



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 28, 2006 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 19, 2006 previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on November 28, 2006.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 28, 2006** at 1:30 PM in the Auditorium, 40 College Street, 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

ABSENT:

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 NOVEMBER 28, 2006**

#P350. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Provincial Constable David Mounsey of the Ontario Provincial Police – Huron County Detachment who died on November 13, 2006 of injuries related to a traffic collision which occurred while he was on duty on October 14, 2006.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P351. PRESENTATION TO THE TORONTO POLICE SERVICES BOARD &
TORONTO POLICE SERVICE – BY THE WINDSOR POLICE SERVICE**

Chief of Police Glenn Stannard, Windsor Police Service, and Mr. Eddie Francis, Mayor of the City of Windsor and Chair of the Windsor Police Services Board, were in attendance and made a presentation to the Board and the Chief of Police. Chief Stannard and Mayor Francis expressed their appreciation to the Toronto Police Service for the assistance it provided to the Windsor Police Service and the City of Windsor at the time of the death of Windsor Senior Constable John Atkinson in May 2006.

Chair Alok Mukherjee and Chief of Police Bill Blair accepted a framed painting from Chief Stannard and Mayor Francis.

The Board received the foregoing and a copy of correspondence, dated November 01, 2006, from Chief Stannard regarding the presentation. A copy of the correspondence is attached to this Minute for information.



WINDSOR POLICE SERVICE
OFFICE OF THE CHIEF OF POLICE

GLENN STANNARD

01 November 2006 (by fax416-808-8082)

Dr. Alok Mukherjee, Chair
Toronto Police Services Board
40 College Ave.
Toronto, ON

Dear Dr. Mukherjee:

**RE: PRESENTATION TO TORONTO POLICE SERVICES BOARD
NOVEMBER 28TH, 2006 BOARD MEETING**

On behalf of the Windsor Police Service and Windsor Police Services Board, the Chair of the Board Mayor Eddie Francis and myself are requesting to attend the public meeting of the Toronto Police Services Board on Tuesday, November 28, 2006. At that time, we would like to make a formal presentation to Chief Blair and your Board in appreciation for the assistance provided by the Toronto Police Service following the murder of Senior Constable John Atkinson of the Windsor Police Service.

Immediately following Cst. Atkinson's murder, the Windsor Police Service received offers of assistance from the Toronto Police Service. The response by the Toronto Police Service to the City of Windsor was phenomenal. You provided a number of senior personnel that assisted from the very beginning in the planning and organizing of the funeral and subsequent funeral procession.

The Toronto Police Service truly went above and beyond to help the Windsor Police Service and our community during this difficult time; therefore we would like the opportunity to formally thank you.

My Executive Assistant, Ms. Elaine Mortimore has been speaking with the Board Administrator, Ms. Deirdre Williams to confirm the arrangements with respect to time etc.

We look forward to meeting you on November 28th.

Sincerely,

A handwritten signature in black ink, appearing to read "Glenn Stannard".

GLENN STANNARD
CHIEF OF POLICE

GS/em

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P352. 2006 GROUND ZERO AND POLICE MEMORIAL TRIP TO NEW YORK
CITY**

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

Subject: 2006 GROUND ZERO AND POLICE MEMORIAL TRIP TO NEW YORK
CITY

Recommendation:

It is recommended that: the Board receive the following presentation and report on the 2006 Ground Zero and Police Memorial trip to New York City.

Background:

At its meeting of August 10, 2006, the Board approved an expenditure of \$5,000.00 from the Special Fund to support the attendance of Toronto Police Service members at the 2006 Ground Zero and Police Memorial trip to New York City (Board Minute #P246/06 refers). Although attendance at such an event is not consistent with the criteria for Special Fund expenditures, the Board made an exception on a one time basis to enable members of our Service to continue their attendance and participation in this special event.

This occasion marks the fifth consecutive year that the Toronto Police Service has participated in the Ground Zero and Police Memorial ceremony and parade in New York City. The involvement of our Service in this event began in 2001, when Chief Julian Fantino and several officers attended a Ground Zero Memorial Ceremony in New York City. Each year approximately 80 to 100 sworn and civilian members attend this annual memorial event.

In 2006, a total of 72 members of our Service attended this event. These members ranged from 1.5 to 30 years of service with our organization. The majority of those in attendance this year had completed less than 5 years of service.

Members of our Service attending this event volunteer do so on their own time. The funds generously provided by the Board and the Toronto Police Association have permitted members of our Service to represent our organization at this ceremony and pay tribute to our fallen comrades and other victims of this terrorist attack.

At this years event, New York State Governor George Pataki and Mr. John McNab, Deputy Canadian Consul General to New York, each recognized the commitment of the Toronto Police Service and its strong relationship with the New York Police Department. As part of the ceremony Governor Pataki presented Superintendent Fernandes and Sergeant Camacho with a

commendation and Governor's Seal in recognition of their continued efforts in support of the memorial.

Superintendent Sam Fernandes will be in attendance to present a brief video on this years memorial event. In addition, some of the officers who travelled to New York City this year will be in attendance in recognition of the support shown by the Board.

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

Superintendent Sam Fernandes and Sergeant Jose Camacho were in attendance and delivered a presentation to the Board on the 2006 Ground Zero and Police Memorial trip to New York City.

The Board received the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P353. INTRODUCTION

Superintendent Bob Clarke, Chief's Office, introduced Sergeant Larry Zimmerman who had been presented with an Ontario Medal for Bravery by Lieutenant Governor James Bartleman at a special ceremony held at Queen's Park on November 09, 2006. The Board extended its congratulations to Sergeant Zimmerman for being honoured with this prestigious award.

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

- Mr. Andre Goh, Manager, Human Rights and Employment Equity
- Superintendent Tom McIlhone
- Superintendent Wayne Pye
- Staff Inspector Donald Campbell
- Staff Inspector David Marks
- Staff Inspector Richard Stubbings
- Inspector Bernadette Button
- Inspector Randy Franks
- Inspector Bruce Johnston
- Inspector Peter Yuen
- Detective Sergeant Brian Kenny
- Sergeant Kevin Drake

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P354. HEALTH RISK AND PRODUCTIVITY ASSESSMENT REPORT

Ms. Denise Balch, President, Connex Health, was in attendance and delivered a presentation to the Board on the results of the Connex Health Risk and Productivity Assessment Report that was prepared for the Toronto Police Service.

A copy of correspondence, dated October 24, 2006, from Ms. Balch and the Executive Summary of her report are appended to this Minute for information.

The Board received the presentation from Ms. Balch and her report and approved the following Motion:

THAT, given the demonstrated relationship of health and wellness to productivity, cost of policing and employees' personal well-being, the Board request the Chief to implement a targeted approach to workplace health, and report annually to the Board on the results of his initiatives.

A copy of the complete report by Connex Health is on file in the Board office.



Dr. Alok Mukherjee
40 College Street
Toronto ON M5G 2J3

October 24, 2006

Dear Dr. Mukherjee:

As promised, please find enclosed two copies of the Connex Health Risk and Productivity Assessment Report that was prepared for Toronto Police Services. One bound copy is for your use and the unbound copy can be duplicated and bound for members of the Board.

The original report has been updated since presenting to Command in the Spring 2006. Updates include adding information on stress and obesity in the Executive Summary from the body of the report at the request of the TPS Wellness Coordinator and expressing data in two of the charts in a more user friendly format. The essence of the information presented remains unchanged.

Best Regards,

A handwritten signature in cursive script that reads 'Denise'.

Denise Balch
President

Encl:2

DB/m

3228 South Service Road, Suite 104 Burlington, ON L7N 3H8
TEL 905.637.2775 FAX 905.637.7998
E-MAIL info@connexhc.com
WEB www.connexhc.com

connecting health to the bottom line



**Connex Health Risk and Productivity
Assessment® Report**

Prepared for Toronto Police Service

August 2006 – Revised

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EXECUTIVE SUMMARY

In January 2006, Toronto Police Service invited employees to complete the Connex Health Risk and Productivity Assessment[®] as part of the Workplace Health Assessment Process. The tool, which is administered electronically, incorporates a number of key measurement tools to assess health risk, employee program preferences, employee productivity and organizational health as referenced in this report.

The outcomes of this report will be used to form the basis of our recommendations for workplace health initiatives.

RESPONSE RATE

Of the 7 500 employees at TPS, 2 110 responded to the survey. This is a response rate of 28.13%. A response rate of 370 is required for a 95% confidence level with a 2.5% margin of error. Based on the survey responses, participation is representative of the total population.

The majority of respondents were from the Area and Central fields, with a combined response rate of 47.06% or 993 field members participating in the survey.

FACTORS AFFECTING HEALTH, PRODUCTIVITY AND SATISFACTION

The productivity, satisfaction and health/well being of employees at TPS are greatly influenced by the following five components:

- individual lifestyle/self-care practices
- existing diseases/conditions
- family history of chronic disease
- readiness to change
- business culture

Four of these components are modifiable and therefore can improve with a workplace health strategy. Although heredity is not modifiable it is important for individuals to understand their inherent risks, which may motivate them to participate in health promoting activities to offset their increased susceptibility to certain diseases and conditions.

LIFESTYLE PRACTICES

The lifestyle practices that are putting TPS employees most at risk are indicated below along with the level of interest and the respondent's readiness to change. These factors are used to prioritize programs for implementation.

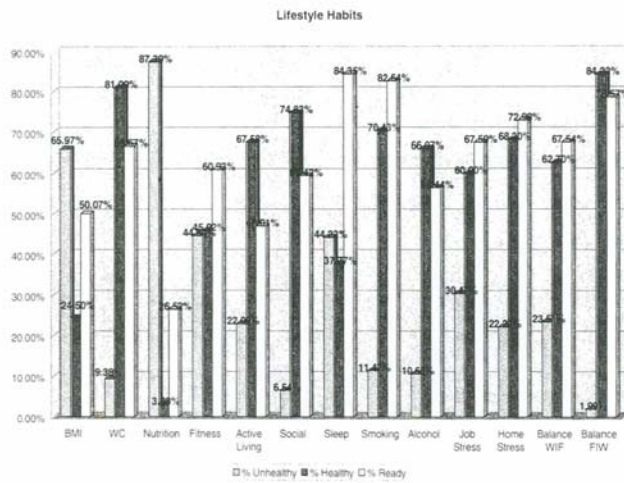
Chart A

Lifestyle Practices

Habit	% Unhealthy	% Healthy	% Ready
BMI	65.97%	24.50%	50.07%
WC	9.38%	81.09%	66.67%
Nutrition	87.39%	3.08%	26.52%
Fitness	44.64%	45.92%	60.93%
Social	6.54%	74.83%	59.42%
Sleep	44.22%	37.77%	84.35%
Smoking	11.47%	70.43%	82.64%
Alcohol	10.66%	66.07%	56.44%
Job Stress	30.47%	60.00%	67.50%
Balance WIF	23.51%	62.70%	67.54%

Graph A

Lifestyle Practices



Multiple Risk Factors

When employees have three or more risk factors the prevalence of disease conditions is 2 – 3 times greater, they are absent 50% more often and they experience 2 – 3 times more costs (services, drugs, disability)¹ than employees with less than three risk factors. At TPS 74.74% of the population have three or more risk factors.

¹ Dr. Martin Shain and Helen Suurvali, *Investing in Comprehensive Workplace Health*. (Toronto, Ontario: Canada: National Quality Institute, 2001), pg. 11-12.

Self-Care Practices

Self-examinations, knowing personal health indicators, regular medical check-ups, and specific screenings can detect signs and symptoms for certain diseases and conditions that would otherwise progress to more serious status.

74.88% of the total population at TPS are not participating in self care practices and are therefore increasing their risk of undetected diseases/conditions. This represents those who are not practicing one or more of the following:

- Annual medical check ups
- Dental check ups every 6 – 9 months
- PSA test every two years and regular testicular self exam for prostate and testicular cancer for men over 40
- Mammogram every two years and regular breast self exam for women over 50
- Testing cholesterol, blood sugar and blood pressure levels within the recommended time frames

Obesity

Obesity is a predominant and growing lifestyle risk factor in today's society. Attaining a healthy weight among employees at TPS is greatly influenced by the following components:

- Body Mass Index (BMI)*
- Waist circumference
- Healthy Eating
- Activity Levels / Exercise
- Family History and/or Prevalence of Disease

*BMI is a measurement of the relative percentages of fat and muscle mass in the human body with the results used as an index of obesity.

The following chart indicates those employees outside the healthy guidelines for each component.

Chart B

Lifestyle Habits

Lifestyle Components	% Outside Healthy Guidelines
BMI/WC	63.60%
Nutrition	87.39%
Exercise	44.64%
Overweight (diagnosed)	22.46%

Healthy lifestyle programming can aid employees reduce obesity levels, achieve and maintain a healthy weight, thereby decreasing the risk of cardiovascular disease, high blood pressure, high cholesterol, type 2 diabetes, stroke and certain cancers which have been linked to obesity.

Stress

How an individual manages their stress is affected by many factors including: the frequency and duration of the distress, individual perceptions of events, cognitive abilities to interpret events, coping techniques and the physical and psychosocial environment.

Anxiety is an acute form of stress that can be debilitating in some individuals resulting in decreased productivity, absence or disability. Consistent elevated levels of stress can deplete the immune system and has been proven to be a risk factor in the development of hypertension and cardiovascular disease.

Job Stress: Frequent or lengthy exposure to 4 or more stressors at work indicates a high level of job stress. 30.47% (643) of respondents report that they are experiencing a high level of job stress at TPS.

Home Stress: Personal or family stress has an impact on the employee at work. This is often a cause of presenteeism, which decreases the employees' effectiveness at work and can also increase the incidence of injuries/accidents.

The level of job and/or personal stress for TPS employees is reported below

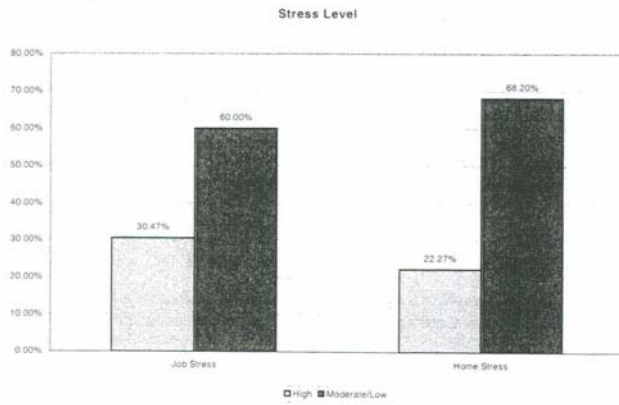
Chart C

Level of Stress

Stress Level	Job Stress	Home Stress
High	30.47%	22.27%
Moderate/Low	60.00%	68.20%

Graph C

Level of Stress



Disease Conditions

The following chart indicates the disease conditions of the employees, the risk due to family history and the employees' interest in programs dealing with these conditions.

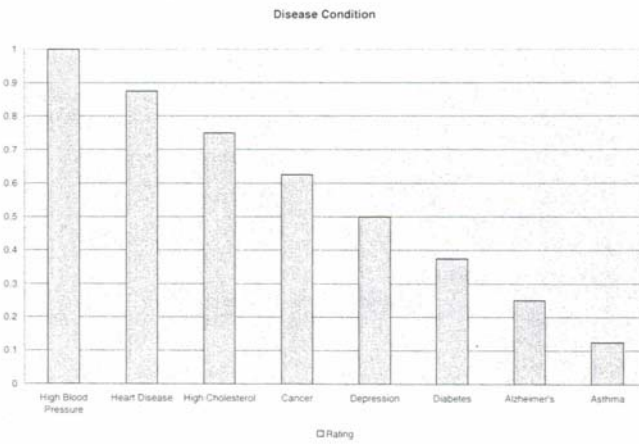
Chart D

Disease Prevalence

Disease Condition	% Prevalence	% History	% Interest	Rating
High Blood Pressure	1.11%	4.22%	5.27%	1
Heart Disease	0.17%	3.31%	6.00%	2
High Cholesterol	1.14%	3.01%	3.37%	3
Cancer	0.18%	4.09%	2.96%	4
Depression	0.73%	1.65%	2.24%	5
Diabetes	0.27%	2.90%	1.16%	6
Alzheimer's	0.01%	1.08%	2.24%	7
Asthma	0.73%	1.25%	0.72%	8

Graph D

Disease Prevalence



PRODUCTIVITY AND PRESENTEEISM

Disease conditions can impact both individual and organizational effectiveness and prevent the employee from being able to achieve or attend to personal and professional objectives. The employees reporting disease conditions are affected by their conditions. The impairment while working percentage represents the proportion of respondents who have rated their impairment at 5 or above (where 0 represents no impairment, and 10 is high impairment). Activity impairment is obtained in a similar manner. Work time missed represents the average hours per 40 hour work week per employee that was missed within the previous 2 weeks of work (based on the date the survey was taken).

Given 7 500 employees, this represents 18 965 work days per year

Chart E

Impairment due to Disease/Conditions

Productivity	Results	
Work time missed	0.79 hrs per week per person	% self reporting 5 or above out of 10 for impairment
Unproductive time while working	10.47%	
Unproductive time outside of work	14.50%	

Disease conditions are impacting the organization in the following ways:

- An average of 0.79 hours per week per person of work time was missed due to disease conditions
- On average respondents have indicated that they work at levels below optimal productivity, 10.47% of each work week.
- On average respondents have indicated that they participate in regular daily activities (non-work related) below optimal productivity levels, 14.50% of each 7-day period.
- Drug costs - 53.55% of respondents are affected by one or more health conditions that require medication.

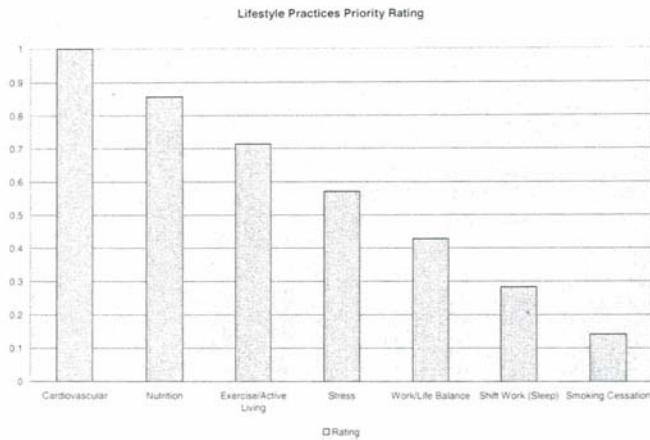
Lifestyle Practice Priority Rating

Chart F

Lifestyle Practices Priority Rating

Lifestyle Habit	Size/Incidence of Problem	Ready to Change	Interest	Rating
Weight Management	6.60	5.01	8.64	1
Exercise/Active Living	4.46	6.09	5.98	2
Stress	3.05	6.75	5.27	3
Nutrition	8.74	2.65	5.89	4
Shift Work (Sleep)	4.42	8.43	1.05	5
Work/Life Balance	2.35	6.75	2.40	6
Smoking Cessation	1.15	8.26	1.33	7

Graph F
Lifestyle Practices Priority Rating



Business Culture

Organizationally, the business health culture at TPS is below the healthy standard. The Business Health Culture Index (BHCI) score for TPS is 0.41, based on a scale of -2 to +2. A BHCI score $\geq +0.50$ indicates a business culture that is more satisfied than stressed and therefore contributing to the achievement of business objectives. A BHCI score that is $< +0.50$ indicates a culture in which there is more stress than satisfaction and therefore threatens the achievement of business objectives.

Organizations that report healthy culture scores have been shown to experience lower absenteeism, health costs, disability and injury claims, and improved morale, customer satisfaction and productivity. It is also important to recognize that employee health programming is less successful if the business health culture is ignored.² The BHCI scores for the organization and each of the 9 reporting units are:

² Dr. Martin Shain and Helen Suurvali. Investing in Comprehensive Workplace Health Promotion

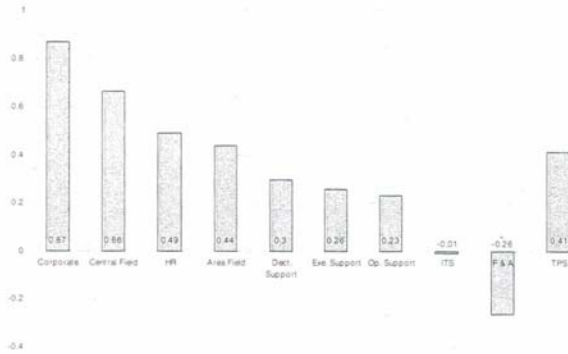
Chart G

BHCI by Reporting Unit

Unit	BHCI
Corporate (C)	0.87
Central Field (CF)	0.66
Human Resources (HR)	0.49
Area Field (AF)	0.44
Detective Support (DS)	0.30
Executive Support (ES)	0.26
Operational Support (OS)	0.23
Information Technology Services (ITS)	-0.01
Finance & Administration (F&A)	-0.26
Company	0.41

Graph G

BHCI by Reporting Unit



RECOMMENDATIONS

To Improve Organizational Health

Business health culture can be impacted by developing policies, procedures and management practices that illustrate the organizations commitment to:

- Employee well being
- Management practices that recognize employees efforts to meet the demands of their job and enable them to participate in decisions that affect their work
- Resources and facilities that support employee health.

Organizational health is driven by employee stress and satisfaction. Employees have difficulty managing work demands when they are frequently extreme and/or continuous. Eventually this level of job stress is interpreted as being unfair and job satisfaction, productivity, and retention are affected.

Connex recommends:

- That TPS consider implementing the "Managing for Wellness" sessions for all managers to understand and develop/maintain management practices conducive to a healthy culture
- That TPS consider implementing the Team Brainstorming sessions for business units with unhealthy BHCI scores to develop strategies within their control that will enhance the health culture
- Make the healthy BHCI standard a business objective and communicate this expectation to managers.
- Give managers the responsibility and accountability to implement the business culture action plans that are developed and approved from the Team Brainstorming sessions.
- Track progress by re-administering the BHCI questions at least annually.

To Improve Employee Health

Changes in lifestyle/self-care practices can enhance the health, satisfaction and productivity of the individual employee as well as reducing risk factors for diseases that are prevalent in the population. A targeted approach to workplace health will be most cost efficient. Programs designed to help the employees who are at risk and those who are ready to change (thinking about making changes and/or preparing to make changes) will have the most impact.

Connex recommends (based on survey results combined with results of Health Evidence™) that a workplace health program be considered for implementation that includes the following program components:

- Cardiovascular/Diabetes Screening Clinics
- Exercise/Active Living
- Weight Management/Nutrition
- Stress and Mental Health
- Work/life Balance program and policies
- Smoking Cessation
- Self care, self management and early detection awareness campaigns

SUMMARY

The information from this survey is concrete evidence of the opportunity to address these issues in the workplace. Based on survey data, employees at TPS will face serious challenges to their health from chronic and life-threatening conditions in the future without prevention, early detection and management interventions, which will also place a financial burden on TPS. Targeted workplace initiatives in these areas will reduce the impact of this long-term financial burden on drug expenditures, productivity and absenteeism.

We strongly advise TPS to consider the recommendations and take action based on the information presented in this report.

Congratulations on adopting a healthy workplace strategy!

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P355. IMPLEMENTATION OF THE TORONTO POLICE SERVICES BOARD'S
"DON'T ASK, DON'T TELL" POLICY**

Mr. John Gillan, Regional Director General, and Mr. Reg Williams, Director, Greater Toronto Enforcement Centre, Canada Border Services Agency, were in attendance and made deputations to the Board in response to the "Don't Ask, Don't Tell" policy approved by the Board at its February 15, 2006 meeting (Min. No. P34/06 refers). Correspondence, dated November 01, 2006, from Mr. Gillan outlining the reasons for his interest in making a deputation to the Board is appended to this Minute for information. A copy of Mr. Gillan's speaking notes is on file in the Board office.

The following persons were also in attendance and made deputations in response to the deputation by Mr. Gillan and Mr. Williams:

- Ms. Sima Sahar Zerehi, Don't Ask Don't Tell Campaign – Toronto *
- Ms. Andrea Gunraj, METRAC – Metropolitan Action Committee on Violence Against Women and Children *
- Mr. Iliam Burbano, Co-President, Canadian Union of Public Employees *
- Mr. Craig Fortier, Coordinator, Grassroots Youth Collaborative *
- Ms. Anna Willats, Toronto Police Accountability Coalition *
- Ms. Charlene Theodore, African Canadian Legal Clinic
- Ms. Geraldine Sadoway, Staff Lawyer, Parkdale Community Legal Services *
- Ms. Judith Rae, Immigration Legal Committee *
- Mr. MacDonald Scott, Student Group of the Law Union of Ontario *
- Ms. Jackie Esmonde & Mr. Peter Rosenthal, Roach Schwartz Associates *

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

The following persons were not in attendance but provided written submissions for consideration by the Board regarding this matter:

- Mr. Steve Watson, CAW-TCA Canada
- Ms. Meaghan McCluskey, Law Student, Immigration Division, Community & Legal Aid Services Programme, Osgoode Hall Law School
- William Mendes, Director of Police & Youth Relations, Toronto Youth Cabinet
- Ms. Cindy Cowan, Executive Director, Interim Place
- Mr. Israt Ahmed, Community Planner, Community Social Planning Council of Toronto
- Mr. Michael Barkley, Interim Executive Director, Regent Park Community Health Centre
- Ms. K. Hole, Chair, Canadian Union of Public Employees, Local 3903

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

The Board was also in receipt of correspondence, dated November 01, 2006, from Stockwell Day, Minister of Public Safety and Emergency Preparedness, regarding the “Don’t Ask, Don’t Tell” policy. A copy of the Minister’s correspondence is appended to this Minute for information.

The Board approved the following Motions:

- 1. THAT the Board receive the correspondence from Mr. Gillan and Minister Day;**
- 2. THAT the Board receive the depositions and the written submissions; and**
- 3. THAT the Board refer the materials submitted by Mr. Gillan, and the materials submitted by all others with regard to this matter, to the Chief of Police for his review and consideration with respect to drafting the Service Procedures relative to this policy.**



P.O. Box 7000, Stn. A
Mississauga, Ontario
L5A 3A4



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

November 1, 2006

Dear Dr. Mukherjee:

This concerns the 2006 ruling of the Toronto Police Services Board (TPSB) to proceed to implement a "Don't Ask Don't Tell" policy. I would like to make a formal deputation at the upcoming TPSB meeting on November 27, 2006 to outline concerns that the Canada Border Services Agency (CBSA) has with the implementation of this policy.

The ability to remove inadmissible persons is vital to the integrity of Canada's immigration system and to those who come to this country lawfully. The CBSA investigates persons known or suspected to have committed violations under the *Immigration and Refugee Protection Act (IRPA)* and issues immigration warrants against those who fail to report as directed. The key link to locating absconders is notification from our municipal law enforcement partners that they have apprehended someone on an outstanding warrant.

Police play an integral role in facilitating the arrest and detention of terrorists, criminals, organized criminals and other serious *IRPA* violators who otherwise live among us and potentially pose serious risk. The protection of the public is an underlying objective shared by both the CBSA and the Toronto Police Service (TPS). I recognize that there will be instances where the current policy of police officers asking individuals their immigration status and reporting absconders to the CBSA may be intrusive or intimidating or serve as an impediment to police investigations. Notwithstanding these valid points, the

CBSA believes that the implementation of "Don't Ask Don't Tell" will significantly compromise public safety and security.

The CBSA relies on external tips on non-citizens who are suspected of committing violations under *IRPA* to effectively pursue enforcement cases. The TPS is the number-one ranked external referral source for immigration investigations that could lead to an inadmissible person being removed from Canada.

I offer you my complete assurances that the CBSA is committed to discussing and resolving issues underlying the decision to implement "Don't Ask Don't Tell", but with the objective of seeking an alternate resolution. At this time, I respectfully request the consideration of the TPSB in allowing my office to make a presentation in the coming weeks to outline in more detail the full range of implications that "Don't Ask Don't Tell" would have, not only on the CBSA operations, but also on the integrity of Canada's immigration system.

I realize that these are sensitive and serious issues and I trust that we can work together to resolve them for the greater good of the Canadian public. Your consideration in agreeing to a CBSA deputation respecting "Don't Ask Don't Tell" is sincerely appreciated. I look forward to your response.

Yours truly,



John Gillan
Regional Director General
Canada Border Services Agency
Greater Toronto Area (GTA) Region

cc: Susan Kramer
Reg Williams

Minister of Public Safety
and Emergency Preparedness



Ministre de la Sécurité publique
et de la Protection civile

Ottawa, Canada K1A 0P8

NOV 01 2006



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

Dear Mr. Mukherjee:

I am replying to your letter of June 14, 2006, addressed to the Honourable Monte Solberg, Minister of Citizenship and Immigration, concerning victims of crime and witnesses without legal status, and your letter of September 7, 2006, to me on the same topic. I apologize for the delay in responding.

I have forwarded a copy of your correspondence and related minutes from the May 18, 2006, public meeting of the Toronto Police Services Board, to Mr. Alain Jolicoeur, President, Canada Border Services Agency, and have asked him to share this information with his officials.

I appreciate your concerns on this important issue.

