



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 19, 2006 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on September 28, 2006 and the Special Meeting held on October 6, 2006, previously circulated in draft form were approved by the Toronto Police Service Board at its meeting held on October 19, 2006.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **OCTOBER 19, 2006** at 1:30 PM in the Committee Room 2, Toronto City Hall, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Ms. Judi Cohen**, Member  
**Mr. John Filion**, Councillor & 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 OCTOBER 19, 2006**

**#P318. REQUEST FOR FUNDS – HOSTING A HARRY JEROME  
SCHOLARSHIP AWARDS EVENT**

The Board was in receipt of the following report October 10, 2006 from Alok Mukherjee, Chair:

Subject: Request for Funds: Hosting the Harry Jerome Scholarship Awards

Recommendation:

It is recommended that the Board approve the allocation of \$2,000 from the Special Fund as a contribution to the costs associated with the Harry Jerome Scholarship Awards event to be held on October 27, 2006 at Toronto Police Headquarters.

Background:

The Harry Jerome Scholarship Fund (HJSF) is affiliated with the Black Business and Professional Association (BBPA) and is named after the famous Black Canadian Olympian, Mr. Harry Jerome. In 2004 and 2005, the HJSF awarded 31 scholarships to deserving young students who had shown superior academic accomplishments as well as social responsibility. This year, 35 students will receive this prestigious distinction. These multi-talented young people have entered or will enter colleges and universities across Canada to pursue studies in the sciences, education, technology, arts, literature, health and law professions. Staff Superintendent Peter Sloly is a member of the HJSF Board of Trustees.

The HJSF is comprised of two parts: one is an endowment fund that earns income for the scholarships, and funds related operating costs, through investments; the other part consists of 'annual' or 'multi-year' donations toward specific 'named' scholarships.

In their desire to form more partnerships with the wider community, the HJSF is requesting that the Toronto Police Services Board and the Toronto Police Service act as the host of this year's presentation ceremonies being held on October 27. The ceremonies normally start at 5:30 p.m. with a half hour reception followed by the scholarship presentations from 6:00 p.m. to 7:30 p.m.

The HJSF Board of Trustees has also requested that the Board consider making a contribution to the HJSF endowment fund.

I believe that the HJSF is a very important and worthwhile initiative, representing an investment in young people. This will be the first time that its annual scholarship awards ceremony will be held on our premises. This, in itself, is a significant development in our efforts to build stronger linkages with all communities in this City.

However, while it would be appropriate for the Board to sponsor the reception and events held in conjunction with the awards ceremony, it would be inappropriate to make a contribution to the endowment fund.

Conclusion:

I, therefore, recommend that the Board approve the allocation of \$2,000 from the Special Fund as a contribution to the costs associated with the Harry Jerome Scholarship Awards event to be held on October 27, 2006 at Toronto Police Headquarters.

**Mr. Stanley Julien, Chair of the Board of Trustees, Harry Jerome Scholarship Awards, was in attendance and delivered a presentation to the Board about the Harry Jerome Scholarship Fund and the awards that are presented to students.**

**The Board approved the foregoing report.**

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**#P319. TORONTO ANTI-VIOLENCE INTERVENTION STRATEGY (TAVIS) -  
UPDATE**

The Board was in receipt of the following report October 02, 2006 from William Blair, Chief of Police:

Subject: UPDATE: TORONTO ANTI-VIOLENCE INTERVENTION STRATEGY  
(TAVIS)

Recommendation:

It is recommended that the Board receive an update and presentation on the ongoing Toronto Anti-Violence Intervention Strategy.

Background:

Implemented city wide in January 2006, the Toronto Anti Violence Intervention Strategy (TAVIS) is a comprehensive Service-wide approach designed to reduce violence in our City. The strategy, developed within the principles of Community Mobilization, is driven at the local divisional level where officers are dedicated to specific neighbourhoods for extended periods. These *neighbourhood officers* are the principle neighbourhood contact and source of information from which enforcement and community mobilization initiatives that reduce violence and improve community safety are developed.

While locally driven, the TAVIS incorporates a rapid response and specialist component to augment local neighbourhood initiatives. The rapid response-team consists of 56 uniform officers deployed in three teams who help provide the high visibility presence needed to reassure and calm affected communities. The special teams consist of investigative officers working primarily undercover to remove active high-risk criminals and gather intelligence. The special teams include, Intelligence Services, the recently formed Urban Organized Crime Squad, the Drug Squad, and the Guns and Gangs Task Force.

It must be emphasized that the uniform rapid-response teams and the investigative component are just one part of the larger anti-violence strategy. For example, to help communities create the capacity to improve their own safety, the Community Mobilization Unit assists the local divisions. Another piece is the introduction of Closed Circuit Television (CCTV) into areas where the need has been demonstrated. Further initiatives include a recently announced robbery reduction plan, enhanced warrant apprehension and bail compliance strategies, and the domestic violence program.

Together, the components of the TAVIS combine to help the Service reach its goal of reducing violence and improving the safety and quality of life for the communities we serve.

Deputy Chief Kim Derry, Divisional Policing Command and Staff Superintendent Michael Federico, Central Field will be making a presentation to the Board on the progress of TAVIS

**Staff Superintendent Mike Federico, Central Field, and Inspector Greg Getty, Unit Commander of the R.A.P.I.D. Response Team, were in attendance and delivered a presentation to the Board on the results of TAVIS. A printed version of the statistical results which were reported to the Board in the visual presentation is on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report and the presentation and commend the Chief of Police and all the members of the Service for their work and outstanding achievements with regard to the TAVIS initiative;**
- 2. THAT the Board request the Chief to prepare a one-page fact sheet summarizing the results of TAVIS for public communication;**
- 3. THAT the Board forward the foregoing report and the fact sheet to Toronto City Council for information; and**
- 4. THAT the Chief develop a communications strategy to disseminate this information widely to the public.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P320. PEDESTRIAN SAFETY CONCERNS IN TORONTO**

The Board was in receipt of the following report September 21, 2006 from William Blair, Chief of Police:

Subject: PEDESTRIAN SAFETY CONCERNS IN TORONTO

Recommendation:

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

Background:

This report is submitted in response to an internal memorandum dated August 23, 2006, from Chair Alok Mukherjee to Chief William Blair expressing concern over the number of pedestrian fatalities thus far in 2006.

Chair Mukherjee requested that Chief Blair provide information regarding the following;

- a status update on the implementation of initiatives related to traffic safety as a Service priority;
- with a particular emphasis on the goal of enhancing pedestrian safety; and
- the adequacy of resources currently being provided to such initiatives.

The report will examine the issues surrounding pedestrian fatalities in Toronto and provide an update on the status and resourcing of traffic safety initiatives being undertaken by the Service to support the priority.

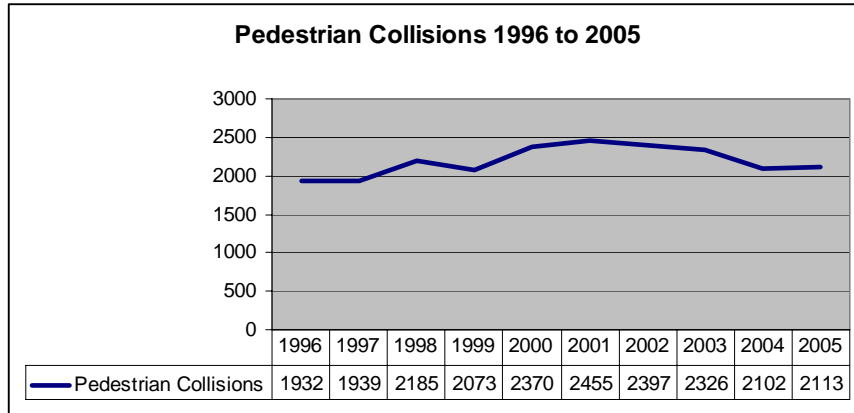
The Toronto Police Service is a recognized leader in community policing initiatives and community outreach opportunities. A very important component of our community outreach initiatives are public education and awareness campaigns. These initiatives are employed regularly as part of our commitment to making the streets of Toronto safer for all users of the roadway, and form the foundation on which our traffic safety strategy is built.

Analyzing Pedestrian-Involved Collisions in Toronto

As of August 23, 2006, twenty-five pedestrians had lost their lives as a result of motor vehicle collisions on city streets. During the same period in 2005, twelve pedestrians had lost their lives in a similar manner.

An analysis of collision data from the period 1996 to 2005 reveals that Toronto experiences an average of 2,189 pedestrian-involved collisions annually (See Table A: Pedestrian Collisions 1996 to 2005). The severity of these collisions range from minimal, to life threatening, to fatal injuries.

Table A:



Between the period January 1, and July 31, 2006, 1137 pedestrian involved collisions have occurred (See Table B: Pedestrian Involved Collisions, YTD - July 31st). Despite the fact that this year’s pedestrian fatality rate is more than double what it was during the same time period last year, the total number of pedestrian involved collisions in Toronto is actually slightly lower than has been recorded in recent years.

Table B:

Pedestrian Involved Collisions, Year to Date – July 31st

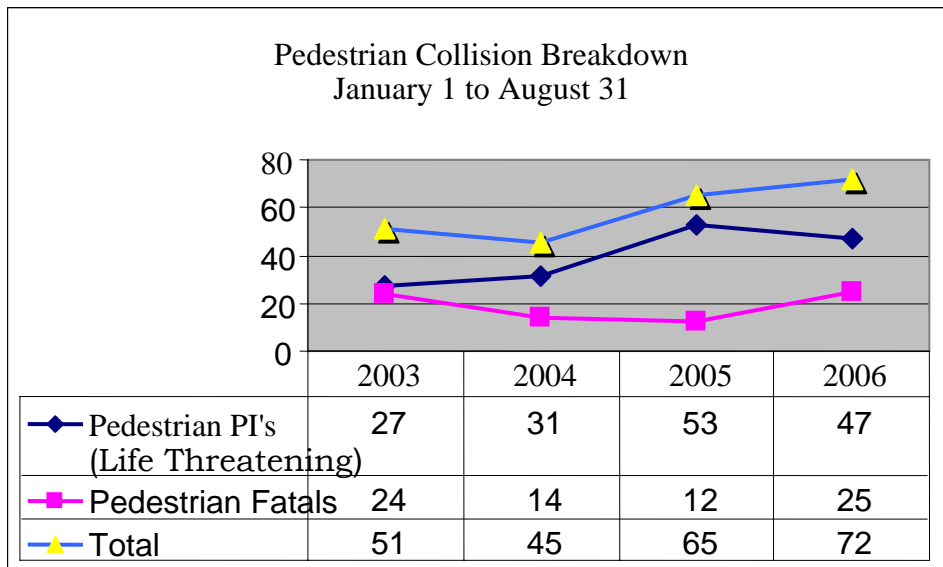
Year	Collisions	Pedestrians Injured
2003	1289	1374
2004	1149	1206
2005	1182	1249
2006	1137	1222

In 2003, to assist with the analysis of pedestrian collision concerns, the Service began collecting statistics regarding pedestrian collisions where the injuries sustained were deemed to be “life threatening”. This change in the manner that statistics were collected was necessary in order to more closely examine the issues surrounding pedestrian involved collisions. This category was also created in order to address operational response requirements.

In collisions categorized as life threatening, the victim has suffered an extremely serious injury that may well result in their death. In reality, the difference between significant injuries that are life threatening and those that prove to be fatal may be very minimal. In some years a greater number of people survive extremely grave injuries than in other years.

Analysis has shown that when the number of life threatening pedestrian collisions is considered in combination with the number of fatal pedestrian collisions, a clearer picture of the situation is revealed. The results of such analysis reveal trends that differ from the analysis of total pedestrian involved collisions, total pedestrian fatalities and total life threatening pedestrian collisions on their own (Table C: Pedestrian Collision Breakdown, January 1 to August 31). Although the year 2005 was deemed to be highly successful in reducing the number of pedestrian deaths on our roads, the total number of serious pedestrian involved collisions was in fact substantially elevated.

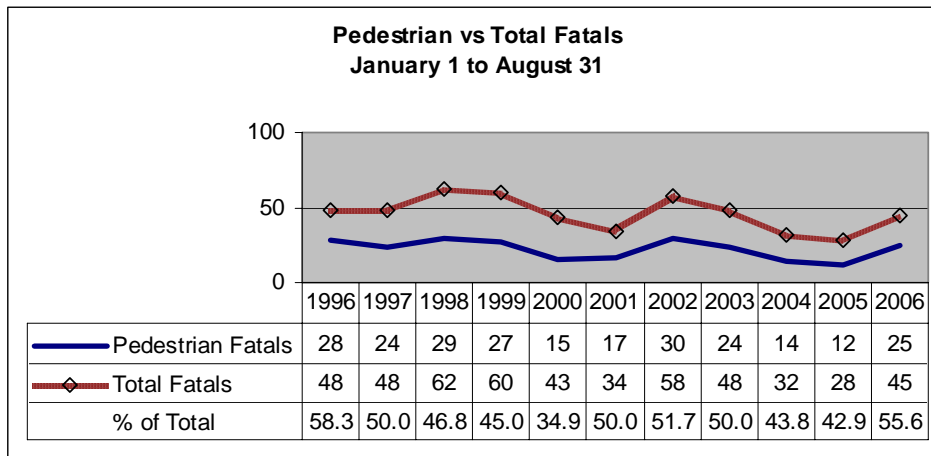
Table C:



As mentioned previously in this report, during the first eight months of this year, twenty-five pedestrians lost their lives in motor vehicle collisions on Toronto streets. By comparison, twelve pedestrians were killed during the same period in 2005. A more complete and concise picture is revealed when similar statistics are examined over an extended period of time. The following table, (See Table D: Pedestrian vs. Total Fatals - January 1 to August 31), shows both pedestrian fatalities and total fatalities occurring in Toronto between the period January 1, and August 31, for the years 1996 through 2006.



