police effectiveness in dealing with traffic collisions
- ◆ increase in perception of police effectiveness in enforcing traffic laws
- ◆ increase in perception of police effectiveness in dealing with aggressive drivers
- ◆ increase in perception of police effectiveness in dealing with speeding
- ◆ decreased in number of trial applications for traffic offences

Increase focus on cyclist safety and enforcement of cycling offences.

Performance Objectives/Indicators:

- ◆ decrease in number of traffic collisions involving cyclists
- ◆ increase in number of initiatives on cycling safety, targeting cyclists
- ◆ increase in number of initiatives on cycling safety, targeting drivers
- ◆ increase in number of enforcement initiatives targeting cyclists
- ◆ increase in number of bicycle-specific charges laid
- ◆ increase in perception of police effectiveness in dealing with aggressive cycling
- ◆ increase in cyclist perception of safety

PRIORITY – DELIVERY OF SERVICE

The manner in which police provide service to the community can be a major determinant of the success of a Police Service. The Toronto Police Service recognises and values the diversity of the City, and does not tolerate any discrimination in the delivery of service. With the aim of fostering a mutually respectful and beneficial relationship, we are committed to providing service that is accountable, professional, non-biased, and oriented to community needs. And, in delivering service, it is often important that police be a visible part of the

community. Visibility can be an effective form of crime prevention, can offer the opportunity for police and public to build relationships, and can generally make communities feel safer.

Goals:

Ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'.

Performance Objectives/Indicators:

- ◆ increase in general community satisfaction with police
- ◆ increase in satisfaction of those who had contact with police
- ◆ increase in public perception of professionalism, courtesy, and conduct during contact with police
- ◆ decrease in number of public complaints related to officer conduct
- ◆ increase in satisfaction with the complaints process for those who have made a complaint regarding officer conduct
- ◆ decrease in proportion of general community who believe that Toronto police officers target members of minority or ethnic groups for enforcement

Increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary).

Performance Objectives/Indicators:

- ◆ increase in perception that officers do a good job of being visible in neighbourhoods
- ◆ increase in satisfaction with number of police patrolling neighbourhood on foot or bicycle
- ◆ increase in proportion of divisional officer time spent on foot patrol and community response
- ◆ decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)
- ◆ increase in perceived neighbourhood safety
- ◆ increase in perception of a good to excellent relationship between police and people in neighbourhood
- ◆ increase in number of divisional projects involving Auxiliary

Enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities, through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status, etc., focusing on Toronto's ethnic and visible minority communities.

Performance Objectives/Indicators:

- ◆ increase in number and type of initiatives
- ◆ communities receiving information

- ◆ increase in number of visits to TPS website
- ◆ increase in number of languages in which such information is available

PRIORITY – HUMAN RESOURCES

Members, both uniform and civilian, are central to our organisation. Although the Toronto Police Service generally enjoys the good opinion of the communities we serve, we must always strive to preserve and improve this positive regard and our relationships with our communities. The Service must ensure that members have the skills and abilities they need to provide effective, professional, non-biased services to address the needs of our diverse communities. We must also ensure that we continue to strive to be representative of the communities we serve.

Goals:

Ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner.

Performance Objectives/Indicators:

- ◆ increase in Service member satisfaction with work environment
- ◆ decrease in Service member perception of internal discrimination
- ◆ decrease in number of internal complaints related to harassment and discrimination

Increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minority, aboriginal, disability, sexual orientation, speak more than one language).

Performance Objectives/Indicators:

- ◆ increase in number of uniform and civilian applicants from each identified group
- ◆ increase in proportion of new uniform and civilian hires from each identified group
- ◆ increase in proportion of uniform members promoted from each identified group
- ◆ decrease in number of uniform and civilian members from each identified group who leave the Service
- ◆ increase in total proportion of uniform and civilian members from each identified group

Ensure the organisation supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, and community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas.

Performance Objectives/Indicators:

- ◆ training curriculum/activities revised to reflect increased training in identified areas
- ◆ increase in proportion of front-line divisional officers receiving training

- ◆ performance evaluation for front-line officers revised to reflect the identified community-oriented activities
- ◆ decrease in proportion of community concerned with neighbourhood disorder issues (vandalism, graffiti, homeless, litter, being harassed on the street)
- ◆ increase in perceived neighbourhood safety

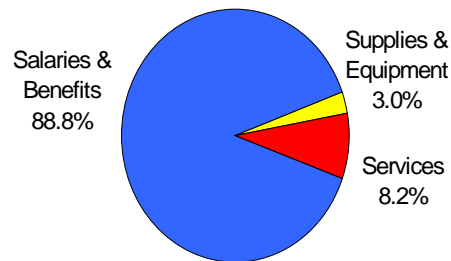
Revise the current one-time diversity training for Service members to reflect a continuous learning environment.

Performance Objectives/Indicators:

- ◆ diversity training course revised to reflect continuous learning
- ◆ process for continuous Service member learning developed and implemented
- ◆ proportion of Service members participating in learning each year
- ◆ decrease in number of public complaints related to officer conduct
- ◆ increase in community perception that officers are providing service in a manner that is sensitive to cultural contexts

FINANCES

The Toronto Police Service's approved gross operating budget for 2005 is \$747.9 million. As in previous years, over half of this funding will be spent in the Service's Divisional Policing Command for front-line policing across the City. In total, three-quarters of the Service budget is dedicated to policing operations, with the remaining budget allocated to support infrastructure. By far, the largest proportion of the Service's gross budget each year – about nine of every ten dollars – is allocated to salaries and benefits for the Service's members.



Each year's budget development process takes into consideration Service priorities for the coming year, the past year's experiences, and any known external influences. Financial pressures anticipated in 2006, and beyond, include:

The Human Resource Strategy: The Service's Human Resource Strategy is provided in an annual report prepared by Human Resources. The City Council approved target strength for year-end 2006 is 5,456 officers – an increase of 196 officers from the established target strength for year-end 2005. The increase includes 46 officers for 43 Division and recommendations contained in the Ferguson Report, and 150 officers for community policing under the Safer Communities–1,000 Officer Partnership program. The Service will request a further increase of 54 officers to the established target strength, to be hired late in 2006, bringing the target strength to 5,510. The Service also expects to recruit 200 officers to fill vacancies from retirements and resignations. Under the Safer Communities program, the Ministry of Community Safety & Correction Services has committed to cost sharing for up to 250 additional officers; the Service faces the challenge of funding its share for these additional officers. No pressure is foreseen for civilian staffing, unless the Command determines that an increase in civilian staffing is required.

Salary Increases and Contract Settlements: Late in 2005, a three-year tentative contract was presented to Toronto Police Association members. If ratified, the majority of Service members will receive a 3.75%, 3.2%, and 3.1% increase in 2005, 2006, and 2007, respectively. Contract increases in benefits and, in turn, employer contributions will create additional financial pressures in 2006 and beyond.

Annualised Costs from Previous Years: Each year, as new initiatives are introduced or, as mentioned above, new staff are hired, part-year costs are included in the budget. In future years, the full-year costs of these items must be added to the budget. The annualisation of staffing costs for maintenance and additional officer hiring in 2006 will have a significant impact in 2007, offset only in part by provincial cost sharing.

Operational Pressures: Over time, operational issues with significant financial impacts emerge and, in many instances, become a permanent challenge. In 2006, the Service will address a significant increase in resources required for court security during extraordinary trials. It is believed that such extraordinary circumstances may become more common in future years.

Service Reorganisation/Redeployment: During 2006, the Service will identify and manage any financial pressures arising from a 2005 Service-wide reorganisation and the redeployment of 200 officers to front-line positions.

The Toronto Police Service's approved Capital budget for 2006 is \$31.4M. The majority of capital expenditures are focused on state-of-good-repair projects, including for work on the replacement of 23 and 11 Divisions, and a new training facility. Other capital projects focus on technology and maintenance and equipment projects.

HUMAN RESOURCES STRATEGY

It is essential that we manage our human resources effectively and efficiently. Over 92% of the Police Service budget is dedicated to salaries and benefits, and the management of these resources affects how well we achieve the Service's Priorities.

The Service's HR Strategy sets out the expected number of uniform member separations, and the hiring required to deliver quality service and ensure public and officer safety. The Strategy covers a five year period and is updated annually to ensure that all projections take into account current issues.

The uniform deployed strength target of the Service is set annually, and levels of uniform hiring are planned to achieve and maintain the Service at that target, on average, for the year. The projected separations and hires for the years 2005 – 2008 are as follows:

	2005	2006	2007	2008
Retirements	175	120	120	120
Resignations*	65	80	80	80
Total	240	200	200	200
Hires	365	299	210	202

**resignations include deaths*

The Strategy also deals with civilian separations and hires, and staffing of the full-time civilian complement of the Service.

The following are the issues which are expected to have an impact on the HR Strategy during the years 2006–2008:

New positions added to the uniform establishment: In September 2005, Toronto City Council approved the addition of 150 positions to the uniform establishment to address urgent crime activity in the City and provide support for vulnerable neighbourhoods. The hiring for these additional positions should be completed by August 2006 and the officers fully deployed by January 2007. All 150 officers will be assigned to visible community policing duties.

The Province's Safer Communities Program: In August 2005, the Minister of Community Safety and Correctional Services introduced the application process for the Safer Communities–1000 Officers Partnership Program, and announced that it would continue in perpetuity. This program will provide financial assistance to communities for hiring new police officers, up to \$35,000 for each new hire. Across the Province, half of the officers will be assigned to community policing duties, and half to six key areas: youth crime, guns and gangs, organized crime (marijuana grow ops), dangerous offenders, domestic violence, and the protection of children from Internet luring and child pornography. The Toronto Police Services Board applied for 250 positions, which were approved by the Province on November 25, 2005.