Yours sincerely,

Stockwell Day, P.C., M.P.
Minister of Public Safety

c.c.: Mr. Alain Jolicoeur, President
Canada Border Services Agency

Canada

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P356. LIST OF PENDING AND OUTSTANDING REPORTS

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

Subject: OUTSTANDING & PENDING REPORTS - PUBLIC

Recommendations:

It is recommended that:

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

Background:

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

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

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

The Board received the foregoing and approved the following Motion:

THAT the Board delete the following report from the *List of Outstanding and Pending and Reports – Public*:

- **Attendance at Public Events - Political**

A copy of the outstanding and pending reports is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P357. RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD
POLICIES**

The Board was in receipt of the following report August 22, 2006 from Alok Mukherjee, Chair:

Subject: RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD
POLICIES

Recommendation:

It is recommended that:

- (1) The Board repeal all Service rules appended to this report as appendix A; and
- (2) The Board approve the Board policies appended to this report as appendix B

Background:

The current regulatory environment within the Toronto Police Service is complex and requires streamlining. For example, regulations that apply to Service members can currently be found in Board policy documents, Board minutes, Board Rules, Board by-laws, Service procedures, routine orders and miscellaneous correspondence from the Chief.

In response, the Board, in consultation with the Service, has conducted a review of all Rules with a view to repealing all of the Rules, and replacing them, where required, with Board policies and Service procedures.

As part of this review, Board staff identified those Rules that fall most appropriately within the Board's purview. The *Police Services Act* provides that a board shall "establish policies for the effective management of the police force" (s. 31(c)). It was decided that where it was required for a Rule to be re-written in the form of Board policy, these would be forwarded to the Board for approval (Min. No. P183/02 refers). In addition, Board staff reviewed current Board policies, identified those that required updating and proposed new Board policies that reflect the guiding principles of the Board.

In many cases, there is no corresponding new or amended Board policy for a Rule. This is because the Rule already exists in Board policy or in legislation, is archaic or redundant, or, as in the majority of cases, because the Rule is operational in nature; in these cases, the Chief has developed Service procedures to address the Rule.

Therefore, I am recommending that the Rules appended as appendix A, be repealed.

In addition, I am recommending that the following Board policies, which are attached as appendix B for your information, be approved.

The Board was advised that the Chief of Police had recently submitted his comments to the Chair about the proposed amended policies. The Board agreed to refer the foregoing report back to the Chair to be revised, as may be necessary, in light of the comments made by the Chief.

Copies of Appendices A and B, as noted above, are on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P358. RESPONSE TO CONCERNS REGARDING THE ADEQUACY OF
TRAFFIC ENFORCEMENT ON LOCAL AND ARTERIAL ROADS AND
THE POTENTIAL EXPANSION OF THE “STRATEGIC TRAFFIC
ENFORCEMENT MEASURES (STEM)” TEAM**

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

Subject: ADEQUACY OF TRAFFIC ENFORCEMENT ON LOCAL AND ARTERIAL
ROADS AND THE POTENTIAL EXPANSION OF THE "STRATEGIC
TRAFFIC ENFORCEMENT MEASURES" (S.T.E.M.) TEAM

Recommendation:

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

Background:

At its meeting of July 10, 2006, the Board was in receipt of correspondence from Mike Del Grande, Councillor, City of Toronto, containing a recommendation that the size of the Strategic Enforcement Measures Team (STEM) be expanded. Councillor Del Grande was in attendance and delivered a deputation to the Board. As a result, the Board approved the following Motions:

- (1) THAT the Chief of Police provide a report on the adequacy of traffic enforcement on both local and arterial roads, with specific attention to the possibility of increasing the number of officers assigned to the S.T.E.M. team; and
- (2) THAT the Chief of Police approach the City of Toronto to obtain a flow through of funds from increased revenue generation from traffic tickets to cover the Service's increased costs resulting from those tickets. (Board Minute P197/06 refers).

Adequacy of Resources Deployed to Traffic Enforcement

The Toronto Police Service is committed to ensuring the safe and orderly flow of traffic on city roadways, as well as protecting the safety and well being of all road users; including drivers, passengers, cyclists, and pedestrians. As part of our commitment towards road safety, the Service formally identified Traffic Safety as a Service Priority in 2002. Traffic Safety is a shared responsibility involving all members of the Service and it forms an integral component of the 2006 - 2008 Service Priorities.

Establishing and maintaining partnerships with key stakeholders and mobilizing local communities to respond to localized traffic issues are important components of the community policing model employed by our Service. Community partnerships are essential elements in sustaining successful enforcement and education initiatives designed to improve the safety of our local and arterial roadways. By focusing our efforts on increased enforcement of traffic offences and safety education programs for those deemed to be the most at risk, our Service seeks to improve safety conditions on our roadways for all users.

Traffic enforcement is a term that describes the laying of charges for a wide variety of traffic-related offences. Although this term is synonymous with offences such as speeding and disobeying red lights, it also includes many other offences and types of enforcement activities. For example, the enforcement of parking by-laws, commercial motor vehicle safety legislation and criminal driving offences all fall within the realm of traffic enforcement. This term may also be applied to enforcement efforts that do not directly impact traffic safety concerns, such as; enforcement relating to expired validation stickers, improperly displayed licence plates and the requirement to provide documentation to police officers. While many of these offences are directly related to the operation of a motor vehicle, these obligatory statute requirements do not directly impact identified community traffic safety concerns. However, enforcement of these offences are a significant component of traffic enforcement and often lead to the laying of additional *Highway Traffic Act* charges or criminal investigations and/or charges.

It is the duty and responsibility of all police officers to lay charges and to participate in the prosecution of offenders. Frontline officers and those assigned to community response duties conduct traffic enforcement initiatives as part of their day to day duties. In the case of officers assigned to traffic-specific functions, such as divisional traffic response units and Traffic Services personnel, traffic enforcement duties constitute an even greater component of their daily activities. Approximately sixty percent of the police officers employed by our Service are assigned to uniform functions where traffic enforcement is an element of their regularly evaluated work performance. The remaining forty percent are assigned to duties and responsibilities that by their nature do not regularly involve the enforcement of traffic laws.

Prior to 1996, four distinct traffic units operated across the city and were assigned the majority of traffic policing responsibilities. In May 1996, the Metropolitan Toronto Police Service revised the delivery model with respect to traffic policing responsibilities, including traffic enforcement. The revised model led to the establishment of Traffic Services, as well as the creation of divisional traffic response units within each police division. This revised model centralized the specialized traffic policing functions within Traffic Services, and allowed divisional unit commanders autonomy over the traffic enforcement requirements at the local division level.

Traffic Services maintains a corporate position with respect to traffic enforcement initiatives and strategies designed to address city-wide traffic concerns. Under this model, the ability to deploy traffic officers to local divisions has greatly assisted in helping to address traffic safety concerns in local neighbourhoods by providing officers with a more detailed knowledge of local issues, obtained through positive interaction with members of the public. This occurs in a variety of forums, including community police liaison committees and continuous complaint patrols initiated within the Intelligence Led Policing database. Together, this contributes to an enhanced

feeling of responsibility on the part of local officers to effectively address neighbourhood traffic and safety issues.

In order to provide this level of traffic enforcement to the community, there are currently 437 police officers exclusively assigned to traffic-oriented policing functions. Of this number, 183 are assigned to divisional traffic response units, while the remaining 254 officers are members of Traffic Services.

In addition to human resources, the Service also maintains an extensive array of vehicles and equipment dedicated exclusively to traffic policing. These resources complement those assigned to primary and community response functions, and are utilized on a daily basis to support the traffic enforcement efforts of officers throughout the Service. The following are some examples of the specialized equipment available for traffic enforcement:

- 7 specialized traffic vehicles (mobile commercial vehicle inspection van, mobile breath testing centre, unconventional enforcement vehicles, etc.);
- 161 laser speed measuring devices;
- 73 mobile speed measuring radar devices;
- 73 stationary speed measuring radar devices;
- 108 “Alcotest” roadside screening devices; and
- 14 “Intoxilyzer 5000C” blood alcohol concentration measuring instruments.

Approximately 90% of the Service’s uniform police officers have received speed measuring radar training. Presently, 1,719 officers are trained and qualified to operate laser speed measuring devices. Training in the proper operation of these devices is ongoing. Training of this nature is a very time-consuming process, but one that yields significant benefits for our Service to help achieve the goals associated with the Traffic Safety priority. Speed measuring radar operation has proven to be an effective tool in altering the behaviour of speeding motorists on local and arterial roads. As a result, strategies have been developed to ensure that all new officers receive this training.

The Toronto Police Service dedicates significant human and financial resources to traffic enforcement initiatives. The resources, as currently allocated to traffic enforcement, have been deemed to be adequate by Command, considering the competing demands for policing resources in various communities throughout a city the geographic size and population of Toronto. Despite these efforts and the scope of the allocated resources, traffic safety remains an area of serious concern to our Service and the public.

Traffic Enforcement Results Realized Since 2003

The following table details the number of traffic tickets generated by Toronto Police Service officers for offences contrary to the . Due to the nature of this report, the number of speeding tickets issued is provided in detail, and represents a significant percentage of the total number of tickets issued. This table shows the enforcement results realized since January 1, 2003, and includes the totals generated by local divisions as well as the officers assigned to Traffic Services (See Table A).

Table A:

Toronto Police Service Traffic Enforcement Results - 2003 through YTD 2006

	2006 (To Aug.27)		2005		2004		2003	
Units	Speeding	Total HTA*	Speeding	Total HTA*	Speeding	Total HTA*	Speeding	Total HTA*
11	3083	9455	4597	15994	2331	11059	3179	14417
12	1725	7366	3885	12975	4073	12583	3514	14068
13	8797	16834	13284	25162	15680	27611	17734	31581
14	2827	9550	5664	20865	7286	22202	9117	24564
22	5393	11275	9876	20975	9586	19814	12358	23560
23	5939	13780	9703	20145	14858	24782	17567	29386
31	9746	21224	14658	34114	11786	30208	13139	35879
32	4201	13099	6804	22011	6752	21329	7951	21052
33	7895	16331	11485	25286	11501	23538	9651	21719
41	4683	12117	7790	20672	9715	24521	6326	20298
42	2811	11456	9973	28056	11519	30096	13812	33873
43	3736	10468	346	1519	N/A	N/A	N/A	N/A
51	1324	6645	2511	10433	1887	8516	1973	8243
52	283	7634	532	10344	800	11076	1369	13711
53	2460	7112	2961	9982	3529	9721	4792	10726
54	3657	10608	4637	15203	6164	15074	6630	15425
55	3622	8614	3440	11368	3329	10717	4144	14062
TSV	34676	57220	56158	96980	48198	81046	45694	73794
Totals	106858	250788	168304	402084	168994	383893	178950	406358
Total Tickets	250788		402084		383893		406358	

*Includes speeding offences

In addition to the traffic enforcement duties performed by members of our Service, enforcement is also achieved through the "Red Light Camera" program coordinated by the City of Toronto - Transportation Services.

The Red Light Camera program has been instrumental in demonstrating the extent of red light violations occurring across the city. The program involves the use of 10 stationary cameras that are regularly rotated through 38 intersections that have been identified as high collision locations. These targeted intersections are widely dispersed across the city and represent some of the most travelled roadways in Toronto.

When a vehicle is identified as having disobeyed a red traffic signal, a fine is levied against the registered owner of the involved vehicle. Demerit points are not assessed with these convictions, as the offending driver is not formally identified. The fine levied against the registered owner is \$155.00 plus an additional victim surcharge of \$35.00, for a grand total of \$190.00. This fine is the same amount assessed to a driver who was stopped, charged and convicted under the for the offence of failing to stop for a red light. The only difference being that this individual would be assessed demerit points upon conviction.

Representatives from the City of Toronto - Transportation Services advise that the revenue generated through this enforcement initiative falls short of the expenses generated by the program and ongoing maintenance costs. It must be emphasized that the intent of this program is not to generate revenue, but to save lives and create safer roadways through the modification of driver behaviour.

The following table details the enforcement results achieved by the Transportation Services Red Light Camera program since January 1, 2003. This program has served to support the on-going enforcement efforts undertaken by members of our Service. (See Table B).

Table B:

Red Light Camera Enforcement

Year	Number of Charges
2003	12,143
2004	14,978
2005	12,828
2006 (YTD-060630)	5,360

Speed Enforcement and Deployment of Speed Measuring Resources

The manner in which the Service deploys speed measuring resources was the subject of a report submitted to the Board by Chief Julian Fantino on November 8, 2004 (Board Minute P408/04 refers).

In summary, the manner in which these resources are deployed is based on a wide variety of factors. These include:

- the need to respond to local neighbourhood concerns;
- strategic enforcement based on trends observed through collision analysis;
- directed and targeted enforcement patrols; and
- self-initiated enforcement efforts (based on observation, knowledge of the area and input from the community).

The ultimate goal of all Toronto Police Service speed enforcement activities is to contribute positively to the creation of safer roadways by reducing the prevalence of excessive speed in life threatening and fatal motor vehicle collisions. Although the Service has occasionally been criticized for deploying speed measuring resources on major arterial routes rather than on minor arterial routes and local roads, the need for this strategic enforcement can be justified through the analysis of fatal collisions.

When the locations of fatal collisions occurring in Toronto during recent years are examined, a consistent trend becomes evident (See Table C). Since January 1, 2003, analysis has indicated that 74% of fatal collisions occurring in Toronto take place on major arterial roadways. Major arterial roadways are classified as “four lane roads with speed limits of 50 to 60 km/h, with a vehicular traffic volume greater than 20,000 vehicles per day”.

Table C:

Fatal Collision Roadway Analysis

Fatal Collision Roadway Analysis Major Vs. Minor Roads 2005 to 2003	2005 Fatalities		2004 Fatalities		2003 Fatalities	
	Total Deaths	% (of Total)	Total Deaths	% (of Total)	Total Deaths	% (of Total)
		59	100	66	100	74
Major Arterial Roads <small>(four lanes, 50-60 km/hr speed limit, vehicular traffic volume greater than 20,000 per day)</small>	44	75	46	70	58	78
Minor Arterial Roads <small>(two lanes, 40-60 km/hr speed limit, vehicular traffic volume between 8,000 and 20,000 per day)</small>	10	17	5	8	10	14
Other Roadways <small>(expressways, local roads)</small>	5	8	15	22	6	8

Since January 1, 2004, speed has been cited as a significant contributing factor in 37 of the traffic deaths in Toronto. To date in 2006, excessive speed has contributed to approximately 23% of the fatal collisions. In order to assist in reducing the number of fatal collisions occurring annually, speed enforcement activities often focus the enforcement efforts of officers on major arterial routes. The intent of this approach is to reduce the speed at which motorists routinely travel on these roadways in order to; effectively reduce the incidence of collision involvement, reduce the severity of collisions that do occur, and to address aggressive driving behaviour through ongoing enforcement activities.

The Potential Expansion of the S.T.E.M. Initiative

The Strategic Traffic Enforcement Measures initiative has been extremely well received by a wide variety of key stakeholders from the traffic safety community. This initiative has proven to be a very effective and efficient component of the Service’s overall traffic safety strategy. The return on investment has proven to be significant. The S.T.E.M. initiative has enhanced the

Service's ability to address traffic enforcement concerns across the city, and has proven to be a cost effective means of delivering this necessary service.

The dedicated efforts of S.T.E.M. personnel are addressing the ongoing traffic safety concerns of Toronto residents on a daily basis. The proposed expansion of the S.T.E.M. team by 10 constables and 1 sergeant would clearly have a substantial and immediate impact on traffic enforcement levels. Based upon current S.T.E.M. productivity levels, it is anticipated that this increase in allocated resources would result in approximately 40,000 additional traffic enforcement charges being laid annually. This heightened enforcement activity would greatly contribute to the achievement of the goals associated with the Service's Traffic Safety priority.

The following table details enforcement levels produced by the officers currently assigned to the S.T.E.M. Team (See Table D). To date in 2006, members of the S.T.E.M. Team have delivered an average of 25 provincial offences tickets, each, per day. On average, 19 of these tickets are issued for speeding and 6 for a variety of other traffic offences. Enforcement productivity such as this is possible only because the officers assigned to S.T.E.M. are assigned exclusively to this function. These officers are dedicated to enforcement activities, without the likelihood of being assigned to other calls for service. This dedicated assignment allows officers the opportunity to focus on uninterrupted enforcement, resulting in elevated productivity.

Table D:

S.T.E.M. Productivity

Type of Ticket	2006 YTD	% of Total	2005	% of Total
Speeding Offences	22,090	76	31,794	69
Other HTA/POA/CAIA	5,384	24	9,903	31
Total Tickets	27,474	100	41,697	100

Speeding Tickets per Week	788	-	757	-
Total Tickets per Week	981	-	993	-
Speeding Tickets per Day	197	-	189	-
Total Tickets per Day	245	-	248	-
Speeding Tickets- Officer/Day	20*	-	19**	-
Total Tickets- Officer/Day	25*	-	25**	-

SOURCE: ITS/OPR Production

Date Extracted: 2006.08.21

NOTES: **2005 figures take into account approximately 42 weeks of work (10 weeks of combined annual leave, requested time off, Advanced Patrol Training, statutory holidays, sick days and training have been subtracted)
*2006 figures take into account the same tabulation (33 weeks YTD less 5 weeks of the above for a total of 28 weeks)

Although it is clear that this proposed expansion would elevate Service enforcement levels, challenges exist that would have to be overcome for the expansion to be successfully implemented.

Within the current established strength of the Service, it would be difficult to assign 11 additional officers to this assignment without experiencing shortages in other equally important areas. As discussed previously in this report, the present allotment of resources to traffic enforcement is deemed to be adequate; however expansion of the S.T.E.M program would enhance existing efforts and would enable the Service to more effectively address the Traffic Safety priority.

Financial Impacts

Our experience to date with the S.T.E.M. project allows for an accurate assessment of the financial impacts associated with a proposed expansion. The budget forecasts relating to this proposed expansion are detailed in the following table (See Appendix A).

The financial estimates contained in Appendix A indicate that the revenue generated through enforcement is virtually negated by the expenses incurred by it. Initial capital expenses of approximately \$345,000 would be incurred to properly equip the additional officers assigned. The annual costs associated with the implementation of this project would be offset by the revenue generated through increased enforcement levels. The focus of this initiative is to improve roadway safety through increased enforcement capacity; however critics may view this as a method of merely generating revenue. This is clearly not our intention or purpose for implementing such a plan.

Court Implications

One significant challenge relating to this expansion would be faced by the City of Toronto Court Services (Provincial Offences Act Courts). Although court space does exist to deal with increased enforcement levels, numerous support staff would have to be hired and trained to fill the necessary roles. In addition, many jurisdictions in Ontario are experiencing a shortage of Justices of the Peace to preside over traffic related matters. This shortage is causing extensive wait times for trial dates, resulting in a significant number of traffic tickets being disposed of by the courts due to unreasonable delays.

The Conviction/Payment Factor deducted from Annual Potential Revenue in Appendix A, is in part the result of the staffing shortages outlined above. It is presently estimated that only 70% of the traffic tickets generated by Toronto police officers are resulting in a conviction being registered and a fine being levied against the offender. The court processing expense detailed in Appendix A is a Court Services' estimate of what it would annually cost to pay the additional employees necessary to properly staff the courts and address elevated enforcement levels. The necessary staff positions would include Justices of the Peace, court reporters, clerks and interpreters. Despite these challenges, the heightened revenue generated through this increased enforcement would offset the costs associated with the increased court staffing levels.

Financial Estimates

The proposed expansion of the S.T.E.M. program by 10 constables and 1 sergeant would require an additional capital outlay of approximately \$350,000 for the acquisition of 5 fully-equipped vehicles, and an on-going operating cost of approximately \$1.3M annually for salaries, benefits and equipment maintenance. City of Toronto Court Services staff have confirmed their understanding that this increased enforcement would increase the number of tickets issued and associated processing of these tickets, with a resultant increase in costs of approximately \$1M for City Court Services. It is further estimated that this increase in the number of tickets issued would result in increased revenue that would fully offset these costs. Appendix A provides details for these assumptions.

Financial Implications

The proposed expansion of the S.T.E.M. project would cost a total of \$2.3M annually to the City as a whole (\$1.3M on-going for the Service and \$1.0M for the City). However, the increased traffic enforcement would result in increased issuance of tickets (as discussed above), which would in turn increase the City's revenue stream by approximately the same amount. If S.T.E.M. expansion were to be considered by the Board, City Finance has indicated its agreement with the concept of increasing the Service's budget (with a concurrent increase to the City's revenue), with no net financial impact to the City.

The estimated costs for this program (with concurrent revisions to the City's cost and revenue estimates in the affected Programs) could be pursued at any time during the year through a Council-approved adjustment to the affected budgets, or could be requested during the annual budget process.

Conclusion

The Toronto Police Service remains committed to reducing the incidence of life threatening and fatal collisions on our roadways, while at the same time making the roadways safer for all users. In order to be successful, all reasonable measures need to be explored and implemented, when appropriate. That being said, traffic safety remains an important component of our community policing strategy and every effort will be made to achieve the goals and objectives contained in the Traffic Safety priority.

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

Deputy Chief A.J. (Tony) Warr, Specialized Operations Command, will be attendance to respond to any questions from Board members.

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

The Board approved the following Motion:

THAT the Board refer the foregoing report to the Board's Budget Subcommittee along with a request that the Service implement improved traffic enforcement on local and arterial roads and that the Budget Subcommittee consider the best way to do that in consultation with the Chief of Police during the 2007 operating budget process.

Financial Estimates

Proposed Expansion of S.T.E.M. (Addition of 10 constables and 1 sergeant)

Annual Revenue from Enforcement

Speed Enforcement ¹	\$10,500 /day
Other Enforcement ²	\$5,400 /day
Annual Potential Revenue ³	\$3,339,000
Less Conviction/Payment Factor ⁴	(\$1,001,700)

Estimated Annual Revenue **\$2,337,300**

Annual Expenses Incurred By Enforcement Activity

Salaries ⁵	\$822,000
Benefits ⁶	\$179,000
Special Pay ⁷	\$169,000
Court Processing ⁸	\$1,000,000

Estimated Annual Expense **\$2,170,000**

Initial One-Time Capital Expenses

(Based on purchase of 5 vehicles, each equipped for speed enforcement)

Vehicles	\$163,000
Decals/Lighting	\$13,500
Radio/MWS	\$101,500
Mobile Radars, dual head	\$15,800
Laser/Tripod pkgs.	\$25,400
Total	\$319,200
PST @ 8%	\$25,500

Estimated Initial Capital Expense for Expansion: **\$344,700**

¹ 2006 YTD average enforcement result of 19 tickets/officer/day (Estimated: 10 @ 15 km/h over the limit, 9 @ 20 km/h over the limit. Set fines of \$37.50 and \$75.00 respectively.)

² 2006 YTD average enforcement result of 6 tickets/officer/day @ \$90.00 per ticket

³ Estimated 42 weeks of enforcement per officer annually, taking into account statutory holidays, annual leave, time off, sickness and training. (Set fine of ticket being paid)

⁴ Toronto Court Services estimates the current payment/conviction rate at approximately 70% for provincial offence charges

⁵ 10 constables and 1 sergeant

⁶ FMT estimate @ 22% of salary

⁷ Court attendance by officers, overtime, accumulated lieu time payment expenses

⁸ Toronto Court Services' estimate of incremental court costs associated with processing additional tickets generated by this initiative

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P359. QUARTERLY REPORT: DOMESTIC VIOLENCE STATISTICS: APRIL
TO JUNE 2006**

The Board was in receipt of the following report September 08, 2006 from William Blair, Chief of Police:

Subject: DOMESTIC VIOLENCE QUARTERLY REPORT: APRIL – JUNE, 2006.

Recommendation:

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

Background:

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

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting, the Board at its meeting on June 21, 2004, approved the recommendations outlined in the report (Board Minute #P208/04 refers).

The following recommendation contained in that report was specifically directed towards the Toronto Police Service:

Recommendation #3:

That the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports.

Domestic Violence Quality Control Reports Update:

The Service has been providing quarterly Domestic Violence Quality Control reports to the Ministry of Community Safety and Correctional Services (MCSCS) since 2002. MCSCS, in conjunction with the Service, has completed its review of the process for the purpose of enhancing the data reporting mechanism to accommodate new MCSCS data collection guidelines (Board Minute #P233/06 refers). As a result, the statistical data required to complete the Domestic Violence Quarterly Report is now more readily available.

Quarterly Statistical Analysis:

In accordance with the direction provided by the Board, appended to this report are the second quarter results of the Domestic Violence Control Reporting for the period of April to June 2006. The second quarter of 2006 reported seven domestic related homicides; compared to one during the same period in 2005 (Section #7 refers). It is significant to note that four of the seven homicides were dating relationships, and three of these seven homicides had previous police intervention.

The Service is committed to transforming our organization through community mobilization strategies that is, actively engaging the domestic violence service providers and the greater community through ongoing education, public presentations and awareness campaigns, continued outreach, and progressive partnerships.

The domestic violence community is aware that there needs to be extensive public awareness initiatives regarding this social issue. Through the Domestic Violence Action Plan, the Ontario government allotted \$4.9 million to a four-year public education and prevention campaign. This campaign will mobilize communities to play an active role in ending violence against women and girls. The multi-faceted campaign will include television ads, web-based information, community pilots and school resources to promote healthy, equal relationships. The actual promotional materials for this campaign are still in the developmental stages.

The Service, through the Community Mobilization Unit, in conjunction with numerous community and corporate partners developed, produced, and delivered a domestic violence awareness campaign. The campaign has been disseminated throughout all Toronto District School Board high schools for comprehensive use during the 2006-2007 school years.

Community mobilization enhances existing domestic violence programs and services by placing renewed emphasis on prevention and better community support for victims of domestic violence.

This report will be the last update for 2006. The third quarter statistics, May-September for 2006, will be submitted in January 2007, as per the quarterly reporting and submission cycle (Board Minute #P208/04 refers). The fourth quarter statistics, October-December, and final report for 2006, will be submitted in the first quarter of 2007.

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

The Board received the foregoing and requested that the Service provide a presentation to the Board the next time a quarterly report on domestic violence statistics is to be considered by the Board.

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
APRIL - JUNE
2005/2006 COMPARISONS

1. Domestic Occurrences	2005		2006		2005	2006
	Male	Female	Male	Female	Total	Total
(a) Total Number of Occurrences where charges were laid or warrants sought	-	-	-	-	1412	1474
(b) Number of accused where one party was charged	1163	151	1246	166	-	-
(c) Number of accused where both parties were charged <i>(Dual charges –Both parties are charged with assault)</i>	51	47	34	28	-	-
(d) Number of Occurrences where accused held for bail/show cause	M	M	M	M	M	M
(e) Number of occurrences where offences alleged but charges not laid)	-	-	-	-	176	86
(f) Number of occurrences where no charges alleged	-	-	-	-	2905	3297
2. Reasons Charges Not Laid						
(a) No reasonable Grounds	-	-	-	-	175	86
(b) Offender deceased	-	-	-	-	0	0
(c) Diplomatic Immunity	-	-	-	-	0	0
(d) Offender in foreign country	-	-	-	-	1	0
3. Type of Relationship Between Accused & Victim: <i>(Occurrences where charges are laid)</i>						
(a) Female victim – male accused	-	-	-	-	1143	1201
(b) Male victim – female accused	-	-	-	-	185	178
(c) Same sex male	-	-	-	-	62	72
(d) Same sex female	-	-	-	-	22	23

****M-system does not generate these statistics**

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
APRIL - JUNE
2005/2006 COMPARISONS

4. Type of Charges Laid:	2005		2006		2005	2006
	Male	Female	Male	Female	Total	Total
<u>Assault</u>						
(a) Common Assault	881	135	942	137	1016	1079
(b) Assault with Weapon or Cause Bodily Harm	225	60	221	51	285	272
(c) Aggravated Assault	11	4	7	3	15	10
<u>Sexual Assault</u>						
(a) Sexual Assault	38	0	28	0	38	28
(b) Sexual Assault with Weapon or Cause Bodily Harm	2	0	1	0	2	1
(c) Aggravated Sexual Assault	0	0	0	0	0	0
<u>Breaches</u>						
(a) Breach of Recognizance	21	3	33	1	24	34
(b) Breach of Undertaking	8	3	9	1	11	10
(c) Breach of Remand (CC-s.516; CC-s.517)	0	0	0	0	0	0
(d) Breach of Peace Bond (CC-s.810)	1	0	4	0	1	4
(e) Breach of Probation / Parole	25	1	32	0	26	32
(f) Breach of Restraining Order <i>Family Act-s.46(2), Children's Reform Act-s.35(2), CC-s.515(4)</i>	0	0	0	0	0	0
<u>Other Charges</u>						
(a) Uttering Threats	341	27	352	14	368	366
(b) Criminal Harassment	98	10	112	11	108	123

****M--system does not generate these statistics**

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
APRIL - JUNE
2005/2006 COMPARISONS

4. Type of Charges Laid:(cont'd)	2005		2006		2005	2006
	Male	Female	Male	Female	Total	Total
(c) Mischief	47	10	54	11	57	65
(d) Homicide (<i>Manslaughter & Murder</i>)	1	0	6	1	1	7
(e) Attempted Murder	2	0	2	1	2	3
(f) Choking	13	1	19	0	14	19
(g) Forcible Confinement	38	1	36	0	39	36
(h) Firearms	2	0	4	1	2	5
(i) Other charges not listed above:						
I. Weapons Dangerous C.C.	15	4	8	3	19	11
II. Break & Enter C.C.	14	0	7	2	14	9
III. Theft C.C.	11	1	13	1	12	14
IV. Forcible Entry C.C.	9	1	3	0	10	3
V. Total Other Charges	46	6	50	5	52	59
5. Weapons Used to Commit an Offence or Intimidate						
(a) Firearms	-	-	-	-	5	11
(b) Other weapon	-	-	-	-	249	270

****M--system does not generate these statistics**

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE OCCURRENCES
APRIL - JUNE
2005/2006 COMPARISONS

	2005		2006		2005	2006
6. Previous Charges: (Excluding Breaches)	Male	Female	Male	Female	Total	Total
Number of accused with previous charges relating to domestic violence	M	M	M	M	M	M
7. Domestic Violence Adult Homicides:						
(a) Total Number of Domestic Violence adult homicide Occurrences	-	-	-	-	1	7
(b) Number of domestic violence homicide adult victims	0	1	1	6	1	7
(c) Number of accused that had prior domestic violence charges involved in domestic violence homicides.	0	0	3	0	0	3
(d) Number of homicides involving the use of a weapon	-	-	-	-	1	5
8. Domestic Violence Related Child Homicides/Attempted Homicides:						
(a) Total number of domestic violence related child homicide Occurrences	0	0	0	0	0	0
(b) Number of domestic violence related child homicide victims	0	0	0	0	0	0
(c) Total number of domestic violence related attempted child homicide occurrences	0	0	0	0	0	0

****M--system does not generate these statistics**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P360. REQUEST FOR REVIEW OF A COMPLAINT ABOUT THE SERVICE
 PROVIDED BY THE TORONTO POLICE SERVICE – FILE NO. 2006-
 EXT-0280**

The Board was in receipt of a report, dated October 30, 2006, from William Blair, Chief of Police, regarding the results of a review of a complaint about the service provided by the Toronto Police Service (File No. 2006-EXT-0280). A copy of the report is on file in the Board office.