Table D:



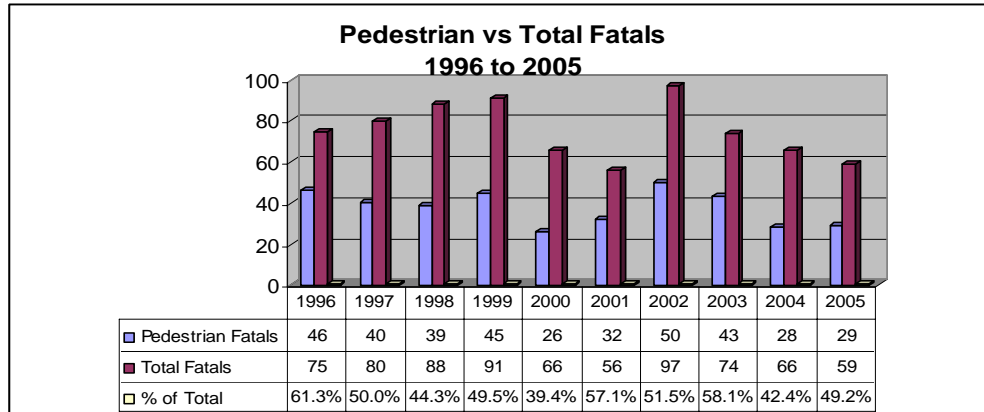
An analysis of the data contained in Table D clearly indicates that the pedestrian and total fatality numbers observed thus far in 2006 are not dramatically elevated in comparison to trends that have been experienced over more significant time periods. Fatal collision numbers observed between January 1, and August 31, over the past ten years, shows that Toronto can expect an average of:

- 24.5 pedestrian fatalities
- 50.6 fatal collisions in total (including pedestrians)
- 52.9% of all fatal collisions would be pedestrian fatalities

The pedestrian fatality totals recorded in 2004 and 2005 are statistical anomalies, 14 and 12 fatalities respectively, when compared to the average of 24.5 pedestrian fatalities recorded annually for the past 10 years. There are also other factors that must be considered when examining pedestrian collision rates in Toronto. For example, Toronto Transportation Services advises that from 1991 to 2001, an increase of approximately 50% in traffic volume was experienced. Traffic volume, in this context, is the number of vehicles crossing city boundaries daily during peak time periods. In addition, the City of Toronto Official Plan indicates that between 1996 and 2006 the population of the City of Toronto grew from 2,385,470 to 2,638,505, an increase of 10.6%. These factors, as well as many others, have all had a contributing effect on pedestrian safety within our city boundaries.

Over the past ten years, Toronto has averaged thirty-eight pedestrian deaths annually. Although these numbers will fluctuate from year to year, the number of pedestrian deaths tends to represent, on average, 50% of the total annual deaths occurring in motor vehicle collisions (See Table E: Pedestrian vs. Total Fatalis).

Table E:



The numbers experienced with respect to both pedestrian and total fatal collisions in 2005 and 2004 were particularly positive when compared to those observed in prior years. However, the combined number of life threatening and fatal pedestrian collisions was virtually the same in 2005 as it was in 2003 (113 vs. 110). In 2003, 43 pedestrians were fatally injured compared to 29 in 2005.

In 2005, the City of Toronto experienced the lowest pedestrian fatality rate amongst major North American cities with populations greater than 2 million (See Table F: 2005 Fatality Rates for Major Cities in North America). The City of Toronto also recorded the lowest number of fatal motor vehicle collisions per 100,000 people when compared to these same cities.

Table F:

<b>2005 Fatality Rates for Major Cities in North America (population over 2,000,000)</b>					
City	Fatalities	Pedestrians		Population	Pedestrian Fatality Rate/100,000
		Number	Percent (%)		
New York, NY	292	148	51	8,104,079	1.83
Los Angeles, CA	263	83	32	3,845,541	2.16
Chicago, IL	179	54	30	2,862,244	1.89
<b>Toronto, Ont</b>	<b>59</b>	<b>29</b>	<b>49</b>	<b>2,604,978</b>	<b>1.11</b>
Houston, TX	203	43	21	2,012,626	2.14

Contributing Factors

In the analysis of fatal collisions, causal factors are categorized in order to better understand the root causes of these occurrences and to help recognize trends as they develop. Two specific causal factors have shown increases since 2005. These increases have significantly contributed

to this year's elevated pedestrian fatality numbers. These two causal factors are *Ran/Walked/Stood in Traffic* and *Turning Vehicles*.

#### Ran/Walked/Stood in Traffic

In eight fatal pedestrian collisions this year, the actions of the pedestrian were determined to have caused the collision that resulted in their death. In five of these fatal pedestrian collisions, it was determined that the pedestrian victims stepped or ran off the sidewalk or T.T.C. safety island into the path of oncoming traffic. In one instance the victim was standing in the path of traffic beside their vehicle, while another victim was running across the Gardiner Expressway when they were struck and killed. The last incident involved a very young child who exited a vehicle and ran into the path of oncoming traffic.

#### Turning Vehicles

In seven fatal pedestrian collisions this year, turning movements made by motorists at intersections have contributed to the pedestrian's death. In each of these collisions it was determined that the pedestrian crossed the street properly and with the right of way.

The causal factors contributing to the fatal pedestrian collisions experienced so far this year, as well as year-to-date last year, are examined in the following table (See Table G: Pedestrian Fatality Causal Analysis 2006 - 2003).

Table G:

#### **Pedestrian Fatality Causal Analysis YTD January 1<sup>st</sup> through August 31st**

Causal Factor	2006	2005	2004	2003
Mid-Block (No Controls)	7	5	6	4
Pedestrian Disobey Signal	1	2	0	1
Ran/Walked/Stood in Traffic	8	2	1	4
On Sidewalk	1	1	0	3
Turning Vehicles/Out of Control	7	1	4	11
In Crossover	1	1	1	1

Other	0	0	2	0
<b>Total Pedestrian Fatals</b>	<b>25</b>	<b>12</b>	<b>14</b>	<b>24</b>
Total Pedestrian (At Fault)	16	9	7	8
Total Pedestrian (Not At Fault)	9	3	7	16

In some cases, where the actions of the pedestrian are questionable, and may have been contributing factors to the collision, the Coroner's Office may request post-mortem toxicology screening. To date in 2006, it has been determined that three pedestrian victims had alcohol and/or illicit narcotics present in their blood system.

Young children, and seniors have been identified as vulnerable groups with respect to pedestrian involved collisions. Many awareness initiatives have been undertaken that are directed towards seniors in the hopes of reducing their involvement in these collisions. So far this year, nine pedestrians over the age of 65 years have been killed in Toronto, compared to six during the same time period last year. (See Table H: Pedestrian Traffic Fatality Breakdown By Age, 2006 - 2003).

Table H:

**PEDESTRIAN TRAFFIC FATALITY BREAKDOWN BY AGE**  
**YTD January 1<sup>st</sup> through August 31st**

Age	2006	2005	2004	2003
0 to 4	1	0	0	0
5 to 14	2	0	0	1
15 to 19	1	0	0	0
20 to 24	2	0	0	0
25 to 34	2	2	2	3
35 to 44	3	0	1	4
45 to 54	4	2	1	8
55 to 64	1	2	0	1
65+	9	7	10	7
<b>Total Pedestrians Killed</b>	<b>25</b>	<b>13</b>	<b>14</b>	<b>24</b>

## Service Priority - Traffic Safety

The Toronto Police Service is committed to ensuring the safe and orderly flow of traffic on city roadways, as well as protecting the safety of all road users: including drivers, passengers, cyclists, and pedestrians. As part of our continued 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 organization and it forms an integral component of the 2006-2008 Service Priorities.

One of the goals associated with this priority is to “Increase the focus on pedestrian safety, especially seniors.”

The performance objectives and indicators associated with this goal include the following:

- a decrease in the number of pedestrian traffic-related injuries
- a decrease in the number of senior pedestrian traffic-related injuries
- a decrease in the number of pedestrian traffic-related fatalities
- a decrease in the number of senior pedestrian traffic-related fatalities
- an increase in the pedestrian perception of safety

A variety of strategies have been developed to support this goal. These strategies include the following:

- use education, awareness, and enforcement principles to initiate programs focusing on motorists who endanger the safety of pedestrians, as well as on pedestrians who fail to obey applicable laws.
- support the “Daredevil” senior pedestrian education program presented by the Sunnybrook Health Sciences Centre, by providing topical and pertinent information regarding current trends in senior pedestrian collisions.
- focus educational initiatives on pedestrian safety, including the use of crosswalks and automatic traffic signals. Distribute educational pamphlets in high volume, problematic pedestrian areas.
- conduct lectures on traffic safety at senior’s homes, senior’s community centres, and grade schools.
- identify through detailed collision analysis, high risk areas and high risk factors that lead to death and injuries among senior pedestrians. Obtain locations of all pedestrian crossovers for focused enforcement of all violations.
- utilize collision analysis data to develop focused educational and enforcement based initiatives that are designed to address high risk senior pedestrian issues.
- liaise with Toronto Transportation to ensure audits are conducted on identified high risk intersections to ensure the safest possible design is being used.
- encourage all police officers to assist in identifying locations that are most vulnerable to collisions involving pedestrians and to take effective action in addressing the underlying concerns associated with these locations.

## Implementation of Traffic Safety Initiatives

The Service has developed and implemented a variety of traffic initiatives and campaigns in recent years. The intent of these campaigns has been to educate and improve the level of safety experienced by all road users. As pedestrians represent the most vulnerable of all road users, virtually every Service-wide traffic safety initiative includes an enforcement and/or public awareness component designed to directly impact pedestrian safety concerns.

Some of these initiatives, such as “Smart Ped”, “Canada Road Safety Week” and “Project T.T.C. – Transit Watch” have been designed to focus heavily on pedestrian safety strategies as primary operational components. Many other campaigns address unsafe driving practices, which remain one of the root causes of pedestrian involved collisions. In addition, other safety initiatives such as the “Cycling/Cycle Right” campaign also address pedestrian safety issues by targeting aggressive cyclists who operate bicycles on sidewalks, disobey traffic controls and show little regard for other road users, including pedestrians.

In addition to the many corporate safety initiatives undertaken by our Service, numerous other safety projects are implemented on a smaller scale within police divisions across the city. These projects are intended to address traffic issues within those specific divisions. These projects are generally undertaken in direct response to concerns expressed by resident associations, community police liaison committees, parent/school associations and other interested community stakeholders.

The following is a brief overview of some recent traffic initiatives undertaken by our Service:

### *Operation Safe Journey*

Operation Safe Journey was launched in March, 2006. This theme was chosen to be the banner under which all Service-wide traffic safety initiatives would operate in 2006. A two-week enforcement and awareness campaign followed the launch, and the focus of the officers’ efforts was directed towards enforcement impacting pedestrians, drinking and driving infractions and aggressive driving. The “Plan Ahead, Choose Your Ride” initiative was launched in conjunction with this campaign.

### *Plan Ahead – Choose Your Ride*

Plan Ahead - Choose Your Ride is a high profile public awareness campaign that was created to address the issue of drinking and driving. This practice remains the largest criminal cause of death and injury in Canada. The campaign, a joint venture initiated with numerous other key stakeholders, involved the creation of a poster encouraging drivers to “Plan Ahead – Choose Your Ride”. The poster depicts a taxi and a bus as preferable options to the police, ambulance or a funeral coach. The campaign included the circulation of several thousand glossy posters to police stations, hospitals, public health offices and schools. Posters were also placed on Toronto Transit Commission vehicles and used in static displays staffed by community police officers to help increase public awareness.

### *Canada Road Safety Week*

Canada Road Safety Week is an annual campaign launched with the full support of the Canadian Association of Chiefs of Police. It is an enforcement-driven traffic safety initiative. The aim is to direct enforcement efforts towards all road users in an attempt to increase public compliance with safe driving practices. This year the campaign focused on risk-taking behaviour, including speeding, crossing streets improperly, failure to wear seatbelts and drinking and driving. The campaign was launched in conjunction with an awareness campaign entitled “Parent Scope”.

### *Parent Scope*

Parent Scope is a traffic safety campaign that was designed by the Traffic Services Safety Programs Unit to enhance pedestrian and child safety in and around school areas. A pamphlet and bookmark were created with information that challenged parents and caregivers to pay particular attention to pedestrian safety issues. More than 8,000 pamphlets and 4,000 bookmarks were distributed to the Toronto District School Board and Toronto Catholic District School Board in the spring of 2006.

### *Project TTC – Transit Watch*

The Project TTC – Transit Watch initiative is launched at various times during the year. The campaign represents a partnership between the Toronto Police Service and the Toronto Transit Commission. It is both an education and enforcement campaign. During the campaign officers direct their efforts towards infractions that impede the efficient movement of public transit vehicles. These include motorists, cyclists and pedestrians who commit offences in the vicinity of transit stops, streetcar lines, High Occupancy Vehicle lanes and Wheel-Trans vehicles.

### *Safe Schools, Safe Streets (Back To School Campaign)*

The Safe Schools, Safe Streets campaign is launched each September in conjunction with the start of the new school year. This annual enforcement and education campaign is designed to promote a safer driving environment for all road users. This program has been developed to directly impact pedestrian safety concerns by providing focused enforcement in and around school zones and school busses. This initiative has also proven to be very successful in heightening public awareness of the need for caution in school zones and when traveling in close proximity to school vehicles.

### *Operation Target Street*

Operation Target Street allows each division to select a street within its divisional boundaries and focus enforcement efforts on reducing infractions on this roadway. The specific location is selected based on analysis showing high collision rates, chronic excessive speeding and continuous complaints from local residents.

### *Operation Gridlock*

Operation Gridlock is an enforcement campaign designed to direct enforcement and education-based efforts towards motorists who block intersections and disrupt the orderly flow of traffic. The actions of these drivers seriously impact pedestrian safety by forcing them to walk between stopped vehicles in order to cross the street.

### *Smart Ped/Bright at Night*

The Smart Ped/Bright at Night campaign directs enforcement activities on motorists, cyclists and pedestrians whose behaviour jeopardizes their own safety, as well as the safety of others using the roadway. The campaign targets pedestrian crossover, cross-walk, mid-block and intersection offences. In November 2005, the campaign was combined with an initiative (Bright at Night) to heighten public awareness of visibility issues for pedestrians by educating them on the importance of maintaining visibility when traveling after dark.

### *Stop on Red Week*

The Stop on Red Week program is an initiative delivered in many jurisdictions across North America, including Toronto. The program helps to heighten awareness of proper, safe driving practices, and focuses enforcement measures on offences related to traffic signals at intersections.