The new 43 Division station: This new Division is scheduled to open in the first quarter of 2006 and will require the addition of 39 positions to the uniform establishment and 9 positions to the civilian establishment.

Resumption of the normal factors for an OMERS pension: Prior to 1999, the normal factors (age + length of service) for an unreduced Ontario Municipal Employees Retirement (OMERS) pension were 85-factor for uniform members and 90-factor for civilians. However, to address an 'excess surplus' in the plan, OMERS introduced a lower factor program in 1999, which, in effect, allowed members to retire at an earlier age on an unreduced pension. A large number of members took advantage of this incentive until it concluded at the end of 2004. Although a significant number of currently active members remain eligible for an unreduced pension, which will foster a higher rate of retirements than during the pre-1999 years, the return to the normal factors is expected to moderate retirements in the future.

OMERS Governance: The Provincial Government has introduced a bill which would grant greater autonomy to OMERS. This would allow OMERS greater flexibility in determining its retirement benefits, which, in turn, will have an impact on the future rate of retirements. This bill is currently in circulation for public review and comment.

Mandatory Retirement: The Provincial Government has announced its intention to end mandatory retirement in Ontario. It appears that police officers will be exempt from this legislation due to the bona fide requirements of the job. However, it has been the experience of the Service that very few uniform or civilian members remain on the job until their mandatory retirement age (65 for police officers and 70 for civilians) and hence the impact is likely to be minimal if this legislation is passed.

Resignations to other Police Services: The rate of uniform members resigning to join other police services has declined significantly in recent years, dropping from 63% of all resignations in 2003 to 32% of resignations as of the end of the third quarter in 2005. This may be the result of the retention pay provisions that were included in the Service's collective bargaining agreement in 2003, and similar provisions that were subsequently adopted by other police services. These incentives financially reward members who complete defined years of service with their original organisation, making it less advantageous to move to another agency.

Equal opportunity objectives: Continuing high levels of hiring provide an opportunity for the Service to pursue its employment equity objectives. The Employment Unit has a dedicated Recruitment Team, comprised of a diverse membership, who attend community events, job fairs, school and university events, etc., to make presentations about policing as a career.

Pressures on other costs: High levels of hiring have an impact on other costs in the Service budget as well, for recruitment, testing, training, clothing, and equipment.

Civilian hiring: Increased civilian hiring has been required to fill positions withheld during the 2004 hiring freeze and positions added to the establishment in 2005. Significant hiring is expected to continue in 2006 to address further changes to the establishment and to offset the potential losses of members who take advantage of the increased uniform hiring and leave their positions to become police officers.

INFORMATION TECHNOLOGY PLAN

Strategic Objectives:

The 2006 focus will be to deliver scheduled software releases. Information Technology Services (ITS) will align resources and systems support to the new organisational structure of the Police Service. ITS will also support the changes required to all systems and informational repositories as a result of the new collective working agreements; the needed changes will be identified and presented to the Information Technology Steering Committee (ITSC) for priority setting and funding. In addition, ITS will invest resources to support a number of Internet-based initiatives driven by the Service's strategic goals for 2006. And, ITS is committed to continuing to implement other urgently needed enhancements to core systems, based on changing demands and requirements for additional functionality to satisfy policing and administration needs.

The key IT challenges in 2006 will be to continue migration efforts to a highly available Open Architecture; create and manage a fully functional Disaster Recovery Site; research new technologies that will further enable the organisation to meet objectives and maintain our complex environment of multiple hardware platforms, operating systems, and systems software utilities.

Strategic objectives for 2006:

1. Provide reliable information systems by completing all planned systems application and technical infrastructure releases within approved timelines and budgetary constraints.
2. Acquire or develop, implement, and support application systems and infrastructure technologies that, together with appropriate business process changes, will position TPS in the forefront as a leader in policing and innovation.

Critical Success Factors/Initiatives:

Provide information systems capabilities by focusing on systems projects:

- Maintain and enhance existing systems and/or acquire and build new systems.
- Based on the Service's Internet direction, implement approved business initiatives by researching, developing, and/or purchasing Web-based software.
- Continue to enhance the security infrastructure to provide a secure access for common data sharing and system access in a wireless environment.
- Design, implement, and support the technology infrastructure roadmap required to operate the business systems of the Service:
 - implement all Audit recommendations
 - update server and database software infrastructures
 - continue with the 2005 Server Refresh Program
 - continue with the creation of a fully functional Disaster Recovery Site
 - continue with the implementation of a Storage Area Network (SAN)
 - continue research and implementation of Web based server and database software infrastructure.

- Research Enhanced Management Reporting from a data warehouse available through the Web.
- Complete the identified phases of ITIL best practices for Customer Service and Operations.
- Staff training, development, and retention.

Key Plan Assumptions:

This plan was developed based on the following assumptions:

- There will be no major initiatives initiated by the Service that have not already been identified through the ITSC for prioritisation and funding for 2006.
- Additional resource levels to successfully implement the Year 2006 software releases and technical infrastructure initiatives, as identified through business cases, are available and attainable in advance of project initiatives.
- The necessary capital funds will be available in 2006 to support all planned and unplanned essential development and technical infrastructure plans.
- Business will operate in a multi-platform system environment that must be upgraded and maintained to remain on currently supported hardware and software release levels.

Environment Influences:

Future industry convergence of voice and data communications, and the need for interoperability between emergency services, will create a need to be aligned with Project 25 compliance in voice radio equipment and infrastructure. The current voice radio infrastructure is ageing and tending toward obsolescence. Voice radio equipment will be replaced with state-of-the-art communications gear, providing more reliable communication and setting the stage for a major replacement of the overall voice radio infrastructure used by all emergency services of the City (police, fire, and ambulance). This project will replace the current architecture with a standards-based architecture under the Project 25 specification as endorsed by the Ontario, Canadian, and International Associations of Chiefs of Police.

The need to create a more resilient computing environment in the event of a disaster will continue to drive TPS to complete the build of the Disaster Recovery site, which will provide an infrastructure that will operate simultaneously from the two Service computing hubs for critical applications.

Policing agencies in the US and Canada have mandated an enhanced security posture for the continued sharing of criminal information with agencies in the US and all federal, provincial, and local Canadian agencies. This involves strong electronic identification and authentication of all personnel requesting criminal information and the secure conveyance of this information over any network, including the Internet. The growing trend towards information sharing with other police agencies will drive increased site visits to other police services in Ontario and across Canada.

The Service is also expanding its use of the Internet both as a source for conveying information to the public and as a means for the public to request services from the police. This is in line with the marketplace, which has embraced the Internet as a means of reducing costs.

Given the speed at which technology changes for both hardware and software, the Service must ensure that it remains current on software releases and stays within a hardware lifecycle (desktop and server) to manage the risks of reliability and cost to the organisation.

Environment Challenges:

- Continued funding for initiatives.
- Ensure that the Field is included in all testing phases for relevant technology. Also, using the Field to improve the efficiency and effectiveness of Service-wide technology-related programs resulting in enhanced service delivery for the front-line officer.
- Implement ITIL best practices for service delivery for resolving incidents, fulfilling service requests, service level management for incidents and requests, and measurement of performance:
 - transform the Help Desk to a Service Desk
 - clarify roles, responsibilities, and processes across ITS to provide consistent and cohesive delivery of services
 - consistently gather end-user feedback on the quality and speed of service
 - resource and support the enhancement and addition of service centre modules for processing service requests, change management, configuration management database, Inventory.
- Expand the analysis of service requests to ensure the right solution rather than just the standard solution is provided.
- Balance available staff and funding to continually increasing demands for service and constant infrastructure upgrades that consume too many resources, leaving little capacity for new projects.
- Validate and quantify the need to increase staffing to support the delivery of services.
- Provide a secure Internet presence.
- Create an infrastructure to migrate thick client applications (2-tier) to thin client applications (n-tier), for supportable and scalable systems.
- Prepare applications to consolidate operational and reporting environments.
- Prepare for a future data warehouse strategy with data integration, business capacity, and growth management.
- Create a corporate standard for XML interfaces, design specification, and so on.
- Assess software and hardware to configure data centre and disaster recovery centre efficiencies.
- Integrate and consolidate middle-ware and hardware.
- Implement and accept an enhanced security architecture using a 2 factor Strong Identification and Authentication method.
- Limited selection of vendors who have the functionality required by users; because of the infrastructure, their solutions are based on, or get involved in, heavy customisation, leading to support issues.
- Staff training in new technologies.

INFRASTRUCTURE PROGRAM

In order to continue to provide a high level of service to the community and address the Service's Priorities, it is important that Service facilities and infrastructure meet the needs of Service members. The Toronto Police Service Infrastructure Program combines elements of a number of past studies and plans, including the Occupational Health & Safety/Employment Equity study, the Long-term Facilities Plan, the Beyond 2000 Restructuring Task Force Final Report, the Boundaries Committee report, and the Model Division study, as well as on-going annual facility requirements. Capital and operating funds have been approved and/or forecast to meet the requirements of the Program. The projects of the Program are reviewed on a regular basis by the Service's Chief and Command Officers and the Police Services Board as part of the review of annual budget submissions. Those elements of the Program that will affect the Service at least until 2008 are summarised below.

	Spending approved or forecast (\$millions)		
	2006	2007	2008
23 Division	7.80	2.00	
State of Good Repair	1.60	1.70	1.80
TPS Initiated	1.50	1.50	1.60
Repairs/Renovations			
Facility Fencing	0.92	0.40	0.52
Police Training Facility	2.10	14.7	12.78
		2	
11 Division	6.30	3.96	3.54
14 Division	1.00	2.50	5.68
Detective Support		0.50	2.00
Property Unit		0.25	0.40
54 Division			0.40
41 Division			0.40
Parking Enforcement HQ			0.25
Parking Enforcement West			0.80

23 Division: The 23 Division program will replace the current facility with a new building. The facility is currently under construction and will be completed in late 2006 or early 2007.