The Board deferred consideration of this matter to its next meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P361. BOARD MEMBER EXPENSE AND TRAVEL REIMBURSEMENT
POLICY**

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

Subject: Board Member Expense and Travel Reimbursement Policy

Recommendation:

It is recommended that the Board approve the appended Expense and Travel Reimbursement Policy (Appendix C).

Background/Purpose:

The Board has always applied Toronto Police Service Procedure 18-01 to Board Member expense and travel reimbursement. This procedure has been consistent with the policy adopted by the City of Toronto for members of Council and staff. An excerpt from Procedure 18-01 is appended to this report as Appendix A.

In 2003, Council approved an Expense and Travel Reimbursement Policy which it recommended be adopted by agencies, boards and commissions. The Police Services Board continued to abide by Procedure 18-01.

In February of 2006, at the same time as Council adopted a new remuneration scheme for agencies, boards and commissions, it also revised the recommended expense and travel reimbursement policy to allow for the payment of a per diem for overnight stays out of town for board business equal to the per diem allowed for City staff.

The Council policy does not require that our Board reimburse members for expenses, but it sets out some guidelines to follow should the Board decide to reimburse certain expenses within the context of the Board's activities and budget or should it be the Board's practice to provide reimbursement.

City Council directed that a copy of the revised policy be forwarded to the relevant agencies, boards, commissions and corporations, with a request that they adhere to the principles and guidelines contained in such Policies. That policy is attached as Appendix B.

Discussion

In response to Council's recommendation, the appended draft Expense and Travel Reimbursement Policy is provided to you for consideration. The draft policy captures all the

elements of the recommended Council policy as well as incorporating administrative procedures appropriate to the Police Services Board. The proposed policy is attached as Appendix C.

Financial Implications:

The proposed Board policy indicates that Board Members will be eligible to receive a \$75.00 per diem. This is intended to reflect the per diem paid, by the Board, to Command Officers; however, it is greater than the per diem of \$65.00 which is contained in both Procedure 18-01 and in the recommended Council policy. In addition, the policy eliminates the requirement that the per diem be reduced by the amount intended to represent the value of meals provided as part of a conference agenda.

The policy also introduces the possibility that a Board Member's childcare expenses could be reimbursed, should the Board determine that financial hardship would otherwise result.

With the exception of the two above-noted changes, the new policy reflects current practice and is consistent with the recommended City of Toronto policy. It is not anticipated that these changes will result in any significant budgetary increases for the Board.

The Board approved the foregoing.

Appendix A

APPENDIX
EXPENSE ALLOWANCES

ITEM	STANDARD	FINANCIAL LIMITATION	FINANCIAL RECEIPT
Air/Rail	Economy airfare, comparable rail class or reasonable alternative means of transportation to a maximum of equivalent cost	None	Mandatory
Gasoline & Vehicle Expenses	FOR POLICE VEHICLES ONLY	None	Mandatory
Private Vehicle	In accordance with the Working Agreement	None	Not required
Ground Transportation	Includes taxis, bus fare, parking and costs to/from airport/terminal	None	Mandatory
Tuition/Registration Fees	As required	None	Mandatory
Meals	4-8 hours of travel - one meal	\$ 10.00	Mandatory for prisoners
	8-15 hours of travel - two meals	\$ 25.00	Not required for members
	15-24 hours of travel - three meals	\$ 50.00	Not required for members
Allowance	For courses at any police college in Ontario (except C.O. Bick College) For each 24 hour period only, excluding attendance at any police college. Includes personal, local and long distance telephone charges, meals, laundry, dry cleaning, gym equipment and any other miscellaneous expenses.	\$30.00/week	Not required
		\$ 65.00/day (U.S. funds outside Canada)	
	<i>Note: If meals are included as part of a course, the per diem amount shall be reduced by the following:</i>		
	Breakfast..... \$7.50		
	Lunch..... 12.50		
	Dinner..... 20.00		
Accommodation	Single room in the 'convention' hotel or single accommodation in another equivalent or lower cost hotel	None	Mandatory

**Revised Expense and Travel Reimbursement Policy
For City Agencies, Boards, Commissions and Corporations
(Approved by Council February 1, 2006)**

Policy Statement

The City of Toronto recognizes that Board members are volunteers and as such, make available their valuable personal time in order to tend to Board business. All reasonable expenses incurred while tending to authorized Board business will be reimbursed. The City expects that each Board will use discretion regarding the number of Board development events attended per budget year. The Board may compensate Board members who are requested to use personal vehicles for the purposes of Board work.

Application

This policy applies to citizen members and Members of Council appointed to City Agencies, Boards and Commissions. Agencies, Boards and Commissions may establish policies consistent with this policy.

This policy does not apply to corporations established under the *Business Corporations Act, 1990*.

Conditions

1. Board members will be reimbursed for reasonable expenses incurred in the execution of their duties. All expenses must be for business activities authorized by the Board. Receipts must be provided, except where the Board has a policy that determines a reasonable estimate of actual expenses that would be incurred.
2. Travel must be approved in advance by the Board in order for a Board member to claim reimbursement.
3. Whenever a board member is required and authorized to use his/her automobile on business of the board exclusive of travel to and from Board meetings, the Board shall pay the member a travel allowance equal to the allowance for City staff. (Currently the allowance is fifty cents (50¢) per kilometre.) Board members who use their own vehicle will be reimbursed at the rate of economy class airfare or the current approved mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate. Reimbursement for TTC costs will be provided whenever a board member is required and authorized to travel on board business.
4. Board members on Board business who rent a vehicle, travel by train, bus or airplane, will be reimbursed for such travel expenses incurred. Receipts must be provided.

5. Board members who travel from their point of departure to destination and are required to stay overnight in their destination area in order to tend to Board business outside of Board meetings, shall be reimbursed for their accommodation costs. Receipts must be provided.
6. Sundry expenses are applicable only for overnight stay out of town. Expenses include meals, telephone, entertainment and local transportation (excluding ground transportation between accommodation and the terminal, which may be reimbursed separately with receipts) including the day of departure and return. Reimbursement is equal to the allowance for City staff. (Currently the allowance for reimbursement is up to \$65 Canadian funds and up to \$65 U.S. funds per day outside Canada.). No receipts are required. Where some or all meals are included in the conference/seminar, the per diem should be reduced accordingly.
7. Board members who are tending to Board business that span normal meal times may be reimbursed for all reasonable meal expenses if no meals are provided. Receipts must be provided.
8. Alcohol charges will not be reimbursed.
9. Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.
10. Upon request by a Board member, travel costs to and from Board meetings may be reimbursed by the Board. Travel mode should be the most economical conveniently available. Receipts must be provided (except for TTC fares).

Implementation

Claim forms must be signed, both by the member making the claim and the Chair of the Board authorizing the claim, before submitting it to staff for processing. Another Board Member must sign the claim form for the Board Chair.

(Revised Policy is contained in Report No. 1, Clause No. 2, of the Policy and Finance Committee, headed "Remuneration for Citizen Appointees to Agencies, Boards, Commissions and Corporations", which was adopted, as amended, by City Council at its meeting held on January 31, and February 1 and 2, 2006

The original Policy was contained in Report No. 9, Clause No. 16, of the Policy and Finance Committee, headed "Policy on Remuneration and Expense Reimbursement for City of Toronto Agencies, Boards, Commissions and Corporations", which was adopted, without amendment, by City Council at its meeting held on September 22, 23, 24 and 25, 2003)

TPSB AA-###

Board Member Expense and Travel
Reimbursement

X

New

Board Authority: BM###/yyyy.mm.dd

Amended

Board Authority:

Reviewed – No Amendments

BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to Board Members' expenses and travel reimbursement that all reasonable expenses incurred while tending to business authorized by resolution of the Board will be reimbursed.

1. This policy applies to citizen members and Members of Council appointed to the Toronto Police Services Board.
2. Board members will be reimbursed for reasonable expenses incurred in the execution of their duties. All expenses must be for business activities authorized by a resolution of the Board. Receipts must be provided.
3. Travel must be approved in advance by the Board in order for a Board member to claim reimbursement. Travel arrangements will be made on behalf of Board members by Board staff.
4. Whenever a Board member is required and authorized to use his/her automobile on business of the Board, exclusive of travel to and from Board meetings, the Board shall pay the member a mileage reimbursement equal to the reimbursement for members of the Toronto Police Service Senior Officers' Organization. Board members who use their own vehicle will be reimbursed at the rate of economy class airfare or the current approved mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate. Reimbursement for TTC costs will be provided whenever a Board member is required and authorized to travel on Board business.
5. Board members on Board business who rent a vehicle, travel by train, bus or airplane, will be reimbursed for such travel expenses. Economy fares will be booked, if available. Vehicle rental must be specified in the authorizing resolution. Receipts must be provided.

6. Board members who travel from their point of departure to destination and are required to stay overnight at their destination in order to tend to Board business outside of Board meetings, shall be reimbursed for their accommodation costs. Accommodation will be a single room in the convention or conference hotel at the conference rate, if available, or single accommodation in another hotel at an equivalent or lower cost. Receipts must be provided.
7. A per diem to cover the costs of meals and miscellaneous personal expenses will be provided including the day of departure and return. Reimbursement is equal to the per diem allowance provided for the Chief of Police and Command Officers. Currently the allowance for reimbursement is \$75.00 Canadian funds or Canadian funds equivalent to \$75.00 U.S. (if the travel is outside Canada). No receipts are required.
8. The cost of ground transportation, taxis, bus fare, parking, costs to or from a terminal, and roadway tolls will be reimbursed. Receipts are required.
9. Board members who are tending to Board business that spans normal meal times may be reimbursed for all reasonable meal expenses if meals are not provided. Receipts must be provided and the Chair must authorize the expense.
10. Alcohol charges will not be reimbursed.
11. Where travel is extended for reasons not associated with Board authorized business, reimbursement will not be provided for the extended period.
12. Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.
13. Upon request by a Board member, travel costs to and from Board meetings may be reimbursed by the Board. Travel mode should be the most economical conveniently available. Receipts must be provided, except for TTC fares.
14. All receipts with respect to travel must be submitted to Board staff within 10 business days of the completion of travel.
15. Claim forms must be signed, both by the Board member making the claim and the Chair of the Board who is authorizing the claim, before submitting it to staff for processing. The Vice-Chair must sign the claim form for the Board Chair.

REPORTING: Not required

LEGISLATIVE REFERENCE:

Act	Regulation	Section

SERVICE PROCEDURES:

Number	Name	Routine Order #
18-01	Expense Authorization and Allowance	1999.03.12 - 0454

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P362. BOARD ADVISORY PANEL ON COMMUNITY SAFETY – UPDATE
REPORT**

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

Subject: BOARD ADVISORY PANEL ON COMMUNITY SAFETY – UPDATE
REPORT

Recommendation:

It is recommended that:

1. The Board approve the mandate of the Board Advisory Panel on Community Safety (the Panel) as detailed in this report; and
2. The Panel be requested to provide its final report and any necessary recommendations to the Board's April 2007 meeting.

Background:

Over the years, the Toronto Police Services Board (the Board) has been involved in ad hoc efforts to affect change and to foster crime prevention initiatives in relation to youth and community safety. It was felt that a more systematic approach to advocating for change/prevention was needed. As a result, at its meeting held on January 11, 2006, the Board established the Panel, Min. No. P24/06 refers and is attached for information.

The role of the Panel is to advise the Board on issues that it should act on (for example, by creating policy) or advocate for (for example, about changes in Provincial or Federal legislation) in order to address gun violence and anti-social gang behaviour involving youth.

The Panel includes individuals from a wide diversity of backgrounds, interests and expertise. The areas represented on the Panel include education, government, youth, business, academia, public housing, law enforcement and community.

The Panel met on two occasions to discuss its mandate and to develop its areas of focus. The following key areas were identified and will form the basis of the Panel's work:

Vision of Community Safety

Issue: Need for a vision and indicators of community safety from a policing perspective.

The City of Toronto's Community Safety Plan focuses on prevention initiatives directed at youth that contribute to community safety. Prevention initiatives are intended to complement enforcement activities of the Toronto Police Service.

Panel members may wish to recommend, or undertake themselves, the development of a vision and indicators of community safety from a policing perspective. The indicators might contribute to the curricula of police training programs and new and creative performance evaluation criteria (for prevention and enforcement behaviour) of front-line police officers as well as of police managers, for example.

Youth Culture

Issue: Youth culture is not clearly defined or fully understood by service providers and that affects how we approach youth and youth issues.

Through discussions, the Panel reached agreement that youth culture and youth issues are very diverse. It was felt that there is a need to better understand contemporary youth culture in order to deal with youth issues effectively.

One of the goals of the Board's Business Plan priorities is to "create partnerships with youth, community, and/or government/public services/agencies/organizations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime involving guns and/or gangs."

Panel members might recommend to the Board, or themselves undertake, research to assist in defining youth culture and its scope. Research results would assist the Board in achieving its business plan priority, as well as assist the Service in identifying training issues.

'Don't Ask' Protocol

Issue: Determine whether the Board should advocate for a standardized "Don't Ask" policy to be adopted by all school boards.

The Toronto District School Board (TDSB) recently adopted a "Don't Ask" policy with respect to the immigration status of its students. This type of policy has not yet been adopted by other school boards or other agencies such as the TCHC. It is estimated that there are over 60,000 undocumented residents of Toronto who should be able to access services without fear of being identified and reported. A key service is education.

It is suggested that a group of Panel members work with the TDSB and other school boards to develop standardized "Don't Ask" protocols to ensure that school boards and police services implement their "Don't Ask" policies consistently and equitably. Other agencies, such as the TCHC, may also wish to participate in this exercise.

Evaluation

Issue: Determination of the effectiveness of community safety program delivery

It is difficult to know how effective programs are as there is usually no mechanism built in to measure their success.

Members of the Panel may wish to consider recommending, or participating in, the development of evaluation components or tools.

One area worth considering is the Service's Community Mobilization initiative.

Conclusion

Panel members have divided into sub-groups, with each sub-group working on an area of focus. It is anticipated that the Panel will meet again in January 2007, at which time subgroups will report out on their findings regarding their respective area of focus. The subgroups' reports will form the basis for the Panel's recommendations to the Board.

Therefore, it is recommended that the Board approve the mandate of the Advisory Panel on Community Safety (the Panel) as detailed in this report; and the Panel be requested to provide its final report and any necessary recommendations to the Board's April 2007 meeting.

The Board received the foregoing and approved the following Motion:

THAT the Chair contact senior management of local media organizations to invite them to participate on the advisory panel.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P363. EXTENSION OF POLICE TOWING CONTRACTS

The Board was in receipt of the following report November 07, 2006 from William Blair, Chief of Police:

Subject: EXTENSION OF POLICE TOWING CONTRACTS

Recommendation:

It is recommended that: the Board approve extending the existing towing and pound services contracts for a period of one year, from June 1, 2007, up to and including May 31, 2008.

Background:

At its meeting of January 6, 2004, the Board approved the issuance of a Request for Quotation (R.F.Q.) for the police towing and pound services contracts (Board Minute #P3/04 refers). As a result of that approval, a R.F.Q. was issued which closed on February 9, 2004.

At its meeting of April 29, 2004, in response to the above mentioned R.F.Q., the Board awarded police towing contracts to the following towing operators (Board Minute #P135/2004 refers):

- Towing District No. 1 – J.P. Towing Service and Storage
- Towing District No. 2 – Walsh's Auto Service Ltd.
- Towing District No. 4 – Williams Towing Service Ltd.
- Towing District No. 5 – Diamond Towing Ltd.
- Towing District No. 6 – A Towing Service Ltd.

Further, at its meeting of July 29, 2004, in response to the same R.F.Q., the Board awarded a police towing contract to the following towing operator (Board Minute #P220/2004 refers):

- Towing District No. 3 – 1512081 Ontario Ltd., operating as Abrams

The current police towing and pound services contracts commenced on June 1, 2004, and were to be in effect for a period of three years. The contracts contain a condition whereby they may be extended for a period of one full year at the sole discretion of the Board. Should the Board choose to exercise this option and extend the contracts, all terms and conditions, including the fees charged for towing, storage, administration, or other allowable expenses contained within

each contract, shall remain unchanged. No financial expenses will be incurred by the Toronto Police Service as a result of this extension.

In September of 2006, personnel from Traffic Services conducted audits of each of the current contract holders. Audits are conducted on a quarterly basis, and involve an on-site inspection of each facility. The audits have not uncovered any contractual violations that would raise concerns regarding the extension of any of the existing towing and pound services contracts. The Service is currently satisfied with the existing arrangements and with the level of service being provided by each of the contracted companies.

At its meeting of August 11, 2005, the Board requested that prior to considering the next policing towing contracts, the Chief of Police provide the Board with a report identifying any additional factors that could be considered with regard to the establishment of a price cap (Board Minute #P255/2005 refers). Should the one year extension be granted, such a report will be provided to the Board in September 2007, for consideration during the next police towing and pound service quotation request and contract negotiation process.

Staff at Toronto City Legal have been consulted regarding the preparation of this report and concur with the content.

It is therefore recommended that the Board approve extending the existing towing and pound service contracts for a period of one year, from June 1, 2007, up to and including May 31, 2008.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P364. LEGAL FEES – TORONTO POLICE SERVICES BOARD – INQUEST
INTO THE DEATH OF OTTO VASS**

The Board was in receipt of the following report November 06, 2006 from Alok Mukherjee, Chair:

Subject: LEGAL FEES – TORONTO POLICE SERVICES BOARD - INQUEST INTO
THE DEATH OF OTTO VASS

Recommendation:

It is recommended that the Board approve payment of the Borden Ladner Gervais LLP account, in the amount of \$4,915.47.

Background:

Attached is a statement of account from the legal firm of Borden Ladner Gervais LLP in the amount of \$4,915.47 for professional services rendered in connection with the above noted matter. The account is for the period ending September 30, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board approved the foregoing noting that the detailed statement of account regarding this matter was received during the confidential meeting (Min. No. C288/06 refers).



BORDEN
LADNER
GERVAIS

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

Borden Ladner Gervais LLP
Lawyers • Patent & Trade-Mark Agents
Scotia Plaza, 40 King Street West
Toronto, Ontario, Canada M5H 3Y4
tel.: (416) 367-6000 fax: (416) 367-6749
www.blgcanada.com

October 16, 2006
Invoice # 696181065
KAM/KAM

Re: City/Toronto (Police)-Otto Vass Inquest

File No: 017523/000205

REMITTANCE COPY

Fees	\$ 4,617.50
Disbursements	19.74
GST on Fees and Taxable Disbursements	278.23
Total this Invoice	<u>\$ 4,915.47</u>

PLEASE RETURN THIS COPY WITH YOUR PAYMENT
MAKE CHEQUES PAYABLE TO BORDEN LADNER GERVAIS LLP

Alternatively, payment may be wired to:

The Bank of Nova Scotia
44 King Street West
Toronto, Ontario
M5H 1H1

Bank #: 002
Bank Transit #: 80002
Swift Code: NOSCCATTOR
General Canadian Fund Account#: 14221-11
U.S. Fund Account #: 51181-15

Please include our invoice number with your wiring instructions

PAYABLE ON RECEIPT
INTEREST AT THE RATE OF 4.5% PER ANNUM MAY BE CHARGED ON ACCOUNTS WHICH ARE OVERDUE
GST REGISTRATION # R869096974RT0001

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P365. LEGAL FEES – CIVIL ACTION – TORONTO POLICE SERVICES
BOARD ATTS MR. NORMAN GARDNER**

The Board was in receipt of the following report November 06, 2006 from Alok Mukherjee,
Chair:

Subject: LEGAL FEES – TORONTO POLICE SERVICES BOARD ATTS NORM
GARDNER

Recommendation:

It is recommended that the Board approve payment of the Torys account, in the amount of
\$12,083.10.

Background:

Attached is a statement of account from the legal firm of Torys in the amount of \$12,083.10 for
professional services rendered in connection with the above noted matter. The account is for the
period ending August 31, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

**The Board was also in receipt of the following report November 16, 2006 from Alok
Mukherjee, Chair:**

Subject: LEGAL FEES – TORONTO POLICE SERVICES BOARD ATTS NORM
GARDNER

Recommendation:

It is recommended that the Board approve payment of the Torys account, in the amount of
\$9,025.79.

Background:

Attached is a statement of account from the legal firm of Torys in the amount of \$9,025.79 for
professional services rendered in connection with the above noted matter. The account is for the
period ending September 30, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board noted that detailed statements of accounts regarding this matter were received during the confidential meeting (Min. No. C289/06 refers).

The Board referred the foregoing two reports back to the Chair for review with regard to the amount of fees being charged.

Remittance Copy **TORYS** LLP
NEW YORK TORONTO

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

October 13, 2006

Metro Hall, 25th Floor, Stn. 1260
55 John Street
Toronto, Ontario
M5V 3C6

Attention: Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending August 31, 2006.

Fee \$11,078.00

Disbursements Subject to GST

Copies	\$32.76	
Laser Printing	39.40	
On Line Research Charges - WestlaweCarswell	40.25	
On-Line Research Cost - Quicklaw	<u>88.93</u>	201.34

Disbursements Not Subject to GST

Notice of Motion/Leave to Appl 127.00

GST 676.76

TOTAL \$12,083.10

TORYS LLP

REF: 1131337/32032-2002

Please return this copy
with your payment.

Interest at the rate of 4.50% per year, calculated on a daily basis,
will be charged on all accounts overdue one month or more.

In Account With **TORYS** LLP
NEW YORK TORONTO

Suite 3000
79 Wellington St. W
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

October 31, 2006

The Toronto Police Services Board
Metro Hall
55 John Street, 25th Floor, Stn. 1260
Toronto, Ontario
M5V 3C6

Attention: Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending September 30, 2006 as described on the attached Schedule.

Fee		\$8,113.50
<u>Disbursements Subject to GST</u>		
Agents Fees	\$122.52	
Copies	0.90	
Laser Printing	24.85	
On-Line Research Charges - Lexis	42.79	
On-Line Research Cost - Quicklaw	<u>210.34</u>	401.40
GST		<u>510.89</u>
TOTAL		<u>\$9,025.79</u>

TORYS LLP

Per: 

REF: 1132630/32062-002

Please retain this copy
for your files.

Interest at the rate of 4.35% per year, calculated on a daily basis,
will be charged on all accounts overdue one month or more.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P366. LEGAL FEES – TORONTO POLICE SERVICES BOARD SUBMISSION
TO THE ONTARIO CIVILIAN COMMISSION ON POLICING
SERVICES**

The Board was in receipt of the following report November 06, 2006 from Alok Mukherjee,
Chair:

Subject: LEGAL FEES – TORONTO POLICE SERVICES BOARD SUBMISSION TO
OCCPS

Recommendation:

It is recommended that the Board approve payment of the Lenczner Slaght Royce Smith Griffin
LLP account, in the amount of \$3,635.74.

Background:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin
LLP in the amount of \$3,635.74 for professional services rendered in connection with the above
noted matter. The account is for the period ending September 30, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

**The Board was also in receipt of the following report November 27, 2006 from Alok
Mukherjee, Chair:**

Subject: LEGAL FEES – TORONTO POLICE SERVICES BOARD SUBMISSION TO
OCCPS

Recommendation:

It is recommended that the Board approve payment of the Lenczner Slaght Royce Smith Griffin
LLP account, in the amount of \$7,062.78.

Background:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP in the amount of \$7,062.78 for professional services rendered in connection with the above noted matter. The account is for the period ending October 31, 2006.

I recommend that the Board approve payment of this account from the Board's operating budget.

This report corresponds with additional information provided on the in-camera agenda.

The Board approved the foregoing reports noting that detailed statements of accounts regarding this matter were received during the confidential meeting (Min. No. C290/06 refers).

LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP
BARRISTERS

Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3
Attention: Alok Mukherjee

Date: October 23, 2006

Our file #: 36298
INVOICE NO. 65442

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from June 30, 2006 to September 30, 2006:

FEES:

TOTAL FEES	\$3,400.00
G.S.T. @ 7%	204.00

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$29.94
G.S.T. on 306.39 @ 7%	1.80
TOTAL FEES AND DISBURSEMENTS	\$3,429.94

TOTAL TAXES

G.S.T. (Registration #: R133780817)	205.80
TOTAL BILL	\$3,635.74
TOTAL DUE AND OWING UPON RECEIPT	<u>\$3,635.74</u>

612243.1

SUITE 2600, 130 ADELAIDE STREET WEST, TORONTO, ONTARIO, CANADA M5H 3P5
TELEPHONE (416) 865-9500 FACSIMILE (416) 865-9010

LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP
BARRISTERS

Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3
Attention: Alok Mukherjee

Date: November 21, 2006

Our file #: 36298
INVOICE NO. 65862

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from October 1 to October 31, 2006:

FEES:

TOTAL FEES	\$ 6,650.00
G.S.T. @ 6%	\$399.00

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$13.00
G.S.T. on 13.00 @ 6%	\$.78
TOTAL FEES AND DISBURSEMENTS	\$6,663.00

TOTAL TAXES

G.S.T. (Registration #: R133780817)	\$399.78
TOTAL BILL	\$7,062.78
TOTAL DUE AND OWING UPON RECEIPT	<u>\$7,062.78</u>

SUITE 2600, 130 ADELAIDE STREET WEST, TORONTO, ONTARIO, CANADA M5H 3P5
TELEPHONE (416) 865-9500 FACSIMILE (416) 865-9010

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P367. REQUEST TO ATTEND “MAKING A DIFFERENCE CONFERENCE. A
MULTI-DISCIPLINARY APPROACH: RESPONDING TO,
INVESTIGATING AND PROSECUTING SEXUAL ASSAULTS” –
DECEMBER 06-08, 2006, HALIFAX, NOVA SCOTIA**

The Board was in receipt of the following report November 06, 2006 from Alok Mukherjee,
Chair:

Subject: Request to Attend "Making a Difference Conference. A Multi-disciplinary
Approach: Responding to, Investigating and Prosecuting Sexual Assaults" -
December 6-8, 2006, Halifax, Nova Scotia

Recommendation:

THAT the Board approve my attendance at the above-noted conference, and,

THAT the Board re-allocate \$1,100.00 from within the Toronto Police Services Board's
operating budget to fund my attendance.

Background/Purpose:

The Avalon Sexual Assault Centre in Halifax, Nova Scotia is hosting a 3-day conference this
December focussing on multi-disciplinary response to sexual assaults. The RCMP and the
Halifax Police Service are co-hosting the conference. The conference will address the barriers to
the criminal justice system and will identify ways to improve the experience and services for
victims/survivors of sexual assault. A copy of the conference program is appended to this report.