### *Operation PedSafe*

In early 2004, the Service commenced a pedestrian safety initiative known as “Operation PedSafe”. This initiative developed a consistent theme under which all pedestrian related awareness and enforcement efforts would be directed. Operation PedSafe directed targeted enforcement towards offences committed by pedestrians, as well as offences committed by motorists, cyclists and other road users that, through analysis, were determined to be causative factors leading to elevated pedestrian involved collision rates in Toronto. The goals of Operation PedSafe are consistent with the goals identified in the Service Priorities (both 2002-2004 and 2006-2008). The program includes public education and awareness themes, in addition to heightened enforcement action by officers.

Throughout the remainder of 2006, a number of further initiatives are planned. These include “T.T.C. Streetcar Watch”, “Operation Impact”, “Festive R.I.D.E.”, and the annual fall provincial seatbelt campaign. Both the “T.T.C. Streetcar Watch” and “Operation Impact” initiatives focus primarily on pedestrian awareness and enforcement. In addition, other initiatives are currently in the development stages, including a pedestrian-specific campaign that will focus enforcement efforts on pedestrians crossing the street at mid-block and motorists committing offences with respect to traffic controls at intersections.



## Strategic Deployment of Resources

Traffic Safety is a very important component of the community policing model employed by our Service. Enforcement and education strategies are implemented at all levels within the organization. These include the corporate-led traffic initiatives outlined above, division specific campaigns intended to address localized issues, and self-initiated efforts commenced by individual or teams of officers concerned about observed behaviour or complaints from members of the public.

Traffic enforcement is the duty and responsibility of all frontline officers, including those assigned to primary response, community response and traffic response functions. Each police division maintains a traffic response unit that addresses specific traffic concerns within their geographic boundaries. The Traffic Services Unit maintains a corporate perspective on implementing traffic safety programs, providing targeted enforcement and statistical analysis. Initiatives such as the Strategic Traffic Enforcement Measures team (S.T.E.M.) have greatly assisted frontline units by providing the human resources necessary to effectively support targeted enforcement campaigns.

In the coming months, many new officers will be joining the ranks of the Service. These officers will increase resources at the frontline units and provide much needed support to traffic enforcement initiatives designed to enhance pedestrian safety, in addition to addressing other safety concerns.

The Toronto Police Service will continue to work in partnership with organizations such as Toronto Transportation Services, Ministry of Transportation (MOT), Sunnybrook Health Sciences Centre, as well as other community stakeholders, such as the Traffic Injury Research Foundation, to ensure that initiatives being developed and implemented are meeting the needs and concerns of our community partners. The current issues regarding pedestrian safety are not unique to the Toronto Police Service. Numerous other organizations are impacted by these concerns and are striving towards addressing these identified issues. The Service maintains ongoing, mutually beneficial relationships with many outside organizations and welcomes the opportunity to partner with other agencies when the opportunities present themselves.

The Traffic Services-Safety Programs Section maintains representation on the Toronto Pedestrian Committee. The Traffic Services Community Police Liaison Committee includes a representative from the Toronto Pedestrian Committee. The establishment of this two-way relationship has helped to ensure that open lines of communication are maintained and provides a forum whereby concerns can be addressed and effective long-term solutions developed in a co-operative environment.

The Unit Commander of Traffic Services presently chairs the Ontario Association of Chiefs of Police Traffic Committee. Other members of the Service, including representatives of Traffic Services and Training and Education, are members of the Ontario Traffic Conference. Both of these organizations are actively lobbying the provincial government to address pedestrian enforcement concerns through legislative change. This change is designed to increase the

associated fines, assess demerit points where appropriate, and develop a legal requirement for pedestrian offenders to identify themselves when being investigated.

In 2005, the Toronto Police Service “Operation PedSafe” initiative was awarded both the Canadian Association of Chiefs of Police “National Award for Highway Safety” and the Ontario Association of Chiefs of Police “Traffic Safety Initiative of the Year”. The PedSafe initiative has been maintained through 2006 and will remain the cornerstone of the Service’s pedestrian safety strategies for the foreseeable future.

In July 2004, the Video Services Unit, in co-operation with Training and Education and Traffic Services, created a decentralized training video for all frontline members entitled “Pedestrian Safety...It Only Takes a Moment”. This video was broadcast to members across the Service in an effort to educate officers with respect to issues surrounding pedestrian safety and enforcement. Traffic Services is currently reviewing the content of the video with a view towards creating an updated version for use later this year as part of a decentralized training program.

The Toronto Police Service remains committed to all aspects of community policing, including traffic safety. A significant number of resources are being directed towards traffic policing in this city, particularly when it applies to issues of pedestrian safety. Our organization has made great strides in bringing intelligence-led policing principles into the traffic policing realm in order to maximize the effectiveness of education, awareness and enforcement efforts. This helps to ensure that our available resources are deployed in the most effective, efficient and strategic manner possible. Focused campaigns, designed to address specific safety concerns are introduced on a regular basis to support and enhance other high profile initiatives. These campaigns significantly heighten the awareness of frontline officers to specific safety concerns. This elevated level of awareness educates officers to specific offences and enforcement styles that have the most direct impact on addressing the needs and concerns of the community.

The key components of any meaningful harm reduction strategy are education, awareness and enforcement. Our Service will continue to work in partnership with key community stakeholders to ensure the required safety programs and initiatives are available to pedestrians, cyclists and drivers of all ages.

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

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

**Superintendent Steve Grant and Sergeant Brian Bowman, Traffic Services, were in attendance and delivered a presentation to the Board on the Service’s initiatives to address pedestrian safety. A copy of their Powerpoint presentation is on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report and the presentation and commend the members of Traffic Services for their work in improving pedestrian safety in Toronto;**
- 2. THAT the Board request the Chief to prepare a fact sheet summarizing the statistical information pertaining to pedestrian fatalities and traffic collisions for public communication;**
- 3. THAT the Board forward the foregoing report and the fact sheet to Toronto City Council for information; and**
- 4. THAT the Chief develop a communications strategy to disseminate this information to the public.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P321.           2006 ENVIRONMENTAL SCAN UPDATE**

A presentation on the 2006 Environmental Scan Update which was originally scheduled for this meeting was deferred by the Board to its November 2006 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P322. ACQUISITION OF 9 HANNA AVENUE FOR THE NEW TRAFFIC  
SERVICES AND GARAGE FACILITY**

The Board was in receipt of the following report OCTOBER 18, 2006 from Anna Kinastowski, City Solicitor, City of Toronto:

Purpose:

To report on the status of the above-noted transaction.

Recommendations:

It is recommended that this report be received for information.

Background:

At its meeting held on September 28, 2006, the Toronto Police Services Board requested an update from the City Solicitor on the status of this matter.

Comments:

Negotiations with the owner of 11 Hanna Avenue and GT Fiber Services Inc. have proceeded well. On October 18, 2006, the City and the owner of 11 Hanna Avenue resolved the last outstanding issue on the draft agreement. The solicitor for GT Fiber Services is presently seeking confirmation from his client that the proposed document is also acceptable to it. If GT Fiber Services concurs, signing of the agreement can proceed. Once the agreement has been signed by all three parties and subject to the comments below, the 9 Hanna purchase transaction can proceed.

City staff conducted an inspection of the building at 9 Hanna Avenue on October 3, 2006. A number of minor deficiencies were identified. The vendor advised staff that it would rectify the deficiencies immediately. A re-inspection of the building has been scheduled for October 24, 2006.

The realty tax arrears on the property remain outstanding. However, the vendor is currently involved in discussions with Finance staff concerning payment of the taxes.

Conclusions:

Barring any unforeseen circumstances and assuming the realty tax issue can also be resolved, it is anticipated that the 9 Hanna purchase transaction will be completed within approximately two to three weeks.

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**Ms. Jacqueline Vettorel, Solicitor, City of Toronto – Legal Services Division, was in attendance and provided the Board with an update on the status of the acquisition of the property located at 9 Hanna Avenue.**

**The Board received the foregoing report and extended its appreciation to Ms. Vettorel for her recent updates.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P323. REVIEW OF A COMPLAINT ABOUT TORONTO POLICE SERVICE  
POLICY – TPS FILE NO. 2006-EXT-0182**

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

Subject: REQUEST FOR REVIEW OF COMPLAINT ABOUT POLICE SERVICE  
POLICY - TPS FILE No. 2006-EXT-0182

Recommendation:

It is recommended that:

- (1) the Board review the policy complaint summarized in this report;
- (2) the Board determine whether to concur with the recommendation that no further action be taken with respect to this complaint; and
- (3) the complainant be advised of the outcome of the Board's review.

Background:

The Toronto Police Services Board received correspondence from the complainant dated June 20, 2006, in which he requests a review of the decision that disclosure of the existence of his police records will continue under the Police Reference Check Program for the purposes of vulnerable sector screening.

The reasons for the complainant's request as stated in this and other correspondence with the Toronto Police Service (TPS) are cited as follows:

1. Due to a questionable policy of the Toronto Police Service (TPS) and in my opinion, a negligent investigation by the TPS, my brother and I were arrested, fingerprinted, ridiculed in our many costly court appearances, and then declared innocent on the bogus and false charge. We are still being treated as criminals by your organization.
2. For three years now, I have requested that we have a clear Police Reference Check regarding this matter and the Toronto Police Service seem to indicate that no such record exists. However, I maintain that the resources/documents are available to produce a Police Reference Check.
3. I am a volunteer in an organization that has now requested that I produce a Police Reference Check, and I am reluctant to proceed with the process without knowing the outcome. The Information and Privacy Commission mediator has suggested that I resign my volunteer position or temporarily resign my volunteer position and ask for a pardon

from the TPS. Instead of asking for a pardon from the TPS, TPS should offer an apology to us, erase all their records regarding the bogus and false charge and produce a clear Police Reference Check pertaining to this matter.

#### Circumstances Leading to the Complaint:

According to records maintained by the TPS, on May 23, 2001, a Summons Application was made against the complainant for the charge of Assault Causing Bodily Harm. This charge was subsequently withdrawn in court on September 11, 2001.

On February 20, 2002, the complainant was arrested and charged with the offence of Indecent Assault Male in relation to an incident that occurred in 1961. On October 9, 2002, this charge was withdrawn by the courts.

On March 16, 2005, the complainant sent a letter to the TPS, Criminal Records – File Destruction, requesting correction of his CPIC record and that all records regarding his arrest be returned to him in order that he may receive a clear Police Reference Check.

Correspondence to the complainant dated April 18, 2005, confirms that the fingerprints and photographs taken by the TPS in relation to the criminal charges laid in 2001 and 2002 were destroyed. The letter also specifies the following:

*Other records pertaining to your arrest(s) may exist. These documents will be purged in accordance with the Toronto Police Service Record Retention Schedule, By-law 689/2000.*

In a correspondence to the TPS Freedom of Information Coordinator dated May 11, 2006, the complainant reiterated his concerns in relation to the continuance of the existence of his police record on TPS databases.

This complaint was classified as a Service Complaint and assigned to Professional Standards - Complaints Administration for investigation and review. The complaint was then determined to be a Policy Complaint and was forwarded to Records Management Services for response.

TPS Records Management Services, in consultation with TPS - Legal Services, issued a letter on June 6, 2006 addressed to the complainant confirming that the original decision with respect to the disclosure of the existence of his file would continue as part of the Police Reference Check Program specifically designed for screening where vulnerable persons are involved. The complainant was further informed of his right to request a review of this decision by the Toronto Police Services Board.

#### Legislative Requirements:

##### i. Police Services Act (PSA)

Section 61 of the *PSA* deals specifically with complaints about the policies of, or services provided by, a municipal police force. Subsection 61(7) allows for a complainant to request a review of the investigation into the policy complaint by the Board.



ii. Provincial Municipal Act

Section 254 (1) of the *Provincial Municipal Act 2001* requires the Service to retain and preserve its records subject to the establishment of a Record Retention Schedule which permits file destruction.

iii. Record Retention Schedule – City of Toronto By-law 689/2000

The Record Retention Schedule, City of Toronto By-law 689/2000, permits the TPS to retain records indefinitely for specific offences where the retention of such files is necessary to protect the public interest. The specific offence types permanently retained are listed under the Section pertaining to Occurrences – General (Major), and include those offences considered to be of a ‘sexual type’.

iv. Police Reference Check Program (Vulnerable Sector Screening)

In September 1995, the Ministry of Community and Social Services mandated that all agencies/organizations licensed and/or funded by them to provide direct service to children (persons less than 18 years of age) or vulnerable adults be required to have a Police Reference Check on file for individuals providing paid or volunteer services to persons in these groups.

Vulnerable person means a person who, because of their age, a disability or other circumstances, whether temporary or permanent is:

- (a) in a position of dependence on others; or
- (b) are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.

The Toronto Police Services Board, therefore, implemented a policy for background screening to be performed under the Police Reference Check Program, which was instituted pursuant to the passage of Bill C-6. The Program is conducted under Memoranda of Understanding between the TPS and specific agencies, and is designed to reduce or mitigate the ease with which potentially inappropriate persons may secure positions of trust and authority working with vulnerable persons.

The purpose of the Memoranda of Understanding is to set out terms and conditions for the disclosure of information by the TPS to the individual and/or the agency for the purpose of assisting the agency in determining the suitability of the applicant for employment or volunteer duties having direct contact with children or vulnerable adults.

In accordance with the complainant’s criminal records file destruction completed in April 2005, he is eligible to receive a Clearance Letter confirming that his criminal history is clear. However, the TPS must distinguish between criminal record history background checks and more stringent screenings conducted under the Police Reference Check Program (Vulnerable Sector Screen). Specifically, in this matter, the complainant wishes to remove all records indicating his involvement in a Sexual Assault occurrence in order that he may participate in

volunteer activities with an agency requiring proof that a record of this nature does not, in fact, exist.

Conclusion:

The Toronto Police Service has a duty to maintain records in accordance with prescribed legislations and the Record Retention Schedule. It is also incumbent upon the Service to protect the safety of the general public, specifically in relation to those groups identified as ‘vulnerable’.

Consequently, taking into consideration the complainant’s involvement with the Toronto Police Service in 2001, and subsequently in 2002, it is appropriate that the historical data relating to the Sexual Assault occurrence be released under the Police Reference Check (Vulnerable Sector Screening) Program. I, therefore, reaffirm the conclusion in the original report that all policies and procedures in effect at the Toronto Police Service with respect to background screenings provided under the Police Reference Check Program were adhered to. Further, I see no need to make changes to the policy on which the Program is based.