State of Good Repair: This program is an on-going, five-year program for the repair, maintenance, and enhancement of TPS facilities. The current approved funding, contained within the capital budget, extends to 2010.

TPS Initiated Repairs/Renovations: This is an on-going program that provides funding for emergency repairs and minor renovations in TPS facilities. Approximately 45% of funds are used for emergency and contracted repairs. About a further 20% is used to fund unforeseen operational changes. The remainder of the funding is used for minor internal renovations and Occupational Health & Safety (OHS) issues.

Facility Fencing: The Facility Fencing program is intended to upgrade site perimeter security and access at all TPS facilities. This program was initiated due to OHS concerns. Implementation is currently underway.

Police Training Facility: This program is currently underway. The City has acquired land to accommodate Service requirements. The Driver Training portion of the program is complete. Once completed the new facility will replace and combine CO Bick College, the obsolete divisional firearm ranges, the temporary Use-of-Force facilities, and the Public Order Unit.

11 Division: This program will replace the current facility with a new building. The Service and the City have identified a suitable property currently owned by the Toronto Transit Commission (TTC). The City, TTC, and TPS are currently resolving a number of legal issues.

14 Division (including sub-station): This program will replace the current facility with a new building. Currently, the City is looking for a suitable site to meet the operational needs of the Service. A site has been identified but its availability is subject to negotiations. Part of this program development may include a boundary adjustment. The TPS intends to retain the 14 Division sub-station for specialised operations when the main building is replaced.

Detective Support: This program will renovate and retrofit an existing City-owned facility to meet the operational needs of the Service. In recent years, the need of this operation has increased substantially. Renovating the current facility is no longer adequate. The prioritisation of this program has been reviewed and adjusted forward.

Property Unit: The current facility was opened in 1997 and designed with a life-cycle expectancy of 15 years. The building was designed for future expansion beyond the 15-year design criteria. Recently, the requirements on the TPS to retain evidence for an extended period of time have increased. The current facility, with its expansion capability, may not be large enough to accommodate these requirements. This program will evaluate the current and future requirements of the Service and construct a new facility, if required.

54 Division: This program will replace the current facility with a new building. The requirement for this new facility has been re-evaluated and re-prioritised. Further program development is planned for 2008. Part of this program may include a boundary adjustment.

41 Division: This program will replace the current facility with a new building. Currently, the City is looking for suitable sites to meet the needs of the TPS. Further program development is planned for 2008. Part of this program may include a boundary adjustment.

Parking Enforcement Headquarters: This program will relocate the existing operation to a City-owned building, as directed by the Police Services Board and the City. At present, no City-owned buildings are available; therefore, the current lease has been renewed. The Board has an opportunity in 2008 to relocate the operation.

Parking Enforcement West: This program will relocate the existing operation to a City-owned building, as directed by the Police Services Board and the City. At present, no City-owned buildings are available; therefore, the current lease has been renewed. The Board has an opportunity in 2008 to relocate the operation. A study is currently underway.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P65. ESTABLISHMENT OF AN ADVISORY PANEL ON COMMUNITY SAFETY

The Board was in receipt of the following report February 03, 2006 from Alok Mukherjee, Chair:

Subject: ESTABLISHMENT OF ADVISORY PANEL ON COMMUNITY SAFETY

Recommendation:

It is recommended that the Board approve the proposed membership of the Advisory Panel on Community Safety.

Background:

At its meeting held on January 11, 2006, the Board considered the establishment of an Advisory Panel on Community Safety to advise the Board on issues that the Board should act on or advocate for to address gun violence among youth and community safety. It was proposed that the Advisory Panel include all interested Board members and individuals from a wide diversity of backgrounds, interests and expertise, including law enforcement, anti-racism and community, youth, education, government, faith, media, academia, business and public housing.

The Panel will be co-chaired by myself, as Chair of the Board, and a youth member of the Advisory Panel. It will meet 3 to 4 times in the year, starting early in 2006, to complete its work. In between, the Panel will divide itself into workgroups, which will meet as necessary. The Advisory Panel will then conduct a self-evaluation, with recommendations to the Board in December 2006 on the possibility of becoming a standing committee of the Board.

The Board approved the establishment of the Advisory Panel (Min. No. P24/06 refers). However, the Board requested an additional report identifying potential candidates to participate on the Advisory Panel and a recommended budget for the Board's approval.

With respect to the Board's request to establish a budget for the Advisory Panel, it is anticipated that the panel will only incur incidental costs associated with its meetings. These costs will be charged to the Board's operating budget, as is the established practice. Should the need for exorbitant funds arise, I will seek the Board's approval at that time.

In consultation with Board members, I have developed a proposed membership list which is appended to this report. Therefore, I am recommending that the Board approve the proposed membership of the Advisory Panel on Community Safety.

The Board approved the foregoing, noting that the approval of the attached membership list does not preclude the addition of other members recommended by the Board in the future.

TORONTO POLICE SERVICES BOARD'S ADVISORY PANEL ON COMMUNITY SAFETY

Proposed Membership

In addition to all interested Board members and Board staff, it is proposed that the Advisory Panel be chosen from among the following individuals, based on their availability, to reflect a wide diversity of backgrounds, interests and expertise:

Toronto Police Service

Bill Blair, Chief of Police, and up to four TPS members designated by the Chief

Anti-racism/Community

1. Zanana Akande, anti-racism educator and community activist
2. Representative, Community Social Planning Council-Toronto
3. Representative, Coalition of African-Canadian Organizations
4. Representative, Coalition of African-Canadian Organizations
5. Representative, Operation Black Vote
6. Gene Lincoln, Regent Park Community Health Centre
7. Amanuel Meles, United Way of Greater Toronto
8. Kim Murray, Aboriginal Legal Clinic
9. Representative, Hispanic Development Council

Academia

10. Rosemary Gartner, Professor, University of Toronto, Centre of Criminology
11. Rinaldo Walcott, Canada Research Chair, OISE
12. Scot Wortley, Professor, University of Toronto, Centre of Criminology

Youth

13. Youth Representative, Mayor's Panel on Community Safety
14. Youth Representative, Mayor's Panel on Community Safety
15. Representative, Toronto Youth Cabinet
16. Representative, Toronto Youth Cabinet
17. Neethan Shanmugarajah, Manager, Youth Programs, Malvern Family Resource Centre

Education

18. David Clandfield, Principal, New College, University of Toronto
19. Gerry Connelly, Director, Toronto District School Board
20. Kevin Kobus, Director, Toronto Catholic District School Board

Public Housing

21. Derek Ballantyne, Toronto Housing Community
22. Terry Skelton, Director, Community Safety, Toronto Housing Community

City of Toronto

23. Lucky Boothe, Supervisor, Parks, Forestry and Recreation
24. Ken Jeffers, Manager-Diversity, Parks, Forestry and Recreation
25. Arnold Minors, Community Safety Secretariat, City of Toronto

Judiciary

26. Miriam Bloomenfeld, Judge, Youth Court, formerly Crown Counsel, *Youth Criminal Justice Act*, Ministry of the Attorney General
27. Sheila Ray, Judge, Ontario Divisional Court, North York Court

Business

28. Charles Coffey, Vice President, RBC – External Relations
29. Terrie-Lynne Devonish, General Counsel, Primus; Member, Board of Governors, York University

Organized Labour

30. Representative, Metro Labour Council
31. June Veacock, Director, Human Rights, Ontario Federation of Labour

Faith Community

32. Pastor Andrew King, Jane-Finch

Health

33. Stephen Hwang, Inner City Health Project, St. Michael's
34. Kwasi Kafele, Centre for Addiction and Mental Health

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P66. FIFTIETH ANNIVERSARY OF THE TORONTO POLICE SERVICES
BOARD**

The Board was in receipt of the following report February 06, 2006 from Alok Mukherjee, Chair:

Subject: Fiftieth Anniversary of the Toronto Police Services Board

Recommendations:

It is recommended that:

- (1) the Board approve that a 1-day conference and a banquet to observe the fiftieth anniversary of the Toronto Police Services Board be held on Saturday, May 13 and Monday, May 15, 2006, respectively;
- (2) the Board approve the attached logo for use on all Board stationary throughout 2006 to commemorate the fiftieth anniversary;
- (3) the Board approve the use of \$15,000 from its Special Fund to defray part of the cost of the events to be held in May 2006; and
- (4) the Board approve up to \$10,000 from its Special Fund to hire a person for three months to assist in the organization and implementation of the events.

At its meeting on December 15, 2005, the Board approved a report from the Chair recommending that:

1. The Toronto Police Services Board request the Mayor of Toronto to proclaim Monday, May 15, as "Toronto Police Services Board Day" in recognition of the inaugural meeting of the Metropolitan Board of Commissioners of Police for the Municipality of Metropolitan Toronto.
2. The Board, in cooperation with the Service, host a banquet and a conference in May 2006 to commemorate fifty years of civilian oversight of police in the City of Toronto.
3. The Board authorize the Chair and the Vice Chair, in consultation with the Chief, to establish a planning committee to organize the two events.

Pursuant to this report, the following actions have been taken.

I have written to the Mayor requesting that he proclaim Monday, May 15, 2006 as “Toronto Police Services Board Day”.