Discussion:

The Board has established a Sexual Assault Steering Committee to assist in the implementation
of the Auditor General's second report on the handling of sexual assaults. The Committee,
which includes representatives of the Board, the Service and the community, has been engaged
in important work related to training of Service members, protocols for public information,
removal of barriers, and such other issues in order to ensure that the Auditor General's
recommendations are implemented fully and effectively so as to enhance the quality of service
provided to adult women who are victims of sexual assault. The 3-day conference in Halifax
hosted by the Avalon Sexual Assault Centre will provide an opportunity to hear some of the
leading experts on sexual assault in North America, and to learn about "best practices" in the
handling and investigation of sexual assaults. I propose to share this information with the Sexual
Assault Steering Committee and the Board. I believe the information will be of great value to
the work we are currently engaged in through the Steering Committee.

Financial Implications:

This conference is was not included in the list of conferences for which funds were allocated in the Board's 2006 operating budget and the expenditure may exceed funds available in the conference account. I recommend that the Board approve, if necessary, the reallocation of funds from within the Police Services operating budget in order to cover the cost of my attendance at this conference.

The Board approved the foregoing.



MARK YOUR CALENDERS...

Avalon Sexual Assault Centre and Halifax Regional Police
cordially invite you and your colleagues
to a 3-day

**“Making A Difference Conference”
A Multi-disciplinary Approach: Responding
To, Investigating and Prosecuting
Sexual Assaults**

December 6th, 7th and 8th, 2006
The Lord Nelson Hotel & Suites*
1515 South Park Street
Halifax, Nova Scotia

Registration material and full details will be available in September 2006.
Registration fee \$150.00. Space is limited ...so register early!
**Special room rates of \$109.00 will be available*

Special speakers will include Joanne Archambault, retired San Diego Police Officer with 23 years experience (10 as Supervisor of the Sex Crimes Unit). Joanne lectures extensively to multi-disciplinary audiences on subjects related to the criminal justice response to sexual assault crimes. Mary Humphrey, Crown Law Office-Criminal, Toronto, will be speaking on preparing victim witnesses and techniques for dispelling rape myths during trials. There will also be panel discussions and presentations from victim advocacy groups.

For more information contact Marlene Gibson at (902) 422-6503; or
Cindy Preeper at (902) 422-4240

MAKING A DIFFERENCE
CONFERENCE
Registration Form
2006

SPONSORED BY:

First Name: _____
Last Name: _____
Address: _____
City: _____
Province: _____ Postal Code: _____
Phone: _____ Fax: _____
email: _____
Title: _____
Organization: _____
Name for ID Tag (if different from above): _____

Do you have any mobility limitations?
Yes _____ No _____

Registration Fees: \$150
\$100*

Includes refreshments and conference materials

*Not-For-Profit Organizations

Only 30 spots available at the reduced rate.
Send your cheque early!

Pre-registration is required

Please make cheque payable to:

Making a Difference Conference

Registration forms can be either faxed or mailed:

Mail to: Avalon Sexual Assault Centre
Making a Difference Conference
1526 Dresden Row, 4th Floor
Halifax, NS
B3J 3K3
Attn: Marlene Gibson

Fax to: (902) 422-4962

Avalon
Sexual Assault Centre



Conference Description:

"Making a Difference" Conference
A Multi-Disciplinary Approach: Responding To, Investigating and Prosecuting Sexual Assaults, is a 3 day conference hosted by Avalon Sexual Assault Centre, the RCMP, and the Halifax Regional Police.

This conference will focus on the benefits of a multi-disciplinary approach to effectively addressing the barriers to the criminal justice system and improve the experience and services for victims/survivors of sexual assault.

The main goal of this conference is to have communities from across the province come together to coordinate their responses in an effort to share knowledge and information amongst key stakeholders to promote/improve inter-agency and community collaboration.

Who Should Attend:

- Law Enforcement Personnel
- Justice Personnel
- Policy Makers
- Public and Mental Health Providers
- Social Workers/Counsellors
- Medical Personnel
- Offender Service Providers
- Community and System Based Victim Advocates
- Other Service Providers

Conference Highlights:

WEDNESDAY, DECEMBER 6th
7:30am - 4:30pm
Registration 7:30am - 8:00am

Presentations by Joanne Archambault:

- Dynamics of Sexual Assault
- A Multidisciplinary Approach to Sexual Assault (discussion to follow)

Lisa Jacek, Counsel, Criminal Law Policy Branch, Ministry of the Attorney General Ontario:

- Preparing the Victim/Witness for Trial
- Techniques for Dispelling Rape Myths During Trials

RECEPTION: 5:00pm

To commemorate December 6th: A Day of Remembrance and Action

THURSDAY, DECEMBER 7th
8:00am - 4:45pm

Joanne Archambault:

- Investigating Difficult Cases
- Sexual Assault on Campus
- False and Unfounded Allegations of Sexual Assault.

Jackie Stevens, Community Education/Training, Avalon Centre:

- Secondary Wounding in the Legal System

Brenda Zareski, SANE Co-ordinator, Avalon Centre:
• Sexual Assault Nurse Examiner (SANE) Program

Panel Discussion (speakers to be announced)
System and community based Victim Service groups will provide an overview of services and how to improve services for victims/survivors of sexual assault.

PUBLIC LECTURE: 7:00pm

Honorable Elma Bellini, Rochester, New York:
• Sexual Assault, Domestic Violence - Specialized
• Court Models.

FRIDAY, DECEMBER 8th
8:00am - 1:00pm

Glenda Hayden, Therapist, Avalon Centre:
• The Importance of Follow-up Counselling

Dr. Angela Connors and Mikaela Vidmar-Perrins, Clinical Forensic Psychologists:
• Youth and Adult Offenders

KEY NOTE SPEAKER



Joanne Archambault
Sergeant (Retired)

Joanne Archambault is the Executive Director of End Violence Against Women (EVAW) International and the President and Training Director of Sexual Assault Training and Investigations (SATI), Inc.

Prior to full time consulting work, Ms. Archambault worked for the San Diego Police Department for almost 23 years, until her retirement in October 2002. Ms. Archambault has written and co-authored a number of articles and chapters on various subjects relating to the criminal justice response to sexual assault crimes, including the role of the police, the forensic examination, the impact of DNA, and overcoming a consent defense.

She has lectured extensively to multi-disciplinary audiences on the role of police in the investigation of sex crimes throughout the US and abroad.

PRESENTATION:

Ms. Archambault will be presenting 3 key areas of interest in sexual assault investigation:

1. Sexual Assault Dynamics: Effectively Recognizing and Responding to Sexual Assaults
2. Investigating Difficult Cases and Drug Facilitated Sexual Assault
3. False and Unfounded Allegation of Sexual Assault

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P368. REQUEST FOR FUNDS: 50TH ANNIVERSARY CELEBRATION –
TORONTO POLICE SERVICE AUXILIARY POLICE PROGRAM**

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

Subject: 50th ANNIVERSARY CELEBRATION – TORONTO POLICE SERVICE
AUXILIARY POLICE PROGRAM

Recommendation:

It is recommended that: the Board approve an expenditure not to exceed \$27,000.00 from the Board's Special Fund to cover expenses incurred in hosting an appreciation dinner for the Service's Auxiliary members.

Background:

The 50th anniversary of the Toronto Police Auxiliary Service is an opportunity for all to recognize, congratulate, and commemorate a half century of dedicated service. Since 1957, the Toronto Police Auxiliary Service has demonstrated a tremendous sense of volunteerism and dedication to the greater community.

In actual fact, the Auxiliary program commenced in September of 1956, at which time it was called the Civil Defence Auxiliary. With amalgamation in 1957, the program was renamed the Metropolitan Toronto Police Auxiliary Service. Their visible presence in the community, continued assistance and support of policing activities, has been identified as an integral component of the 2006-2008 Service Priorities: "Delivery of Service."

Auxiliary members, 364 strong, volunteer approximately 70,000 hours annually of their time to assist the Service in areas that include community-policing initiatives, special events, parades, searches for missing persons and emergency call-outs.

The Auxiliary program has been a valued component of the Toronto Police Service and an effective partner orientated to the needs of the community. This year marks the golden anniversary milestone of the program and a celebratory dinner is being planned, to be held on Thursday, May 10, 2007, at Montecassino Banquet Hall, 3710 Chesswood Drive, commencing at 6:00 p.m. to recognize the Service's Auxiliary members. Members of the Toronto Police Services Board, Command Officers, community leaders, auxiliary members and their guests will also be invited to the celebration.

In October 1997 (Board Minute #152/97 refers), the Board sponsored and approved the allocation of \$15,000.00 to host the 40th Anniversary Appreciation Dinner. Further, in October

2002 (Board Minute #P268/02 refers); the Board sponsored and approved the allocation of \$15,000.00 to host the 45th Anniversary Appreciation Dinner.

The following is the proposed budget for the 50th Anniversary Auxiliary Dinner Celebration:

50th Anniversary Auxiliary Dinner Celebration Budget
(based on a maximum of 500 attendees)

Catering	\$ 17,500.00
Audio Visual Rental (Videoscope / 35 years of experience)	\$ 4,000.00
Commemorative DVD's	\$ 1,500.00
Commemorative Coins	\$ 1,000.00
Printing Costs (Yearbook, invitations and programs)	\$ 1,000.00
Entertainment	\$ 750.00
Flowers	\$ 650.00
Honorariums	\$ 300.00
Sundry Items	\$ 300.00
Total:	\$ 27,000.00

A commemorative coin, yearbook, and DVD are presently in production to mark this once in a life time anniversary and will be subsequently issued to all attending guests. It is anticipated that the DVD along with a yearbook will chronicle major events throughout the Auxiliary Services history including numerous audio visual snippets of gratitude and congratulatory remarks from dignitaries and auxiliaries past and present.

Videoscope is an audio, visual and broadcast technology company with 35 years of experience that has worked in conjunction with our Video Services Unit on previous celebratory events, as recently as the Chief's dinner recognizing the Victim Services Program. Based on excellent working relationship with this company, Videoscope is being considered once again to provide on-site event staging which will enable the presentation of the aforementioned DVD and ensure expert audio visual solutions.

Notwithstanding normal inflationary costs over a five year period, the proposed increase in budget costs for the 2007 dinner celebration is based upon information that has been received from caterers and suppliers, as well as an anticipated increase in the number of guests estimated at a maximum of five hundred attendees.

It is therefore recommended that the Board approve expenditure not to exceed \$27,000.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service Auxiliary Police Program 50th Anniversary Dinner celebrations. Any monies not utilized for this event will be returned to the Board.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P369. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2007 BLACK
HISTORY MONTH CELEBRATIONS**

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

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2007
BLACK HISTORY MONTH CELEBRATIONS

Recommendation:

It is recommended that: the Board approve an expenditure not to exceed \$3,500.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service 2007 Black History Month Celebrations.

Background:

Black History Month was started in 1926 by Carter Woodson, an American who believed that the history of black people should be communicated throughout the world. The Toronto Police Service has been celebrating Black History Month since 1994. In 1996, Parliament officially declared February as Black History Month in Canada.

The Service's participation in Black History Month celebrations serves to increase public awareness of significant contributions made by members of the Black Community to Canadian society. Black History Month provides a unique opportunity for members of the Toronto Police Service and the greater community to join together and celebrate the diversity that makes Toronto such a vibrant city.

The Toronto Police Service, Community Mobilization Unit, will co-ordinate a ceremony and reception for the commemoration of Black History Month. The 2007 Black History Month celebration will highlight the contribution of Black women to Canadian politics and culture.

As part of the 2007 celebration, funding is being requested for a Black History Month Legacy poster which is currently being developed by Mr. Robert Small, a local Toronto artist. Mr. Small's artistic portfolio includes original artworks, numerous commissioned pieces, and ten Black History Month posters, including a piece called "The Ascension of Effort" which featured Deputy Chief Keith Forde along with three other prominent Canadians of African descent.

The Legacy poster will focus on the achievements of African Canadian women. Governor General Michaëlle Jean and Dr. Avis Glaze have agreed to be among the women featured on the poster.

The continued community support and presence of the Toronto Police Service's image on this poster will communicate the Service's commitment to diversity.

The following is the proposed budget for the 2007 Black History Month Celebrations:

Black History Month Budget

Honorariums and Miscellaneous	\$ 600.00
Refreshments	\$ 600.00
Black History Month Legacy Posters, Frames and Bookmarks	\$ 1,800.00
Exhibits and Displays	\$ 500.00
Total:	\$ 3,500.00

It is therefore recommended that the Board approve expenditure not to exceed \$3,500.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service 2007 Black History Month Celebrations.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P370. EMPLOYMENT SYSTEM REVIEW REPORT

The Board was in receipt of the following report October 23, 2006 from William Blair, Chief of Police:

Subject: EMPLOYMENT SYSTEM REVIEW REPORT

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting on July 12, 2005, the Board approved a plan to conduct an Employment Systems Review (ESR) of the uniform promotional processes (Board Minute # P240/05 refers). The objective of the plan was to ensure that the promotion processes are barrier-free and reflect openness, transparency and fairness. In particular, the review was to examine the accessibility and equity of the process for women, racial minorities, Aboriginal persons, members with disabilities, and members of the lesbian, gay, bisexual, and transgender communities (“the designated groups”).

At the end of September 2005, the Service issued a request for proposals to obtain external expertise in diversity management, necessary for a proper review of promotional processes up to and including the rank of Staff Superintendent. Six proposals were submitted, and after careful consideration, the contract was awarded to Associum Consultants at a cost of \$47,936.00.

Work on the project commenced in December 2005. The review was extensive and included consultant interviews with the Board Chair, members of Command, key personnel within Human Resources Command and a representative of the Senior Officers’ Organization. The Toronto Police Association was invited to participate and declined. Focus groups were also held with members that reflect the Service’s diversity and with members of the community. In addition, the consultants reviewed relevant policies, procedures and rules, as well as documents connected with recent promotional processes.

Associum Consultants completed their review at the end of August 2006 and submitted a final report of their findings and recommendations in October 2006. A copy of this document is appended to this report for the information of the Board. While the report recognizes strengths and sound practices in the Service’s human resources procedures and practices, it also identifies systemic barriers and other issues that impact those policies and practices. It recommends that these barriers be addressed.

It is important to note that several of the identified barriers were not exclusive to the designated groups. Many of the barriers affect all officers who participate in the promotional processes. Removal of the barriers will benefit all members by ensuring that the processes are – and are seen to be – not only barrier-free, but also fair, transparent and equitable for all. This will help to increase the credibility of the processes amongst members of the Service and the community, and will support all members as they strive to achieve their full potential.

The consultant's report and its recommendations have been reviewed by the Command. Of the 95 recommendations proposed by the consultants, the Command has agreed that 86 be implemented, in whole or in part. Some will be implemented in the short term, while others require more study and preparatory work. The nine recommendations for which approval is not recommended at this time are not viable as they are a duplication of existing practices, or would not improve the processes. Some of the recommendations relate to initiatives that are already in progress or under review, and many are already important elements of the *Human Resources Command Strategic Plan* for 2006-2008. Included in the Strategic Plan are goals to: ensure a professional, bias free, healthy work environment; maximize member performance and potential; ensure that the Service membership reflects and represents the community; provide the best human resources policies, programs and practices; and establish the Service as an employer of choice.

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

Staff Superintendent Peter Sloly, Staff Planning and Community Mobilization, was in attendance and delivered a presentation to the Board on the results of the Employment System Review.

The Board received the foregoing.

A copy of the Executive Summary of the report is appended to this Minute for information. A copy of the complete report is on file in the Board office.



TORONTO POLICE SERVICE

Employment Systems Review of Uniform Promotional Process

October 2006

FINAL REPORT

ASSOCIUM Consultants
111 Peter Street • Suite 403
Toronto • Ontario • M5V 2H1
(416) 867 • 9350

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- Appendix A – Documents and Policies Reviewed
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- Appendix E – Adverse Impact Analysis

Executive Summary

The Toronto Police Service (TPS) is the largest municipal police service in Canada, with a mandate to provide policing services for the 2.4 million residents of the most diverse city in Canada.

As part of its strategy to effectively meet this mandate and also meet the requirements of the *Ontario Police Services Act* to reflect the community it serves, the Toronto Police Service contracted with ASSOCIUM Consultants to conduct an Employment Systems Review (ESR) of promotional practices for uniform officers.

Specifically, in the terms of reference for this project, the Service stated that it required:

...assistance in analyzing its promotional systems for police officers to ensure that they are equitable, and that the practices associated with these systems are applied consistently, transparently, and fairly to all employees.... The review of Service practices associated with uniform promotional processes will be particularly concerned with the under-representation of women, visible minorities, Aboriginal people, persons with disabilities, and members of the Lesbian, Gay, Bisexual, and Transgendered community.

In addition to conducting the ESR, the consultants were required to provide training in employment equity and the ESR process to the Service's Diversity Working Group.

The Service recognizes that greater diversity throughout all levels of its uniform ranks will help the organization face the challenges of policing an increasingly diverse population. Maintaining an environment that values all employees will also add to the Service's credibility as an Employer of Choice, and will help ensure that the Service has a large pool to draw from when hiring. This will be critically important over the coming years as the baby boomers reach retirement age and the Service faces higher rates of retirement and increased competition for qualified candidates to fill vacancies.

Pursuing a diverse workforce and ensuring the effective management of that workforce have benefits that go far beyond the designated groups and will result in benefits for the entire organization. These include:

- Better human resource management – All employees benefit from better management of human resources resulting from fair and equitable human resource policies and practices;
- Reduced human resource costs – Respecting and valuing all employees helps to reduce the costs associated with absenteeism, human rights complaints, and staff time to deal with issues of harassment and discrimination;

- Improved productivity – Healthy work environments improve the performance of all employees; and
- Improved corporate image – Employers that are known to be committed to equity and diversity have a more positive corporate image, both by the public in general and by prospective employees.

For police services, the benefits of a diverse workforce also extend to the delivery of their mandate – to provide policing services to an increasingly diverse population. Not only will a diverse workforce help the Service understand and respond to the needs of the diverse population, it will also affect the way policing services are delivered. One example is the benefit that women bring to policing. Research conducted in North America and internationally found that women officers rely on a different style of policing than their male counterparts, which offers a great deal of benefit to police services¹. In addition, a diverse workforce enables the Service to conduct undercover work in a variety of communities. A diverse workforce may also affect the interaction between officers and the diverse communities in Toronto.

Oftentimes, the benefits of implementing equity and diversity initiatives far outweigh the costs. However, in order to achieve these benefits, the organization’s equity plan must be implemented and managed effectively, and backed by the leadership of the organization.

This report summarizes the results of the ESR, which is aimed at ensuring that the policies and practices associated with the promotion of uniform officers are applied consistently, transparently, and fairly to all employees. This ESR is an essential step in identifying and removing barriers that limit equity in the promotional process for the designated groups.

The term “designated group” used throughout this report refers to those groups identified as facing significant inequalities and systemic barriers in the labour market. In Canada, these groups were identified by the Abella Commission as women, racial (or visible) minorities, persons with disabilities and Aboriginal peoples². In addition, the Service has identified members of the Lesbian, Gay, Bisexual, and Transgendered (LGBT) community as a designated group.

Reference to the “non-designated group,” therefore, refers to those employees that do not belong to any of the designated groups.

This ESR identified many aspects of the Service’s promotional processes that pose barriers to the designated groups. However, many of these barriers are not specific to the designated groups and may impact on all officers who participate in the promotional process. Therefore, by implementing the recommendations from this ESR, the Service could make strides not only in instituting or formalizing non-discriminatory policies and practices, but also in increasing the transparency and consistency of its human resource practices and in supporting better management and treatment of all its employees.

¹ *Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement*. National Center for Women and Policing. 2001. (pg 22-27)

² Abella, Rosalie Silverman, *Equality in Employment: A Royal Commission Report*, Ottawa, Minister of Supply and Services, 1984.

Highlights of Quantitative Findings

Typically, an ESR begins with an analysis of workforce data to assess the impact of policies and practices on the designated groups. However, the ability to use data for this analysis depends on the quality of the data. When assessing the Service's Employment Equity Survey, human resource management system and the resulting employment equity data, several concerns were identified. These concerns are significant enough to undermine the validity of the data and do not allow a workforce analysis to be conducted. The issues identified include:

- The Service reports a survey response rate of 21% - well below the standard of 80% established by the Canadian Human Rights Commission;
- Prior to 2002, the system did not allow someone who identified as not belonging to a racial minority group to be entered as responding "No" to this question, or to be coded as "White." Instead, those who did not belong to a racial minority group, as well as those who did not answer this question, were coded as "N/A". The coding of the data in this way misrepresents the survey response rate;
- Employment Equity Survey data is not entered in a consistent manner into the human resource management system; and
- Insufficient information is provided to officers and recruits about the completion of the survey, the protection of the information collected and the use of the data. In addition, information that could encourage officers and recruits to complete the survey (e.g. information on the Service's commitment to equity and diversity, the importance of having accurate workforce information) and educate staff about employment equity is not provided.

General Recommendations

The consultants recommend that the survey and human resource management system be updated to allow the organization to distinguish between employees who have received and choose not to respond to the survey, those who have not received or returned the survey, and those who have completed the survey and indicated that they do not belong to a designated group.

Once the identified changes are made to the survey, a resurvey of the entire workforce is recommended. These measures will provide the Service with data that will more accurately reflect the composition of the workforce and from which conclusions can be drawn with greater confidence.

Highlights of Qualitative Findings

Qualitative findings were identified through the review of the policies and practices associated with the promotional process and through the consultation process. In total 109 individuals, including human resource staff, officers from all ranks, the Chief and the Chair of the Toronto Police Services Board participated in focus groups and one-on-one interviews. Input was also received through a focus group with members from the various Community Consultation Committees.

The information collected through this review revealed that many officers have a lack of confidence in the ability of the promotional process to promote the best qualified candidates to the next rank. This lack of confidence is created by the lack of transparency and perceived lack of fairness in the process. This lack of confidence in turn colours the perception officers have of those who are successful in the process. Designated group members who are promoted are generally seen as having been given the promotion because of their designated group status. Non-designated group members who are successful in the process are generally seen as being beneficiaries of their networks and informal mentoring.

This ESR also identified a number of systemic and attitudinal barriers that exist which negatively affect the advancement of designated group officers within the Service.

The barriers that have been identified in the promotional process include:

Unnecessary job requirements. The requirement that all officers seeking promotion be Use of Force certified, poses a barrier to persons with disabilities as it is not a bona fide job requirement that all officers carry a gun. The Service can make accommodation to allow disabled officers who are no longer able to carry or use a weapon to be promoted throughout the Service and placed in positions that do not require the use of a weapon.

Lack of reasonable accommodation. The promotional process lacks procedures to ensure that all officers are asked about and provided with accommodation.

Non-job related assessment criteria. The Unit Commander Assessment, which allows for the assessment of officers applying for promotion by the management team within their Division, creates a barrier to the designated groups by allowing the subjective assessment of officers based on non-job related criteria. Complaints by police officers to the Canadian, Ontario and Quebec Human Rights Commissions have helped to identify the requirement for a supervisor's evaluation for promotion within law enforcement agencies as a factor that creates barriers to the designated groups because it can be fraught with subjectivity, inconsistencies as well as race and gender bias.

Unequal access to informal systems. Networking and informal mentoring have become part of the Service's organizational culture. However, the designated groups have limited access to these networks and to the informal mentoring offered to the non-designated group by their counterparts at higher ranks. Unequal access to these informal systems limits the guidance and support provided to the designated groups and creates a barrier to their advancement within the Service.

Unequal access to training and development. While the Service has corporate training procedures, each Division has developed its own guidelines to implement these procedures. This has created significant inconsistencies in the implementation of the corporate training procedures across the Divisions, and allows for unequal access to training and development opportunities for all officers.

Lack of equity and diversity knowledge among officers. While the Board, the Chief and the Command have expressed an understanding of and commitment to employment equity, officers expressed varying degrees of knowledge and commitment to equity and diversity.

At all levels, officers expressed limited knowledge about employment equity. Some see it as reverse discrimination – favouring less qualified designated group members at the expense of other qualified officers. Senior officers and supervisors also expressed little understanding of employment equity, little commitment to diversity, and little understanding of the challenges faced by designated group officers.

The perception that the Service has lowered its standards to hire designated group members permeates the organization. This perception fuels the stereotypes and negative attitudes officers hold toward designated group officers.

Non-supportive work culture and environment. Officers recounted numerous incidents of recent and ongoing harassment – from inappropriate comments about the designated groups by fellow officers, to threats of reprisals if they bring forward complaints. It appears that not only do officers hold these negative attitudes, but the organizational culture is such that officers feel free to act on and verbalize these attitudes.

General Recommendations

Corrective measures are recommended to remove the systemic barriers in various components of the promotional process. These include the recommendation for:

- The creation of one Service-wide procedure and guidelines on training and development opportunities to ensure that all officers across the Service have equal access to training opportunities;
- The elimination of the Unit Commander Assessment from the promotional process and its replacement with a more objective method of assessing a candidate's skills, abilities and potential to advance to the next rank;
- The formalization of procedures to ensure that persons with disabilities are asked about and provided with the required accommodation in the promotional process;
- The development of guidelines and training to ensure that the debriefings offered to candidates provide them with a constructive review of their performance in the process; and
- The development of a promotional guide to assist candidates in understanding and effectively preparing for the promotional process.

While the Service may face challenges in implementing the recommendations to remove the systemic barriers identified, it faces a greater challenge in addressing the barriers created by the organizational culture and attitudes of individual officers toward the designated groups. A range of corrective measures are recommended, including:

- The development of and support for networking and mentoring to support the needs of the designated groups from all ranks;
- The Service recognize the under-reporting of incidents of harassment and be proactive in addressing issues of harassment, negative attitudes toward the designated groups, and place greater accountability on supervisors and senior officers for creating a harassment-free work environment;
- The removal of the screensaver which serves to perpetuate stereotypes and negative attitudes toward the designated groups, particularly racial minorities;
- A review and redesign of the Service's diversity training program to ensure that the training allows senior officers and supervisors to develop the skills to identify and address issues of harassment and to manage a diverse workforce. In addition, training should be provided to all officers to dispel myths and stereotypes about the designated groups, to achieve an understanding of the benefits of a diverse workforce, and to support a commitment to change by promoting an understanding of employment equity and barriers to equity;
- Training for all members who serve on interview panels on how to conduct a bias-free interview; and
- The development and implementation of a communications strategy to help create an understanding of equity and diversity among officers.

Appendix B provides a summary of each barrier and the recommendations made to remove the barrier.

Next Steps:

Many of the issues identified within the promotional process affect all officers interested in advancing within the Service. The implementation of these recommendations, within the context of a redesigned promotional process, can result in a process that officers feel is fair and transparent. A redesigned process may remove the barriers which limit the participation and success of the designated groups. It may also support the participation and success of qualified officers from all groups. This should contribute to increasing confidence in the process and may help to change the perception that officers have of those who are promoted.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P371. PROJECT MANAGEMENT AND LEGAL SERVICES ROLES AND
RESPONSIBILITIES - TORONTO POLICE SERVICE AND THE CITY
OF TORONTO**

The Board was in receipt of the following report November 07, 2006 from William Blair, Chief of Police:

Subject: PROJECT MANAGEMENT AND LEGAL SERVICES ROLES AND
RESPONSIBILITIES – TORONTO POLICE SERVICE AND CITY OF
TORONTO

Recommendation:

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

Background:

The Board, at its meeting of August 10, 2006, requested a report clarifying the roles and responsibilities of the Service project managers compared to City project managers and that this report include responsibilities of the Service's Legal Services Unit and the City's Legal Services Division with regard to contracts (BM# P247/06 refers).

The Board's request with respect to project manager roles and responsibilities relates to facility projects. As a result, the information provided in this report outlines the roles and responsibilities of the City project manager versus the Service's project supervisor for facility projects.

Comments:

Project Management

All Toronto Police Service (TPS) facilities are City owned. As a result, the City's Facilities and Real Estate Division has the responsibility to operate and maintain the facilities. The TPS is responsible for securing capital monies to construct the facilities and operating funds to meet the operational requirements of the facilities. The roles and responsibilities of TPS and the City are detailed in a Service Level Agreement (SLA). The SLA between the TPS and the Facilities and Real Estate Division of the City was established in December 2003, and expires at the end of 2006. The Service will be reviewing the effectiveness of the SLA with City staff, so that appropriate modifications can be made to agreement.

During the construction of a new facility there is significant interaction between the Service's project supervisor and the City's project manager. Attachment A (extracted from the SLA) reflects the distribution of responsibilities and the lead for each component of the design and construction of a TPS new facility. Although a lead is identified for each component, Service and City staff are both involved in many of the activities, essentially to ensure their respective needs and interests are met.

The design and construction of a new TPS facility is a partnership between the Service and the City. While the Service is ultimately responsible for ensuring that projects meet operational requirements and are completed within budget and on schedule, the City also has an important stake in the process since it owns and will ultimately have to maintain the facility. The following provides highlights of the Service and City's key roles and responsibilities as currently outlined in the SLA.

TPS Responsibilities:

- establishing program requirements, through internal and external consultations;
- developing the design and capital budget estimate;
- developing, in conjunction with the Construction Manager, the detailed cost estimate and schedule;
- approving award of tender recommendation from the Construction Manager, with input from the City;
- planning and managing the move into a new facility; and
- approving all contract change orders.

City Responsibilities:

- environmental assessment and remedial work;
- obtaining approvals for various required permits (e.g. site plan, building);
- preliminary site preparation (e.g. demolition);
- health and safety compliance;
- resolving disputes/conflicts; and
- post construction reviews (e.g. deficiencies, close of permits, final sign-off).