To assist the Board in reviewing this matter, Board members will receive confidential information about this investigation at its closed meeting.

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

**Dr. Mukherjee advised that as this report, and the discussion that would take place surrounding the report, includes intimate personal matters, consideration of this matter was referred to the Board’s confidential meeting which was held earlier today, as required under section 35(4) of the *Police Services Act* (Min. No. C258/06 refers).**

**The Board approved the following Motion during the in-camera meeting:**

- 1. THAT, with regard to the recommendations contained in the foregoing report,**
  - recommendation no. 1 be approved;**
  - recommendation no. 2 the Board decided not to concur with the Chief’s decision and directed the Chief to review the policy complaint and provide a further report to the Board; and**
  - recommendation no. 3 be approved.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P324.           RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD  
POLICIES**

The Board was in receipt of a report, dated August 22, 2006, from Alok Mukherjee, Chair, regarding a review of the Rules and a request for approval of Board policies. A copy of the report is on file in the Board office.

**The Board approved the following Motion:**

**THAT, given that the Chief of Police has requested additional time in which to provide a response to the foregoing report, the Board defer consideration of the foregoing matter to its November 2006 meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P325. TORONTO POLICE SERVICE: 2007-2011 CAPITAL PROGRAM  
REQUEST**

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

Subject: TORONTO POLICE SERVICE 2007-2011 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2007-2011 Capital Program with a 2007 net request of \$36.3 million (M) (excluding cash flow carry forwards from 2006) and a net total of \$174.1M for 2007-2011 (an average of \$34.8M per year); and
- (2) the Board forward 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 Service's Capital Program, as submitted, addresses the Service's infrastructure priorities. The projects identified meet operational requirements in the areas of state of good repair, service enhancement, occupational health and safety, officer and public safety and lifecycle replacements.

Attachment A provides a financial summary of the Toronto Police Service's 2007-2011 Capital Program request and a summary of the requests for the years 2012-2016, as per City of Toronto instructions. Details of this request are outlined in this report.

Business cases have been prepared for each new capital project. These have been evaluated and prioritised in relation to the Service's goals and objectives. Each capital project has been reviewed and approved by the Command. The Board's Budget Sub-Committee has also reviewed all projects to ensure the request is necessary, fiscally responsible and takes into account the City's affordability target while addressing the Service's requirements. The cashflow allocation for each project takes into consideration project milestones, procurement planning and third-party action and approvals (in line with Policy & Finance Committee direction). Actual spending is generally about 80% of budget, and the Service takes historical spending patterns into consideration when developing future budgets.

At its meeting of July 25, 26 and 27, 2006, City Council reviewed the Service's revised 2007-2010 capital plan, and approved an annual target of \$35.0M in principle. It also requested the Board to "explore options to reduce the 2007-2010 Capital Plan and report back to the City's Budget Advisory Committee with the 2007 Capital budget submission for Toronto Police Service." This report and the 2007-2011 Capital request provides the Service's response to that recommendation.

### City Financial Target

At its meeting of April 11, 2006, the City's Policy & Finance Committee recommended that the "five-year capital plan be revised to reflect realistic cash flow expenditures and affordability debt levels." On April 21, 2006, all Agencies, Boards, Commissions and Departments (ABCDs) were requested to review their capital submissions in light of 2005 spending, and readiness to proceed based on project planning milestones, procurement timeframes and third-party approvals. In light of the City's affordability targets, the new debt target for TPS was revised to:

2007	2008	2009	2010	Total
\$28.0M	\$23.5M	\$20.0M	\$20.0M	\$91.5M

The Service and City staff held several meetings on the subject of the revised targets. Based on the need to replace our aging facilities and outdated technology, the City agreed to support, in principle, 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.

Capital projects can extend over several years. Within the Service's 5-year capital program, projects will be at different stages of completion, and the annual cash flow required is impacted by various factors. It is therefore difficult to maintain a static annual level for capital budgets. As a result, it is not possible to provide a request of exactly \$35M per year. For the 2007-2011 capital program, all projects are realigned to ensure that the average annual budget over the 5-year period does not exceed the \$35M target. The 5-year average for this request is \$34.8M.

### 2007-2011 Request

The 2007-2011 Request is segregated into three categories for presentation purposes:

- A. Facility Projects
- B. Information Technology Projects
- C. Replacement / Maintenance / Equipment Projects

This report provides information for ongoing approved projects, approved projects that are scheduled to begin in 2007 and new projects in 2007. It also provides the operating cost impacts of on going and 2007 new projects.

**A. Facility Projects**

**23 Division (\$17.7M) – On going**

This project provides for the construction of a new 23 Division facility (with a central lock-up) at Finch and Kipling. The building structure and envelope is complete. Exterior landscaping started in September 2006, with an anticipated move-in date by mid-2007. This project is on budget and currently ahead of schedule, and as a result some funds allocated to 2007 will be spent in 2006.

**New Training Facility (Replacement of C.O. Bick College) (\$66M net) – On going**

This project provides for the construction of a new Police College and a training facility for Firearms / Defensive Tactics. The new facility will provide for training for new recruits as well as on-going classroom and firearms training for its 5,510 uniform and 1,900 civilian staff.

This project was included in the Service's five-year capital program request in 2003. The cost of the project was updated earlier this year to reflect a more accurate cost estimate. As a result, the cost of the project in the 2007-2011 capital program is \$66M net. The increased cost was absorbed by the Service within the \$35M annual target set by the City.

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 the lease agreement with DND.

In a report to the April 2006 Board meeting, we advised the Board 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. The Treasury Board's approval for DND participation and contribution to the project is still outstanding. 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 construction schedule, project scope, annual cash flow requirements and cost. The preliminary construction schedule from the Service's Construction Manager has this project starting late this year and ending in 2008. The Service's current capital program extends this project into 2009. Consequently, the annual cash flow requirements will have to be revisited once the schedule is finalized, as a significant portion of the cost is included in 2009.

If DND is not a part of this project, then the cost of the facility will increase significantly. Any increased cost for this project would have to be absorbed within the Service's \$35M average annual capital target for 2007-2011. Consequently, the DND impact affects not only this project but also other projects within the Service's capital program. It is therefore important that the Service and Board consider the pros and cons of the options available, such that any decision made is in the overall best interest of the Service. The Board will be updated on this matter accordingly.

#### **11 Division (\$21.4M) – On going**

This project provides funding for the construction of a new 11 Division. 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, it was not feasible to utilize this site to construct a new 11 Division facility. 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 are currently reviewing various potential sites for a new 11 Division. The Board will be advised once a suitable site is selected.

#### **14 Division (\$21.0M) – On going**

This project provides funding for the construction of a new 14 Division facility. The City is currently in discussion 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 expected in January 2007. Assuming successful acquisition, site remediation and demolition is anticipated to start in 2007, pending Municipal permit approval.

#### **Intelligence/Special Investigations Facility (\$4.8M) – New**

The purpose of this project is to upgrade the existing Special Investigation Services (SIS)/Intelligence facility. The Occupational Health & Safety / Employment Equity (OHS/EE) Study, completed in 1995, identified a variety of issues that needed to be addressed at this facility. The Internal Audit Program Review Study highlighted additional issues, and confirmed previously-identified problems that include accommodation, technical suitability, security, HVAC, parking, etc.

The first phase of renovation, budgetted at \$1M in 2007, involves the installation of a "Dry" Fire Suppression System in the Interception Computer/Telephone Server room. The security system will also be upgraded to meet these changes. The second phase, in 2008 for \$1M, will involve the creation of three additional electronic surveillance rooms and support facilities in order to accommodate new operational requirements. The third phase, in 2010 for \$2.8M, will provide for the renovation of enclosed and under-utilized areas in the building in order to create open-concept, multiple-use areas, and optimize the efficiency and effectiveness of the facility.

### **Property & Evidence Management Storage (\$23.0M) – New**

This project includes a Needs Assessment and Feasibility Study to be conducted by an external firm with expertise in logistics to address and rectify the inadequacies in the current TPS evidence management/storage facility. The capital funding of \$258,000 in 2007 would provide for the hiring of an external firm to identify the most efficient and cost-effective method of evidence management and storage. The Police Services Act and its regulations dictate that Police Services establish designated secure areas for the storage of evidence.

Should the Feasibility Study determine that a new facility is the most cost-effective approach, the Service is requesting \$23M in total including the \$258,000 cost of the study. However, one of the goals of the study is to consider the possibility of other alternatives such as new/enhanced technological systems for property storage. Based on the results of the study, the total estimated cost of this project and cash flow requirements will be updated in future capital requests.

### **B. Information Technology Projects**

#### **Automated Vehicle Location (AVL) System Expansion (\$1.6M) – On going**

The first phase of this project was initiated in 2001 and was completed in 2003. Phase I focused on the installation of AVL technology in 250 marked police vehicles, along with the installation of the entire supporting infrastructure. This project represents the second phase of the AVL system, and encompasses the installation of a further 1,000 Global Positioning System (GPS) receivers in fleet vehicles not equipped in the first phase, along with the associated software solution on the mobile workstation for the display of vehicle location. The GPS data is transmitted to the Computer Aided Dispatch (CAD) system to display the location of the vehicle and the officer to provide vital data for deployment of personnel and report crime and occurrence information to management. At the completion of the second phase, 1,250 vehicles in total will be equipped with the AVL system.

#### **HRMS (Human Resource Management System) Additional Functionality (\$3.2M) – On going**

This project has started and includes the implementation of additional modules to further improve workforce management. It is anticipated that the additional functionality will streamline payroll efficiencies and provide better business processes for payroll, benefits enrolment and security administration. The implementation of the additional functionality also focuses on improved corporate reporting (e.g., succession planning, performance management, skills match analysis, online job descriptions, etc.).



## **TRMS (Time Resource Management System) Additional Functionality (\$2.7M) – On going**

This project has started and will upgrade to the current version of TRMS as well as increase the functionality of the system.

Benefits of this project will be increased technology access to more workforce segments, expanded use of employee self-service, the use of decision support tools, attention to small cost-saving measures that add up to a cumulative process improvement effect, and the growing focus on optimizing current HR systems. This upgrade should also reduce support costs and allow the Service to continue to take full advantage of the functionality in TRMS. The TRMS upgrade is geared towards enhanced workforce optimization related to the scheduling and deployment of officers. It is anticipated that the additional functionalities will contribute to better corporate reporting and support, timely reaction to business events, and efficient court scheduling for officers attending POA court and criminal court.

### **In-Car Camera (\$11.0M)**

- **Pilot (\$0.6M) - On going**
- **Full implementation (\$10.47M) – New**

The in-car camera pilot project was launched on November 1, 2005, to evaluate the effectiveness and cost of in-car camera systems and technology, with the overall goal of increasing officer and community safety. 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. As a result, the Service has been unable to concentrate on the primary objectives of the pilot project which is to test, measure and evaluate the impact of using the in-car camera system.

There have been marked improvements with respect to stabilizing the equipment and the team is planning on issuing a Request for Proposal (RFP) in the 4<sup>th</sup> 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.

Quantitative and qualitative data gathered from the Pilot User Group will be used to evaluate the effectiveness of those systems, providing valuable insight and information to assist in a go/no-go decision to support a full installation. The total budget request for this project includes the necessary funds to achieve Service-wide installation of in-car camera systems in all 450 marked patrol vehicles.

### **Digital Video Asset Management (DVAM) II (\$5.7M) – On going**

DVAM II provides network-based disclosure of digital evidence, which will improve operational efficiency and levels of service. This system will significantly reduce the volume of video media from evidence management and disclosure within the organization. Currently, TPS is reaching the capacity of its secure video archives and funding for additional storage space is not cost effective. This project addresses the storage problem in six phases, starting in 2006 to 2009. It is also correlated with the In-Car Camera project, as all of the companion computer equipment for In-Car Camera has to be installed at Video Services. The DVAM server will serve as the central repository for all of the video files recorded by the In-Car Cameras.

### **Jet Forms Replacement (\$0.5M) (previous approval of \$1.2M) – New**

This project provides funding for the replacement of Jetforms – a system that is used by the Service to provide electronic forms. The system is outdated and no longer commercially available or supported.

This project was originally approved in 2005. However, it did not get started as scheduled because the Service's Information Technology Services (ITS) was investigating specialized software alternatives that would suit the Service's needs. A vendor has now been selected and approved by the Board at its September 28, 2006 meeting. TPS is able to spend a portion of the available funding in 2006, but will not be able to complete the project by the end of the year. Therefore, due to the City's one year carry forward rule, \$0.5M of approved funding will be lost and the Service must request the \$0.5M in 2007.

### **Geocoding Engine (\$0.5M) – New**

The vast majority of TPS location data does not have corresponding geographical coordinates. Geocoding is the process of assigning geographic coordinates to records. Crime and Intelligence Analysis is an important component of modern policing, and there is a need to have an adequate system in place to automatically geocode new and existing data for improved analysis capability. Analysts rely heavily upon geographical information systems (GIS) in the analysis process and currently MapInfo is used as the primary tool. MapInfo requires extensive manual input to geocode any location data that the analysts wish to map. The data may require several passes through MapInfo to obtain geocoordinates for ambiguous or improperly-structured address information.

Establishing location data with associated geocoordinates would allow for more efficient and effective analysis of crime and disorder in communities. Analysts would be able to focus on geographic regions of any size or shape. Neighbourhoods, communities or multiple divisions could be analyzed with relative ease and analysts would be capable of rapidly adapting to physical changes in defined geographic areas of interest.

The Statistics Act requires the police services disclose certain incident-based data relating to the nature and extent of crime in their jurisdiction. This data collection is accomplished through a Uniform Crime Reporting Program (UCR). UCR recommends that police services provide geocoded location data. The implementation of this project would therefore also move the Service closer to the latest UCR compliance.

### **Police Community Automated Notification System (P.C.A.N.S) (\$0.9M) – New**

Approximately 15-20 years ago, the Service acquired and installed electronic outbound telephone communication systems, referred to as “Autodiallers” in its divisions. The autodiallers typically advise the communities about lost children, activities in the area, warnings or requests for information. These systems, for the most part, have become obsolete and unusable and are in need of replacement.