In consultation with Vice Chair McConnell and Chief of Police Blair, a Planning Committee has been established to organize the two events. Members of the Planning Committee include Board members, Judi Cohen, Hamlin Grange and myself, Superintendent Bob Clarke, TPS Historian Inspector Michael Sale, Sergeant Stu Eley, and all Board staff. To date, the Planning Committee has held two meetings at which it has approved a program for the conference (Attachment A), selected a location for the banquet, chosen a logo for use on Board communications generally and fiftieth anniversary materials in particular (Attachment B).

It is anticipated that the conference will be attended by 150-200 participants, and the banquet will draw 350-400 attendees. The two events will be open to members of the TPSB and TPS, past TPSB Chairs and members, past Chiefs of Police, police services boards from across the GTA, members of the City Council, senior staff of the City, community organizations, Toronto area members of the federal and provincial legislatures, and the media. A comprehensive database of invitees is being prepared and work is in progress on developing an effective communication strategy.

Attendance at the conference will be free, while tickets will be sold for the banquet.

The conference will be held at Metro Hall, and the banquet will be held at the Liberty Grand.

The Planning Committee is discussing the possibility of finding sponsors who would buy tables for those who are unable to pay their participation in the banquet, such as young people. Other fundraising strategies to minimize the cost of the events are also currently under exploration.

I am confident that the two events will serve to highlight the importance of the civilian oversight of policing, and would like to place on record the enthusiastic participation of the Planning Committee members and the hard work already put in by the Board and Service staff.

I, therefore, recommend that:

- (1) the Board approve that a 1-day conference and a banquet to observe the fiftieth anniversary of the Toronto Police Services Board be held on Saturday, May 13 and Monday, May 15, 2006, respectively;
- (2) the Board approve the attached logo for use on all Board stationary throughout 2006 to commemorate the fiftieth anniversary;
- (3) the Board approve the use of \$15,000 from its Special Fund to defray part of the cost of the events to be held in May; and

- (4) the Board approve up to \$10,000 from its Special Fund to hire a person for three months to assist in the organization and implementation of the events.

The Board approved the foregoing and agreed to prepare a Briefing Note to inform members of Toronto City Council about the Conference that will be held on May 13, 2006.

ATTACHMENT A

TPSB FIFTIETH ANNIVERSARY CONFERENCE AGENDA

May 13, 2006
9:00 am – 5:00 pm

8:00 – 9:00	Welcome Coffee Registration
9:00 – 10:15	Inaugural: <ul style="list-style-type: none">- Opening Ceremonies- Welcome by Board Chair- Greetings from Ontario Government (Premier McGuinty or Minister Kwinter?)- Greetings from City Council (Mayor?)- Greetings from Police Chief- Keynote Speaker: Civilian Oversight of Policing – The Toronto Experience (who?)
10:15 – 10:30	Break
10:30 – 11:00	Panel-1: Evolution of Civilian Oversight in Toronto: Speaking from Experience – A Panel of Former Board Members and Chiefs
11:00 – 12:30	Facilitated Small Groups: Challenges of Civilian Oversight: Lessons from Experience
12:30 – 1:30	Lunch Luncheon Speaker: Magistrate Bick's Vision – A Tribute
1:30 – 2:00	Panel-2: Civilian Oversight in Today's Toronto: The Changing Legal Framework – A Panel of Experts (Ministry? OCCPS? Academia?)
2:00 – 3:30	Facilitated Small Groups: Effective Civilian Oversight Today: Roles and Expectations
3:30 – 3:45	Break
3:45 – 4:30	Plenary: Looking to the Future: Models of Civilian Oversight Presentation and Q&A
4:30 – 5:00	Summing Up: Celebrating the Past and Envisioning the Future: From the Perspective of A Chair and a Chief

ATTACHMENT B

FIFTIETH ANNIVERSARY LOGO



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada
(416) 808-8080 Fax (416) 808-8082
www.torontopoliceboard.on.ca



Celebrating Fifty Years of Civilian Oversight

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P67. POSITIVE TICKETING PROGRAM – STATUS UPDATE

The Board was in receipt of the following report February 15, 2006 from William Blair, Chief of Police:

Subject: POSITIVE TICKETING PROGRAM – STATUS UPDATE

Recommendation:

It is recommended that:

1. the Board receive the following report for information, and
2. approve the use of the Service image on printed Positive Ticket Jackets and promotional materials to help promote the program and heighten public awareness.

Background:

At its meeting of December 15, 2005, the Board received a report from the Chief of Police entitled, POSITIVE TICKETING PROGRAM IMPLEMENTATION STATUS (Board Minute #P380/05) and approved the following motion:

- 1. THAT Chief Blair provide a further report to the Board on:**
 - **the criteria and parameters (including monitoring and evaluation) of the positive ticketing program;**
 - **details of the positive ticketing program operating in Richmond, BC; and**
 - **Whether the impact of this program, if implemented in Toronto, could reduce crime in general and specifically, youth-based crime.**

The purpose of this report is to provide an overview of the implementation of the Positive Ticketing Program and to respond to the Board's Motion.

Criteria and parameters (including monitoring and evaluation of the positive ticketing program:

Ms. Bernice Carnegie, a founding member of the FUTURE ACES Foundation, contacted Councillor Michael Thompson upon receiving information that the Toronto Police Service was intending to develop a Positive Ticketing Program to improve the relationship between the police and youth of our community.

Several meetings were held with representatives of the FUTURE ACES, the Rotary of Scarborough, Councillor Thompson and 41 Division. The material presented by the FUTURE ACES Foundation was reviewed and discussions held as to how the Philosophy could effectively be utilized in the Positive Ticketing Program. (Appended to this report as Attachment “A” and “B”, is a letter of support from Ms. Carnegie and an overview of the Herbert H. Carnegie Future Aces Foundation).

The FUTURE ACES Values and their associated behaviours will be the mechanism used by officers to identify positive behaviours exhibited by youths between the ages seven and seventeen. The interaction between the officer and youth(s) is intended to take place in schools, community centres, transit stations, on busses, in subways, on the street or anywhere in 41 Division where a police officer observes positive behaviour.

The FUTURE ACES program is currently used in both the Toronto District School Board and the Toronto Catholic School Board. Many of the schools are also utilizing the FUTURE ACES Philosophy (Values) to model their Code of Conduct and Safe Schools Programs. Educators and parents have told the Foundation that the FUTURE ACES program is an effective proactive tool in assisting young people and their families develop a healthier life style.

One other program called 40 Developmental Assets was reviewed as a possible source for behaviour criteria. This is an American program developed by the SEARCH INSTITUTE which has identified 40 building blocks of healthy development of youth. This program was rejected because the “asset building” appears to be a combination of interactions with family, perceptions of the youth about the community and involvement by parents as role models. The FUTURE ACES program is a local program whose foundation was willing to be a stakeholder and their Philosophy and Values can be easily translated into behaviours that can be identified and rewarded. Although there were some similarities between both programs the FUTURE ACES Program was by far the best fit.

The FUTURE ACES will provide the necessary training to police officers involved in the program to ensure the consistency of positive behaviour identification. In addition, they have also agreed to facilitate the collection of any data received from the police with respect to the Positive Ticketing Program. The Toronto Police Service will not maintain any data with respect to the identification of the youth(s) involved. The FUTURE ACES will provide the data directly to Professor Scot Wortley, a Criminologist with the University of Toronto.

The purposed implementation date for the Positive Ticketing Program is scheduled to commence on March 30, 2006.

The method by which the police officers will carry out the Positive Ticketing Program with youth in 41 Division is provided below:

- Officers observing positive behaviour by a youth that meets the FUTURE ACES criteria, will approach the youth and thank for contributing to the good of our community.

- The youth will be provided with a small Positive Ticket jacket (same size as the jackets currently used when tickets for sporting and entertainment events are purchased) which describes the twelve values of the FUTURE ACES Philosophy. The jacket will include an age appropriate reward that could range from a voucher from Pizza Pizza, ticket(s) to the Ontario Science Centre or ticket(s) to a Toronto Raptors or Toronto Blue Jays game.
- The officer would check off the value for which the positive behaviour is associated and sign the Positive Ticket. The Positive Ticket jacket would also contain the officer's business card and an explanation of the reasons why the youth was rewarded.
- The officer will explain to the youth the he and/or she could complete their name, age and address on a detachable portion of the Positive Ticket and provide it to either the officer or send it directly to FUTURE ACES. The expectation is that the youth would share this positive interaction with his family or caregiver and other youths.

The Rotary of Scarborough has agreed to facilitate the solicitation of the actual rewards from corporate sponsors. The rewards would be turned over to 41 Division for use in the program. The hand over of any reward will include sign off accountability to the Rotary of Scarborough by 41 Division.

Monitoring, measurement and evaluation of the Positive Ticketing Program:

Professor Scot Wortley was consulted and has agreed to carry out the monitoring, measuring and evaluation of the Positive Ticketing Program. Professor Wortley will conduct a nine stage evaluation strategy. (Appendix "C" refers)

Summarized below are the nine stages of the evaluation:

Stage 1: Pre-Program Focus Groups with Police Officers

Focus groups to provide detailed, qualitative information about how police officers from 41 Division see their current relationship with young people.

Stage2: Pre-Program Focus Groups with High School Students

Focus groups to provide detailed, qualitative information about how young people see their current relationship with the police.

Stage 3: Pre-Program Survey of Police Officers

Pre-program survey of all police officers and supervisors working group out of 41 Division. These surveys will ask officers about the current state of police-youth relations their previous experiences with young people and about how they think the relationship between young people and the police can be improved.

Stage 4: Pre-Program Survey of High School Students

Pre-program survey of high school students living within the jurisdiction of 41 Division. This survey will ask students about the current state of police-youth relations, their previous experiences with the police and about how they think the relationships between young people and the police can be improved.