The City's cost for involvement during the design and construction of a new facility is billed to the Service as a project management fee. The project management fee is based on a sliding scale to a maximum of \$160,000 per year for projects exceeding \$4M. The fee represents approximately 2% of the average total cost of construction of a new facility. The Service, however, does have the ability to negotiate the maximum amount on a case by case basis. The City's project management fee will be discussed in our upcoming review of the SLA, to ensure that the charges from the City in this regard reasonably represent the value of the services provided.

Over and above the design and construction of the facility, Service staff have other responsibilities that are specific to readying the facility for occupancy. These include:

- Purchasing and co-ordinating the installation of various equipment (e.g. furniture, lockers, computers, telephones);
- Co-ordinating the move to the new facility;
- TPS staff familiarisation and training; and
- Decommissioning of the old facility (if applicable).

The above items are not included in the SLA as they are Service specific and do not involve the City.

Legal Services

The City Solicitor exclusively handles all contracts for goods or services, including those related to facility projects. The City Solicitor consults with the TPS Purchasing Unit, and appropriate program staff as required, on these matters.

The TPS, Legal Services unit is not involved in vendor related agreements. Rather this unit is mandated to draft and negotiate legal agreements which contain terms and conditions that appropriately protect the interests of the Service and its members. The majority of these contracts, memoranda of understanding, protocols and other agreements impose legal and/or moral obligations on the Service or the Board. Where the Board has an independent or overriding interest or where the legal document is not exclusively operational in nature, the City Solicitor is consulted and will ensure that the document is approved as to form.

Conclusion:

The roles and responsibilities of the Service project supervisor and of the City project manager with respect to the construction of new facilities are defined in the SLA between the Service and the City. The Service is responsible for securing the budget funds for a new facility and ensuring that the facility meets the operational needs of the Service. The Service is also accountable for ensuring the facility is built on time and on budget. The City will ultimately own the facility and therefore has responsibility for maintaining the building's overall infrastructure. Consequently, there is an important role for both the Service and the City in the construction of a new facility. Equally important is ensuring that the respective responsibilities are carried out efficiently and effectively, and that the activities completed add value to the process.

The current SLA expires at the end of 2006. The Service will be entering into discussions with the City to better clarify the roles and responsibilities, ensure that there is no duplication of duties, and that there is clear accountability for the key activities to be completed. The project management fees payable to the City will also be discussed to ensure that the Service only pays for the value of the services the City provides. Furthermore, as part of the Service's project management framework, the roles, responsibilities and accountabilities will be defined as part of the planning for each project, to better ensure clarity and accountability.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing.

Responsibility for New Capital Construction – Toronto Police Service / City

P – indicates TPS lead

C – indicates City lead

Project Pre-Planning/Program Development		
Feasibility Studies	P	
Community Consultation	P	
Technical and Environmental Review (i.e. soil testing, site specific survey, data cabling)	C	
Program Requirements	P	
Design and Budget Development/Preliminary Design and Construction Budget Development		
Concept Development	P	
Cost Estimate Analysis	P	
Preliminary Schedule Preparation	P	
Budget Submission	P	
Tendering and Contract Award for Architect/Working Drawing and Specification Development		
Budget Management	P	
RFP / EOI for Consultant	P	
Conduct Site Meeting	P	
Prepare and Report to Committee and or Council	P	
Consultant Selection	P	
Prepare and Process all Contract Documents	P	
Client Needs Assessment	P	
Space Planning	P	
Furniture Selection	P	
Preliminary Design	P	
Compliance with Building Codes, Permits	P	
Change Management	P	
Preparation of Tender Documents	P	
Tendering and Contract Award for Contractor/Tendering and Contract Award		
Budget Management	P	
RFQ / Prequalification / Tender for Contractor	P	
Conduct Site Meeting	P	
Prepare and Report to Committee and/or Council / Board	P	
Contract Selection	P	
Prepare and Process all Contract Documents	P	
Preliminary Site Preparation (i.e. demolition, environmental remedial work, move out equipment etc.)	C	

Attachment A Continued

Responsibility for New Capital Construction – Toronto Police Service / City

P – indicates TPS lead

C – indicates City lead

Construction / Project Construction		
Regular Site Meetings	P	
Ensure Health and Safety Compliance	C	
Ensure Quantity and Quality Control	C	
Certify and Process Progress Draws	P	
Change Orders within Budget	C	
Change Orders not within Budget	P	
Resolve All Disputes and/or Conflicts	C	
Validating Substantial Completion Claims	C	
Furniture – Planning and Installation	P	
Move Management	P	
Post Construction Reviews/Warranty and Inspection Period		
Resolve All Deficiencies	C	
Obtain Final Project Sign-off	C	
Close of Permits	C	
Commission Area / Facility to Operations	C	
Forward Copies of Warranty Information	C	
Request Client Complete a Client Survey Form / Post Project Review	C	

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P372. DEVELOPMENT OF CRITERIA FOR THE RELEASE OF TORONTO
POLICE SERVICE PROCEDURES**

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

Subject: DEVELOPMENT OF CRITERIA FOR THE RELEASE OF SERVICE
PROCEDURES

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its May 18, 2006, meeting, the Toronto Police Services Board approved the following motion:

- “ 1. *THAT, given that the Board attaches great importance to the public’s right to information, the Chief of Police develop criteria to determine which of the Service Procedures can, in whole or in part, be made public*” (Board Minute #C133/06 refers).

When examining this issue, Corporate Planning consulted with Service members from various units, including Central and Area Field Planning, Operational Services, Detective Services, Freedom of Information and Legal Services. Through further discussions with members of the Freedom of Information unit, it was determined that there are not a large number of requests received for Service procedures each year. Since 2004, there have only been thirty-nine (39) requests received for procedures. Sixty-nine percent (69%) of those requests were speeding and parking enforcement related. The remaining thirty-one percent (31%) of procedure requests were related to such topics as pursuits, Emergency Task Force, arrest and release of prisoners, search of persons, and vehicle investigations. In some cases, the requests involved more than one Service procedure. In two (2) instances, the requester had asked for a copy of the complete Service Policy and Procedure Manual.

A canvass of other police services throughout Canada was also conducted to determine the criteria they use when responding to public requests for procedures. These Services included York Regional, Durham Regional, Halton Regional, Peel Regional, Waterloo Regional, Vancouver and the Edmonton Police Service. The methods of screening cited by those who release their procedures, either in whole or in part, included applying the law enforcement section of the *Freedom of Information and Protection of Privacy Act (Act)*, consultation with subject experts and legal counsel, and the discretion of the Chief of Police.

The *Act* maintains that recorded government information should be available to the public and necessary exemptions should be limited and specific. This *Act*, which advocates the public's right to information, recognizes that within the field of law enforcement, in order to ensure the safety of the public, police officers, the community as a whole and to ensure the justice process is not compromised, it is necessary in very specific instances to withhold information.

Section 8 of the *Act* entitled "Law Enforcement" outlines 13 exceptions where police services may refuse disclosure of information.

Section 8 states:

- "8. (1) A head may refuse to disclose a record if the disclosure could reasonably be expected to,*
- (a) interfere with a law enforcement matter;*
 - (b) interfere with an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result;*
 - (c) reveal investigative techniques and procedures currently in use or likely to be used in law enforcement;*
 - (d) disclose the identity of a confidential source of information in respect of a law enforcement matter, or disclose information furnished only by the confidential source;*
 - (e) endanger the life or physical safety of a law enforcement officer or any other person;*
 - (f) deprive a person of the right to a fair trial or impartial adjudication;*
 - (g) interfere with the gathering of or reveal law enforcement intelligence information respecting organizations or persons;*
 - (h) reveal a record which has been confiscated from a person by a peace officer in accordance with an Act or regulation;*
 - (i) endanger the security of a building or the security of a vehicle carrying items, or of a system or procedure established for the protection of items, for which protection is reasonably required;*
 - (j) facilitate the escape from custody of a person who is under lawful detention;*
 - (k) jeopardize the security of a centre for lawful detention; or*
 - (l) facilitate the commission of an unlawful act or hamper the control of crime."*

After careful consideration, the Service believes that Section 8 of the *Act* is comprehensive in addressing the areas of concern with regard to the public release of Service procedures and, therefore, no additional criteria are required.

As part of the research conducted in response to Board Minute #C133/06, Corporate Planning, in consultation with Central and Area Field Planning, Operational Services, Detective Services, Freedom of Information and Legal Services, examined the feasibility of utilizing the Internet as a medium for the sharing of Service procedures with the public.

A survey of twenty-five (25) police service websites throughout North America was conducted to determine which services currently post their procedures and in what format. The websites examined included those for the Royal Canadian Mounted Police, Ontario Provincial Police, York Regional Police, Peel Regional Police, Los Angeles Police Department and the Chicago

Police Department. Of those surveyed, the Vancouver Police Department is the only service that has their procedures posted in part on the Internet. These procedures have been vetted in accordance with the *British Columbia Freedom of Information and Protection of Privacy Act section 15(1) entitled "Disclosure harmful to law enforcement"*. This section is comparative to section 8 of our *Municipal Freedom of Information and Protection of Privacy Act*.

In addition to the North American police services, the website of the Metropolitan Police in England was also reviewed. Their website contains all their policies. These policies are supported by Standard Operating Procedures, equivalent to our Service procedures, which detail the actions to be taken to achieve the policy. The Standard Operating Procedures are not posted on their website.

Over the years, Toronto Police Service procedures have become more refined and detailed, touching on more operational points. It is understood, therefore, that Service procedures would need to be vetted and severed prior to being posted on the Internet. Once a procedure is severed, it poses the risk of the information being taken out of context, as well as not providing the requester with the information they were originally seeking.

An essential step in examining this issue was to determine what the Service is attempting to attain by posting Service procedures on the Internet. It was agreed that it is a goal of this Service to achieve a greater level of transparency and provide the public, as much as possible, with the information they require.

Upon examination, it has been determined that the posting of Service procedures on the Internet, operationally, does not present a practical approach to the sharing of information with the public.

The nature of police work requires that certain information be protected where the disclosure of such information would be harmful to law enforcement and the safety of the community and police. This being the case, it is impossible to be truly transparent with our procedures. Transparency is an absolute, there are not varying degrees. If this Service were to post selected portions of procedures on the Internet, we would be overstating our achievements to say we had attained transparency.

As indicated earlier in this report, the Toronto Police Service does not receive a large number of requests for Service procedures each year. However, it became apparent during this review that there are trends in the types of information that is being requested from the public. For example, as previously mentioned, of those procedures which have been requested through Freedom of Information since 2004, sixty-nine percent (69%) were speed and parking enforcement related.

Recognizing that the Internet is a valuable tool for communicating information to the public, it is this Service's belief that it could more effectively and efficiently be utilized by specifically providing the public with the information they are seeking. The Toronto Police Service website currently has an information section entitled "What To Expect When Stopped By Police". This section provides members of the community with information on such topics as traffic stops, person stops, police at your home, if you are arrested and duties of a police officer.

As a result of the research conducted for this Board report, Freedom of Information will be tasked with monitoring trends in the requests they receive for information. This information will be reported to the Director of Corporate Services who will ensure that a subject matter expert is assigned to develop an information bulletin providing as much information as operationally possible. This bulletin will be included in the section of the Toronto Police Service website identified above.

It is the belief of this Service that this will be of greater benefit to the community as a whole. Members of the public are still welcome at any time to make a request through the Freedom of Information unit for copies of Service procedures. These requests will be responded to within thirty (30) days, in compliance with established criteria. In addition, once topics of interest, identified through requests for information trends, have been posted on the Internet, the Freedom of Information unit will also be able to direct members of the public to this site in addition to providing them with the procedure they requested.

The Service recognizes and is respectful of the public's right to information. It is also cognizant of its duty to protect its members and the public. Therefore, upon review of this issue, the Service believes that all requests for Service procedures should be examined on a case-by-case basis by the Freedom of Information unit, applying the criteria contained within Section 8 of the *Act*. Where necessary, this examination will include consultation with Corporate Planning, Legal Services and subject matter experts. Subsequent to this process, Service procedures may, in whole or in part, be released to the public upon request. In addition to receiving vetted procedures through the Freedom of Information unit, as indicated in this report, the Toronto Police Service website will be expanded to provide the public with greater information.

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

The Board referred the foregoing report back to the Chief of Police and requested that he prepare a revised report, in consultation with the Chair and the members of the Board, which specifically responds to the Board's request that the Chief "develop criteria to determine which of the Service Procedures can, in whole or in part, be made public".

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P373. DIVISIONAL REVIEW TEAM – STATUS UPDATE

The Board was in receipt of the following report October 17, 2006 from William Blair, Chief of Police:

Subject: STATUS UPDATE: DIVISIONAL REVIEW TEAM

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of May 18, 2006, the Board received a report from the Chief entitled “Increasing Foot and Bicycle Patrols”, that a Divisional Review process had been initiated. (Board Minute #P149/06, refers).

The Board was advised that an organizational review was to be conducted on a representative division to help determine the optimal structure necessary for the Service to deliver policing to the community. It was to examine, among other things, management processes, frontline service delivery, investigative and support operations, staffing and deployment, as well as records and information systems, in an effort to determine best practices.

A dedicated team was to be assembled to conduct the review using such methodologies as inspections, surveys, interviews and research. 55 Division was selected for the review because, due to its size and complexity, it is considered representative of the Service in general. In the same way, the community it polices is considered representative of most areas of Toronto. Consequently, it is believed that the findings from this review will be relevant and applicable Service wide.

On September 11, 2006, the nine-member review team commenced their field work, under the direction of Staff Inspector Rick Stubbings. Teams are currently conducting extensive individual interviews with 55 Division personnel and other Service members. Data collection is expected to extend into the early part of next year. Focus groups and other types of consultation are taking place at the same time.

The systems and best practices within the Division, how they relate to other parts of the Service, and their relation to and impact upon stakeholders, are being determined. Preliminary broad-based themes beginning to surface are: challenges related to information and records systems, emerging software technology, staffing, deployment and shift scheduling, workload, and training demands.

Once approved by Command, unit specific recommendations will be implemented at 55 Division and validated at other divisions. An evaluation process, along with both the implementation and communication strategies, will be contained within the final report which is anticipated in the third quarter of 2007.

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer any questions that may arise.

The Board received the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P374. VENDOR FOR DESKTOP EQUIPMENT AND SERVICES

The Board was in receipt of the following report November 07, 2006 from William Blair, Chief of Police:

Subject: VENDOR FOR DESKTOP EQUIPMENT AND SERVICES

Recommendation:

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

Background:

At its meeting on March 23, 2006, the Board approved the Toronto Police Service (TPS) partnering with the City of Toronto (City) on a joint procurement process to establish a vendor of record for the supply and delivery of desktop computer equipment, printers, peripherals, maintenance and related professional services, for an expected three year period, with a one-year renewal option (Board Minute #P106/06 refers).

Comments:

Service staff have worked with City staff to develop a joint call document for the procurement of desktop computer equipment. Working with the assistance of a fairness monitor, the City determined that a Request for Quotation (RFQ) process would be used for the procurement instead of the Request for Proposal (RFP) process used in the past. An award decision resulting from an RFQ process is based solely on lowest cost meeting specifications.

During the development phase of the RFQ, TPS and the City performed detailed reviews of their respective requirements for hardware and services. It was determined that there were significant differences in the requirements, that would be best managed individually as separate attachments to a consolidated call document.

The key differences are as follows:

- TPS requires standard and high-end workstations to enable more flexibility for internal expansion slots,
- TPS requires specific printer models to support TPS critical applications for court purposes, and
- In addition to the City's standard service requirements, TPS' service requirements must adhere to our policies, procedures and by-laws, specifically:

- On-site wiping of hard drives
- On-site configuration of workstations and printers at replacement time
- Security and background checks for all technicians
- Warehousing of equipment to be refurbished and redeployed, and
- Statement of Work for each approved project including continuous improvement of TPS migration scripts and procedures.

The first RFQ (#3412-06-3192) that was issued by the City on June 20, 2006, did not yield any compliant bids from the three vendors that responded to the call. As a result, a review was performed to identify changes to the call document and/or process. This review process resulted in modifications to the forms to simplify the responses by bidders, and reduce the risk that bids would be declared informal.

In order to mitigate the risk of another non-compliant outcome and to support the fairness monitor's direction that the immediate re-issuance incorporate significant changes to the previous RFQ, a second RFQ was reissued so that bidders had the option to bid on the City and TPS portions separately or together. Having the City and TPS portions separate from each other ensured that if a bidder failed to be compliant on one portion of the response, the entire bid would not be deemed informal and the remaining portion could proceed. This would also encourage bids from small firms that would not be able to support or manage the full scope of the City and TPS' total requirements.

A revised RFQ (#3412-06-3297) was issued by the City on August 25, 2006 and resulted in bids from the same three vendors to the previous call. Two of the bids were deemed informal and therefore were not considered, because they did not meet the mandatory submission requirements. Therefore, only one bid met the mandatory submission requirements, and while it successfully completed the City's pricing form, the TPS forms were not fully completed.

The City moved to the validation phase of the RFQ for their portion only and is making the necessary arrangements to recommend the successful bidder. The City/TPS evaluation staff in conjunction with the City's fairness monitor deemed the TPS section of that bid non-compliant and therefore can not be considered.

TPS has explored the possibility of acquiring equipment and services as an Agency, Board or Commission within the confines of the City's contract, once awarded. Due to the significant differences in requirements that were initially identified during the development of the original RFQ, the City contract with the successful bidder will not meet the Service's requirements. As such, the Service will need to pursue a vendor of record independently.

To this end, the Service will issue a RFP for the desktop computers and related equipment. TPS' RFP evaluation process will focus on lowest cost while maintaining a mechanism to clarify responses in order to reduce the chance of non-compliance as previously experienced during the City's RFQ processes. The evaluation criteria will emphasize lowest cost from a stable vendor that meets the Service's specifications. The evaluation processes will be documented prior to the closing of the RFP.

Conclusion:

The Service partnered with the City on a call document for desktop computers, with the objective of getting lower prices from the larger volumes vendors would be bidding on.

Two call documents were issued by the City, neither of which resulted in a compliant vendor for the Service. As such, the Service will be issuing its own RFP focusing on cost and the ability to meet our requirements for services and hardware.

To encourage more compliant bidders to respond, TPS will:

- Issue an RFP rather than a RFQ, so that factors other than cost can be considered in the evaluation and to provide the Service the ability to clarify any ambiguity within a bidder's response;
- Publish the RFP through various means available to TPS, including the TPS and City websites;
- Ensure that a four week minimum period between the release and closing dates of the RFP will be available to the bidders for preparation of their response;
- Ensure that there is a bidders' conference that will provide potential bidders an opportunity to ask questions on the RFP and its requirements; and
- Ensure that a question deadline of one week before closing is imposed on the process, so that there is sufficient time to respond to the questions and for all vendors to take the response into account in their proposal.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P375. TORONTO POLICE SERVICE – 2006 OPERATING BUDGET
VARIANCE REPORT AS AT SEPTEMBER 30, 2006**

The Board was in receipt of the following report October 26, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE AS AT SEPTEMBER 30, 2006

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 Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29 and 30, 2006, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$751.6 Million (M). The budget was subsequently revised upward by \$0.8M to a total of \$752.4M to support a reallocation of the City Insurance Reserve Fund. It should be noted that this change does not result in additional available funds to the Service.

Comments:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$Ms)	Actual Expend. to Sep 30/06 (\$Ms)	Projected Year- End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$712.0	\$502.2	\$710.0	(\$2.0)
Non-Salary Expenditures	<u>\$84.9</u>	<u>\$55.2</u>	<u>\$84.9</u>	<u>\$0.0</u>
Total Gross	<u>\$796.9</u>	<u>\$557.4</u>	<u>\$794.9</u>	<u>(\$2.0)</u>
Revenue	<u>(\$44.5)</u>	<u>(\$38.1)</u>	<u>(\$44.0)</u>	<u>\$0.5</u>
Total	<u>\$752.4</u>	<u>\$519.3</u>	<u>\$750.9</u>	<u>(\$1.5)</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2006, a year-end surplus of \$1.5M is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Uniform separations for 2006 are still projected to be 240, compared to the budget of 200 and actual experience of 231 in 2005. Human Resources is currently analyzing the figures, as current trends indicate that this projection may have to be revised upward. At this point in time, a uniform salary savings of \$3.0M is projected.

Court security spending is projected to be overspent by \$1.5M. Court Services staffing is comprised mostly of full time court officers who are supplemented by part-time court officers. Due to a trend towards longer pre-trial hearings and an increase in trial hours per day, Court Services has been compelled to use more part-time court officers for longer periods of time to ensure court security. In addition, judges are more security conscious and have the authority to suspend court proceedings if they believe that there is inadequate security. This has resulted in additional court security pressures. The projected year-end over-expenditure is based on year-to-date spending patterns and on the assumption that recent high profile cases will be prosecuted during 2006. The over-expenditure situation in Court Services is being reviewed with a view to identifying actions required to address this budgetary pressure in a sustainable manner.

The premium pay budget for 2006 was reduced by \$0.5M from the 2005 level. The importance of controlling premium pay expenditures has been reiterated to all unit commanders. The Service will continue to strictly enforce the monitoring and control of premium pay to achieve the revised funding level. Actual spending patterns for the first eight months of 2006 are in line with the revised budget, and at this time no variance is projected. However, premium pay is subject to the exigencies of policing and uncontrollable events that could have an impact on expenditures.

The Service also continues to closely monitor spending in the benefits category. Early indications are that the medical and dental benefit accounts will be underspent by the end of the year and therefore a \$0.5M favourable variance is projected at this time.

Non-salary Expenditures

Non-salary expenditures are projected to be on budget.

Gasoline prices have fluctuated at high levels since the beginning of the year. Every \$0.01 rise or fall in the average annual cost of gas represents an additional annual cost or saving of \$50,000. Although prices have fallen recently, the annual average gasoline price is higher than what was budgeted for, and the Service is projecting that gas expenditures will exceed budget by

\$0.3M by year-end. The projected over-expenditure on gasoline is offset by savings in the other non-salary accounts.

Revenue

An unallocated \$1.5M budget reduction was made at the time of budget approval by City Council. The Service had already made reductions to its operating budget submission and therefore was unable to identify further reductions. As a result, miscellaneous revenue was arbitrarily increased by \$1.5M to accommodate the budget reduction by City Council. Current revenues (excluding this reduction and excluding grants) are projected to be on budget, resulting in an overall \$1.5M shortfall in the revenue category (excluding grants).

Safer Communities Partnership Program

The 2006 operating budget includes \$1.9M net funding for the hiring of an additional 204 police officers under the Safer Communities Partnership Program. The funding is comprised of \$6.3M for salaries, outfitting and recruiting costs. The Service is currently on target to hire the additional staff.

These costs are partially offset by grants from the Province. Grant funding (originally estimated at \$4.4M) has been re-evaluated, in conjunction with the Province. Total grant funding is now estimated at \$5.4M in 2006, resulting in a favourable variance of \$1.0M in the Safer Communities Grant Program.

Conclusion:

As at September 30, 2006, a favourable variance of \$1.5M is projected. Lower salary and benefit expenditures and higher-than-estimated grant funding have offset pressures related to court security, gasoline price increases and an unallocated budget reduction. Expenditures and revenues will continue to be closely monitored throughout the year, and any changes to the projected variance will be reported on at future Board meetings.

This variance report is unchanged from the August 2006 variance report submitted to the October 19, 2006 Board meeting.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing and agreed to forward copies to the City's Deputy City Manager and Chief Financial Officer and the City of Toronto Policy and Finance Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P376. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 OPERATING BUDGET VARIANCE REPORT AS AT SEPTEMBER
30, 2006**

The Board was in receipt of the following report October 26, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE PARKING ENFORCEMENT UNIT AS AT SEPTEMBER 30, 2006

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 Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee.

Background:

Toronto City Council, at its meeting of March 29, 30, 2006 approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$32.7 Million (M).

Comments:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$Ms)	Actual Expend. to Sep 30/06 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$28.3	\$18.9	\$28.3	\$0.0
Non-Salary Expenditures	\$4.4	\$2.8	\$4.4	\$0.0
Total	<u>\$32.7</u>	<u>\$21.7</u>	<u>\$32.7</u>	<u>\$0.0</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

Salaries & Benefits (including Premium Pay)

Staff attrition is in line with the anticipated levels included in the 2006 approved budget. Benefits are also trending to be within the approved budget amounts. As a result, no variance is projected in this category.

Non-salary Expenditures

Expenditures in this category are projected to be on budget.

Conclusion:

As at September 30, 2006, it is anticipated that year-end expenditures will be within the approved budget and therefore no variance is projected.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing and agreed to forward copies to the City's Deputy City Manager and Chief Financial Officer and the City of Toronto Policy and Finance Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P377. TORONTO POLICE SERVICE – 2006 CAPITAL BUDGET VARIANCE
REPORT AS AT SEPTEMBER 30, 2006**

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

Subject: 2006 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT SEPTEMBER 30, 2006

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 Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee for information.

Background:

Toronto City Council, at its meeting of December 8, 9 and 12, 2005 approved the Toronto Police Service's (TPS) 2006–2010 Capital Budget at a net total expenditure of \$31.92 Million (M) for 2006, with \$171.67M identified for the 5 years 2006-2010. The approved amount for 2006 is below the \$35M annual target provided by City Finance for the years 2006 – 2010.

At its December 2005 meeting, City Council only approved the 2006 portion of the 2006-2010 capital program and deferred approval of the years 2007-2010. In order to obtain Council approval for the years 2007-2010, City Finance requested all City Departments, Agencies, Boards and Commissions to submit a revised capital program. As a result, the Service submitted a revised 2006-2010 capital program, which the Board approved at its June 15, 2006 meeting (BM#193/06 refers). City Council approved this revised plan at its July 2006 meeting.

This report provides detailed information on the status of each capital project, including the budget variance for the year 2006 as at September 30, 2006.

Summary of Capital Projects:

Attachment A provides a summary of the on-going projects from 2005 and projects that are starting in 2006. Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation from the previous year is carried forward to future years. The carry-forward amount from 2005, not included in the 2006 budget of \$31.92M, is \$11.5M. Consequently, the available funding for 2006 is \$43.4M (\$31.92M + \$11.5M). The Service is projecting a total expenditure of \$37.1M in 2006, against the \$43.4M that is available for spending. From the under-expenditure of \$6.3M, \$5.2M will be carried forward to 2007 and \$1.1M will be lost due to the City's one year carry-forward rule.

Key Highlights / Issues / Developments:

The following provides highlights on those projects that are experiencing budget pressures, delays, or other issues:

- Traffic Services and Garage Facility (\$7.1M)

This facility has been completed and ready for occupancy since May 2005. However, due to legal issues, TPS has been unable to move into the facility. At its April 2006 meeting, Council approved the terms of exchange of property interests between the three parties (the City, Toronto Hanna Properties and GT Fiber Services). However, all three parties must sign the agreement. This has not yet occurred, despite City Legal's efforts to expedite this matter.

The Board at its meeting of October 19, 2006 received a status update from City Legal indicating that the agreement is close to being finalized. City Legal's best estimate is that the agreement can be finalized by mid-November 2006, provided property taxes still outstanding are paid.

As the agreement has not been executed, the Service will most likely not be able to complete the move into the new building by year-end. Due to the City's one-year carry-forward rule this project must be fully spent by the end of 2006. Due to the unique circumstances surrounding the delays in completing this project, Service staff have approached City Finance with a request for special consideration to carry-forward the unspent funds to early 2007. City staff appear amenable to this request, and the Service will be pursuing official approval. Also, if the move is delayed into 2007, it will conflict with other moves that will occur in the first half of 2007, namely, 23 Division and the Guns & Gangs joint facility. A lack of staff resources would preclude the Service from accommodating three moves at the same time. As such, once the City gets title of the facility, the Service will schedule the three moves so they do not conflict with each other.

- New Training Facility (\$66.0M net)

The Board has approved the partnership with the Department of National Defence (DND), and accepted the financial contribution that DND would be providing to the project (BM #P132/06 refers). City Council, at its July 2006 meeting, also approved the lease agreement

with DND. However, federal Treasury Board approval is still outstanding. Discussions are on-going and if DND is not a part of this project, the cost of the facility will increase by a minimum of \$5.5M, which would have to be absorbed within the Service's capital program targets. The Board will be kept updated on the progress of these discussions. Consistent with Board direction, the project is proceeding as scheduled and construction is expected to commence late December. The Construction Manager's schedule for construction indicates substantial completion of the facility in 2008, assuming construction starts in December 2006. The estimated cost allocation by year would therefore require adjustment as the capital plan currently shows the facility being completed in 2009. This matter will be addressed during the 2007-2011 capital budget process.

- Jetforms Replacement (\$1.2M)

This project provides for the replacement of Jetforms, a system that is used by the Service to provide electronic forms. This system is outdated and no longer commercially available or supported by a vendor. The project did not get started in 2005 as scheduled, as Information Technology Services (ITS) was investigating specialized software that would suit the Service's needs. A Request for Proposal was issued in April 2006, and a vendor has been selected and approved by the Board at its September 28, 2006 Board meeting. (BM#308/06 refers). TPS will not be able to complete this project by the end of the year and therefore, due to the City's one-year carry-forward rule, a portion of the approved funding will be lost. The Service has requested \$0.55M in the 2007-2011 request. However, action is being taken to try and get as much of this project completed by year-end, thereby reducing the funding required in the 2007-2011 request.