The proposed Police Community Automated Notification System (PCANS) will have a centralized location for call set-up, technical and administration support. Divisional units will be responsible for creating their electronic or voice messages that would be networked to the central hub for distribution. A centralized location would ensure consistent information broadcasting, proper records management and back-up, technical support and provide the capacity for global broadcasting. The system would include phone, e-mail and fax capabilities, and would help ensure the information needs of the public and the Service are met in a “proactive” and when necessary “reactive” manner.

### **Citizen Internet Crime Reporting (\$0.2M) – New**

The initial goal of this project is to provide improved service to members of the public with a secure, effective method of being able to report crimes of a minor nature to the Toronto Police Service using electronic submissions to the Internet at a time and place convenient to the citizen. This project would be an effective method to obtain Police Reference Checks and Clearance Letters through the Internet and also provide hyperlinks to credit card websites for reporting lost cards. This initiative will also assist the process of on-line registration of bicycles.

The system would be rolled out in several phases commencing with a basic service to provide internet crime reporting followed by a number of enhancements. The crimes that could be reported using the internet would be limited to those minor in nature with no safety related issues and with a value of the loss or damage not exceeding \$10,000. Crime reporting will be made easier for the public by allowing the public immediate access to crime reporting at the touch of a keyboard. A Statistics Canada study carried out in 2003 demonstrated that more than 73% of the residents of Toronto have home access, and 47% have office access, to the internet.

Any internet solutions (such as PCANS and Citizen Crime Reporting) will be implemented with an integrated approach, so that the solutions are linked to each other and to other City of Toronto portals for ease of use by the citizens of Toronto.

### **Data Warehouse (\$6.6M) – New**

This project is slated to begin in 2010 and provides for a proper Corporate Integrated Database (DB) and Data Warehouse (DW) with Business Intelligence (BI) system to transform all available data (irrespective of volume) into meaningful business information. The end results would be more timely and better-informed business decisions as well as services such as crime management, standards, co-ordination, statistics, and support for division and Squad analysis.

Currently, the Service runs dozens of application systems with each database – individually structured, defined and maintained – which are (by themselves) inadequate to provide needed planning, investigative and performance information for decision making. Required information has to be laboriously gathered from all available sources, and is dependent on the availability of the reports and resources to assist in extracting the information.

The DW/BI project will turn the Service's raw data from all its databases into useful information, and make it widely, consistently and reliably available across the Service, allowing all members to make better business decisions as well as provide a faster turnaround time to access information.

### **Electronic Document Management (\$0.5M) – New**

This project is slated to begin in 2011. An enormous collection of paper-based information exists throughout the TPS. It is expensive to create, collect, file, archive, retrieve, reproduce and transport the information. The capability currently exists to capture and/or convert paper-based information to an electronic storage media, convert textual information to electronic text for expanded search and usage, store this information for subsequent retrieval and usage, and transport it electronically. This could result in cost reduction and improved efficiencies.

The objectives are to reduce costs through electronic storage, retrieval and transporting of paper-based information while improving information accessibility and reducing process cycle times. The scope includes conducting a high-level assessment of today's paper-based information across the entire Service, evaluating potential electronic document management and workflow solutions, establishing electronic document standards for TPS and implementing a corporate-wide solution.

C. Replacement / Maintenance / Equipment projects

**Radio Replacement (\$35.5M) – On going**

In 2000, TPS commissioned its new voice radio infrastructure, which did not include new portable and mobile voice radios. Since that time, the Service has continued to use their existing field user equipment, which includes approximately 2,200 portable MTS 2000 Motorola radios and 1,650 mobile Spectra radios. At the time of acquisition (1991-1993), the field equipment was known to have a useable life of approximately 10-15 years.

The revised 2006-2010 capital program request included the Radio Replacement project to commence in 2006 and to be funded from other projects (BM#20/06 refers). The total cost of replacing the Service's mobile and portable radios is estimated at \$35.5M of which \$6M will be funded from the Vehicle and Equipment Reserve to be repaid from the operating budget over the life of the radios. The Service has already purchased some of the radios in 2006, in order to take pressure off its 2007-2011 capital program request and to assist the Service in achieving a \$35M average net annual capital budget.

There is also a joint TPS/Fire/Emergency Medical Services (EMS) project to replace the entire radio system infrastructure, as that system will be obsolete in 2012. As a result, all existing radios must be replaced before 2012 (as the current radios will not work with the new radio system infrastructure).

**Facility Security (\$3.7M) – On going**

This project was originally intended to address site security deficiencies and enhance officer safety. The initial plan included the installation or upgrading of fences as well as the provision of security gates and proper signage at Police facilities. The Service has initiated a review of all Service facilities to determine the type and level of security required at each facility. This review is expected to be completed in 2007, and will provide an assessment of the security at its facilities, and recommendations for improvement. The required funding for this project will be updated, as necessary, based on the findings of the security assessment.

**Furniture Lifecycle Replacement (\$3.0M) – On going**

This project provides funding for the on-going management of the furniture lifecycle replacement program adopted by the Service. This allows the Service to be proactive in providing proper furniture to members of the Service, and helps address occupational health & safety issues.

This project ensures that the Service has a structured plan to deal with furniture replacement. Given the number of locations, this project commenced in 2004 and was spread over 4 years. At the completion of this project, the Service will have replaced all of the furniture requiring attention. Given the life span of the furniture purchased by the

Service (i.e., 10 to 20 years on most items, and 5 to 7 years on chairs), the Service will address future furniture lifecycle replacements through its Vehicle and Equipment Reserve.

### **State of Good Repair – Police (\$9.2M over 5 years) – On going**

This project provides funds for the on-going maintenance and repair for the interior of Police-occupied buildings, and is managed by TPS' Facilities Management. The scope of the work includes flooring replacement, window coverings, painting, and Occupational Health & Safety issues. City Corporate Services is responsible for the State of Good Repair requirements involving the exterior of police facilities and major components such as HVAC.

### **Other-Than-Debt Expenditures**

All the projects listed below are funded from Vehicle and Equipment Reserve and have no impact on debt financing. The use of Reserve funding will however result in an operating budget impact which is provided in Attachment C.

These projects are equipment replacement projects, the estimated costs of which have been developed through an analysis of the lifecycle of each individual item. In 2007, these projects are:

#### **Vehicle and equipment replacement (\$5.1M)**

A review of the Police fleet several years ago determined an optimum lifecycle replacement plan for each type of vehicle owned by the Service. This was then used to determine the annual amount required to replace vehicles in a timely and cost effective manner. A review to address environmental considerations in the Service's fleet is underway and will be reported to the Board in 2007.

#### **Workstation, laptop and printer lifecycle plan (\$4.3M)**

The Service is no longer leasing equipment which is consistent with City Council direction. This project is to address equipment that was not previously included in the lifecycle program or that was specifically deferred for replacement. This funding provides for 418 workstations, 883 printers and 30 laptop computers in 2007. This long-term replacement strategy stabilizes the replacement activity and funding.

#### **IT business resumption plan (\$0.26M)**

The project provides funding to ensure all critical systems have business resumption plans in the event that the primary systems become unusable.

#### **Locker Replacement (\$0.55M)**

The project provides funding for the replacement of clothing lockers that are 10 years old or older and require replacement due to their condition.

## **Land Acquisition Reserve Fund (LARF)**

All land purchases are funded from LARF with no net impact on the Service's Capital Program. Attachment B provides a detailed listing of all planned land purchases. This information is provided to the City as the City's Capital Budget guidelines require that each project reflects the value of land to be acquired (if applicable), as well as the value of the land to be released (if applicable).

## **Operating Budget Impacts**

Capital projects may incur subsequent operating costs or savings, such as increased maintenance costs for new systems. In addition, projects funded from the Service's Vehicle and Equipment Reserve could also have an incremental impact on the operating budget. Each year the operating budget impact for capital projects is reviewed and updated as part of the annual capital process.

Attachment C provides an incremental operating budget impact from each project. The following table is a summary of the operating impact from 2007-2011 capital budget request.

Net Incremental Operating Budget Impact of 2007-2011 Projects (\$000s)

2007	2008	2009	2010	2011
<b>2,681</b>	<b>4,755</b>	<b>2,534</b>	<b>3,635</b>	<b>1,624</b>

## **Conclusion:**

Corporate targets for ABCDs are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The Service's Capital target was set at \$35M net per year during the 2006-2010 process. In light of the City's affordability targets, the City CFO revised the Service's target to \$28M net per year for the year 2007.

The Service and City staff have held several meetings on the subject of the revised targets, 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. This has been achieved and is reflected in the Service's 2007-2011 capital budget request.

The 2007-2011 Capital Program, as submitted, addresses the Service's Infrastructure priority. Projects have been evaluated and prioritised to reflect the Service's goals and objectives. A review of all projects was conducted by the Command and the Board Sub-Committee to ensure that the Capital Program reflects the needs of the Service for the effective delivery of services. TPS is aware that the City continues to experience significant budget pressures and as a result, projects have been deferred, deleted or phased in wherever possible.

Treasury Board approval of DND participation in the Service's new training facility project is still outstanding. If DND is ultimately not a part of this project, the total cost of the facility will increase significantly. This would not only affect the training facility, but also other projects in the capital program. Therefore, in response to the City Council motion of July 25, 26 and 27, 2006, the Service is not able to identify any further reductions to its request at this time, without compromising the Service's capital needs, operations and ability to meet key priorities and objectives.

It is therefore recommended that the Board approve the 2007–2011 Capital Program with a 2007 net request of \$36.3 million (M) (excluding cash flow carry forwards from 2006) and a net total of \$174.1M for 2007-2011 (for an average of \$34.8M per year), and that the Board forward 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.

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

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

Subject: 2007-2016 TORONTO POLICE SERVICE CAPITAL BUDGET REVIEW

Recommendation:

It is recommended that the Board consider the attached correspondence from the City's Deputy City Manager and Chief Financial Officer in conjunction with the Service's recommended 2007-2011 capital program request.

Background:

Attached is a letter from the City's Deputy City Manager and Chief Financial Officer regarding the 2007-2016 Toronto Police Service capital budget review on September 29, 2006.

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 provided an overview of the 2007-2011 Toronto Police Service capital program request. Mr. Angelo Cristofaro, Director of Finance and Administration, and Ms. Elizabeth Hewner, Manager, Budgeting and Control, delivered a presentation to the Board.**

**The Board approved the October 02, 2006 report from Chief Blair and referred the October 11, 2006 report to the Board's Budget Subcommittee for discussion.**



**CAPITAL PROJECTS – 2007 -2011 SUBMISSION (\$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
			2007	2008	2009	2010	2011			
<b>Facility Projects</b>										
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)	5,500	-602	25,929	21,236	23,167	0	0	70,332	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
<b>Information Technology Projects</b>										
Automated Vehicle Location System Expansion	780	0	405	405	00	0	0	810	0	1,590
HRMS Additional Functionality	1,915	703	200	545	500	0	0	1,245	0	3,160
TRMS Additional Functionality	2,453	1,161	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	1,750	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
Replacement of Forensic Identification Services Software Programs (2007- new project).	0	0	260	0	0	0	0	260	0	260
Citizen Internet Crime Reporting (2007 new project)	0	0	208	0	0	0	0	208	0	208
Data Warehouse Establishment (beyond 2007 project)	0	0	0	0	0	1,500	1,607	3,107	3,487	6,594

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			
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
<b>Replacements/Maintenance/Other Projects</b>										
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
<b>Total – 2007 Capital Budget Request</b>	<b>54,918</b>	<b>2,112</b>	<b>41,188</b>	<b>40,373</b>	<b>39,521</b>	<b>34,172</b>	<b>28,675</b>	<b>183,929</b>	<b>131,259</b>	<b>369,906</b>
<b>Other than debt expenditure (Draw from Reserve)</b>										
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
<b>Total – Other than debt expenditure (Draw from Reserve)</b>	<b>34,149</b>	<b>0</b>	<b>10,249</b>	<b>16,433</b>	<b>22,189</b>	<b>14,483</b>	<b>14,273</b>	<b>77,627</b>	<b>83,021</b>	<b>194,797</b>
<b>Summary</b>										
<b>Total 2007 Gross Request</b>	89,067	2,112	51,437	56,806	61,710	48,655	42,948	261,556	214,280	<b>564,703</b>
<b>Less Draw from Reserve</b>	-34,149	0	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-83,021	<b>-194,797</b>
<b>Less Recovery from Department of National Defence (DND)</b>	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	<b>-9,832</b>
<b>Total Net 2007 Capital Budget Request</b>	<b>54,918</b>	<b>2,112</b>	<b>36,272</b>	<b>37,915</b>	<b>37,063</b>	<b>34,172</b>	<b>28,675</b>	<b>174,097</b>	<b>131,259</b>	<b>360,075</b>

- 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 2007-2011 capital program.

## CAPITAL PROJECTS – 2007 -2011 SUBMISSION (\$000s)

## City's Land Acquisition Reserve Fund (LARF) – For Information Only

Project Name	Plans to end of 2006	2006 Carry Over	2007	2008	2009	2010	2011	2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
54 Division	1,708	1,708	0	0	0	0	0	0	0	1,708
14 Division	4,230	0	0	0	0	0	0	0	0	4,230
41 Division	3,254	3,254	0	0	0	0	0	0	0	3,254
11 Division	2,500	2,500	3,000	0	0	0	0	3,000	0	5,500
13 Division	0	0	0	0	0	0	0	0	5,500	5,500
Total – Land Cost	11,692	7,462	3,000	0	0	0	0	3,000	5,500	20,192

## CAPITAL PROJECTS – 2007 -2011 SUBMISSION (\$000s)

Net Incremental Operating Budget Impact of 2007-2011 Projects (\$000s)

	2007	2008	2009	2010	2011
<b>Projects completed in 2006 or earlier:</b>					
Livescan Fingerprinting System	3		1		
Police Integration System	100				
Voice Logging Recording System	85	40			
Replacement of Call Centre Management Tools	50				
Strong Authentication – System Maintenance	65				
Advanced TASER Deployment	80				
<b>Previously-Approved Projects:</b>					
Automated Vehicle location System			30		
In-Car Camera					200
Digital Video Asset Management II				200	
TRMS		100			
23 Division	100	102			
IT Lifecycle Replacement	2,198	4,540	2,503	2,395	1,216
<b>New Projects:</b>					
Jet forms		40			
Geocoding		52			
Police Community Automated Notification System (PCANS)		30			
CASC System		100			
Mainframe Decommissioning continuation		-308			
Replacement of FIS Software Program		40			
Citizen Internet Reporting		19			
New Training Facility				1,040	
14 Division					208
<b>Incremental Operating Impact</b>	<b>2,681</b>	<b>4,755</b>	<b>2,534</b>	<b>3,635</b>	<b>1,624</b>





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October 10, 2006

Tony Veneziano  
Chief Administrative Officer  
Toronto Police Service  
40 College Street  
Toronto, ON M5G 2J3

Dear Mr. Veneziano:

**Subject:** 2007-2016 Toronto Police Services Capital Budget Review - September 29, 2006

Further to our Capital Budget review meeting of Friday, September 29, 2006, the following is to document our discussions regarding the proposed Toronto Police Service Capital Plan 2007 – 2011. The 2007 - 2011 Capital Plan represents a gross expenditure of \$254.724 million, primarily for new facilities, over the 5 year timeframe.