Stage 5: Post-Program Focus Groups with Police Officers

Focus groups will be conducted approximately eight months after the “Positive Ticketing” pilot project has commenced. Participants will be asked whether the general relationship between the police and the young people have improved since the implementation of the program.

Stage 6: Post-Program Focus Groups with High School Students

Focus groups will be conducted approximately eight months after the “Positive Ticketing” pilot has commenced. Participants will be asked whether the general relationship between the police and the young people have improved since the implementation of the program.

Stage 7: Post-Program Survey of Police Officers

Focus groups will be conducted approximately one year after the “Positive Ticketing” pilot has commenced. Participants will be asked whether the general relationship between the police and the young people have improved since the implementation of the program.

Stage 8: Post-Program Survey of High School Students

Focus groups will be conducted approximately one year after the “Positive Ticketing” pilot has commenced. Participants will be asked whether the general relationship between the police and the young people have improved since the implementation of the program.

Stage 9: Analysis of Official Crime Statistics.

An analysis of police records to determine whether: the program has an impact on the number of crimes recorded by police in 41 Division, whether the program increased the number of crimes reported by young people; and whether the program had an impact on the number of complaints against police in 41 Division.

In essence there are two measurements that are being considered; the number of Positive Tickets issued and any change in the relationship between the youth and police officers in 41 Division. 41 Division will be gathering the data with respect to the number of Positive Tickets and types of reward associated with the Tickets. Professor Wortley will be measuring the relationship between the youth and the police. The FUTURE ACES will gather the data in relation to the personal identifiers of the youth who are issued the Positive Tickets.

Whether the impact of this program, if implemented in Toronto, could reduce crime in general and specifically, youth-based crime

The Board enquired as to whether the Positive Ticketing Program could reduce crime in general and specifically youth-based crime. This is addressed by Professor Wortley whereby he states that: *“Both Canadian and American studies, including my own studies in the Toronto area, have consistently demonstrated that there is a rather poor relationship between the police and a large*

portion of young people living in urban communities. This relationship is often marked by distrust, perceptions of discrimination and mutual disrespect. The nature of this relationship has been identified as one of the main reasons youth do not report criminal events, including personal victimization experiences to the police. This of course, has an extremely detrimental impact on police investigations. Thus, in my opinion any program designed to improve this relationship between young people and the police deserve the attention of policy-makers.”

Following the Professor’s thought process, the improvement of the relationship between the youth and police may increase the reporting of some crimes. The primary purpose of rewarding positive behaviour is intended to repair and build positive relationships and regain the youth’s trust of the police. This program is not intended in any way to solicit information from youth about crime.

The FUTURE ACES Philosophy has a proven track record of reducing incidences of bullying, racism, anti-semitism and inappropriate behaviour all of which can translate to forms of criminal behaviour by youth.

Details of the positive ticketing program operating in Richmond, BC

Superintendent Ward Clapham, Officer in Charge of the Royal Canadian Mounted Police (R.C.M.P.) Richmond B.C. was contacted in regards to the Positive Ticketing Program which has been operating successfully in Richmond B.C., since the summer of 2005. Superintendent Clapham has stated that: *“in 2005 crime was reduced in that community by 11.44%”*. (Correspondence from Superintendent Clapham is Attached as Appendix “D”).

Superintendent Clapham has indicated that the Positive Ticketing Program in Richmond B.C. is about building positive relationships with youth. This is also the goal of the 41 Division program.

In addition, Mayor Malcolm Brodie of Richmond B.C. was contacted. The Mayor has stated that: *“youth crime has decreased in the City of Richmond. Crimes such as auto theft and youth violence have decreased in large part to the Positive Ticketing Program”*. (Correspondence from Mayor Malcolm Brodie is Attached as Appendix “E”)

To date the stakeholders in the Positive Ticketing program are the Herbert H. Carnegie FUTURE ACES Foundation, The Rotary of Scarborough, Councillor Michael Thompson and Superintendent Bob Qualtrough of 41 Division. Our Corporate partners to date include; Maple Leaf Sports and Entertainment, the Toronto Raptors, the Toronto Blue Jays, Pizza Pizza, the Canadian National Exhibition, the Ontario Science Centre, Royal Bank of Canada, Mansfield Communications Inc. and Tennis Canada.

It is therefore recommended that the Board receive the following report for information, and approve the use of the Service image on printed Positive Ticket Jackets and promotional materials to help promote the program and heighten public awareness.

Deputy Chief Kim Derry of Divisional Policing Command will be in attendance to answer any questions the Board may have.

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

- **Councillor Michael Thompson, City of Toronto;**
- **Professor Scot Wortley, Centre of Criminology, University of Toronto;**
- **Ms. Bernice Carnegie, Future Aces Foundation; and**
- **Mr. Herbert Carnegie, Future Aces Foundation.**

Superintendent Bob Qualtrough, No 41. Division, was also in attendance and responded to questions by the Board about this report.

The Board received the deputations and approved the foregoing report and the following Motion:

THAT the Board request Professor Wortley to provide the Board with a copy of the results of his nine-stage evaluation report upon completion of the Positive Ticketing Program Pilot Project in No. 41 Division.



HERBERT H. CARNEGIE
FUTURE ACES
FOUNDATION

A
Build Character - Live the Creed

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January 28, 2006

William Blair
Chief of Police
Toronto Police Service
40 College Street
Toronto, ON M5G 2J3

Dear Chief Blair:

When Councillor Michael Thompson introduced the idea of *Positive Ticketing*, I immediately contacted him to lend the support of our organization. Our interest in this proactive project was piqued because we have been acknowledging students in schools for many years with a similar system (*Future Aces*). This type of initiative has a proven track record as an effective and easy way of recognizing youth and adults who demonstrate responsible and caring behaviour with their peers, in schools, homes and communities.

Councillor Thompson brought together community partners from 41 Division, Rotary and Future Aces to discuss how *Positive Ticketing* could become a viable force in the community to build bridges and enrich lives. Each participating partner will fulfill a particular role to ensure the success of the initiative. *Future Aces* will be the character and value system for acknowledging students. Many other partners have since committed their support.

Fifty years ago when my father, Herbert Carnegie, wrote the *Future Aces Philosophy*, he had a vision that all people should work together demonstrating the kind of cohesive spirit that fosters an environment for growth and harmony. Many educators and community leaders stand behind his credo. They tell us that by integrating *Future Aces* into their curriculum as part of their Code of Conduct and Safe Schools Programs the numbers and types of disciplinary issues have significantly reduced. We anticipate similar favourable results in the wider community.

Currently more than 60,000 students a year are exposed to *Future Aces*. It is exciting to know that the officers under the leadership of Superintendent Robert Qualtrough in Division 41 will be reinforcing character values that many students are already familiar with and try to live up to.

We feel fortunate for the opportunity to be part of the *Positive Ticketing Committee* initiated by Councillor Thompson. It is a pleasure and a privilege to work with forward thinking partners who continue to seek solutions that unite people and communities to strengthen our city.

Sincerely,

Bernice Carnegie
Executive Director

PATRONS

The Honourable
Lincoln Alexander

Jean Béliveau

Ana P. Lopes

Arlene Perly Rae

Bob Rae

"Red" Story

Gordon Symons

Don Tapscott

MAJOR
COMMUNITY PARTNERS

Ontario Trillium Foundation

Investors Group
Financial Services

Toronto District
School Board

1956 - Future Aces Philosophy Celebrates 50th Anniversary - 2006

A Charitable Foundation
Registration Number 89245 0842 RR 001



HERBERT H. CARNEGIE
FUTURE ACES
FOUNDATION

Build Character - Live the Creed

Who are we?

The Herbert H. Carnegie **FUTURE ACES** Foundation is a non-profit, registered, charitable organization established by Herb, Audrey and Bernice Carnegie in 1987. It has two mandates: to foster self-esteem and ethical behaviour through the application of the Future Aces Philosophy and is dedicated to assisting youth to attain the highest level of achievement within their capabilities.

What is our mission?

The **Herbert H. Carnegie FUTURE ACES Foundation** inspires and assists youth and adults to become the best they can be as responsible, respectful, peaceful, confident and caring citizens.

What is the Future Aces Philosophy?

The *Future Aces Philosophy* created by Herbert Carnegie in 1956 is designed to help youth develop the self-knowledge and self-confidence that will enable them to take control of their lives and to use their abilities in a positive way. It provides a model for behaviour based on teachable skills with a meaningful message to encourage responsible citizenship.

Used in this context:

FUTURE means *always striving for improvement*

ACES means *being the best you can be* and an acronym for:

- A** Attitude, Ability, Action, Advance, Achieve
- C** Co-operation, Courage, Confidence
- E** Education, Example
- S** Service, Sportsmanship

How do we benefit the community?

With the increasing interpersonal challenges facing youth today, we are being told by educators and parents that our initiative with Future Aces is an effective proactive tool in assisting young people and their families develop a healthier lifestyle. Successful implementation of this Philosophy assists in developing good citizenship and positive daily life skills reducing the incidences of bullying, racism, anti-semitism and inappropriate behaviour.

The Future Aces Creed is the model on which many schools have based their Code of Conduct and Safe Schools Programs. The application of this powerful Philosophy influences the lives of more than 60,000 students a year. **Please note** that although this information has been defined for school application, the concept and materials have been easily adapted for day care, recreational initiatives, community organizations and corporations. I am sure you would agree that our world would be a better place if everyone made an effort to be a *Future Ace*?

Future Aces Philosophy

A I will endeavour to develop a positive mental **Attitude** toward all people and toward my work.

I will endeavour to develop my talents and **Ability** in order that I may be helpful to society.

I will endeavour to use my talents and act upon my ability, for without **Action** I am limited.

I will endeavour through a positive mental attitude, through my ability and through my actions, to **Advance** not only the values that are important to me, but also the values that are important to others.