- Digital Video Asset Management (DVAM II) (\$5.67M)

The DVAM system will provide the Service with the capability for the acquisition of digital video assets in four (4) divisions/units (central lockups) and in three (3) Headquarters locations, and the transfer of these digital video assets over a secured network-based system.

An Executive Steering Committee has been formed to oversee overall management of the project. An RFP was issued in April 2006 for a Project Manager and Developer. The Project Manager was hired in September and the Developer will be hired in late 2006. It is anticipated that \$0.3M of the 2006 available funding will be spent in 2006. The remaining funds of \$2.1M will be carried forward to 2007.

- Police Integration System (\$5.25M)

The plan for 2006 included the implementation of various systems such as the Asset/Inventory Asset Management System (AIMS), Human Resource Management System (HRMS)/Security System, phase one of the Reporting Tools/Dashboard Automation integration projects, decommissioning of Master Index System (MANIX) and the implementation of the Court Card Reader System. The Court Card Reader System implementation has now been postponed until January 2008, when the TRMS hardware and software infrastructure upgrade are expected to be completed.

The 2006 plan also called for the decommissioning of MANIX from the mainframe system. A shortage in staff resource time has resulted in delays in issuing an RFP for this project, and the project will therefore not be completed in 2006. Due to the City's one-year carry-forward rule, the remaining funding of \$0.3M for this project cannot be carried forward. The Service will be exploring options to complete this project in 2007 utilizing internal staff resources.

Project by Project Status Report:

Facility projects:

- 43 Division (\$16.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	16,200.0	0.0	0.0	0.0	0.0	0.0	0.0	16,200.0
Carry-Forward		651.5						
Available Budget		651.5						
Actual YTD	15,548.5	603.6						
Proj. yr-end spending	15,548.5	651.5						16,200.0
Variance	651.5	0.0						0.0

This facility has been completed. The Division has been operational at the new site since January 16, 2006. Some building warranty issues are being addressed. Once these are resolved, the project will be deemed complete and closed.

- Traffic Services and Garage Facility (\$7.1M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	7,100.0	0.0	0.0	0.0	0.0	0.0	0.0	7,100.0
Carry-Forward		1,725.0	225.0					
Available Budget		1,725.0	0.0					
Actual YTD	5,375.0	1,484.5						
Proj. yr-end spending	5,375.0	1,500.0	225.0					7,100.0
Variance	1,725.0	225.0	0.0					0.0

This facility was substantially completed in May 2005. Due to an ongoing legal issue between the City and the current owner, the Service has not been able to move into the facility. At its April 2006 meeting, Council approved the terms of exchange of property interests between the three parties (City, Toronto Hanna Properties and GT Fiber Services). However, before this transaction can be completed all three parties must sign the agreement. City Legal has been working to expedite this process and advised the Board at the October 19, 2006 meeting that the purchase transaction should be completed by mid-November assuming the still-outstanding realty tax issue can be resolved. The delay has resulted in

unplanned storage costs, as the Service was required to find storage for various equipment such as furniture, lockers, hoists, etc., at a cost of \$7,500 per month.

Once the Service receives permission to occupy the facility, there will be fit-up and moving costs. It will take approximately four months to complete the move. As the agreement has not been signed as yet, the Service will not be able to move in by year-end. This may result in cash flow requirements in 2007, which in turn would create a problem for this project, as the City's one-year cash flow carry-forward rules require that this project be fully spent by the end of 2006. Any funds required in 2007 will result in additional pressures on the 2007-2011 Capital Budget request. Also, if the move is delayed to 2007, it will conflict with other moves that will be occurring at the beginning of 2007, namely, 23 Division and the Guns & Gangs joint facility. Based on the level of resources available, it would be difficult, if not impossible, for the Service to complete three moves at the same time.

Due to the unique circumstances surrounding the delays in completing this project, Service staff have approached City Finance with a request for special consideration to be able to carry-forward the unspent funds to early 2007. City staff appear amenable to this request, and the Service will be pursuing official approval.

- New Training Facility (\$66.0M net)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Gross Budget	3,400.0	2,100.0	25,928.8	21,235.9	23,166.9	0.0	0.0	75,831.6
Recovery from DND	0.0	0.0	-4,915.8	-2,457.9	-2,457.9	0	0	9,831.6
Board-approved Net Budget	3,400.0	2,100.0	21,013.0	18,778.0	20,709.0	0.0	0.0	66,000.0
Carry-Forward		1,998.3	0.0	0.0	0.0			
Available Budget		4,098.3	21,013.0	18,778.0	20,709.0			
Actual YTD	1,401.7	3,925.8						
Proj. yr-end spending	1,401.7	4,098.3	21,013.0	18,788.0	20,709.0			66,000.0
Variance	1,998.3	0.0	0.0	0.0	0.0			0.0

This project provides for the construction of a new Training Facility (replacing C.O. Bick College) and firing range, located at 70 Birmingham Drive in south Etobicoke.

In October 2004, the Department of National Defence (DND) issued a letter of intent to the Service indicating their interest in partnering with the Service on this facility. Since that time, the Service and DND have been working towards an agreement. DND has participated and had input into the design of this facility. The current design includes space for DND. In April 2006, the Board approved accepting DND's contribution (\$9.8M) toward the facility. In July 2006, City Council approved a lease agreement with DND. However, Treasury Board approval for DND participation and contribution to the project is still outstanding.

In a report to the April 2006 Board meeting, the Board was advised that while general clean up would commence, no major construction work would begin until the DND issue was resolved. At its July 2006 Board meeting, the Board approved a motion that DND approval in no way delay this project. Despite efforts to expedite this matter, we are still uncertain as to if and when the Treasury Board will consider this proposal. This uncertainty has created significant concerns for the Service in terms of the construction schedule, project scope, annual cash flow requirements and cost. If DND is not a part of this project, the cost of the facility will increase by about \$5.5M. This increased cost would have to be absorbed within the Service's current capital program targets.

At this point, the design for the new training facility has been approved, and the Construction Manager has been hired. The design development is complete and the working drawings are 70% complete. All building permits have been applied for and the site preparation has commenced. The current capital program assumes that construction will be completed and occupancy of this facility will occur in 2009. The Construction Manager's schedule for construction indicates substantial completion of the facility in 2008, assuming construction starts in December 2006. Therefore, the cost allocation by year needs to be revisited. This issue will be dealt with during the 2007-2011 capital budget process.

- 23 Division (\$17.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	7,356.0	7,809.0	2,500.0	0.0	0.0	0.0	0.0	17,665.0
Carry-Forward		2,599.1	(2,000.0)					
Available Budget		10,408.1	500.0					
Actual YTD	4,756.9	12,012.1						
Proj. yr-end spending	4,756.9	12,408.1	500.0					17,665.0
Variance	2,599.1	(2,000.0)	0.0					0.0

This project provides for the construction of a new 23 Division facility (with a central lock-up) at Finch and Kipling Avenue. The building structure and envelope is complete, exterior landscaping started in September 2006, and interior work is well underway. This project is on budget and currently ahead of schedule. As a result, some funds allocated to 2007 will be spent in 2006. Move-in is expected in the second quarter of 2007.

- 11 Division (\$21.37M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget*	200.0	0.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	21,371.0
Carry-Forward		200.0	0.0	0.0	0.0	0.0	0.0	
Available Budget		200.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	0.0	0.0	1,000.0	5,500.0	9,778.0	5,093.0	21,371.0
Variance	200.0	200.0	0.0	0.0	0.0	0.0		0

* Total budget does not include \$200,000 that was allocated to year 2003 (shows under To YE 2005 column). Due to the City's one year cash carry-forward rule, this funding is lost and TPS is requesting it again in 2007-2011.

This project provides funding for the construction of a new 11 Division facility. Due to the age, very poor condition, inadequate size and occupational health and safety issues of the current facility, there is a pressing need to construct a new facility. A potential site was located at 640 Lansdowne Ave. However, due to various legal and environmental issues, building a new facility on this site was not feasible. This project has therefore been delayed, and the Board has requested City Real Estate to expand and expedite its search for an alternative site for the facility and to consider expropriation if necessary. Service staff and City Real Estate staff are currently reviewing various potential sites for a new 11 Division. The Board will be advised once a suitable site is selected.

- 14 Division (\$21.01M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	8.1	1,000.0	1,034.0	8,857.0	5,068.0	5,054.0	0.0	21,013.0
Carry-Forward		0.0	1,000.0	0.0	0.0	0.0		
Available Budget		1,000.0	2,034.0	8,857.0	5,068.0	5,054.0		
Actual YTD	8.1	0.0						
Proj. yr-end spending	8.1	0.0	2,034.0	8,857.0	5,068.0	5,054.0		21,013.0
Variance	0.0	1,000.0	0.0	0.0	0.0	0.0		0.0

This project provides funding for construction of a new 14 Division facility. The City is currently in discussions with the Toronto District School Board (TDSB) to acquire the property at 11 St. Anne's Road. City Council has granted authority to City Real Estate to finalize the transaction. A final decision on this site is not expected until early 2007. Assuming successful property acquisition, design work would begin in the summer of 2007, with construction starting in the second quarter of 2008.

- Police Command Centre (\$0.73M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	725.0	0.0	0.0	0.0	0.0	0.0	0.0	725.0
Carry-Forward		34.9						
Available Budget		34.9						
Actual YTD	690.1	2.0						
Proj. yr-end spending	690.1	34.9						725.0
Variance	34.9	0.0						0.0

The purpose of this project was to provide a safe, secure and easily-accessible site for senior police management to assume centralized command. This site also allows TPS Command Officers, the Mayor, senior municipal politicians and City departmental heads to be located in the same building as the City of Toronto's Emergency Operations Centre in case of an emergency or major event. This project is on budget and will be completed by the end of 2006.

Information Technology (IT) related projects:

- Police Integration System (\$5.25M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	5,250.0	0.0	0.0	0.0	0.0	0.0	0.0	5,250.0
Carry-Forward		1,596.8						
Available Budget		1,596.8						
Actual YTD	3,653.2	109.2						
Proj. yr-end spending	3,653.2	1,296.8						4,950.0
Variance	1,596.8	300.0						300.0

This project provides for the creation of a network connection between various systems, both internally and externally. The plan for 2006 included the implementation of various systems.

The Asset/Inventory Management System (AIMS) and the HRMS/Security System integration projects are proceeding as planned. However, implementation of the Court Card Reader System has been postponed until January 2008, following completion of the TRMS hardware and software infrastructure upgrade.

The 2006 plan also called for the decommissioning of MANIX from the mainframe system. However, a shortage in staff resource time has resulted in delays in issuing an RFP for this project. Therefore the project will not be completed in 2006. Due to the City's one year carry-forward rule, the remaining funding for this project cannot be carried forward. The Service will be exploring options to complete this project in 2007 utilizing internal staff resources.

- Voice Logging Recording System (\$0.97M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	673.0	301.0	0.0	0.0	0.0	0.0	0.0	974.0
Carry-Forward		273.0	100.0					
Available Budget		574.0	100.0					
Actual YTD	400.0	203.8						
Proj. yr-end spending	400.0	474.0	100.0					974.0
Variance	273.0	100.0	0.0					0.0

This project provides for the Voice Logging System architecture, which replaced the Voice Logging Systems at 703 Don Mills Road and 4330 Dufferin Street sites. The system provides for more timely and efficient audio searches and reconstruction capabilities.

The project is on schedule, with the exception of the Central Alternate Response Unit (CARU) voice-recording component. The Service is reviewing the appropriate location for the CARU and a decision is expected to be made before the end of 2006. Even though the new location of CARU is still under review, the hardware and operating system, and license for the loggers will be purchased in 2006. Configuration and installation will depend on the site selected for CARU, as some infrastructure adjustments will be required. Therefore, \$0.1M of the available funding will be carried forward to 2007 for professional services relating to the installation at the selected site (or the current site, if it does not change).

- Investigative Voice Radio (\$3.6M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	2,400.0	1,200.0	0.0	0.0	0.0	0.0	0.0	3,600.0
Carry-Forward		(1,199.8)						
Available Budget		0.2						
Actual YTD	3,599.8	0.0						
Proj. yr-end spending	3,599.8	0.0						3,599.8
Variance	(1,199.8)	0.2						0.2

This project provides for the migration of investigative services users from the existing investigative services radio system to the new emergency services voice radio network. Due to operational needs and the ability to complete the project ahead of schedule, \$1.2M that was originally allocated to 2006 was used in 2005. The project was completed on budget in December 2005 and will be closed.

- Jetforms Replacement (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,200.0	0.0	0.0	0.0	0.0	0.0	0.0	1,200.0
Carry-Forward		1,200.0	550.0*					
Available Budget		1,200.0						
Actual YTD	0.0	0.0						
Proj. yr-end spending	0.0	638.0	550.0					1,188.0
Variance	1,200.0	562.0	0.0					0.0

* New funding request in 2007.

This project provides funding for the replacement of Jetforms, a system that is used by the Service to provide electronic forms for administrative and operational functions, including Provincial and Federal forms. The current JetForm system is outdated and no longer commercially available or supported. The cost of replacing this system was estimated at \$1.2M, based on information provided by Adobe (the company that acquired Jetforms). The project did not get started in 2005 as scheduled, as Information Technology Services (ITS) and Corporate Planning explored and reviewed specialized software alternatives business requirements.

An RFP was issued in April 2006, and the contract award to Bell Canada was approved by the Board at its September 28, 2006 meeting (BM#308/06 refers). TPS will not be able to fully complete the project by the end of the year. As a result, only a portion of the funds available will be spent in 2006. Therefore, due to the City's one year carry-forward rule, \$0.6M of approved funding cannot be carried forward to 2007. The Service has therefore had to include this amount in the 2007-2011 capital program as a new request.

- Human Resource Management System (HRMS) Additional Functionality (\$3.16M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	500.0	1,415.0	200.0	545.0	500.0	0.0	0.0	3,160.0
Carry-Forward		500.0	1,415.0	0.0	0.0			
Available Budget		1,915.0	1,615.0	545.0	500.0			
Actual YTD	0.0	246.4						
Proj. yr-end spending	0.0	500.0	1,615.0	545.0	500.0			3,160.0
Variance	500.0	1,415.0	0.0	0.0	0.0			0.0

This project is intended to improve operational efficiencies in the area of workforce management by implementing a technical upgrade and additional functionalities available in PeopleSoft, the Service's Human Resources Management System.

In late 2004, PeopleSoft was purchased by Oracle. At that time, this project was put on hold until the Service could determine the ramifications of the Oracle acquisition. The current plan is to begin planning the PeopleSoft upgrade to version 8.9 in order to ensure ongoing vendor support. A project manager has been hired, and the required hardware will be acquired by year-end. The remaining 2006 funds of \$1.42M will be carried forward to 2007 for professional services required for the upgrade, change management and Peoplesoft licensing. It is anticipated that the migration/conversion to the new application modules will be completed by June 2007, and this project is expected to be completed on budget.

- Time Resource Management System (TRMS) additional functionality (\$2.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	550.0	1,903.0	215.0	0.0	0.0	0.0	0.0	2,668.0
Carry-Forward		299.8	1,557.0					
Available Budget		2,202.8	1,772.8					
Actual YTD	250.2	326.6						
Proj. yr-end spending	250.2	645.0	1,772.8					2,668.0
Variance	299.8	1,557.8	0.0					0.0

TRMS is the Service's time and attendance system which runs on Workbrain. During 2005, funds were spent to stabilize the TRMS environment and resolve specific issues related to the initial implementation. The purpose of this project is to increase the functionality of, and upgrade, TRMS to the current version 5 release. Upgrading TRMS is required to provide additional functionality to the Service and to ensure that the system is properly supported in the future. Upgrading enterprise software to new releases is a common practice which ensures continued vendor support for fixes to the system, changes in regulatory requirements, access to new technologies and enhanced functionality, and forces regular assessment of customizations.

Workbrain Inc. was approved by the Board on a sole-source basis to provide professional services for upgrading TRMS to the most current version, and thereby ensure that TRMS remains current and supportable by the vendor (BM#210/06 refers). A project manager has been hired and the required hardware will be purchased in 2007. The remaining funding of \$1.6M will be carried forward to 2007. The available funding in 2007 will be utilized to pay for the licenses and complete the Workbrain upgrade and provide for TRMS support and user training. It is expected that this project will be completed on budget by the end of 2007.

- Smartzone Upgrade (\$1.2M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	500.0	694.6	0.0	0.0	0.0	0.0	0.0	1,194.6
Carry-Forward		(652.2)						
Available Budget		42.3						
Actual YTD	1,152.3	42.3						
Proj. yr-end spending	1,152.3	42.3						
Variance	(652.2)	0.0						0.0

This project provided funding for the upgrade of the joint TPS/Toronto Fire Services (TFS)/Emergency Medical Services (EMS) SmartZone voice radio system to a new version (version “Z”), to ensure system dependability until the new Radio System Infrastructure can be implemented. This project addressed the risk of potential loss of back-up technical support from Motorola. The project is fully complete and will be closed.

- Centracom Upgrade (\$0.22M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	222.0	0.0	0.0	0.0	0.0	0.0	0.0	222.0
Carry-Forward		3.2						
Available Budget		3.2						
Actual YTD	218.8	3.0						
Proj. yr-end spending	218.8	3.2						222.0
Variance	3.2	0.0						0.0

This project provided funding for Centracom Elite Console upgrade of the operating system of the voice radio system consoles and associated servers (this system provides communication between Communications Centre dispatch personnel and personnel in the field). There was a slight delay in the project due to Fire/EMS acceptance of the console upgrade from Motorola. The project is now complete and will be closed.

- Replacement of Call Centre Management Tools (\$0.89M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	590.0	296.0	0.0	0.0	0.0	0.0	0.0	886.0
Carry-Forward		99.6						
Available Budget		395.6						
Actual YTD	490.4	96.8						
Proj. yr-end spending	490.4	395.6						886.0
Variance	99.6	0.0						0.0

This project provides funding for the replacement of both hardware and software for the Emergency Enhanced 911 System (E-911) centre and the administrative function located at 40 College St. This will replace 4 ACD MAX Call Centre applications. The current plan is to enhance the current phone hardware, purchase new software and hardware for the system

and provide training by the 4th quarter of 2006, at which point this project will be complete. It is anticipated that this project will be completed on budget.

- In-Car Camera (\$11.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	538.0	124.0	5,225.0	2,573.0	2,573.0	0.0	0.0	11,033.0
Carry-Forward		149.8	100.0					
Available Budget		273.8	5,325.0	2,573.0	2,573.0			
Actual YTD	388.2	53.3						
Proj. yr-end spending	388.2	173.8	5,325.0	2,573.0	2,573.0			11,033.0
Variance	149.8	100.0						0.0

The pilot project was launched on November 1, 2005, as an officer/community safety initiative, based on a direction from the Toronto Police Services Board to evaluate the effectiveness and cost of in-car camera systems and technology. Twelve marked cars at 13 Division and six at Traffic Services were outfitted with the in-car systems.

Since that time, there have been a number of technical challenges impacting the reliability and performance of the equipment. All resources applied by both the vendor and TPS since the launch have been focused on responding to equipment failures and the Service has not been able to concentrate on the primary objectives of the pilot project which are to test, measure and evaluate the impact of using the in-car camera system.

As of the end of September 2006, there have been marked improvements with respect to stabilizing the equipment. The team is planning on issuing an RFP by the 4th quarter of 2006, to allow other vendors to participate in a competitive process for the in-car camera system and technology. The monitoring and evaluation process of the pilot program will continue and the Service plans to report to the Board on the results of this project in March 2007. The 2006 budget includes \$100,000 for a Project Manager for the full implementation of the project. As this amount will not be spent, it will be carried forward to 2007. The rest of the available funding for the pilot project is expected to be utilized as planned.

- Automated Vehicle Location System Expansion (\$1.59M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	385.0	395.0	405.0	405.0	0.0	0.0	0.0	1,590.0
Carry-Forward		44.4	0.0	0.0				
Available Budget		439.4	405.0	405.0				
Actual YTD	340.6	86.1						
Proj. yr-end spending	340.6	439.4	405.0	405.0				1,590.0
Variance	44.4	0.0	0.0	0.0				0.0

This project provides for the second phase of the Automated Vehicle Location (AVL) System, which encompasses the installation of 1,000 Global Positioning System (GPS) transceivers and the associated software in police vehicles between 2005 and 2008. Staff is currently working on completing the preparation work and assembling the hardware and the infrastructure to outfit the cars. The project is on schedule, and the available funding in 2006 will be fully spent for the installation of the wireless modems and the associated Computer Aided Dispatch (CAD) interface by the 4th quarter of 2006. The total project is anticipated to be finished in 2008, on budget.

- Strong Authentication (\$1.56M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	595.0	960.0	0.0	0.0	0.0	0.0	0.0	1,555.0
Carry-Forward		(272.9)	658.0					
Available Budget		687.1	0.0					
Actual YTD	867.9	29.1						
Proj. yr-end spending	867.9	29.1	658.0					1,555.0
Variance	(272.9)	658.0	0.0					0.0

Strong Authentication provides the ability to identify an individual requesting access to applications and systems accurately and reliably. This system is coupled with individual digital certificates that provide secure communication over any network (including the Internet), providing the reliable identification of the user through Digital Signatures. The plan is to hire a consultant and to purchase/develop the software in early 2007.

- Digital Video Asset Management II (\$5.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	0.0	2,350.0	300.0	2,015.0	1,000.0	0.0	0.0	5,665.0
Carry-Forward		0.0	2,092.0	0.0	0.0			
Available Budget		2,350.0	2,392.0	2,015.0	1,000.0			
Actual YTD	0.0	396.9*						
Proj. yr-end spending	0.0	258.0	2,392.0	2,015.0	1,000.0			5,665.0
Variance	0.0	2,092.0	0.0	0.0	0.0			0.0

* Actual YTD concludes commitment for future years. This will be adjusted at year-end.

The objective of the Digital Video Asset Management (DVAM) system is to eventually eliminate the use of physical video evidence media within the organization. The Video Services Unit (VSU) has conducted research and identified several computer technologies to move the organization in the direction of realizing this objective. The DVAM project will reduce the manual work involved in the acquisition, transportation, management, disclosure and purging of video evidence, and allow the Service to avoid increased physical infrastructure requirements and costs.

The DVAM system will provide the Service with the capability for the acquisition of digital video assets in four (4) divisions/units (central lockups) and in three (3) Headquarters locations, and the transfer of these digital video assets over a secured network-based system.

An Executive Steering Committee has been formed to oversee overall management of the project. An RFP was issued in April 2006 for a Project Manager and Developer. The Project Manager was hired in September and the Developer will be hired in late 2006. One of the first priorities for the Project Manager will be to review and confirm the cost estimate for the project and develop a detailed project plan. It is anticipated that \$0.3M of the 2006 available funding will be spent in 2006. The remaining \$2.1M will be carried forward to 2007.

Replacements / Maintenance / Equipment Projects:

- Radio Replacement (\$35.53M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	100.0	8,430.0	0.0	4,000.0	2,000.0	9,600.0	11,400.0	35,530.0
Carry-Forward		35.5	0.0	0.0	0.0	0.0	0.0	
Available Budget		8,465.5	0.0	4,000.0	2,000.0	9,600.0	11,400.0	
Actual YTD	64.5	8,261.6						
Proj. yr-end spending	64.5	8,465.5	0.0	4,000.0	2,000.0	9,600.0	11,400.0	35,530.0
Variance	35.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Current radios are obsolete and repair parts are unavailable. Furthermore, a joint TPS/Fire/Emergency Medical Services (EMS) project will soon commence to replace the entire radio system infrastructure by 2011. All mobile and portable radios must therefore be replaced before that time, as the existing radios will not work with the new radio system infrastructure.

At its June 2006 meeting (BM #P193/06 refers), the Board approved a Radio Replacement project to begin in 2006 and be completed by 2011 at a total amount of \$35.5M, as part of the revised capital program submitted to the Board. In September 2006, the Service purchased 454 mobile radios and 753 portable radios, at a cost of \$8.3M. The remaining funds will be utilised for the cost of training and installation.

- State of Good Repair (On-going)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	9,130.0	1,600.0	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Carry-Forward		69.1	0.0	0.0	0.0	0.0	0.0	
Available Budget		1,669.1	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	
Actual YTD	9,060.9	916.8						
Proj. yr-end spending	9,060.9	1,669.1	1,700.0	1,800.0	1,900.0	1,900.0	9,000.0	27,030.0
Variance	69.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0

This project provides funds for the on-going maintenance and repair of police-occupied facilities. The scope of the work includes flooring replacement, window coverings, painting, and Occupational Health & Safety requirements.

The current plan for 2006 funding is for the commencement of the TPS Headquarters renovation, lifeguard stations, Marine Unit and the renovations of the two Telecom facilities. Painting of three Divisions (namely 42, 12 and 33) and the locker room expansion at 12 Division is planned for 2006. This is an on-going project and all funds allocated for 2006 are projected to be spent as planned.

- Facility Security (\$3.67M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,830.0	915.0	400.0	515.0	0.0	0.0	0.0	3,660.0
Carry-Forward		343.8	0.0	0.0				
Available Budget		1,258.8	400.0	515.0				
Actual YTD	1,486.2	1,196.4						
Proj. yr-end spending	1,486.2	1,258.8	400.0	515.0				3,660.0
Variance	343.8	0.0	0.0	0.0				0.0

This project addresses site security for police facilities. The initial plan included the installation or upgrading of fences as well as the provision of security gates where required. The installation of fences has been put on hold pending the results of a Service-wide security assessment that is being completed to identify and address any risks to the security of our members, facilities and equipment. Any additional funding required as a result of this assessment will be included in the Service's 2007-2011 or subsequent capital budget requests.

- Boat Replacement (\$1.37M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,368.0	0.0	0.0	0.0	0.0	0.0	0.0	1,368.0
Carry-Forward		348.5						
Available Budget		348.5						
Actual YTD	1,019.5	292.6						
Proj. yr-end spending	1,019.5	292.6						1,312.1
Variance	348.5	55.9						55.9

The final replacement boat was received by the Marine unit in early January 2006. The lifecycle replacement of the Marine vessels is now complete and the remaining funds of \$0.06M in the project will no longer be needed. This project will be closed.

- Furniture Lifecycle Replacement (\$3.0M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011-2015	Total
Board-approved Budget	1,500.0	750.0	375.0	375.0	0.0	0.0	0.0	3,000.0
Carry-Forward		(3.2)	0.0	0.0				
Available Budget		746.8	375.0	375.0				
Actual YTD	1,503.2	491.3						
Proj. yr-end spending	1,503.2	746.8	375.0	375.0				3,000.0
Variance	(3.2)	0.0	0.0	0.0				0.0

This project provides for the lifecycle replacement of furniture to better manage the furniture requirements at all Police facilities, and to avoid Occupational Health & Safety issues by improving working conditions. This project, which involved replacement of furniture at a number of locations, commenced in 2004 and is expected to be completed in 2008. The 2006 available funding will be utilized to replace chairs for units at Headquarters, as required. This project is on schedule and on budget.

- Advanced TASER Deployment (\$1.1M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	0.0	1,100.0	0.0	0.0	0.0	0.0	0.0	1,100.0
Carry-Forward		0.0						
Available Budget		1,100.0						
Actual YTD		0.0						
Proj. yr-end spending		1,100.0						1,100.0
Variance	0.0	0.0						0.0

The Advanced Taser is a battery-powered, handheld, less-lethal conducted energy weapon (CEW) specifically designed to subdue a violent subject within a distance of 21 feet. A pilot program was conducted from March 30, 2006 to June 30, 2006, where the roll out of tasers for use by the front-line supervisors in Divisions 31, 42, 52 and Toronto Anti Violence Intervention Strategy (TAVIS) officially commenced. The Service's Use of Force Review Committee was tasked with providing the Board with a comprehensive report detailing the number of Advanced TASER Deployments, the nature of calls, circumstances of deployment, injuries/non-injuries to subjects/police, and to determine the effective/ineffective usage rates along with a summary of benefits and risks associated with the use of Tasers.

The pilot project demonstrated that at times when tactical communication is not enough, the use of Tasers is a viable option. The report concluded that the Taser was an effective tool in de-escalating and safely resolving many situations where officer and public safety were at risk. The findings were submitted to the Board in September 2006 (BM#281/06 refers) and the Board recommended the continuation of Advanced Taser implementation to front-line supervisors. The Board approved the purchase of four hundred and thirty nine (439) Advanced Tasers and accessories and three thousand five hundred and twelve (3,512) air cartridges. The funds allocated to purchase the Tasers will be fully spent by the end of 2006, and this project will therefore be closed.