The Toronto Police Service 2007 - 2011 Five Year Capital Plan has been prepared based on an "average" of \$34.8 million of debt funding in each of the first 5 years, with a proposed total debt funding of \$174.097 million over the 5 year timeframe. This plan exceeds the "average" annual debt affordability guideline of \$28.3 million per year, and a 2007 - 2011 five year debt affordability guideline for Toronto Police Service of \$141.300 million by a total of \$32.797 million over the 5 years.

The Toronto Police Service has several Divisions and other facilities which are in need of replacement, and has prepared a Capital Budget that meets these facility needs. We appreciate the importance of upgrading and providing these new facilities to the Toronto Police Service. However, considering all City-wide priorities over the next 5 years, we have concerns related to the affordability of this capital program as it has been proposed to date.

In recognition of the significant pressures for new and replacement facilities, we are prepared to recommend an increase of the debt affordability guideline from the current annual "average" of \$28.3 million to an increased annual level of \$32.0 million of debt funding for each year of the 2007 to 2011 Five Year Capital Plan. This would provide for total debt funding of \$160 million over the 5 year-timeframe, but would exceed the current 5 year debt affordability guideline of \$141.300 million by \$18.700 million.

To achieve a \$32.000 million annual debt target for 2007 to 2011, we are suggesting that the 5-year Capital Plan cashflow be reviewed with an objective to smooth cashflow funding, including the In-Car Cameras (2007 to 2011 proposed cost of \$10.371 million), and the Intelligence/Special Investigations Facility (2007-2011 proposed cost of \$4.800 million), etc.

Our discussions resulted in the following actions and recommendations:

**TORONTO POLICE SERVICE:**

- Toronto Police Service to review their 5 year Capital Plan, and report back on projects which could be deferred, to reduce the Capital Plan to \$32.000 million debt annually for each year in their 2007 to 2011 five year plan.
- In the event that the Department of National Defence does not confirm their portion of the funding for the New Training Facility and the Toronto Police Service proceeds with the construction of the facility, it is understood that the Toronto Police Service will incorporate the estimated \$5.5 M shortfall from within their annual cash flows and annual debt targets assigned.
- Toronto Police Service to communicate with the City's IT division, to coordinate the Police and City's IT projects.

**PARKING ENFORCEMENT:**

- Parking Enforcement delete the two new facility projects and the existing parking enforcement facility leases be continued for another 3 year period. Prior to the signing of a new lease in 3 years' time, the proposal for 2 new city-owned facilities be re-evaluated based on a sound Business Case analysis including options such as combined facility sites.

Thank you for your cooperation.

Yours truly,

Joseph P. Pennachetti  
Deputy City Manager and Chief Financial Officer

cc. Chief Bill Blair  
Angelo Cristofaro  
Elizabeth Hewner  
Makda Gheysar  
Shirley Hoy  
Josie La Vita  
John Di Lallo  
Frank Ahlin

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P326. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2007-2011 CAPITAL PROGRAM REQUEST**

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

Subject: PARKING ENFORCEMENT 2007-2011 CAPITAL PROGRAM REQUEST

Recommendation:

It is recommended that:

- (1) the Board approve the 2007-2011 Parking Enforcement Capital Program with a total of \$8.0 million (M) for 2007-2011;
- (2) the Board authorize Service staff to begin the process of lease negotiations for Parking Enforcement East and Parking Enforcement West; and
- (3) the Board forward 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:

Parking Enforcement's Capital program encompasses the replacement of its two currently-leased facilities, as well as a vehicle replacement plan that is funded from the Toronto Police Service's Vehicle and Equipment Reserve. Attachment A provides a financial summary of Parking Enforcement's 2007-2011 Capital Program request.

City Financial Target

Parking Enforcement does not have an on-going requirement for debt-funded projects; therefore, the City has not identified a specific target for this area.

2007-2011 Request

The 2007-2011 request includes two new projects. Parking Enforcement has two facilities, both of which are currently leased. In 2000, the City Auditor recommended that:



*the Chief of Police, in consultation with the City's Executive Director, Facilities and Real Estate, assess and develop an action plan with respect to ... the cost of terminating the current leases and the options available to the unit, including the costs and benefits of operating out of one location. The office space assessment should be completed in the context of the City's space rationalization plan, taking into account the unit's operational requirements, optimal location and the estimated cost of other locations, including City-owned properties.*

The Toronto Police Services Board directed the Parking Enforcement Unit to pursue the acquisition of City-owned facilities, in keeping with the City's policy to reduce the overall reliance on leased properties, and in recognition of the increasing cost of leasing premises in the City of Toronto.

### **Projects Requiring Debt Funding**

Parking Enforcement West (PKW) is located at 970 Lawrence Avenue West, with an annual lease cost of \$365,000 (including all common area expenses). The current 5-year lease expires December 31, 2009. Parking Enforcement East (PKE) is located at 1500 Don Mills Road, with a current lease cost of \$870,000 (including all common area expenses). The current lease expires June 30, 2007, with two option years available after that time (although the Board has approved a one-year renewal only, at the discretion of the Board (BM#P184/04 refers)).

Originally, Parking Enforcement prepared a capital program which would allow the unit to move into owned property in 2009 (assuming the Parking Enforcement East lease was extended for the two option years, this would be the year when both leases expired).

However, a financial case cannot be made for moving out of the leased facilities at this time. Further, there is no suitable City-owned property available at this time, and the cost to acquire and renovate property (estimated at approximately \$12.5M each, including land) far outweighs the annual savings related to the cessation of lease payments. Furthermore, the current facilities meet Parking Enforcement's operational needs.

Service and City staff have discussed this situation. Given the lack of a strong financial business case, the lack of suitable City-owned property, and taking into consideration the current fiscal pressures facing the City, the most prudent course of action would be to renew the current leases and proceed with a plan to acquire and renovate property in the future. Funds have been earmarked beginning in 2011 for the acquisition of property and for its renovation. City Real Estate will continue to search for suitable property and the Toronto Police Service (TPS) will look at alternatives to the current Parking Enforcement facilities (for example, TPS will consider any partnering opportunities with facilities it acquires or renovates).

Given this plan of action, the Service should enter into lease negotiations at this time, to extend or renew the existing leases, or to find alternative space if an acceptable lease agreement cannot be reached. This will ensure that Parking Enforcement facilities are available until new facilities can be acquired and renovated. Board approval is therefore being requested to begin these negotiations.

### **Land Acquisition for Parking East and Parking West**

Based on Toronto Police Service's Facilities Management's estimates, land costs for the acquisition of property for Parking East and Parking West is estimated to be \$4.5M each. This request will be funded through the City's Land Acquisition Reserve, and will not impact on Parking Enforcement's debt-funded request. Acquisition is planned for 2011, in keeping with the plan outlined above. Details are provided in Attachment B, for information purposes only.

### **Other-Than-Debt Expenditures**

Based on City of Toronto capital guidelines, the acquisition of Parking Enforcement vehicles through the Toronto Police Service's Vehicle and Equipment Reserve is included in the Capital Budget. This item, however, is not debt funded and does not impact on the total net capital expenditures. Each year, \$0.434M is allocated to vehicle replacement (with a concurrent contribution from the operating budget).

### **Conclusion:**

There are two new facility projects in Parking Enforcement's 2007-2011 Capital Program. The total estimated cost of these facilities is \$16M, with \$8M allocated to 2011. There is no debt funding requirement in 2007.

Since any new facilities will not be ready until after 2011, Board approval is being requested to enter into lease negotiations for both Parking Enforcement Units, to ensure that facilities are available for on-going operations until such as time as facilities can be acquired and renovated for Parking Enforcement occupation.

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 provided an overview of the 2007-2011 Toronto Police Service –Parking Enforcement Unit capital program request. Mr. Angelo Cristofaro, Director of Finance and Administration, and Ms. Elizabeth Hewner, Manager, Budgeting and Control, delivered a presentation to the Board.**

**The Board approved the foregoing.**

**CAPITAL PROJECTS – 2007-2011 SUBMISSION (\$000s)**

Project Name	Plan to end of 2006	2006 Cashflow Carry-forward	2007-2011 Plan					2007-2011 Total Plan	2012-2016 Total Plan	Total Project Plan
			2007	2008	2009	2010	2011			
Parking Enforcement West Relocation	0	0	0	0	0	0	4,000.0	4,000.0	3,800.0	7,800.0
Parking Enforcement East Relocation	0	0	0	0	0	0	4,000.0	4,000.0	4,200.0	8,200.0
<b>Total 2007 Capital Budget Request</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000.0</b>	<b>8,000.0</b>	<b>8,000.0</b>	<b>16,000.0</b>
<b>Other-than-debt expenditure (Draw from Reserve):</b>										
Vehicle and Equipment Reserve	1,302.0	0	434.0	434.0	434.0	434.0	434.0	2,170.0	2,170.0	5,642.0
<b>Total Draw from Reserve</b>	<b>1,302.0</b>	<b>0</b>	<b>434.0</b>	<b>434.0</b>	<b>434.0</b>	<b>434.0</b>	<b>434.0</b>	<b>2,170.0</b>	<b>2,170.0</b>	<b>5,642.0</b>
<b>Total Gross Capital Budget Request</b>	<b>1,302.0</b>	<b>0</b>	<b>434.0</b>	<b>434.0</b>	<b>434.0</b>	<b>434.0</b>	<b>8,434.0</b>	<b>10,170.0</b>	<b>10,170.0</b>	<b>21,642.0</b>
Less Funding from Reserves	-1,302.0	0	-434.0	-434.0	-434.0	-434.0	-434.0	-2,170.0	-2,170.0	-5,642.0
<b>Total Net Capital Budget Request</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8,000.0</b>	<b>8,000.0</b>	<b>8,000.0</b>	<b>16,000.0</b>

**CITY'S LAND ACQUISITION RESERVE FUND (LARF) – FOR INFORMATION ONLY (\$000s)**

Project Name	Plan to end of 2006	2006 Cashflow Carry-forward	2007-2011 Plan					2007-2011 Total Plan	2012-2016 Total Plan	Total Project Plan
			2007	2008	2009	2010	2011			
Parking Enforcement West Relocation – Land	0.0	0.0	0.0	0.0	0.0	0.0	4,500.0	4,500.0	0.0	4,500.0
Parking Enforcement East Relocation – Land	0.0	0.0	0.0	0.0	0.0	0.0	4,500.0	4,500.0	0.0	4,500.0
<b>Total Land Cost</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>9,000.0</b>	<b>9,000.0</b>	<b>0.0</b>	<b>9,000.0</b>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P327. DRY CLEANING, PRESSING AND LAUNDERING SERVICES**

The Board was in receipt of the following report October 05, 2006 from William Blair, Chief of Police:

Subject: DRY CLEANING, PRESSING AND LAUNDERING SERVICES

Recommendations:

It is recommended that:

- (1) the Board award the contracts for dry cleaning, pressing and laundering services to Dove Enterprises Inc. (operating as Cadet Cleaners) and 1611895 Ontario Inc. (operating as Sketchley Cleaners), for a three (3) year period from January 1, 2007 to December 31, 2009, with an option to renew for an additional two one-year periods; and
- (2) Board approval be obtained in the event the Service chooses to exercise the two one-year renewal options.

Background:

Under the collective agreements between the Toronto Police Services Board and the Toronto Police Association (TPA), the Service is required to provide dry cleaning and related laundering services for eligible articles of clothing utilised by members to perform their duties. The collective agreements specify the annual allotment of cleaning vouchers to be provided to eligible Service members. These vouchers are issued quarterly to each member and are redeemed based on the article of clothing being cleaned.

In order to ensure that Service members have access to clean clothing to perform their duties, vendors providing cleaning services must have the ability to provide a two day turn-around service, and have sufficient outlets so that access to service is reasonably convenient for members.

Comments:

A request for quotation for dry cleaning, pressing and laundering services was issued by the Service on August 26, 2006 and closed on September 14, 2006. Two quotations were received: a joint submission from Dove Enterprises Inc. (operating as Cadet Cleaners) and 1611895 Ontario Inc. (operating as Sketchley Cleaners); and one from The Dry Cleaner. The two submissions, as per the attached summary, were reviewed for compliance to specifications by the Service's Purchasing Manager and deemed compliant.

### Financial Implications:

The estimated cost of dry cleaning, pressing and laundering services in 2006 is \$1.5M. This cost is based on the current price of \$3.00 per voucher and the benefit of a further discount for advance payment. The Service was able to negotiate a 9% discount with the current vendor by providing advance payments for the services provided. The advance payment was agreed to after the Service was satisfied that the current vendor was financially stable and that the risk to the Service was minimal. The Service will explore the potential of applying an advance payment process with the recommended vendors if the above factors of financial stability and minimal risk to the Service are achieved.

The recommended vendors have submitted a quotation of \$3.75 per voucher for 2007, 2008 and 2009. This is a 25% increase over the current voucher cost. However, the price will remain the same for the three years of the contract. The estimated cost in 2007 for dry cleaning, pressing and laundering services is \$2.2M, a \$0.7M increase over 2006. This increase is attributable to: the voucher price increase (\$0.4M); the advance payment discount no longer applicable (\$0.2M); and the annualised impact (\$0.1M) of the additional uniform hiring towards achieving the 5,510 approved target strength. The 2007 estimate for dry cleaning services does not include any potential savings that may be obtained through the implementation of an advance payment process. The cost per voucher is fixed at \$3.75 for the years 2008 and 2009 and therefore the costs for dry cleaning are expected to remain stable assuming staffing numbers or provisions in the collective agreements do not change. The 2007 operating budget request will reflect the revised cost, and the 2008 and 2009 budgets will reflect the funding required for those years.