I will endeavour to **Achieve** my goal by honest and sincere effort.

C I will endeavour to **Co-operate** and seek understanding with all people, regardless of colour, race or creed.

I will endeavour to act **Courageously**, standing for what is right and speaking out against what is wrong.

I will endeavour to be **Confident** without being arrogant.

E I will endeavour to acquire the best **Education** within my capability.

I will endeavour to set a good **Example** to others.

S I will endeavour to render **Service** to others.

I will endeavour to be a good **Sport** in all my decisions, recognizing fair play to all, not complaining about adverse situations, but accepting the bad with the good.

Copyright © 1962/1988/1995/1996
Herbert H. Carnegie, C.M., O.Ont., O.M.C.
Bernice Y. Carnegie

Who is Herbert Carnegie?

Herbert Carnegie was born in Toronto, Ontario in 1919 following the emigration of his parents from Jamaica. Mr. Carnegie has been a resident of North York for more than 80 years and was married to Audrey Redmon for 63 years.

In his youth, he was a talented athlete who enjoyed an outstanding career in the Ontario Hockey Association and Quebec Hockey Leagues. He made hockey history by being part of the only 'black line' in the semi-pro leagues in the 30s, 40s, and 50s to the delight of thousands of fans. Following his hockey career, he established one of the first hockey schools in Canada. For ten years the school focused on helping youths appreciate hockey while building character, teaching responsibility for one's actions and developing good citizenship skills that would serve as a lifelong model for positive living.

In response to having been denied access to prove himself in the NHL because of race, Mr. Carnegie wrote a remarkable code of ethics, the *Future Aces Philosophy*. His vision of justice, fair play and equal opportunity for all is now being shared in schools throughout Ontario and beyond inspiring others to be the best they can be despite their own obstacles.

As the president and founder of the *Herbert H. Carnegie Future Aces Foundation* he has helped thousands of students develop the confidence to become better citizens for more than five decades.

Some of Mr. Carnegie's areas of recognition include:

- Recipient of seven medals for community service i.e. Order of Canada, Order of Ontario, Ontario Medal for Good Citizenship
- A real-life comic book character in Spiderman (2 special editions)
- Twice Canadian Seniors Golf Champion
- The Herbert H. Carnegie Centennial Centre named in his honour by the City of Toronto
- Inductee in seven hall's of fame including Canada's Sports Hall of Fame
- Harry Jerome Presidents Award Recipient
- Herbert H. Carnegie Community Service Award established by Investors Group
- Herbert H. Carnegie Service Award established by York Regional Police
- Honouary Chief of Police for York Regional Police Service

What is the Future Aces Philosophy all about?

The *Future Aces Philosophy* is concerned with the way people feel about themselves and others, and how this affects their behaviour.

The Power of Positive Attention The *Future Aces Philosophy* is based on the belief that positive attention contributes to and reinforces a young person's self-esteem. In seeking to achieve its goals, the philosophy focuses on the positive rather than the negative, by recognizing and encouraging attitudes and actions that are desirable and constructive.

A Philosophy for Everyone The *Future Aces Philosophy* is inclusive in its outlook. The goals set out in the *Future Aces Creed* have universal relevance and will benefit all members of society, regardless of their age, ability, background, and culture. Anyone, including teachers and parents, can become a *Future Ace* by doing his or her best to follow the *Future Aces Creed*.

A Realistic and Practical Approach The *Future Aces Philosophy* respects young people for who they are, rather than expecting an impossible ideal. It enables them to develop a sense of achievement and self-respect through small successes, which can lead to greater things. Moreover, by providing clear standards against which they can measure their behaviour, the Creed helps them to develop the self-discipline and confidence needed to deal with difficult situations. In this way, the Creed helps young people to settle their differences peaceably and thus contributes to anti-violence both at school and in the home.

More than a Reward System, a Life-Long Endeavour The *Future Aces Philosophy* involves a continuous process of learning about one's relations with others. In striving to become *Future Aces*, young people learn attitudes and approaches that they can build on throughout their lives. It must be emphasized that there is no point at which someone becomes an "Ace" once and for all. Living up to the *Future Aces Philosophy* means constantly seeking ways to improve. *Future Aces* are people who are always trying to do better.

How can the Future Aces Philosophy Support a School's Code of Conduct?

A code of conduct based on the *Future Aces Philosophy* promotes a proactive approach by creating:

- Consistent expectations of behaviour;
- Attention to behaviours based on **do** rather than don't;
- Encouragement of positive behaviours; and
- Support for positive responses.

The *Future Aces Philosophy* Supports a School's Code of Conduct by:

- Providing a clear and understandable code of ethics for people of all abilities and backgrounds;
- Providing the school and parents with a clear sense of direction concerning the attitudes and behaviours that students should learn;
- Boosting students' self-esteem by inviting students to be positive and to take action;
- Encouraging self-discipline by teaching students that they are responsible for their own actions.
- Giving students the confidence to settle differences peaceably;
- Emphasizing desirable values and promoting common decency towards others;
- Providing the concept of being a good person with a coherent and workable frame of reference.

For more information, please contact:

**Bernice Carnegie, Executive Director
Herbert H. Carnegie Future Aces Foundation**

**7170 Warden Avenue, Unit 2
Markham, ON Canada L3R 8B2
905-947-9131**

mail@futureaces.org

How can the Future Aces Philosophy Help you?

As a Student

- Teaches responsibility;
- Builds self-esteem and self-confidence;
- Develops self-respect as well as respect for others;
- Develops polite manners;
- Helps students resolve conflicts peacefully;
- Encourages students to be good citizens;
- Develops a sense of belonging;
- Develops a sense of achievement through small successes.
- Improves academics.

As an Administrator

- Creates a peaceful, welcoming learning environment for all;
- Establishes clearly stated and agreed upon goals;
- Promotes equitable treatment of all individuals;
- Supports Ministry of Education Curriculum Expectations and District School Boards Safe schools initiatives;
- Encourages parent and community involvement and support;
- Becomes an integral part of the life of the school or organization, and supports the implementation of existing programs and Codes of Conduct.

As a Teacher

- Creates a happier and more harmonious classroom or training environment;
- Develops students' self-control and thus leads to improved student behaviour;
- Facilitates effective classroom management;
- Helps students achieve academic success;
- Enhances students' self-esteem;
- Encourages parental involvement in their children's education.

As a Parent/Role Model

- Builds a more effective partnership between parents and the school e.g., provides a focus for parent-school consultations;
- Makes it easier for parents to learn how they can help their children succeed in school;
- Promotes consistent values and behaviour for all family members improving home life;
- Provides a common framework and language for parents to discuss their children's achievements and needs with school staff or other leadership helpers.

How does the Future Aces Education Team work with your school?

We provide: 1) student presentations and leadership conferences; 2) staff workshops, training institutes and in-service support; and 3) supply resource materials to support Future Aces initiatives.

Scholarship Opportunity

The Foundation offers thirty scholarship opportunities annually to students who exhibit exemplary citizenship qualities as represented in the *Future Aces Philosophy* and who are in need of financial assistance to further their formal education goals. Each recipient is honoured with a citizenship award and a one thousand dollar scholarship. To be eligible students must be between the ages of 17-24 and be entering their first year at a post secondary institution. To date the Foundation has granted \$341,000 in scholarships.

How can you help to carry on the Future Aces legacy?

The Foundation conducts fundraising activities to carry out its community service projects. We welcome your participation in our annual **FUTURE ACES** Scholarship Penny Drive, charity golf tournament and charity Gala.

We invite you to visit our website at www.futureaces.org for more information.

DATE: January 25th, 2006

TO: Michael Thompson
Councillor
Scarborough Centre, Ward 37

FROM: Scot Wortley
Centre of Criminology
University of Toronto
130 St. George St.
Toronto, Ontario
M5S-3H1
scot.wortley@utoronto.ca

RE: The Positive Ticketing Pilot Project
Evaluation Study

Dear Councillor Thompson

It was nice meeting with you again on January 12th, 2006. I was very interested in learning about the proposed “Positive Ticketing” pilot project that is being planned for 41 Division. Both Canadian and American studies – including my own studies of the Toronto area – have consistently demonstrated that there is a rather poor relationship between the police and a large proportion of young people living in urban communities. This relationship is often marked by distrust, perceptions of discrimination and mutual disrespect. The nature of this relationship has been identified as one of the main reasons youth do not report criminal events – including personal victimization experiences – to the police. This of course, has an extremely detrimental impact on police investigations. Thus, in my opinion, any program designed to improve this relationship between young people and the police deserves the attention of policy-makers. However, as communicated during our meeting, I also feel that the “Positive Ticketing” project must be properly evaluated. Without objective evaluation – how do we know if this program works or not? How can we identify the various strengths and weaknesses of the program and subsequently revise the program so that it can become even more effective?

In order to properly evaluate this pilot project, I strongly believe that we need to collect information before and after program implementation. A pre-test, post-test design is the only way to determine whether the program really makes a difference. Thus, I propose an evaluation strategy that will have nine major stages.

STAGE ONE: Pre-program Focus Groups with Police Officers: These focus groups will provide detailed, qualitative information about how police officers from 41 Division see their current relationship with young people. Officers will be asked to describe their personal experiences with young people and any problems that they – or their fellow officers – might have faced. Participants will

also be told about the basic objectives behind the “Positive Ticketing” pilot project and asked to provide their opinion about whether they think the project will work or not. Information from these focus groups can be used to develop questions for the police officer survey (see discussion below).

STAGE TWO: Pre-program Focus Groups with high school students: These focus groups will provide detailed, qualitative information about how young people see their current relationship with the police. Youth will be asked about how they perceive the police, their personal experiences with the police and about any problems that they – or their friends – may have faced. Participants will also be told about the basic objectives behind the “Positive Ticketing” pilot project and asked to provide their opinion about whether the project will work or not. Information from these focus groups can be used to develop questions for the high school survey (see discussion below).