Other than debt expenditure projects:

• Lifecycle Replacements (\$79.4M)

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Board-approved Budget	23,717.0	10,432.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Carry-Forward		1,603.3	138.4					
Available Budget		12,035.3						
Actual YTD	22,113.7	7,933.0	5,171.4					
Proj. yr-end spending	22,113.7	11,982.0	5,174.4	5,033.0	5,033.0	5,033.0	25,165.0	79,446.0
Variance	1,603.3	138.4						0.0

This project reflects the lifecycle replacement programs for the Service's fleet and IT requirements funded from the Vehicle and Equipment Reserve. This project is on budget and on schedule and \$0.138M of the available funding will be carried forward to 2007.

Conclusion:

The Service is projecting a capital expenditure of \$37.1M (excluding land) in 2006 compared to \$43.4M in available funding. Of the \$6.3M under-expenditure, \$5.2M will be carried forward to 2007. The remaining \$1.1M will be lost due to the City's one year carry-forward rule. Any significant issues or concerns that the Board should be aware of have been highlighted in the Key Highlights/Issues section at the beginning of this report.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing and agreed to forward copies to the City's Deputy City Manager and Chief Financial Officer and the City of Toronto Policy and Finance Committee.

CAPITAL BUDGET VARIANCE REPORT AS AT September 30, 2006

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at September 30, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Facility Projects:					
43 Division	651.5	603.6	651.5	0.0	16,200.0
Traffic Services and Garage Facility	1,725.0	1,484.5	1,500.0	225.0	7,100.0
New Training Facility	4,098.3	3,925.8	4,098.3	0.0	66,000
23 Division	10,408.1	12,012.1	12,408.1	(2,000.0)	17,665.0
11 Division	200.0	0.0	0.0	200.0	21,371.0
14 Division	1,000.0	0.0	0.0	1,000.0	21,013.0
Police Command Centre	34.8	2.0	34.8	0.0	725.0
Information Technology Projects:					
Livescan Fingerprinting System	20.4	7.5	20.4	0.0	4,979.4
Police Integration System	1,596.8	109.2	1,296.8	300.0	5,250.0
Voice Logging Recording System	574.0	203.8	474.0	100.0	974.0
Lawfully Authorized Electronic Surveillance	2.6	0.0	0.0	2.6	1,850.0
Investigative Voice Radio System	0.2	0.0	0.0	0.2	3,600.0
Jetforms Replacement	1,200.0	0.0	638.0	562.0	1,200.0
HRMS additional functionality	1,915.0	246.4	500.0	1,415.0	3,160.0
TRMS additional functionality	2,202.8	320.9	645.0	1,557.8	2,668.0
Smartzone Upgrade	42.3	42.3	42.3	0.0	1,195.0
Centracom Upgrade	3.2	3.0	3.2	0.0	222.0
Replacement of Call Centre Management Tools	395.6	96.8	395.6	0.0	886.0
In – Car Camera	273.8	53.3	173.8	100.0	11,033.0
Automated Vehicle Location System Expansion	439.4	86.1	439.4	0.0	1,590.0
Strong Authentication	687.1	29.1	29.1	658.0	1,555.0
Digital Video Asset Management II	2,350.0	396.9	258.0	2,092.0	5,665.0
Replacements / Maintenance / Equipment Projects:					
Radio Replacement	8,461.2	8,261.5	8461.2	0.0	35,530.0
State of Good Repair –Police	1,669.1	916.8	1,669.1	0.0	18,030.0

Project Name (\$000s)	Available to Spend in 2006	YTD Actual + Commitment as at September 30, 2006	2006 Projected Actual	Year-End Variance (Over)/ Under	Total Budget Project Cost
Facility Security	1,258.8	1,196.4	1,258.8	0.0	3,660.0
Boat Replacement	348.5	292.6	292.6	55.9	1,368.0
Furniture Lifecycle replacement	746.8	491.3	746.8	0.0	3,000.0
Advanced TASER Deployment	1,100.0	0.0	1,100.0	0.0	1,100.0
Total	43,405.30	30,781.9	37,136.8	6,268.5	258,589.4
TOTAL Other-than-debt expenditure	12,035.5	7,249.2	11,897.1	138.4	35,305.6
TOTAL including other than debt expenditure	55,440.8	38,031.1	49,033.9	6,406.9	293,895.0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P378. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2006 CAPITAL BUDGET VARIANCE REPORT AS AT SEPTEMBER 30,
2006**

The Board was in receipt of the following report October 30, 2006 from William Blair, Chief of Police:

Subject: 2006 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE - PARKING ENFORCEMENT AS AT SEPTEMBER 30, 2006

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 Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee for information.

Background:

The approved Parking Enforcement 2006-2010 Capital Program includes one project. This project provides for handheld parking ticket devices at a total cost of \$4.1M, of which \$0.9M was spent in 2005 and \$3.2M was carried forward to 2006.

Project Status:

(\$000s)	To YE 2005	2006	2007	2008	2009	2010	2011- 2015	Total
Budget	4,100.0	0.0	0.0	0.0	0.0	0.0	0.0	4,100.0
Carry Forward		3,200.0	0.0	0.0				
Available Budget		3,200.0	0.0	0.0				
Actual YTD	900.0	1,701.3						
Proj. yr-end spending	900.0	3,200.0	0.0	0.0				4,100.0
Variance	3,200.0	0.0	0.0	0.0				0.0

A vendor was selected (Board Minute #P81/05 refers) and the contract was signed on December 21, 2005. The detailed design is finalized and all the hardware equipment has been received. Also, Information Technology Services (ITS) has reviewed the technology component that is being used, to ensure system compatibility. The field pilot program commenced in July 2006 with 40 Parking Enforcement Officers (PEO) for three weeks. The pilot was successful and more

officers were trained in September. Full training and system implementation is expected to be completed by the end of October 2006. This project is on budget and it is expected that all funds will be utilized as planned.

Conclusion:

As at September 30, 2006 the Toronto Police Service's Parking Enforcement unit is projecting a zero variance. It is recommended that the Board receive this report and forward a copy to the City's Deputy City Manager and Chief Financial Officer, and to the City Policy and Finance (P&F) Committee for information.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board received the foregoing and agreed to forward copies to the City's Deputy City Manager and Chief Financial Officer and the City of Toronto Policy and Finance Committee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P379. PAID DUTY RATES EFFECTIVE JANUARY 01, 2007

The Board was in receipt of the following report October 31, 2006 from Alok Mukherjee, Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2007

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2007.

Background:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.

Police Services Board records indicate that the paid duty rates were last adjusted on January 1, 2006; effective that date, the rate for all classifications of constables was \$58.00 per hour. The attached notice establishes a new rate of \$60.00 per hour for constables.

I recommend that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2007.

The Board received the foregoing.



**TORONTO
POLICE
ASSOCIATION**

180 Yorkland Boulevard,
Toronto, Ontario,
Canada M2J 1R5

Telephone
(416) 491-4301
Facsimile
(416) 494-4948

Dave Wilson
President

Al Olsen
Vice President

Terry Nunn
*Director
Legal Services*

Larry Molyneaux
*Director
Member Benefits*

Thomas Froude
*Director Civilian
Administrative Services*

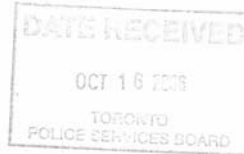
Douglas Corrigan
*Director
Civilian Field Services*

Mike McCormack
*Director Uniform
Administrative Services*

George Tucker
*Director
Uniform Field Services*

Tim Zayack
*Director
Uniform Field Services*

October 11, 2006



Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. Campbell:

Re: Paid Duty Rates – 2007 Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board of an increase in the hourly paid duty rates to take effect as follows:

January 1, 2007

Constables (All classifications)	\$60.00 (minimum \$180.00)
---	-------------------------------

REQUIREMENTS FOR PAID DUTY SUPERVISION IS AS FOLLOWS:

Sergeants (When in charge of 4 or more police officers)	\$68.00 (minimum \$204.00)
---	-------------------------------

Staff Sergeants (When in charge of 10 or more police officers)	\$75.00 (minimum \$225.00)
--	-------------------------------

Staff Sergeants (When in charge of 15 or more police officers)	\$77.00 (minimum \$231.00)
--	-------------------------------

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty is paid out at the established hourly rate.

The Association will forward this information to all Units today. We trust the Police Services Board will have the rates reflected on Routine Orders in a timely fashion and that Unit Commanders are advised accordingly.

WE PROTECT THOSE WHO PROTECT OTHERS



Ms. Joanne Campbell
October 11, 2006
Page 2

It would be appreciated if this information is published on Routine Orders by November 30, 2006 to inform our members so that they, in turn, can inform the paid duty users.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Al Olsen
Vice President

AO:hb

c. Chief Bill Blair
Ms. Maria Ciani
Mr. Bill Gibson
TPA Board of Directors

[Olsen 2007 Pd Duty PSB]

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P380. TORONTO POLICE SERVICE – 50TH ANNIVERSARY

The Board was in receipt of the following report October 30, 2006 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 50TH ANNIVERSARY

Recommendation:

It is recommended that: the Board receive this report

Background:

The Municipality of Metropolitan Toronto was formed as a federation of thirteen Toronto-area municipalities in 1953. In 1954, a task force, under the direction of Forest Hill Reeve C. O. Bick, was created to consider the advisability of amalgamating the thirteen police forces and fire departments. By November 1955, Metropolitan Toronto Council approved the concept of amalgamating the police forces and deferring the fire departments to a later time. Permission was sought from the Government of Ontario and enabling legislation was obtained, leading to the creation of a new Police Commission for the Municipality of Metropolitan Toronto with C. O. Bick as its Chairman, having been appointed a Magistrate as was required at that time.

The Metropolitan Board of Commissioners of Police held its first meeting on May 15, 1956 and set about the business of planning for the establishment of the Metropolitan Toronto Police, effective January 1, 1957. On May 24, 1956, the Police Commission held its second meeting and appointed Chief Constable John Chisholm, of the Toronto City Police, to become the head of the new police force, holding the new rank of Chief of Police. On January 1, 1957 the amalgamation occurred on schedule.

January 1, 2007, is the 50th Anniversary of the Toronto Police Service. On that date in 1957, police forces from the City of Toronto, Village of Forest Hill, Village of Swansea, Village of Long Branch, Town of Mimico, Town of New Toronto, Township of Etobicoke, Township of North York, Township of Scarborough, Township of East York, Township of York, Town of Leaside, and Town of Weston amalgamated to become the Metropolitan Toronto Police Force.

Throughout 2007, the Service intends to acknowledge its 50th Anniversary in a variety of ways. It will hold an official celebration of our Anniversary in conjunction with Police Week which falls the week of May 14 – 19th in 2007. Our Service's motto has been to Serve and Protect and it is fitting that our Anniversary is highlighted during Police Week when our police divisions are traditionally open to the community for tours.

It is our intention that our 50th Anniversary activities will not only celebrate our past but also teach our newer members about the traditions and history of the Toronto Police. We also intend to provide an opportunity for our community to learn more about its police service.

A steering committee has been formed and reports directly to the Command Officers. Planning of the celebrations are in the preliminary stages and as details become available they will be shared with the Board. I do wish to emphasize that the celebrations will appropriately acknowledge our 50th Anniversary but will be modest in nature and cost. It is anticipated that in the first quarter of 2007 I will request that the Board assist with the 50th Anniversary with a financial contribution and with its presence at our planned official ceremonies in May 2007.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P381. QUARTERLY REPORT: COMPRESSED WORK WEEK SCHEDULING
COMMITTEE: SEPTEMBER TO NOVEMBER 2006**

The Board was in receipt of the following report October 30, 2006 from William Blair, Chief of Police:

Subject: QUARTERLY STATUS REPORT: SEPTEMBER 2006 – NOVEMBER 2006 –
COMPRESSED WORK WEEK SCHEDULING COMMITTEE

Recommendation:

It is recommended that: the Board receive the following status report on the Compressed Work Week Scheduling Committee for information.

Background:

At its meeting of December 15, 2005, Chief of Police William Blair was directed by the Board to report quarterly on the progress and workings of the Compressed Work Week Scheduling Committee. (Board Minute #P408/05 refers).

The Compressed Work Week Scheduling Committee (Parent Committee) is a joint committee of the Toronto Police Services Board (Board) and the Toronto Police Association (TPA). The Parent Committee was struck in accordance with Schedule 1 of the Memorandum of Agreement in the 2005-2007 Collective Agreement between the Board and the TPA. The mission of the Parent Committee is to jointly study the possibility of a new Compressed Work Week (CWW) system including the possible modification or continuation of the current CWW system and attempt in good faith to develop one or more alternatives to the existing CWW schedule in accordance with the fundamental principles set out in paragraph 8 of Schedule 1.

General Information:

The Parent Committee met on several occasions in 2006 and has been unsuccessful in achieving the desired goals particularized in Schedule 1. Major issues surfaced early in the process and to date, the Terms of Reference, Joint Communication Strategy and consensus on the existence of the CWW Joint Committee remain unresolved at the Parent Committee level.

The CWW Joint Committee met on a bi-weekly basis in 2006. Committee members were assigned to work in teams that were responsible for researching and reporting to Staff Superintendent De Caire, on issues grouped under four broad categories for return to the Parent Committee; Member and Organizational Risk, Occupational Health and Safety, Service Demands and Shift Design. Each team contributed to a final report that outlines the committee's

key findings and recommendations in these four categories. This report was presented to the Command on October 5, 2006.

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer questions the Board may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P382. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD'S
SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER
2006**

The Board was in receipt of the following report November 08, 2006 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER, 2006

Recommendation:

It is recommended that the Board receive this report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Background:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2006 July 01 to 2006 September 30.

As at 2006 September 30, the balance in the Special Fund was \$202,938. During the third quarter, the Special Fund recorded net receipts of \$51,111 and disbursements of \$15,312. There has been a net decrease of \$147,045 against the December 31, 2005 fund balance of \$349,983.

During the third quarter of 2006, deposits were made into the Special Fund bank account for April to June 15, 2006 auction proceeds. Auction proceeds as a result of the agreement made between the Property and Evidence Management Unit of the Service and Rite Auction Limited will continue to be made in 2006. As the Service met the \$510,000 gross proceeds threshold for 2005, the commission rate was reduced to 45% from 50%.

Funds expended include sponsorship to a number of organizations such as for the Pride Week reception, the New York City Police Memorial for September 11 and athletes competing under the auspices of the Toronto Police Amateur Athletic Association.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2006:

- Awards for Service Members, Civilian Citations
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for Senior Officers)

- Recognition of Board Members who complete their appointments
- Futures Program for At-Risk Youth
- Community Police Liaison Committees
- Shared funding for athletic competitions with Toronto Police Amateur Athletic Association

The Board inquired about the status of the \$650,000 currently held by the Toronto Police Service – Property Unit following the Board’s recommendations that the funds be transferred to the Special Fund for use in accordance with section 132(2) of the *Police Services Act* governing the proceeds received from the sale of property (Min. No. P268/06 refers).

Chief Blair advised the Board that he had recently received permission from the Ministry of the Attorney General to transfer the funds to the Special Fund and indicated that he would provide a full update in a report to the Board.

The Board received the foregoing.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2006 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS									
	2006							2005	
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31/06	APR 01 TO JUN 30/06	JUL 01 TO SEPT 30/06	OCT 01 TO DEC 31/06	JAN 01 TO DEC 31/06	TOTALS	
<i>BALANCE FORWARD</i>	349,983	349,983	349,983	356,408	167,138	202,938	349,983	449,723	2006 projections are based on 2005 actual results. The adjusted projection is based on the results date as at the quarter.
<i>REVENUE</i>									
PROCEEDS FROM AUCTIONS	480,000	300,000	0	72,592	76,040	0	148,632	486,627	Includes auction proceeds deposited from January 1 to June 15.
LESS OVERHEAD COST	(240,000)	(150,000)	0	(33,194)	(34,218)	0	(67,412)	(246,677)	Due to gross revenue threshold set by
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	Rite Auctions being met, the commission rate has been reduced to 45%.
UNCLAIMED MONEY	30,000	60,000	24,575	15,302	6,235	0	46,112	31,863	Unclaimed monies relate to evidence
LESS RETURN OF UNCLAIMED MONEY	0	0	0	0	0	0	0	0	monies not claimed by rightful owners during claim period.
EVIDENCE AND HELD MONEY	0	0	0	0	0	0	0	0	
INTEREST	10,000	10,000	2,125	3,678	2,847	0	8,651	10,449	Interest income is based on the average monthly bank balance.
LESS ACTIVITY FEE	(250)	(280)	(70)	(33)	(27)	0	(130)	(224)	The activity fee includes bank service charges and the activity fee allocation.
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	350	5,000	2,760	454	234	0	3,448	341	
OTHER	0	0	0	0	0	0	0	0	
<i>TOTAL REVENUE</i>	280,000	224,620	29,391	58,799	51,111	0	139,301	282,379	
<i>BALANCE FORWARD BEFORE EXPENSES</i>	629,983	574,603	379,374	415,207	218,250	202,938	489,284	732,102	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
<i>DISBURSEMENTS</i>									
<i>SPONSORSHIP</i>									
SERVICE									
ONT. ASSO.OF POLICE SERVICES BOARD	5,500	5,500	5,500	0	0	0	5,500	5,500	
CPLC & COMMUNITY OUTREACH ASSISTANCE	24,000	27,000	0	27,000	0	0	27,000	24,491	

UNITED WAY	8,000	8,000	0	8,000	0	0	8,000	8,000	Relates to 2006 sponsorship
CHIEF'S CEREMONIAL UNIT	0	0	0	0	0	0	0	0	
COPS FOR CANCER	0	0	0	0	0	0	0	0	
OTHER	150,000	10,000	0	(949)	6,600	0	5,651	171,952	NYC Police (9/11 Memorial), TPAA & Pride Week
THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2006 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS									
	2006							2005	
	INITIAL	ADJUSTED	JAN 01 TO MAR 31/06	APR 01 TO JUN 30/06	JUL 01 TO SEPT 30/06	OCT 01 TO DEC 31/06	JAN 01 TO DEC 31/06		
PARTICULARS	PROJ.	PROJ.					TOTALS	ACTUAL	COMMENTS
COMMUNITY									
CARIBANA	0	0	0	0	0	0	0	0	
RACE RELATIONS	0	0	0	0	0	0	0	0	
YOUTH ADVISORY GROUP	0	2,000	0	2,000	0	0	2,000	0	
BLACK HISTORY MONTH	0	2,000	2,000	0	0	0	2,000	0	
VARIOUS ORGANIZATIONS	80,000	167,000	0	165,500	922	0	166,422	85,937	Includes Youth at Risk, Youth and families, Native child and family and San Romanoway sponsorship
RECOGNITION OF SERVICE MEMBERS									
AWARDS	35,000	35,000	248	3,731	0	0	3,980	35,468	Service member award ceremonies occur
CATERING	20,000	20,000	0	0	2,230	0	2,230	21,246	several times during the year.
RECOGNITION OF CIVILIANS									
AWARDS	10,000	16,000	4,000	10,705	0	0	14,705	8,768	Award and recognition ceremonies occur
CATERING	2,500	4,500	0	4,266	0	0	4,266	2,473	several times during the year
RECOGNITION OF BOARD MEMBERS									
AWARDS	0	0	0	0	0	0	0	0	
CATERING	2,000	2,000	0	0	0	0	0	1,934	
CONFERENCES									
BOARD									
COMMUNITY POLICE LIAISON COMMITTEES	0	0	0	6,400	0	0	6,400	0	Relates to 9th annual CPLC conference
CANADIAN ASS'N OF POLICE SERVICES BOARDS	0	0	0	0	0	0	0	0	
OTHER	50,000	40,000	11,117	16,486	5,000	0	32,603	0	Liberty Grand expenses for PSB 50 th anniversary conference and banquet
DONATIONS									
IN MEMORIAM	500	500	100	0	0	0	100	200	
OTHER	500	500	0	100	0	0	100	200	
DINNER TICKETS (RETIREMENTS/OTHERS)									
	5,000	5,000	0	4,830	560	0	5,390	7,950	Includes Crime Stoppers & Black Business Professionals' Association Dinners
OTHER	8,000	8,000	0	0	0	0	0	8,000	The audit fee has

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P383. SEMI-ANNUAL REPORT: GRANT APPLICATIONS AND
CONTRACTS: APRIL TO SEPTEMBER 2006**

The Board was in receipt of the following report October 26, 2006 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: APRIL 1, 2006 TO SEPTEMBER 30, 2006:
GRANT APPLICATIONS AND CONTRACTS

Recommendation:

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

Background:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board, to sign all grant and funding applications and contracts on behalf of the Board (BM #P66/02 refers). The Board also agreed that a report would be provided on a semi-annual basis summarizing all applications and contracts signed by the Chair (BM #P66/02 and BM #145/05 refer).

Comments:

During the current reporting period, April 1, 2006 to September 30, 2006, the Chair of the Police Services Board signed one grant application and five grant agreements. Appendix A provides a summary of grant applications signed and submitted. Appendix B provides a summary of grant agreements signed by the Chair.

Currently, the Toronto Police Service has a total of nine active grants, specifically the:

- Community Policing Partnership Program (\$7.5M);
- Public Education and Crime Eradication Initiative (\$0.27M);
- Assisting Victims by Ensuring Maximum Compliance with Christopher's Law and Effective Sex Offender Management (\$0.7M);
- Safer Communities – 1,000 Officers Partnership Program (annualizes to \$8.8M by 2008);
- Toronto Anti-Violence Intervention Strategy (\$5.0M);
- Closed Circuit Television (\$2.0M);
- Bridge Financing for Guns and Gangs Initiatives (\$0.5M);
- Funding to Combat Child Pornography (\$0.3M); and
- 2006/2007 RIDE Grant Program (\$0.087M).

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board.

The Board received the foregoing.

Appendix A
New Grant Applications
April 1, 2006 to September 30, 2006

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
2006/07 Ontario Victim Services Secretariat Community Projects Grant Program	\$16,000	Approval Date to March 31, 2008	<p>The Chair signed a funding application for a Victim Interview Suite project in August 2006. All applications are currently being reviewed by the Regional Project Review Committee and grant award notifications have not yet been made. The project entails the creation of a victim interview suite that would provide a more comfortable and less intimidating environment to accommodate the special needs of victims of crime during a police investigation.</p>

Appendix B
New Grant Agreements/Awards
April 1 to September 30, 2006

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
Safer Communities – 1,000 Officers Partnership Program	\$8,800,000 (funding annualizes up to)	January 1, 2006 to March 31, 2008 (offered in perpetuity)	The Chair signed the contract and the contract was fully executed by the Ministry of Community Safety and Correctional Services in July 2006.
Toronto Anti-Violence Intervention Strategy	\$5,000,000	January 1, 2006 to June 30, 2007	The Chair signed the contract in July 2006 and the contract was fully executed by the Ministry of Community Safety and Correctional Services in August 2006.
Closed Circuit Television	\$2,000,000	September 1, 2006 to April 30, 2008	The Chair signed the contract in October 2006. The contract was signed based on approval received by the Board in the special Board meeting of October 6, 2006 (BM #P316/06 refers). The contract is with the Ministry of Community Safety and Correctional Services for execution and funding has been received.
2006/2007 RIDE Grant Program	\$87,097	April 1, 2006 to February 28, 2007	The Chair signed the contract in July 2006 and the contract was fully executed by the Ministry of Community Safety and Correctional Services in August 2006.
Youth in Policing Initiative	\$365,000	April 1, 2006 until contract replaced or terminated	The Chair signed the contract in October 2006 and the contract is now fully executed. The program has concluded.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P384. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS

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

Subject: PROFESSIONAL STANDARDS 2006 SEMI ANNUAL REPORT

Recommendation:

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

Background:

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

The Toronto Police Service Professional Standards 2006 Semi Annual Report is appended.

Deputy Chief Jane Dick, Executive Command will be in attendance to answer any questions if required.

Staff Superintendent Tony Corrie and Staff Inspector David Marks, Professional Standards, were in attendance and delivered a presentation to the Board on the results of the semi-annual Professional Standards Report.

A copy of the Executive Summary to the Professional Standards Reports is appended to this Minute for information. A copy of the complete report is on file in the Board office.

The Board received the foregoing.

EXECUTIVE SUMMARY

The Chief of Police reports to the Toronto Police Services Board on the following:

- Complaint Intake number, classification and disposition
- Conduct Complaints both serious and less serious
- Policy and Service Complaints number, classification and disposition
- Investigations serious or major matters of misconduct
- Prosecutions Services number of cases, trials, guilty pleas, cases withdrawn and time to trial
- Disciplinary Hearings Officer number of cases, allegations and penalties
- Ontario Civilian Commission of outcomes of matters reviewed.
Police Services Reviews

This semi-annual report, produced by Professional Standards is designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparisons, examination of trends, and to provide a comprehensive analysis of officer conduct and discipline. Revisions to the appropriate sections, as required by the Toronto Police Services Board Policy Manual and subsequent Board motions, have been incorporated.

This report illustrates through charts and tables statistical data specifically from January to June, inclusive. Some data limits the comparability of data between years. Opinions have been excluded.

Highlights

- Forty-two (42) alert letters have been generated from the Professional Standards Information System informing Unit Commanders of behaviour that may be inconsistent with established standards of conduct, up 5 from 2005.
- From January to June, 2006, a total of 327 public complaints were made about Toronto Police Service members - 320 about officer conduct and 7 regarding the services and/or policies of the Toronto Police Service, a 20% decrease from 2005. One hundred and eight (33%) of the complaints did not meet the criteria set out in the Police Services Act and were, therefore, not subject to investigation, a 16% increase from 2005.
- Eleven (11) percent of complaints were regarding a serious nature, a decrease of 12% from the previous year. Discreditable conduct continued to be the leading type of misconduct.
- Sixty-one (61) percent of the concluded complaints received were investigated and resolved within 90 days, a 19% decrease from 2005.
- Forty-two (42) new Civil Litigation cases were received between January and June 2006, 5 more than 2005.

- Thirty-one (31) new cases were initiated by Prosecution Services, a 19% decrease from 2005. In addition, the number of charges laid is 30% lower than 2005. Off duty incidents attributed to 61% of new cases, an increase of 19% from 2005.
- Twenty-nine (29) cases, involving 69 charges were concluded by the Disciplinary Hearings office in the 2006, up from 18 in 2005.
- There were 808 incidents where officers were required to use force, compared to 633 in 2005, a 28% increase. A total of 1,207 Use of Force reports were submitted compared to 927 in 2005, a 30% increase. The number one reason why force was used continues to be for the protection of the officer her/himself. The officers' duties at the time of the incidents, continues to be while on general patrol.
- There was a 52% decrease in the number of officers who received injuries and a 58% decrease in the number of officers who required medical attention in incidents involving the use of force from 2005.
- The Provincial Special Investigations Unit invoked its mandate to investigate 19 cases, down from 24 in 2005. Four (4) cases involving officers were withdrawn, in 12 cases officers were exonerated and 3 cases are ongoing. None of the officers have been charged with any offence.
- One hundred and twenty (120) Suspect Apprehension Pursuits were initiated, a 20% increase from 2005.
- Seven (7) percent of all Suspect Apprehension Pursuits resulted in personal injury, a 5% decrease from 2005. In total, 8 persons were injured, one of them a third party pedestrian.
- Between January and June 2006, 251 members of the Toronto Police Service received Service Awards including 4 Merit Marks, 27 Commendations, 157 Teamwork Commendations, 18 Letters of Recognition and 45 Chief of Police Excellence Awards. In addition, 38 awards were issued to community members.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P385. ANNUAL REPORT: 2005 AUDITED FINANCIAL STATEMENTS FOR
THE TORONTO POLICE SERVICES BOARD SPECIAL FUND, TRUST
FUNDS AND MUSEUM RESERVE FUND**

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

Subject: 2005 AUDITED FINANCIAL STATEMENTS FOR THE POLICE SERVICES
BOARD SPECIAL FUND, TRUST FUNDS AND MUSEUM RESERVE FUND

Recommendation:

It is recommended that the Board receive the audited financial statements for the Board Special Fund, Trust Funds and Museum Reserve Fund from Ernst & Young.

Background:

Attached are the 2005 audited financial statements for the Police Services Board Special Fund, Trust Funds and Museum Reserve Fund. The draft financial statements were approved by the Board at its September 28, 2006 meeting (Board Minute #P284/06 refers). Ernst & Young, the external auditors for the City and Service have now finalized the statements, which are provided to the Board for information.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions from the Board.

The Board received the foregoing.

Financial Statements

City of Toronto Police Services Board
Special Fund
December 31, 2005

AUDITORS' REPORT

To the Chair and Members of the
City of Toronto Police Services Board

We have audited the balance sheet of the **City of Toronto Police Services Board Special Fund** as at December 31, 2005 and the statement of operations and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Special Fund derives revenue from found and/or seized cash and/or goods, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our examination of this revenue was limited to the amounts recorded in the records of the Special Fund and we were unable to determine whether any adjustments for unrecorded revenue might be necessary within the statement of operations and change in fund balance.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness of the revenue described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Special Fund as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
March 10, 2006.