### Conclusion:

Based on the results of the review of the responses received for dry cleaning, pressing and laundering services, Dove Enterprises Inc. (operating as Cadet Cleaners) and 1611895 Ontario Inc. (operating as Sketchley Cleaners) have jointly submitted the lowest bid meeting specifications. Dove Enterprises Inc. operates 43 outlets and 1611895 Ontario Inc. operates 27 outlets, for a total of 70 outlets in the Greater Toronto Area, and both provide the required two day turn-around service. It is therefore recommended that the Board award the provision of dry cleaning, pressing and laundering services to Dove Enterprises Inc. and 1611895 Ontario Inc. for the period January 1, 2007 to December 31, 2009.

In the event the Service chooses to exercise the option to renew in 2010 and 2011, Board approval will be obtained.

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

**The Board approved the foregoing.**

**DRY CLEANING, PRESSING AND LAUNDERING SERVICES**  
**~Evaluation Spreadsheet~**

<b>Uniform Clothing</b>			<b>Dove Enterprises Inc.</b> (operating Cadet Cleaners); <b>1611895 Ontario Inc.</b> (operating Sketchley Cleaners)	<b>The Dry Cleaner</b>
<b>Qty</b>	<b>GARMENT</b>	<b>NO. OF VOUCHERS</b>	<b>COST</b>	
2	Shirts (laundered)	1	3.75	6.00
1	Pair of Uniform Trousers/Breeches/Cargo Pants	1	3.75	5.00
1	Tunic (dress suit jacket)	1	3.75	4.00
1	Mounted Riding Cloak	3	11.25	No Price
1	Multi Purpose Jacket with Liner	3	11.25	13.00
1	Nylon Reefer with Liner	2	7.50	13.00
1	Cloth Reefer	2	7.50	No Price
1	Spring/Fall Jacket	1	3.75	5.00
2	Ties	1	3.75	14.00
1	Sweater	1	3.75	4.00
1	Body Armour Carrier (2-Piece)	1	3.75	4.00

<b>Typical Articles of Court Clothing</b>			<b>Dove Enterprises Inc.</b> (operating Cadet Cleaners); <b>1611895 Ontario Inc.</b> (operating Sketchley Cleaners)	<b>The Dry Cleaner</b>
<b>Qty</b>	<b>GARMENT</b>	<b>NO. OF VOUCHERS</b>	<b>COST</b>	
1	Suit Jacket	1	3.75	5.00
1	Pair of Trousers	1	3.75	5.00
1	Topcoat With or Without Belt	2	7.50	7.00
1	Plain Dress	1	3.75	10.00
1	Plain Skirt	1	3.75	4.00
1	Plain Sweater	1	3.75	4.00
1	2-Piece Suit	2	7.50	10.00
1	3-Piece Suit	3	11.25	14.00
1	Winter Jacket	2	7.50	No Price
2	Plain Blouse/Shirt – Not Silk (laundered)	1	3.75	8.00
2	Tie/Scarf – Not Silk	1	3.75	8.00
1	Blouse (dry cleaned)	1	3.75	4.00

Costing to cover period January 1, 2007 to December 31, 2009

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P328. CONTRACT RENEWAL OPTION – PREQUALIFIED GENERAL  
CONTRACTORS FOR CONSTRUCTION SERVICES**

The Board was in receipt of the following report October 03, 2006 from William Blair, Chief of Police:

Subject: CONTRACT RENEWAL OPTION - PRE-QUALIFIED GENERAL  
CONTRACTORS FOR CONSTRUCTION SERVICES

Recommendation:

It is recommended that the Board not exercise the option of extending the term for the pre-qualified status for general construction services.

Background:

Currently, the Service has the following approved pre-qualified general contractors (BM P#317/03 refers).

1. A.G. Reat Construction Company Ltd.
2. West Metro Contracting Inc.
3. J. Cafiso Renovations
4. Cloke-Kirby Builders Ltd.
5. DPI Construction Management

The contract term for the above pre-qualified contractors is for three years with two one-year options. The three year portion expires on November 30, 2006.

Comments:

The “Pre-Qualified General Contractors” provide minor construction and renovation services. The services are tendered on a project by project basis and the five contractors have the opportunity to bid on each project. The pre-qualified process allows the Service to avoid the administrative burden of tendering every minor project to the full market and also enables projects to be completed in a more timely manner.

The current pre-qualified arrangement has been in existence for three years. The Service has determined that it is appropriate to issue a Request for Proposal (RFP) for these services, instead of exercising the renewal option with the existing contractors. This will allow other qualified general contractors to compete for inclusion on the pre-qualified list. Since the current contract



expires on November 30, 2006 and the process to issue an RFP, evaluate and make a recommendation to the Board will take approximately three to four months, the Service will maintain the current arrangement with the pre-qualified contractors on a month-to-month basis. The current pre-qualified contractors have agreed to this arrangement. It is anticipated that a recommendation on a new list of pre-qualified contractors will be made to the Board by the end of the first quarter 2007.

Financial Implications:

There are no financial implications as a result of the above. Work allocated to pre-qualified contractors is based on approved funding within the Service's operating and capital budgets.

Conclusion:

The current list of "pre-qualified general contractors" has been in place since December 1, 2003, and expires on November 30, 2006. The Board has the discretion to exercise the option to extend this arrangement with the five current pre-qualified general contractors for two one-year terms. However, in order to give other general contractors the opportunity to complete for these services, the Service is recommending that the option to extend not be exercised.

The Service will issue an RFP for these services and will report to the Board by the end of the first quarter 2007 on the results of that process.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P329. STATUS REPORT ON THE APPOINTMENT AND TERMINATION OF  
AUXILIARY POLICE OFFICERS - 2006**

The Board was in receipt of the following report October 05, 2006 from William Blair, Chief of Police:

Subject: STATUS REPORT ON THE APPOINTMENT AND TERMINATION OF  
AUXILIARY POLICE OFFICERS (2006)

Recommendation:

It is recommended that:

- (1) the Board receive this report for information on the appointment of sixty-five Auxiliary Police Officers from the period of January 2006 to September 2006; and
- (2) the Board terminate the appointments of forty-four Auxiliary Police Officers that resigned from the period of January 2006 to September 2006; and
- (3) the Board give written notice of the appointments and/or change in status of the aforementioned appointments to the Ministry of Community Safety and Correctional Services.

Background:

Under Section 52 of the Police Services Act (PSA), the Board is authorized to appoint, suspend, or terminate auxiliary members and provide written notice to the Minister of Community Safety and Correctional Services (Minister). In accordance with the PSA, the Toronto Police Service, through the Community Mobilization Unit is providing the following information on Auxiliary Police Constable appointments and terminations (See Appendix A and B).

Conclusion:

In January of 2005, the Toronto Police Service, through the former Community Programs Unit, undertook an exhaustive review of the Toronto Police Service Auxiliary Service Program with the intent of developing an Auxiliary Manual that would compile a one source document to incorporate all the directions of the Service since 1996. This would uniformly standardize Auxiliary policies and procedures to reflect the current policies and procedures of the Service.

This review has incorporated a number of procedural and administrative components including, but not limited, to the following:

- Executive responsibilities
- Training and equipment
- Promotional process, and
- Administrative process and responsibilities for appointments, suspensions, and terminations

This review will culminate in the development of a Toronto Police Service Auxiliary Police Manual, 2006. It is anticipated the aforementioned administrative process associated with appointments, suspensions, and terminations will parallel the current process in place within the Service's Special Constable Program.

The Service will continue to notify the Board in writing of all matters relating to appointments, suspensions, and terminations.

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 approved the foregoing and the following Motion:**

**THAT the Chief of Police provide a report governing the process for administering the Toronto Police Service Auxiliary Program to the Board for approval at its February 2007 meeting.**

## APPENDIX “A”

<b>AUXILIARY MEMBERS APPOINTED IN 2006</b>
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<i>NO.</i>	<i>SURNAME</i>	<i>GI</i>	<i>BADGE</i>
1.	ADELPUR	Behzad	51268
2.	ALAMPI	Nicola	51272
3.	ALEKSANDROWICZ	Lukasz	51259
4.	ANDROUTSOS	Katerina	51292
5.	ASCANO	Reymundo	51275
6.	AZIZ	Roya	51254
7.	BECKER	Adam Paul	51304
8.	BENOIT	Wayne Patrick	51277
9.	BEYAK	Jason Anthony	51305
10.	BRAGINA	Tatjana	51257
11.	BROWN-PASS	Ngaio Elizabeth	51286
12.	CHAKAL	Sarbjit Singh	51241
13.	CHATELAIN	Robert Joe Eugene	51249
14.	CHOJECKI	Maciej	51282
15.	CROLL	Nicholas Gibeau	51247
16.	DARAVAR	Rostam	51300
17.	DHAMI	Sukhwinder	51296
18.	DI NARDO	Marco	51243
19.	D'SOUZA	Selma Andrea	51302
20.	EMANUEL	Derek	51266
21.	FERRONI	Domenic	51261
22.	GRIECO	Carlo	51240
23.	GROS	Patrick	51239
24.	HAKEEMI	Qais	51283
25.	HARRIS	Michael Aaron Leonard	51244
26.	HEIDARZOY	Reshad Mohd	51260
27.	HOLE	Deborah	51252
28.	HUYCKE	Ian Charles	51287
29.	IOANNOU	Theodore	51248
30.	IRANI	Farhang Burjor	51303
31.	JASSAL	Raj	51281
32.	JORDAN	Richard Alan	51280
33.	KOTZER	Ryan Michael	51298
34.	LAKHA	Zeenat	51253
35.	LEUNG	Siu Ning (Peter)	51293
36.	LUCHIAN	Eduard	51284
37.	MIHALCEA	Anton Valeriu	51251
38.	MILLO	Tristan De Guzman	51267

39.	MIR	Adnan Younas	51263
40.	MIR	Wajahat Ali	51285
41.	MITCHELL	Mark Anthony	51290
42.	MONIZ	Candido Botelho	51258
43.	NADESAN	Boomethiyan	51270
44.	OFOSU	Thomas	51273
45.	O'SULLIVAN	Ryan James	51288
46.	PAREDES	Alex Raul	51301
47.	PATHAK	Rampal	51299

**APPENDIX "A"**

<i>NO.</i>	<i>SURNAME</i>	<i>GI</i>	<i>BADGE</i>
48.	POZZOBON	David	51294
49.	RAMLAKHAN	Krishna Molchan	51265
50.	RAMSHAW	Andre Jordan	51269
51.	RILLERA	Marjohn Almazan	51276
52.	SALAMI	Kambiz	51242
53.	SCHIAVO	Ryan Denis Joseph	51264
54.	SMITH	Nicholas Steven	51274
55.	ST. LOUIS	Matt Charles	51238
56.	STANTS	Glenn Charles	51289
57.	STEEL	Tyler Franklin	51256
58.	SUTCLIFFE	Colin David	51245
59.	TAI	Hezekiah Ho Fai	51255
60.	TAM	Siu Way (Jay)	51262
61.	WEBER	Michael Herbert	51271
62.	WYLOTEK	Michael Mark	51246
63.	XU	Yun (Steve)	51291
64.	YANG	Guang Yu (Simon)	51250
65.	YU	Eric	51297

## APPENDIX “B”

<b>AUXILIARY RESIGNATIONS FOR THE PERIOD JANUARY – SEPTEMBER 2006</b>
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<i>NO.</i>	<i>SURNAME</i>	<i>GI</i>	<i>RANK</i>	<i>BADGE</i>	<i>UNIT</i>	<i>DATE</i>
1.	DOUROS	Chris	PC	50969	12D	06/01/02
2.	KUSHNIR	Eugene	PC	51136	51D	06/01/06
3.	LOOTSMA	Brian	PC	51211	11D	06/01/06
4.	DIXON	William	A/SGT	50100	31D	06/01/10
5.	DRAZIC	Nikola	PC	51131	13D	06/01/14
6.	POTTS	Adam	PC	51019	55D	06/01/17
7.	MENARD	Glen	PC	50284	Marine	06/01/18
8.	WIREKOON	Edwin	PC	50334	41D	06/01/21
9.	THAKUR	Amandeep	PC	51190	12D	06/01/23
10.	KOWALSKYJ	Peter	PC	50568	55D	06/02/05
11.	GORDON	Conroy	PC	50761	11D	06/02/07
12.	BOUTZIS	Angela	PC	51006	33D	06/02/13
13.	MIRPOUR	Majid	PC	51074	33D	06/03/07
14.	MICALLEF	Sheldon	PC	51174	11D	06/03/21
15.	WALTERS	Warren	PC	50425	41D	06/03/21
16.	HOBAL	Katherine	PC	51157	55D	06/03/26
17.	SHAND	Joseph	PC	51167	43D	06/03/29
18.	MORRA	Michael	PC	50749	55D	06/04/05
19.	KAPITAN	Chris	PC	51077	54D	06/04/06
20.	MANOHARAN	Ravi	PC	51162	43D	06/04/06
21.	ANTUNES	Daniel	PC	50981	12D	06/04/07
22.	PULUMBARIT	Ryan	PC	51088	41D	06/04/15
23.	SADEGHI	Azadeh	PC	51041	33D	06/04/18
24.	SARASUA	Joshua	PC	51094	31D	06/05/05
25.	HONG	Jason	PC	51134	54D	06/05/07
26.	MATIYA	Hanna	PC	51172	33D	06/05/31
27.	BALL	Laura	PC	50925	52D	06/06/18
28.	THOMAS	Michael	PC	51119	33D	06/06/20
29.	BROWN	James	PC	50653	Marine	06/06/29
30.	MCKEE	Randy	PC	51156	41D	06/06/30
31.	GANJYAR	Roya	PC	51124	32D	06/06/30
32.	KOUMARIS	Jessica	PC	51125	32D	06/06/30
33.	BUT	Daniel	PC	50868	41D	06/07/01
34.	ST. LOUIS	Robert	SGT	50415	53D	06/07/12
35.	NASIM	Faisal	PC	51217	54D	06/08/13
36.	WESTERHOFF	David	PC	51073	54D	06/08/13
37.	GHANDI	Manmohan	PC	51004	54D	06/08/13

38.	VAILLANCOURT	Denis	PC	51168	14D	06/08/14
39.	GOLDING	Darrin	PC	51218	31D	06/08/28
40.	SHANLY	Paul	PC	51204	55D	06/08/28
41.	VAN DE VEN	Renus	PC	51046	32D	06/09/05
42.	BLACK	Courtney	PC	51228	11D	06/09/06
43.	DELIZO	Jorshenelle	PC	51080	52D	06/09/19
44.	EADE	Shelley	PC	51020	31D	06/09/27

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P330. TORONTO POLICE SERVICES BOARD – 2006 OPERATING BUDGET  
VARIANCE REPORT AS AT AUGUST 31, 2006**

The Board was in receipt of the following report October 03, 2006 from Alok Mukherjee, Chair:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICES BOARD AS AT AUGUST 31, 2006

Recommendation:

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 Services Board Operating Budget at a net amount of \$1,784,600.