STAGE THREE: Pre-program Survey of Police Officers: Although focus groups can provide detailed information on respondents’ personal opinions and lived experiences, small sample sizes make the results difficult to generalize to the wider population. Furthermore, respondents with “unpopular” beliefs may be reluctant to express their opinions in a group setting. Thus, we also propose a pre-program survey of all police officers and supervisors working out of 41 Division. As with the focus groups, this survey will ask officers about the current state of police-youth relations, their previous experiences with young people and about how they think the relationship between young people and the police can be improved. The survey will also explicitly describe the “Positive Ticketing” pilot project and ask police respondents whether they think the program will be effective or not. This survey will be completely confidential. Respondents will be promised anonymity. This should help ensure honest responses.

STAGE FOUR: Pre-program Survey of high school students: We also propose a pre-program survey of high school students living within the jurisdiction of 41 Division. A high school survey is the simplest strategy for capturing a large, random sample of young people and producing data that can be generalized to the entire youth population living in the region. As with the focus groups, this survey will ask students about the current state of police-youth relations, their previous experiences with the police and about how they think the relationship between young people and the police can be improved. The survey will also explicitly describe the “Positive Ticketing” pilot project and ask high school respondents whether they think the program will be effective or not. As with the survey of police officers, this survey will be completely confidential. Respondents will be promised anonymity. This should help ensure honest responses.

STAGE FIVE: Post-Program Focus Groups with Police Officers: These focus groups will be conducted approximately eight months after the “Positive Ticketing” pilot project has commenced. Ideally, we would like to conduct these focus groups with the same officers that participated in the original pre-program focus groups. Participants will be asked about whether they think the general relationship between the police and young people has improved since the implementation of the program and whether they have had any positive interactions with young people as a result of this initiative. Respondents will also be asked about whether they think the program is effective or not, about how the program might be improved and about other strategies that they think could further improve the relationship between young people and the police. Information from these focus groups will help develop questions for the post-program officer survey (described below).

STAGE SIX: Post-Program Focus Groups with High School Students: These focus groups will be conducted approximately eight months after the “Positive Ticketing” pilot project has commenced. Ideally, we would like to conduct these focus groups with the students that participated in the original pre-program focus groups. Participants will be asked about whether they think the general relationship between the police and young people has improved since the implementation of the program and whether they – or their friends – have had any positive interactions with young people as a result of this initiative. Respondents will also be asked about whether they think the program is effective or not, about how the program might be improved and about other strategies that they think could further improve the relationship between young people and the police. Information from these focus groups will help develop questions for the post-program student survey (described below).

STAGE SEVEN: Post-Program Survey of Police Officers: We also propose a post-program survey of all police officers and supervisors working out of 41 Division. This survey will be conducted approximately one year after the implementation of the “Positive Ticketing” pilot project. This methodological approach will allow us to directly compare the opinions, attitudes and experiences of police officers before and after the program was introduced. Participants will be asked about whether they think the general relationship between the police and young people has improved since the implementation of the program and whether they have had any positive interactions with young people as a result of this initiative. Respondents will also be asked about whether they think the program is effective or not, about how the program might be improved and about other strategies that they think could further improve the relationship between young people and the police. As with the pre-program survey, this survey will be completely confidential.

STAGE EIGHT: Post-Program Survey of Police Officers: We also propose a post-program survey of high school students from the 41 Division area. This survey will be conducted approximately one year after the implementation of the

“Positive Ticketing” pilot project. This methodological approach will allow us to directly compare the opinions, attitudes and experiences of youth before and after the program was introduced. Participants will be asked about whether they think the general relationship between the police and young people has improved since the implementation of the program and whether they have had any positive interactions with the police as a result of this initiative. Respondents will also be asked about whether they think the program is effective or not, about how the program might be improved and about other strategies that they think could further improve the relationship between young people and the police. As with the pre-program survey, this survey will be completely confidential.

STAGE NINE: Analysis of Official Crime Statistics: As part of this evaluation effort, we also propose an analysis of official police records to determine whether: 1) the “Positive Ticketing” program has an impact on the number of crimes recorded by the police in 41 Division; 2) whether the program increased the number of crimes reported by young people; and 3) whether the program had an impact on the number of complaints against the police in 41 Division. Ideally, we would like to compare police statistics for the two years before the start of program with police statistics for the two years following program implementation. This should give us enough time (and data) to draw firm conclusions. Obviously, any statistical analyses will try to take into account any other developments that may occur in this region during the study period.

We believe that the evaluation strategy described above will not only allow pre-program and post-program comparisons, it will also permit us to compare the attitudes and opinions of young people with the attitudes and opinions of police officers. The proposed methodology will also yield statistical as well as qualitative data on these issues. In conclusion, I would once again like to applaud all efforts to improve the relationship between young people and the police in Toronto. I would also like to praise all efforts at proper evaluation. I understand that evaluation can be an extremely stressful process – particularly for those who are directly involved in the development and implementation of specific program initiatives. However, proper evaluation is the only way to determine whether programs are effective or not and whether government funds are being properly allocated.

Sincerely

Scot Wortley

D

Tel: 278-1212
Fax: 207-4716

March 6, 2006

Councillor Michael Thompson
Scarborough Centre, Ward 37
Toronto City Hall
100 Queen Street West
Suite B-24
Toronto, ON. M5H 2N2

Dear Councillor Thompson:

I would like to give you an overview of our Positive Ticket program within our comprehensive police approach. Positive Tickets is just one of numerous proactive approaches we have applied to promote community safety and reduce crime and disorder within our community. We know our comprehensive approach to policing is working as our crime has continued to reduce over the years, for 2005, our overall crime reduced 11.44%.

The Positive Ticket initiative is a program where Police Officers recognize youth for healthy, positive behaviour. This program strengthens the relationship between RCMP officers and youth and rewards kids for staying out of trouble. Officers connect with and recognize youth around the clock. It is important to note, the Positive Ticket initiative is all about building positive relationships with youth. The ticket and reason for issuing the ticket is secondary. The primary intent of this program is just to connect youth and police together and build trust and long-lasting relationship.

Positive tickets are issued to youth for staying out of trouble or performing good deeds, such as wearing a bike helmet, not smoking, playing without causing a disturbance, volunteering and so on. It is the Police Officers discretion for determining when to give out the Positive Ticket. For example, the officer may find youth loitering around a convenience store with nothing to do. The tickets given out in a case like this would be to keep the youth active and out of trouble. This program is also used as an "ice breaker" by the Police Officer to begin a positive interaction with a young person. The ticket is seen as the gateway to the beginning of a relationship that is formed between a police officer and a young person.

The Mayor of Richmond has noted that this joint initiative with the City and the RCMP demonstrates an integrated approach to connection with youth in the community. Young people feel valued when they are recognized for their positive efforts. Richmond City Council is pleased to support this initiative for the benefit of young people who continue to do good things in our community.

One of the examples of a positive ticket is we provide one complimentary admission to pitch and putt golf, a public skate session at a Richmond Ice Arena and a public swim. The cost of these recreation activities is covered by the City of Richmond. In 2005, the City of Richmond gave Richmond RCMP 18,000 Positive Tickets, which translates to over 54,000 free activities. In addition the tickets display vital phone numbers for social and health youth services. Other types of tickets include movie tickets, free pizza, French fries, ice cream, soft drinks and bowling.

It is important that police be committed to youth, and this valuable initiative combines the efforts of the City of Richmond and the RCMP in connections with our kids. This positive exchange between officers and youth builds important and trusting relationships, which is an important investment in our community.

In 2005, Richmond RCMP issued three times as many positive tickets as compared to the traditional "negative" tickets. New partners are coming on board for 2006, like Boston Pizza and Cineplex Odeon, which will give us more diversity for age groups.

It is important to realize that the positive ticket initiative supports the asset-building philosophy – positive recognition, mentoring and key healthy messages. In 2005, the City of Richmond declared their vision to be the best place in North America to raise children and youth. The City also adopted the asset building philosophy as the framework for all recreation, youth and social services within Richmond. Youth and adults are seeing the power they have in making a positive and lasting impact on the lives of young people.

We wish you success in your implementation of the positive tickets program. Please feel free to contact me for any additional support or information.

Sincerely,

Ward Clapham, Superintendent
Officer in Charge
Richmond R.C.M.P. Detachment

6900 Minoru Boulevard
Richmond, B.C. V6Y 1Y3



City of RICHMOND

6911 No. 3 Road
Richmond, B.C. V6Y 2C1
Telephone: (604) 276-4125
Fax No: (604) 276-4332

MALCOLM BRODIE
MAYOR

January 31, 2006

**SENT BY FAX TO 1-416-397-9280
WITH ORIGINAL TO FOLLOW BY MAIL**

Councillor Michael Thompson
Scarborough Centre, Ward 37
Toronto City Hall
Suite B-24
100 Queen Street West
Toronto, ON, M5H 2N2

Dear Councillor Thompson:

Thank you for taking an interest in Richmond's Positive Ticket Initiative. In our city the program has been up and running since last summer. Our RCMP police force, led by Superintendent Ward Clapman, is committed to youth and to strengthening the bonds between youth and police personnel. A snapshot of the initiative follows:

Richmond RCMP Detachment members recognize youth for positive behaviour and activities by providing a variety of coupons to free events and/or items such as stickers, candy or trading cards.

Youth are recognized for simple things, such as wearing a bike helmet, playing safe, and helping others. This encourages the city's youth to participate in positive activities instead of just hanging around.