Ernst & Young LLP

Chartered Accountants

**City of Toronto
Police Services Board Special Fund**

BALANCE SHEET

As at December 31

	2005 \$	2004 \$
ASSETS		
Cash	318,979	447,798
Due from City of Toronto <i>[note 5]</i>	64,003	26,925
	382,982	474,723
LIABILITIES AND FUND BALANCE		
Liabilities		
Accounts payable	8,000	—
Auction house security deposit	25,000	25,000
Total liabilities	33,000	25,000
Fund balance	349,982	449,723
	382,982	474,723

See accompanying notes

City of Toronto
Police Services Board Special Fund

**STATEMENT OF OPERATIONS AND
CHANGE IN FUND BALANCE**

Year ended December 31

	2005	2004
	\$	\$
REVENUE		
Proceeds from auction sale of unclaimed goods <i>[note 3]</i>	239,950	41,688
Unclaimed cash from Found and Evidence	31,863	39,198
City of Toronto Police Services Board Trust Funds <i>[note 4]</i>	—	16,555
Interest	10,449	9,154
Other	341	600
	282,603	107,195
EXPENSES		
Board and Police Services relations	295,880	37,742
Police Services and community relations	44,236	37,129
Catering services	25,654	13,703
Conference	—	5,402
Audit fees	8,000	—
Other	7,950	3,690
Bank services	224	1,819
Donations	400	700
	382,344	100,185
Excess of revenue over expenses (expenses over revenue) for the year	(99,741)	7,010
Fund balance, beginning of year	449,723	442,713
Fund balance, end of year	349,982	449,723

See accompanying notes



**City of Toronto
Police Services Board Special Fund**

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

1. PURPOSE OF THE SPECIAL FUND

The expenditures made by the City of Toronto Police Services Board Special Fund [the "Special Fund"] are for items and initiatives which the City of Toronto Police Services Board [the "Board"] deem beneficial to policing in the City of Toronto.

The Special Fund is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are summarized below:

Fund accounting

The Special Fund follows the deferral method of accounting.

Revenue recognition

Revenues are recognized in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

3. PROCEEDS FROM AUCTION SALE OF UNCLAIMED GOODS

With respect to unclaimed goods in the possession of the Board, Section 132(2) of the Police Services Act states that "the chief of police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest".



City of Toronto
Police Services Board Special Fund

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

4. CITY OF TORONTO POLICE SERVICES BOARD TRUST FUNDS

The money found on deceased persons is paid to next-of-kin, estates or trusts upon establishment of proper legal claims. Any monies not claimed within a specified time, or for which no owner can be identified, are transferred to the Special Fund, net of any funeral costs, in accordance with provisions of the Police Services Act.

In the case of other found cash, the finder is entitled to the money if the owner does not claim it within three months. If the finder does not claim the cash, this money is transferred to the Special Fund.

During the year, the Special Fund received the following amounts from the City of Toronto Police Services Board Trust Funds:

	2005	2004
	\$	\$
Unclaimed cash from Property and Evidence Management Unit General Fund	—	16,555

5. RELATED PARTY TRANSACTIONS

At December 31, 2005, \$64,003 [2004 - \$26,925] is due from the City of Toronto. Administrative staff of the Board provide administrative services for the Special Fund. The Board does not charge for these services.

6. FINANCIAL INSTRUMENTS

The fair values of the Special Fund's financial instruments approximate their carrying values.

7. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.

Financial Statements

**City of Toronto Police Services Board
Museum Reserve Fund**

December 31, 2005

AUDITORS' REPORT

To the Chair and Members of the
City of Toronto Police Services Board

We have audited the statement of financial position of the **City of Toronto Police Services Board Museum Reserve Fund** as at December 31, 2005 and the statement of financial activities and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Museum derives some of its revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our examination of this revenue was limited to the amounts recorded in the records of the Museum and we were unable to determine whether any adjustments for unrecorded revenue might be necessary within the statement of financial activities and change in fund balance.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness of the donations revenue described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Museum as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
March 10, 2006.

Ernst & Young LLP

Chartered Accountants

City of Toronto
Police Services Board Museum Reserve Fund

STATEMENT OF FINANCIAL POSITION

As at December 31

	2005 \$	2004 \$
FINANCIAL ASSETS		
Due from City of Toronto <i>[note 3]</i>	493,890	466,627
LIABILITIES		
Accounts payable	9,531	6,000
Net financial assets	484,359	460,627
Fund balance	484,359	460,627

See accompanying notes



City of Toronto
Police Services Board Museum Reserve Fund

**STATEMENT OF FINANCIAL ACTIVITIES AND
CHANGE IN FUND BALANCE**

Year ended December 31

	2005	2004
	\$	\$
REVENUE		
Gift shop sales	265,221	269,985
Less cost of sales	165,597	175,630
Gross profit	99,624	94,355
EXPENSES		
Wages and benefits	71,758	70,026
Professional services	24,986	6,000
Visa and other service charges	3,822	5,544
Supplies	1,477	2,001
Miscellaneous	1,484	329
	103,527	83,900
Excess (deficiency) of revenue over expenses before the following	(3,903)	10,455
Interest income	22,311	21,823
Donations	3,687	4,520
Capital recovery (expenditure)	1,637	(42,607)
Excess (deficiency) of revenue over expenses and change in net financial assets for the year	23,732	(5,809)
Fund balance, beginning of year	460,627	466,436
Fund balance, end of year	484,359	460,627

See accompanying notes

**City of Toronto
Police Services Board Museum Reserve Fund**

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

1. DESCRIPTION OF THE ORGANIZATION

The financial statements of the City of Toronto Police Services Board Museum Reserve Fund [the "Museum"] reflect the financial position and activities of the police tuck shop administered by the City of Toronto Police Services Board [the "Board"].

The Museum is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board. The significant accounting policies are summarized below:

Revenue recognition

Contributions received are recognized as revenue of the Museum in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured. Gift shop sales are recognized as revenue at the time of sale.

Inventory

Inventory for the Museum gift shop is held by the Board and transferred to the Museum at cost at the point of ultimate sale.

Capital assets

The historical cost and accumulated amortization of capital assets are not reported. Capital assets are reported as an expense on the statement of financial activities and change in fund balance in the year of acquisition.

3. RELATED PARTY TRANSACTIONS

At December 31, 2005, \$493,890 [2004 - \$466,627] is due from the City of Toronto. Administrative staff of the Board provide accounting services for the Museum. The Board does not charge for these services.

4. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.



Financial Statements

**City of Toronto Police Services Board
Trust Funds**

December 31, 2005

AUDITORS' REPORT

To the Chair and Members of the
City of Toronto Police Services Board

We have audited the balance sheet of the **City of Toronto Police Services Board Trust Funds** as at December 31, 2005 and the statement of operations and changes in fund balances for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

Due to the confidentiality laws governing the Witness Protection Program, we were unable to verify the completeness and occurrence of the disbursements from the Witness Protection Fund for the safekeeping of witnesses. Accordingly, our examination of these disbursements was limited to the amounts recorded in the records of the Witness Protection Fund and we were unable to determine whether any adjustments for unrecorded disbursements might be necessary within the statement of operations and changes in fund balances.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness and occurrence of the disbursements from the Witness Protection Fund described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Trust as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,
March 10, 2006.

Ernst & Young LLP
Chartered Accountants

City of Toronto
Police Services Board Trust Funds

BALANCE SHEET

As at December 31

	2005	2004
	\$	\$
ASSETS		
Cash	2,125,556	2,085,525
Interest receivable	4,664	3,382
Accounts receivable	15,453	—
	2,145,673	2,088,907
LIABILITIES AND FUND BALANCES		
Liabilities		
Accounts payable <i>[note 6]</i>	1,151,536	1,088,107
Fund balances		
Witness Protection Fund <i>[note 3]</i>	41,623	48,102
Deceased Persons' Fund <i>[note 4]</i>	962	962
Property and Evidence Management Unit General Fund <i>[notes 5 and 8]</i>	951,552	951,736
Total fund balances	994,137	1,000,800
	2,145,673	2,088,907

See accompanying notes

City of Toronto
Police Services Board Trust Funds

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

Year ended December 31

	Witness Protection Fund		Deceased Persons' Fund		Property and Evidence Management Unit General Fund		Total	
	2005 \$	2004 \$	2005 \$	2004 \$	2005 \$	2004 \$	2005 \$	2004 \$
		<i>[note 3]</i>		<i>[note 4]</i>		<i>[note 5]</i>		
REVENUES								
Attorney General's Office	321,557	337,717	—	—	—	—	321,557	337,717
Other	6,990	—	—	—	—	—	6,990	—
	328,547	337,717	—	—	—	—	328,547	337,717
EXPENSES								
For safekeeping of witnesses	335,026	340,742	—	—	—	—	335,026	340,742
Seized funds	—	—	—	—	184	2,287	184	2,287
Federal government	—	—	—	—	—	2,741	—	2,741
City of Toronto Police Services Board Special Fund <i>[notes 4 and 5]</i>	—	—	—	—	—	16,555	—	16,555
	335,026	340,742	—	—	184	21,583	335,210	362,325
Deficiency of revenues over expenses for the year	(6,479)	(3,025)	—	—	(184)	(21,583)	(6,663)	(24,608)
Fund balances, beginning of year	48,102	51,127	962	962	951,736	973,319	1,000,800	1,025,408
Fund balances, end of year	41,623	48,102	962	962	951,552	951,736	994,137	1,000,800

See accompanying notes



**City of Toronto
Police Services Board Trust Funds**

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

1. DESCRIPTION OF THE ORGANIZATION

The financial statements of the City of Toronto Police Services Board Trust Funds [the "Trust"] reflect the combined financial position and activities of the following Trust's Funds administered by the City of Toronto Police Services Board [the "Board"]:

Witness Protection Fund *[note 3]*

Deceased Persons' Fund *[note 4]*

Property and Evidence Management Unit General Fund *[note 5]*

The Trust is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are summarized below:

Fund accounting

The Trust follows the restricted fund method of accounting for contributions. The Board ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

For financial reporting purposes, the Trust Funds have been classified into three categories as described in notes 3, 4 and 5.

Revenue recognition

Contributions received are recognized as revenue in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

3. WITNESS PROTECTION FUND

The Witness Protection Fund records receipts and disbursements of funds for the protection of witnesses. The funds are provided by the Attorney General's Office and are disbursed by the Board.



City of Toronto
Police Services Board Trust Funds

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

4. DECEASED PERSONS' FUND

The Deceased Persons' Fund records the transactions relating to money found in the possession of deceased persons by police officers. Property of an unusual value, such as silver and gold coins or paper money worth more than face value, is placed in safekeeping in the Property and Evidence Management Unit and recorded in the fund at face value.

The money found on deceased persons is paid to next-of-kin, estates or trustees upon establishment of proper legal claims. Any monies not claimed within a specified time, or for which no owner can be identified, are transferred to the City of Toronto Police Services Board Special Fund, net of any funeral costs, in accordance with the provisions of the Police Services Act.

**5. PROPERTY AND EVIDENCE MANAGEMENT UNIT
GENERAL FUND**

The Property and Evidence Management Unit General Fund is used to record found cash where the finder is entitled to the money if it is not claimed by the owner within three months. If the finder does not claim the cash, this money is transferred to the City of Toronto Police Services Board Special Fund. Monies, if determined to be from the proceeds of crime, are transferred to the appropriate recipient based on the relevant legislation.

Cash received as a result of seizures is also kept on deposit within the Property and Evidence Management Unit. The interest on this cash is transferred to a separate bank account. The monies seized, and their interest, are kept until such time as the determination has been made as to whom they should be paid.

6. RELATED PARTY TRANSACTIONS

Included in accounts payable are amounts due to the Board of \$50,692 [2004 - \$40,692]. Administrative staff of the Board provide administrative services for the Trust. The Board does not charge for these services.

7. FINANCIAL INSTRUMENTS

The fair values of the Trust's financial instruments approximate their carrying values.



**City of Toronto
Police Services Board Trust Funds**

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

8. CONTINGENCIES

Within the Property and Evidence Management Unit General Fund, the ownership of seized monies of \$679,853 [2004 - \$679,853] is in dispute and may be forfeited to the Crown.

9. STATEMENT OF CASH FLOWS

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P386. RESPONSE TO BOARD'S RECOMMENDATION FOR AMENDMENT
TO THE CRIMINAL CODE REGARDING LAW ENFORCEMENT
ANIMALS**

The Board was in receipt of correspondence, dated October 05, 2006, from Vic Toews, Minister of Justice and Attorney General of Canada, containing a response to the Board's earlier recommendation to amend the *Criminal Code* to provide better protection for law enforcement animals. A copy of the correspondence is on file in the Board office.

The Board deferred consideration of the Minister's correspondence to its next meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P387. TORONTO POLICE SERVICE: 2007-2011 CAPITAL PROGRAM
REQUEST - REVISED**

The Board was in receipt of the following report November 27, 2006 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2007 - 2011 CAPITAL PROGRAM REQUEST
– REVISED

Recommendations:

It is recommended that:

- (1) the Board approve the revised 2007-2011 Capital Program with a 2007 request of \$35.8 million (M) (excluding cash flow carry forward from 2006) and a net total of \$173.2M for 2007-2011 (an average of \$34.6M per year); and
- (2) the Board forward this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Budget Committee for information.

Financial Implications:

Following discussions with the City Manager and City's Deputy City Manager and CFO, and a further review of our initial capital program request for 2007-2011, a revised capital program request is being submitted to the Board for approval. This revised request for 2007-2011 totals \$173.2M net, includes a 2007 request of \$35.8M, and averages \$34.6M per year over the 5 years. The revised request is slightly lower (\$0.5M in 2007 and an average of \$0.1M annually over the 5 years) than what was submitted to the Board for approval at its October 19, 2006 meeting (Min. No. P325/06 refers).

Background/Purpose:

The Chief of Police submitted a report dated October 2, 2006, to the October 19, 2006 Board meeting, recommending a 2007-2011 Capital Program of \$174.1M net, which included a 2007 request of \$36.3M, and averaged \$34.8M over the 5 years. At this meeting, the Board considered a further report dated October 11, 2006, from the Chief of Police which appended a letter from the City's CFO requesting that the Service review its 5 year capital plan and report back on projects which could be deferred to reduce the annual target to \$32M.

The Board approved the 2007-2011 capital program report from the Chief and referred the City's request for a revised submission to the Board's Budget Subcommittee (BSC) for discussion.

Discussion:

Capital Funding Target:

Capital funding targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's CFO.

At its meeting on December 8, 9 and 12, 2005, City Council approved the Service's 2006-2010 capital budget at a total net expenditure of \$31.92 million for 2006. City Council did not approve the years 2007-2010 of the capital program (which totalled \$35M net annually for the Service), and requested that the City's CFO report "through the Budget Advisory Committee to the Policy and Finance Committee and Council by June 2006 on a recommended 2007-2010 Capital Plan in accordance with the Council approved debt guidelines."

In order to address City Council's request, Service and City staff held several meetings on the subject of the revised targets for 2007-2010, and the City agreed, in principle, to support the Service's capital budget request at an average of \$35M per year, with the understanding that the replacement of radios (at a total revised estimate of \$35.5M) and Information Technology (IT) lifecycle costs (at an annual average expenditure of \$7M) would be accommodated without impacting the \$35M net average annual budget. The Board approved a revised 2006-2010 capital program request for the Service on June 15, 2006, which reflected these and several other adjustments (Min. No. P193/06 refers).

The Service's 2007-2011 capital budget request, that was approved by the Board at its October 19, 2006 meeting, is consistent with the 2006-2010 revised request, and reflects an annual average target of \$34.8M net over the 5 years. However, during the capital budget review process with the City, the City CFO recommended that the Service's debt affordability target be revised from an average of \$35M per year to \$32M per year, for a total debt funding of \$160M over the 5-year capital program. This request was communicated to the Board; the Board referred the City CFO's request to the Board's BSC for discussion.

2007-2011 Revised Capital Program:

In preparation for the meeting with the Board's BSC on November 17, 2006, and in response to the City CFO's request, Service staff revisited the Board-approved 2007-2011 capital program. As a result of this review, a net decrease of \$0.5M in 2007 was achieved by removing two projects (replacement of Forensic Identification Services Software Program and Citizen Internet Reporting). These two projects will be funded from the Service's operating budget in 2006 and 2007 respectively. Also, cashflow for the New Training Facility project was adjusted between 2006 and 2009, with no impact on the total cost for the project.

These changes result in a 2007 request of \$35.8M and an average of \$34.6M per year over the five-year program. A revised 2007-2011 capital program reflecting the above changes was presented to the Board's BSC on November 17, 2006 (see Attachment A).

In response to the City CFO's request to achieve a \$32M average annual target, the Service also provided the Board's BSC with information on action that would be required to achieve the City's request. The Service advised that projects to replace the Service's aging and inadequate facilities are a priority and therefore cannot be deferred. In addition, several projects have already been started or are well in progress. Consequently, the only projects that could be considered to achieve the lower target requested by the City are new projects or those that have not yet commenced.

The potential deferral of the following projects was identified for discussion with the Board's BSC at its meeting on November 17, 2006:

- deferral of In-Car Camera project to 2010;
- deferral of GeoCoding Engine project to 2011;
- deferral of Police Community Automated Notification System, Data Warehouse establishment and Electronic Document Management projects to 2012.

These actions would have resulted in a 2007 budget of \$33M net and a five-year average of \$32.6M.

The Board's BSC, at its meeting of November 17, 2006, reviewed and discussed the actions that would be required to further reduce the 2007-2011 capital program. The Board's BSC supported the Service's position that these actions would impact on key priorities of the Board and the Service, and therefore did not recommend the deferral of the projects.

Conclusion:

A capital program by its nature is a long-term plan comprised of many multi-year projects. While the Service is aware of and understands the City's budget pressures, continual reductions to the Service's capital funding targets impact on the Service's ability to properly plan and deliver the projects in the program.

The Service's 2007-2011 capital program addresses critical infrastructure (facility and information technology) priorities, and no further reductions to the program are possible without compromising the Service's ability to achieve key priorities and objectives. The program has been revised significantly from the 2006-2010 plan to reflect more up-to-date information, but also to respond to the City's financial constraints. Specifically, the cost of projects in the 2006-2010 capital program have been revised to represent more up-to-date estimates, and cash flows have been adjusted and deferred wherever possible. In addition, the replacement of three divisions (55, 41 and 13) and the renovation of 32 division, that were in the 2006-2010 capital program have been deferred to beyond 2011. Further the \$35.5M cost to replace the Service's mobile and portable radios, which was previously expected to be funded as part of a corporate

City project, has now been absorbed by the Service's capital program. Uncertainty over the Department of National Defence's (DND) participation in the new training facility is a further factor in the Service's inability to accommodate further reductions to its capital program request. If DND is ultimately not a part of this project, the total cost of the facility will increase significantly and will have to be absorbed within the Service's approved capital funding targets. This will affect not only the new training facility project but also other projects in the program.

It is therefore recommended that the Board approve the revised 2007-2011 Capital Program with a 2007 net request of \$35.8M (excluding cash flow carry forwards from 2006) and a net total of \$173.2M for 2007-2011 (an average of \$34.6M per year), and that the Board forward this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Budget Committee for information.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions by the Board about this report.

The Board approved the foregoing.

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Facility Projects										
23 Division (Kipling and Finch)	15,165	-2,000	2,500	0	0	0	0	2,500	0	17,665
New Training Facility (Replacement of C.O. Bick College)	5,900	0	25,929	21,236	22,767	0	0	69,932	0	75,832
11 Division -Central Lock-up	200	0	0	1,000	5,500	9,778	5,093	21,371	0	21,371*
14 Division-Central Lock-up	1,000	1,000	1,034	8,857	5,068	5,054	0	20,013	0	21,013
Intelligence / Special Investigation Facility (starting in 2007)	0	0	1,000	1,000	0	2,800	0	4,800	0	4,800
Property & Evidence Management (starting in 2007)	0	0	258	0	0	1,155	8,175	9,588	13,366	22,954
Long Term Facility Plan (beyond 2007)	0	0	0	0	0	0	0	0	105,186	105,186
Information Technology Projects										
Automated Vehicle Location System Expansion	780	0	405	405	00	0	0	810	0	1,590
HRMS Additional Functionality	1,915	1,415	200	545	500	0	0	1,245	0	3,160
TRMS Additional Functionality	2,453	1,558	215	0	0	0	0	215	0	2,668
In – Car Camera (cash flow change)	662	100	2,600	3,000	2,386	2,385	0	10,371	0	11,033
Digital Video Asset Management II	2,350	2,092	300	2,015	1,000	0	0	3,315	0	5,665
Jetforms Replacement	638	0	550	0	0	0	0	550	0	1,188
Geocoding Engine (2007 new project)	0	0	457	0	0	0	0	457	0	457
Police Community Automated Notification System (2007 new project)	0	0	922	0	0	0	0	922	0	922
CASC System Replacement (2007 New Project)	0	0	1,500	0	0	0	0	1,500	0	1,500
Data Warehouse Establishment (beyond 2007 project)	0	0	0	0	0	1,500	1,607	3,107	3,487	6,594
Record Management Systems Replacement (beyond 2007 Project)	0	0	0	0	0	0	0	0	0	0
Electronic Document Management (beyond 2007 project)	0	0	0	0	0	0	500	500	0	500
Radio Console Dispatch for Communication Centre (beyond 2007 project)	0	0	0	0	0	0	0	0	220	220

CAPITAL PROJECTS – 2007-2011 REQUEST (\$000s)

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
Replacements / Maintenance / Other Projects										
Radio Replacement (cash flow change)	8,530	0	0	0	0	9,600	11,400	21,000		29,530
Facility Security	2,745	0	400	515	0	0	0	915	0	3,660
State-of-Good-Repair – Police	10,730	0	1,700	1,800	1,900	1,900	1,900	9,200	9,000	28,930
Furniture Lifecycle Replacement	2,250	0	750	0	0	0	0	750	0	3,000
Total – Capital Budget Request	55,318.1	4,165	40,720	40,373	39,121	34,172	28,675	183,061	131,259	369,439
Other than debt expenditure (Draw from Reserve)										
Vehicle and Equipment Replacement	15,099	0	5,098	5,033	5,033	5,033	5,033	25,230	25,165	65,494
Workstation, laptop, printer – lifecycle	7,218	0	4,341	4,040	5,260	4,300	4,480	22,421	25,550	55,189
Servers – lifecycle	4,668	0	0	2,810	2,910	3,010	3,120	11,850	16,950	33,468
IT business resumption – lifecycle plan	7,164	0	260	0	0	1,590	1,640	3,490	8,920	19,574
Mobile Workstations	0	0	0	0	6,436	0	0	6,436	6436.0	12,872
Locker Replacement	0	0	550	550	550	550	0	2,200	0	2,200
Radio Replacement	0	0	0	4,000	2,000	0	0	6,000	0	6,000
Total – Other than debt expenditure (Draw from Reserve)	34,149	0	10,249	16,433	22,189	14,483	14,273	77,627	83,021	194,797
Summary										
Total Gross Request	89,467	4,165	50,969	56,806	61,310	48,655	42,948	260,688	214,280	564,236
Less Draw from Reserve	-34,149	0	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-83,021	-194,797
Less Recovery from Department of National Defence (DND)	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	-9,832
Total Net Capital Budget Request	55,318.1	4,165	35,804	37,915	36,663	34,172	28,675	173,230	131,259	359,607

* 11 Division – the total project cost does not include \$200K for plan to 2006 yearend; due to City's one year carry forward rule, this funding is lost and TPS is requesting it again in the 2007-2011 capital program.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P388. REQUEST FOR REVIEW OF A COMPLAINT ABOUT THE SERVICES
PROVIDED BY THE TORONTO POLICE SERVICE – FILE NO. 2005-
EXT-0562 – LANDLORD AND TENANT DISPUTES**

The Board was in receipt of the following report November 20, 2006 from Alok Mukherjee, Chair:

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT TORONTO POLICE SERVICES PROVIDED – TPS FILE NO. 2005-EXT-0562

Recommendation:

It is recommended that the Board:

1. agree that the decision made by the Chief in this matter is reasonable; and
2. direct the Chief to review the issue raised in this complaint, namely the role of police officers in apparent landlord and tenant disputes where there may or may not be possible criminal conduct present, and determine what changes, if any, are required to clarify that role, through mechanisms including, but not limited to, procedures, training and Routine Orders.

Background:

At its meeting of July 10, 2006, the Board considered a report from Chief Blair regarding a complaint about the service provided in the course of a landlord and tenant dispute. The complainant in this matter, a landlord, alleged that his tenant had, among other things, stolen some of his belongings and threatened to assault him. The complainant contacted the police and later complained about what he deemed to be a lack of an appropriate response.

The complaint was classified as a “services provided” complaint and investigated. After a review of the complaint, it was determined that no further action would be taken. The Chief noted that, when responding to a landlord and tenant dispute, police officers are guided by Toronto Police Service Procedure 06-10, *Landlord and Tenant Disputes*. The Report of the Investigation, and the Chief’s decision, were forwarded to the complainant.

Subsequently, the complainant requested a review of his complaint by the Ontario Civilian Commission on Police Services (OCCPS). OCCPS noted that the complaint had been investigated as a “services provided” complaint and referred the complainant’s appeal for review to the Toronto Police Services Board. The Chief reaffirmed his conclusion in the original report that members of the Toronto Police Service acted properly and were not negligent in providing adequate service.

After reviewing the report, the Board approved the following Motions:

1. **THAT, following a review of the complaint summarized in the foregoing report, the Board does not agree with the Chief's recommendation that no further action be taken and;**
2. **THAT the Board appoint a committee of at least three Board members and representatives of the Toronto Police Service and any other persons interested in participating, to review the complaint and provide recommendations to the Board.**

Sub-Committee Meeting

On November 13, 2006, I, along with Board members Hugh Locke and Hamlin Grange, met with Staff Superintendent Tony Corrie, Kris Kijewski, Albert Cohen and Sandy Adelson to discuss this issue. Following this discussion, I am recommending that the Board:

1. agree that the decision made by the Chief in this matter is reasonable; and
2. direct the Chief to review the issue raised in this complaint, namely the role of police officers in apparent landlord and tenant disputes where there may or may not be possible criminal conduct present, and determine what changes, if any, are required to clarify that role, through mechanisms including, but not limited to, procedures, training and Routine Orders.

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P389. APPOINTMENT - ACTING VICE-CHAIR DURING THE PERIODS
BETWEEN DECEMBER 07 AND 08, 2006 AND DECEMBER 12 AND 23,
2006**

The Board was in receipt of the following report November 27, 2006 from Alok Mukherjee, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIODS
BETWEEN DECEMBER 07 AND 08, 2006 AND DECEMBER 12 AND 23,
2006, INCLUSIVE

Recommendation:

It is recommended that the Board appoint Ms. Judi Cohen to act as Acting Vice-Chair during the periods between December 07 and 08, 2006 and December 12 and 23, 2006, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Background:

Given that I will not be available to fulfil the responsibilities of Chair during the periods between December 07 and 08, 2006 and December 12 and 23, 2006, inclusive, Councillor Pam McConnell, Vice-Chair, will assume those responsibilities on my behalf during those periods of time.

It will, therefore, be necessary to appoint an Acting Vice-Chair for the purposes of the execution of all documents normally signed by the Vice-Chair on behalf of the Board, including legal contracts, personnel and labour relations documents.

The Board members were contacted and Ms. Judi Cohen offered to perform the duties of Acting Vice-Chair. I am, therefore, recommending that the Board appoint Ms. Cohen to act as Acting Vice-Chair during the periods of time noted above.

The Board approved the foregoing and the following Motion:

THAT, for the period November 29, 2006 to January 03, 2007, the Board authorize the Chair and Vice Chair to approve any invoices.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

**#P390. PROCEDURAL REVIEW: CONCERNS RAISED BY SERGEANT JAMES
CASSELLS**

Chair Alok Mukherjee delivered the following comments:

The Chief advised us in May that he would undertake a procedural review in response to the concerns raised by Sgt. Cassells. The terms of the review were set in consultation with the Special Task Force and those tasked with prosecuting the criminal and PSA charges, so as not to compromise the ongoing cases.

This review is now complete and today the Chief reported the results of his review to the Board. The Board discussed the report with a view to ensure that public disclosure of the information the Board received would not adversely affect the ongoing legal proceedings. We must consult with those who have a legal interest in this information.

With respect to any need for a public inquiry, arising from the concerns raised by Sgt. Cassells, the Chief's review makes no such recommendation. If, at the conclusion of all legal processes arising from the work of the Special Task Force, there remain any significant issues that undermine public confidence or trust in the integrity of the Service, the Board would support a call for a public inquiry.

Chief Blair provided his comments to the Board regarding the chronology of the events leading to, and including, the Special Task Force investigation.

The Board received the foregoing and approved the following Motion:

THAT, given that the public trust is paramount to the work of the Toronto Police Services Board, the Board inform the Attorney General of Ontario that the Board would welcome a public inquiry to air all facts if there are significant issues still outstanding at the ultimate conclusion of all legal proceedings, and that the timing of this inquiry should ensure that the legal proceedings not be jeopardized.

Additional information regarding this matter was considered by the Board during its in-camera meeting (Min. No. C309/06 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 28, 2006**

#P391. IN-CAMERA MEETING – NOVEMBER 28, 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:

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

Absent: Mr. David Miller, Mayor & Member
Mr. Hamlin Grange, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD NOVEMBER 28, 2006**

#P392. ADJOURNMENT

Alok Mukherjee
Chair