Items are packaged into Ticket Kits (an accordion envelope) for portability and use by RCMP members on the road. Coupons and/or items are co-sponsored by local businesses and by the City of Richmond, which fully endorses this programme.


RICHMOND
Island City, by Nature

Although I am unable to provide specific statistics on such short notice, I can inform you that in the City of Richmond youth crime is down, as are auto thefts, incidence of youth violence and youth assaults. This can be, in large part, attributed to the Positive Ticket Initiative.

In addition, the Positive Ticket Initiative has been very successful in helping to build a trusting and positive relationship between youth and officers. The Richmond RCMP's goal is to issue over 30,000 positive tickets to youth, almost three times the number as negative tickets.

Yours truly,



Malcolm D. Brodie
Mayor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

**#P68. CITY OF TORONTO BUDGET ADVISORY COMMITTEE – 2006
OPERATING BUDGET RECOMMENDATIONS**

The Board was in receipt of the following report February 13, 2006 from Alok Mukherjee, Chair:

Subject: CITY OF TORONTO BUDGET ADVISORY COMMITTEE – 2006
OPERATING BUDGET RECOMMENDATIONS

Recommendation:

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

Background:

At its meeting held on February 6, 2006, the City of Toronto Budget Advisory Committee reviewed the 2006 Operating Budget for the Toronto Police Service, Toronto Police Services Board and Parking Enforcement Unit and made, among others, the following motions, as outlined in the attachment to this report, from the Budget Advisory Committee's 2006 Operating Budget Decision Document.

I recommend that the Board receive these motions for information.

The Board received the foregoing.

**Excerpt from the Budget Advisory Committee's 2006 Operating Budget
Decision Document
February 6, 2006**

4. Toronto Police Service/Toronto Police Services Board/Parking Enforcement Unit

Toronto Police Service

Action taken by the Committee:

The Budget Advisory Committee:

- (I) recommended to the Policy and Finance Committee that City Council adopt the 2006 Operating Budget for the Toronto Police Service, subject to a reduction in the amount of \$1.5 million net;
- (II) requested the Chair of the Toronto Police Services Board to report back to Budget Advisory Committee final wrap-up meeting with details of the reductions;
- (III) deleted the following Recommendations (4) and (5) contained in the Analyst Briefing Notes:
 - “(4) funding for the 150 new officers associated with the Provincial “Safer Communities – 1,000 Officers Partnership Program” for 2006 be proposed;
 - (5) the funding for the December 2006 recruitment class of 54 new officers associated with the Provincial “Safer Communities – 1,000 Officers Partnership Program” be deferred for consideration with the 2007 budget process and that the Toronto Police Services Board report back to the Budget Advisory Committee during the 2006 budget process on the timeframes required to meet the Provincial grant eligibility requirements;”;
- (IV) received the communication (January 31, 2006) from the Chair, Toronto Police Services Board, entitled “Response to Budget Advisory Committee Enquiries”, regarding costs related to policing the Entertainment District, and a response to a request for information on the feasibility of creating a Construction Enforcement Unit [Item 4(b)]; and
- (V) requested the Toronto Police Services Board to submit the Briefing Note previously requested by the Budget Advisory Committee at its meeting on January 13, 2006, to the Chair, Budget Advisory Committee, before the final wrap-up meeting of the Budget Advisory Committee.

The Budget Advisory Committee on January 13, 2006:

- A. *postponed consideration of Operating Budget Recommendations (1), (4) and (5) in the Analyst Briefing Notes to the Budget Advisory Committee meeting on February 3, 2006:*
- (1) *the Toronto Police Service's 2006 Operating Budget Request of \$789.970 million gross and \$753.139 million net, be received;*
 - (4) *funding for the 150 new officers associated with the Provincial "Safer Communities – 1,000 Officers Partnership Program" for 2006 be proposed;*
 - (5) *the funding for the December 2006 recruitment class of 54 new officers associated with the Provincial "Safer Communities – 1,000 Officers Partnership Program" be deferred for consideration with the 2007 budget process and that the Toronto Police Services Board report back to the Budget Advisory Committee during the 2006 budget process on the timeframes required to meet the Provincial grant eligibility requirements;*
- B. *requested the Chief of Police to report to the Budget Advisory Committee on paid duty as it applies to City Departments and Agencies, Boards and Commissions with a view to charging regular hourly rates and possibly allowing private security companies to provide service for these functions and for community events.*

Toronto Police Services Board

Action taken by the Committee:

The Budget Advisory Committee:

- (I) recommended to the Policy and Finance Committee that City Council adopt the 2006 Operating Budget for the Toronto Police Services Board of \$1,784.6 thousand, which includes a reduction of \$1.9 thousand;
- (II) requested the Chair of the Toronto Police Services Board to report to the Budget Advisory Committee final wrap-up meeting with details of the reductions; and
- (III) received the following Recommendation (2) contained in the Analyst Briefing Notes, as the information has been received:
 - “(2) the Chair of the Toronto Police Services Board report to the Budget Advisory Committee in January of 2006, to confirm funding requirement in 2006 and on the net financial impacts in 2007 and 2008 with respect to the new “Funding for Success” initiative.”.

The Budget Advisory Committee on January 13, 2006, postponed consideration of the following Operating Budget Recommendation (1) contained in the Analyst Briefing Notes for the Toronto Police Services Board to the Budget Advisory Committee meeting on February 3, 2006.

- (1) *the Toronto Police Services Board's 2006 Proposed Operating Budget of \$1.854 million gross and \$1.854 million net for the following service, be approved.*

<i>Service:</i>	<i>Gross (\$000s)</i>	<i>Net (\$000s)</i>
<i>Toronto Police Services Board</i>	<u>1,853.5</u>	<u>1,853.5</u>
 <i>Total Program Budget</i>	 <u>1,853.5</u>	 <u>1,853.5</u>

Parking Enforcement and Operations

Action taken by the Committee:

The Budget Advisory Committee:

- (1) recommended to the Policy and Finance Committee that City Council adopt the Parking Tag Enforcement and Operations' 2006 Proposed Operating Budget of \$43.433 million gross and \$32.032 million net revenue, subject to a reduction of \$365,000 to the Parking Enforcement Unit portion of \$33.049 million for a Net Operating Budget of \$32.684 million; and
- (2) received the report (February 3, 2006) from the Chair, Toronto Police Services Board, entitled "Response to Budget Advisory Committee Motions from the Meeting Held on January 13, 2006 Regarding the Toronto Police Service and Toronto Police Service-Parking Enforcement Unit 2006 Operating Budget Requests"[Item 4(c)].

The Budget Advisory Committee, on January 13, 2006, postponed consideration of Operating Budget Recommendation (1) contained in the Analyst Briefing Notes to the Budget Advisory Committee meeting on February 3, 2006:

- (1) *the Parking Tag Enforcement and Operations' 2006 Proposed Operating Budget of \$43.433 million gross and \$32.032 million net revenue, comprised of the following services, be approved:*

<i>Service:</i>	<i>Gross</i> <i>(\$000s)</i>	<i>Net</i> <i>(\$000s)</i>
<i>Parking Enforcement Unit</i>	33,514.0	33,049.0
<i>Parking Revenue Processing</i>	8,950.8	8,950.8
<i>Court Services – Judicial</i>	968.0	968.0
<i>Processing of Parking Tickets</i>		
<i>Parking Tag Revenue</i>		(75,000.0)
 <i>Total Program Budget</i>	<hr/> <hr/> 43,432.8	<hr/> <hr/> (32,032.2)

4(a). *(Moved to General Communications)*

4(b). Response to Budget Advisory Committee Enquiries

Communication (January 31, 2006) from the Chair, Toronto Police Services Board, forwarding:

- Minute P52/05 from the Toronto Police Services Board meeting held on February 10, 2005, with regard to the costs related to policing the Entertainment District; and
- report (January 19, 2006) from the Chief of Police, addressed to the Toronto Police Services Board, containing a response to a request for information on the feasibility of creating a Construction Enforcement Unit.

4(c). Response to Budget Advisory Committee Motions from the Meeting Held on January 13, 2006 Regarding the Toronto Police Service and Toronto Police Service-Parking Enforcement Unit 2006 Operating Budget Requests

Communication (February 3, 2006) from the Chair, Toronto Police Services Board, forwarding the action taken by the Toronto Police Services Board at its special meeting held on February 2, 2006, on the following reports submitted to the Board:

- (i) (February 2, 2006) from the Chief of Police, entitled “Response to the Budget Advisory Committee Motions from the Meeting Held on January 13, 2006 Regarding the Toronto Police Service - 2006 Operating Budget Request”; and
- (ii) (February 2, 2006) from the Chief of Police, entitled “Response to the Budget Advisory Committee Motions from the Meeting Held on January 13, 2006 Regarding the Toronto Police Service – Parking Enforcement Unit - 2006 Operating Budget Request”.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P69. TORONTO ANTI-VIOLENCE INTERVENTION STRATEGY (“TAVIS”)

Staff Superintendent Mike Federico, Central Field, was in attendance and delivered a presentation to the Board on the Service’s new Toronto Anti-Violence Intervention Strategy, also known as “TAVIS”. TAVIS is a six-month project designed to improve the way in which divisions can deal with an increase in violent crimes in their neighbourhoods.

The Board received the presentation by S/Supt. Federico. A printed copy of S/Supt. Federico’s overhead presentation is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P70. IN-CAMERA MEETING FEBRUARY 15, 2006

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 Alok Mukherjee
Vice-Chair Pam McConnell
The Honourable Hugh Locke, Q.C.
Mr. Hamlin Grange
Councillor John Fillion
Ms. Judi Cohen
Mayor David Miller

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 15, 2006**

#P71. ADJOURNMENT

Alok Mukherjee
Chair