Comments:

As at August 31, 2006, it is anticipated that year-end expenditures will be within the approved budget and therefore no variance is projected. The following chart summarizes the variance by category of expenditure and details by category are provided below. 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.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to Aug 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$716.9	\$527.7	\$716.9	\$0.0
Non-Salary Expenditures	<u>\$1,067.7</u>	<u>\$398.0</u>	<u>\$1,067.7</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$1,784.6</u></b>	<b><u>\$925.7</u></b>	<b><u>\$1,784.6</u></b>	<b><u>\$0.0</u></b>



*Salaries & Benefits (including Premium Pay)*

Expenditures to date are consistent with the estimate and therefore no year-end variance is projected.

*Non-salary Budget*

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services. It should be noted that many of these expenditures are not charged to the Service until the end of the year. No variance is anticipated in these accounts at this time.

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. At this point in time the actual spending does not reflect any concerns; however, this will be monitored closely and reported in the monthly variance reports.

**The Board received the foregoing and agreed to forward copies to the City's Deputy City Manager and the Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P331. TORONTO POLICE SERVICE – 2006 OPERATING BUDGET  
VARIANCE REPORT AS AT AUGUST 31, 2006**

The Board was in receipt of the following report October 03, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICE AS AT AUGUST 31, 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.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to Aug 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$712.0	\$440.6	\$710.0	(\$2.0)
Non-Salary Expenditures	<u>\$84.9</u>	<u>\$43.5</u>	<u>\$84.9</u>	<u>\$0.0</u>
Total Gross	<u>\$796.9</u>	<u>\$484.1</u>	<u>\$794.9</u>	<u>(\$2.0)</u>
Revenue	<u>(\$44.5)</u>	<u>(\$36.4)</u>	<u>(\$44.0)</u>	<u>\$0.5</u>
<b>Total</b>	<b><u>\$752.4</u></b>	<b><u>\$447.7</u></b>	<b><u>\$750.9</u></b>	<b><u>(\$1.5)</u></b>

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 August 31, 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 significantly 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 August 31, 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 July 2006 variance report submitted to the September 28, 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 the Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P332. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2006 OPERATING BUDGET VARIANCE REPORT AS AT AUGUST 31,  
2006**

The Board was in receipt of the following report October 02, 2006 from William Blair, Chief of Police:

Subject: 2006 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE PARKING ENFORCEMENT UNIT AS AT AUGUST 31, 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.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to Aug 31/06 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$28.3	\$16.9	\$28.3	\$0.0
Non-Salary Expenditures	\$4.4	\$2.4	\$4.4	\$0.0
<b>Total</b>	<b>\$32.7</b>	<b>\$19.3</b>	<b>\$32.7</b>	<b>\$0.0</b>

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 August 31, 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 the Policy and Finance Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P333. STAFFING STRATEGY UPDATE – DECEMBER 2006 RECRUIT CLASS**

The Board was in receipt of the following report August 28, 2006 from William Blair, Chief of Police:

Subject: STAFFING STRATEGY UPDATE - DECEMBER RECRUIT CLASS

Recommendation:

It is recommended that: the Board receive this report

Background:

The Board at its meeting on May 18, 2006 (Minute No. P145/06 refers) was in receipt of a report concerning uniform staffing to address seasonal pressures. The Board received this report, which advised that an update on the Staffing Strategy would be provided for the December 2006 recruit class.

The basic premise of the Staffing Strategy is to address variations in staffing levels, and remain within the Operating Budget envelope, by balancing hires against separations to remain at target on average for the year. Variations above and below target occur as a result of the fact that separations are incurred throughout the year while the Ontario Police College has only three intakes annually for the replenishment of new recruits. The most important of these intakes for staffing from June to September is the December class, as these recruits normally complete their training after five months and are assigned as 4<sup>th</sup> class constables in late May.

Determining the class size depends on our separation experience, which has been higher than expected this year. The original projection of 200 separations in 2006 has been revised to 240, and a preliminary projection of 225 separations has been made for 2007. As set out in the attached chart, this would involve a class of 114 hires in December, which would result in staffing levels above target in June, July, and September 2007 with only August being below target, by 16. In 2008, the Service would again be above target for the summer months, except for August being below, by 7. Within the overall level of Service staffing, these small variances for August are not expected to be operationally problematic.

The comprehensive Staffing Strategy report for the period 2007 to 2011 is due for the Board's meeting in December and will take into account any continuing trends in separations. The Service is cognizant of the need to maintain staffing as close to target as possible for the summer months, and this will continue to be reflected as a priority in the Staffing Strategy.

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

**Staff Superintendent Peter Sloly, Staff Planning and Community Mobilization, was in attendance and delivered a presentation to the Board.**

**The Board was advised that, by the end of the first week of January 2007, there is a projected deployed strength of 5523, which exceeds the target strength of 5510.**

**The Board received the foregoing.**



UNIFORM STAFFING STRATEGY

2006						2007					
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance		Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance
<b>Start of year</b>			5510	<b>5233</b>	<b>-277</b>	<b>Start of year</b>			<b>5510</b>	<b>5413</b>	<b>-97</b>
JAN	21	105	5510	5317	-193	JAN	34	144	5510	5523	13
FEB	42		5510	5275	-235	FEB	27		5510	5496	-14
MAR	22		5510	5253	-257	MAR	18		5510	5478	-32
APR	22		5510	5231	-279	APR	20		5510	5458	-52
MAY	28	141	5510	5344	-166	MAY	21	114	5510	5551	41
JUN	18	6	5510	5332	-178	JUN	12	5	5510	5544	34
JUL	34		5510	5298	-212	JUL	24		5510	5520	10
AUG	22		5510	5276	-234	AUG	26		5510	5494	-16
SEP	10	162	5510	5428	-82	SEP	11	44	5510	5527	17
OCT	8	6	5510	5426	-84	OCT	11	4	5510	5520	10
NOV	7		5510	5419	-91	NOV	11		5510	5509	-1
DEC	6		5510	5413	-97	DEC	10		5510	5499	-11
End of year	240	420	5510	5413	-97	End of year	225	311	5510	5499	-11

**2006**  
OMERS 85 Factor

**Projd Cadet Hires**

Apr           **162**  
Aug           **144**  
Dec           114  
**Total**           420

**Laterals**

Jan           3  
Jun           5  
Oct           6  
**Total**           14

**Total Hires**                   434

**2007**  
OMERS 85 Factor

**Projected Hiring**

**Cadet Hires**

Apr           44  
Aug           40  
Dec           144  
**Total**           228

**Laterals**

Jun           5  
Oct           4  
**Total**           9

**Total Hires**                   237

**UNIFORM STAFFING STRATEGY**

<b>2008</b>						<b>2009</b>					
	Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance		Separations	Deployed Officers	Deployed Target	Deployed Strength	Variance
<b>Start of year</b>			<b>5510</b>	<b>5499</b>	<b>-11</b>	<b>Start of year</b>			<b>5510</b>	<b>5506</b>	<b>-4</b>
JAN	34	40	5510	5505	-5	JAN	34	80	5510	5552	42
FEB	27		5510	5478	-32	FEB	27		5510	5525	15
MAR	18		5510	5460	-50	MAR	18		5510	5507	-3
APR	20		5510	5440	-70	APR	20		5510	5487	-23
MAY	21	144	5510	5563	53	MAY	21	64	5510	5530	20
<b>JUN</b>	12	2	5510	5553	<b>43</b>	JUN	12	8	5510	5526	16
<b>JUL</b>	24		5510	5529	<b>19</b>	JUL	24		5510	5502	-8
<b>AUG</b>	26		5510	5503	<b>-7</b>	AUG	26		5510	5476	-34
<b>SEP</b>	11	44	5510	5536	<b>26</b>	SEP	11	50	5510	5515	5
OCT	11	2	5510	5527	17	OCT	11	6	5510	5510	0
NOV	11		5510	5516	6	NOV	11		5510	5499	-11
DEC	10		5510	5506	-4	DEC	10		5510	5489	-21
End of year	225	232	5510	5506	-4	End of year	225	208	5510	5489	-21

**2008**

OMERS 85 Factor

***Projected Hiring***

**Cadet Hires**

Apr	44
Aug	80
Dec	64
<b>Total</b>	<b>188</b>

**Laterals**

Jun	2
Oct	2
<b>Total</b>	<b>4</b>

**Total Hires**

192

**2009**

OMERS 85 Factor

***Projected Hiring***

**Cadet Hires**

Apr	50
Aug	54
Dec	54
<b>Total</b>	<b>158</b>

**Laterals**

Jun	8
Oct	6
<b>Total</b>	<b>14</b>

**Total Hires**

172

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P334. 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 a report, dated October 06, 2006, from William Blair, Chief of Police, with regard to the adequacy of traffic enforcement on local and arterial roads and the potential expansion of the “Strategic Traffic Enforcement Measures” Team. A copy of the report is on file in the Board office.

**The Board deferred consideration of the foregoing report to its November 2006 meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P335.           CLOSED CIRCUIT TELEVISION – DRAFT POLICY GOVERNING  
PUBLIC SPACE CAMERAS**

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

Subject:        CLOSED CIRCUIT TELEVISION

Recommendation:

It is recommended that: the Board receive the attached draft policy governing public space cameras (CCTV) for discussion purposes

Background:

The Toronto Police Service has indicated its desire to utilize Closed Circuit Television (CCTV) as an added tool for the detection, prevention and deterrence of crime while enhancing public safety and security. The Board at its meeting on September 28, 2006 received a report outlining this issue. (Agenda Item No.16).

The Board was advised that the CCTV program will be ‘integrated into a comprehensive crime management plan to overtly observe public areas and detect and deter crime’.

The City of Toronto currently uses CCTV at a number of city owned facilities and has prepared a policy to govern its use and safeguard privacy rights. The City policy states that, ‘proper video surveillance, where deemed necessary, is one of the most effective means of helping keep City facilities and properties operating in a safe, secure, and privacy protective manner.’

The Ontario Ministry of Community Safety and Correctional Services (Ministry) has agreed to provide \$2 million in partnership funding in support of the Toronto Police Service CCTV Program. Further, the Board at a special meeting on October 6<sup>th</sup> approved a report recommending that the Board enter into an agreement with the Ministry to receive the funding for the CCTV Program and that the Board authorize the Chair to execute the legal agreement to obtain the funding.

The Board at the special meeting on October 6<sup>th</sup> further requested that the Chief of Police return to the October 19, 2006 meeting with a draft policy governing the deployment of CCTV within the City of Toronto.

The deployment process will be governed by crime analysis at the city, division and neighbourhood levels including community participation and consultations with clear goals, objectives and measurement strategies to show the results and ultimately contribute to improved safety and quality of life for our citizens. Each operational plan will include components for expansion, reduction, continuance and discontinuance with an exit strategy for the removal of the CCTV equipment. This exit strategy will include community consultation and communications. These identified components will form components of the CCTV procedures, which require more time to develop fully.

Deputy Chief Kim Derry will be in attendance to respond to any questions that the Board may have.

**Dr. Mukherjee advised the Board that, in July 2006, while adopting a policy that applies to all types of camera surveillance systems, surveillance monitors and camera recording devices that are used for security purposes at City owned and leased properties, the City of Toronto adopted, among others, the following two Motions:**

**That:**

- (1) the City Manager be requested to report to Council, through the Administration Committee, on the possibility of conducting a joint public meeting with the Toronto Police Services Board before the Board adopts a video surveillance policy; and**
- (2) Council request the Toronto Police Services Board to direct the Toronto Police Service to consult with the City in the development of best practices and privacy principles before the Toronto Police Services Board adopts a video surveillance policy**

**A copy of the City of Toronto's Security Video Surveillance Policy is on file in the Board office.**

**The Board approved the following Motions:**

- 1. THAT the Board receive the foregoing report from the Chief of Police;**
- 2. THAT the Chair and Chief jointly prepare a document suitable for public consultation, including a draft policy;**
- 3. THAT the Board schedule a public consultation meeting with respect to this issue no later than February 2007; and**
- 4. THAT that the Board provide a copy of the foregoing report to the City Manager and to the City of Toronto - Administration Committee.**

# TORONTO POLICE SERVICES BOARD

## POLICY AND DIRECTIONS

**TPSB POL - xxx**

### **Public Space Cameras (CCTV) Policy - Toronto Police Service**

New

**Board Authority:**

#### **BOARD POLICY**

The use of public space video cameras to detect, deter and prosecute crime has increased significantly over the past few years. When Municipal institutions, such as the police adopt the use of public space cameras they have a duty to balance the security benefits derived from their use with the privacy rights of individuals.

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

1. The Chief of Police develop a Service Procedure that ensures that the Public Space Camera Program is responsive to crime and disorder;
2. The Chief of Police ensure that this Procedure recognizes the need for involved communities to have meaningful dialogue related to the Program as it affects their neighbourhood;
3. The Chief of Police ensure that this Procedure be in compliance with Provincial and Municipal Privacy Act legislation;
4. The Chief of Police shall prepare an annual report for the Board relating to the use of Public Space Cameras.

**REPORTING:** Annually Reported

#### **LEGISLATIVE REFERENCE**

Act	Regulation	Section
<i>Police Services Act</i> R.S.O. 1990 as amended		
<i>Freedom of Information and Protection of Privacy Act</i> R.S.O 1990		
<i>Municipal Freedom of Information and Protection of Privacy Act</i> R.S.O 1990, Chapter M.56		

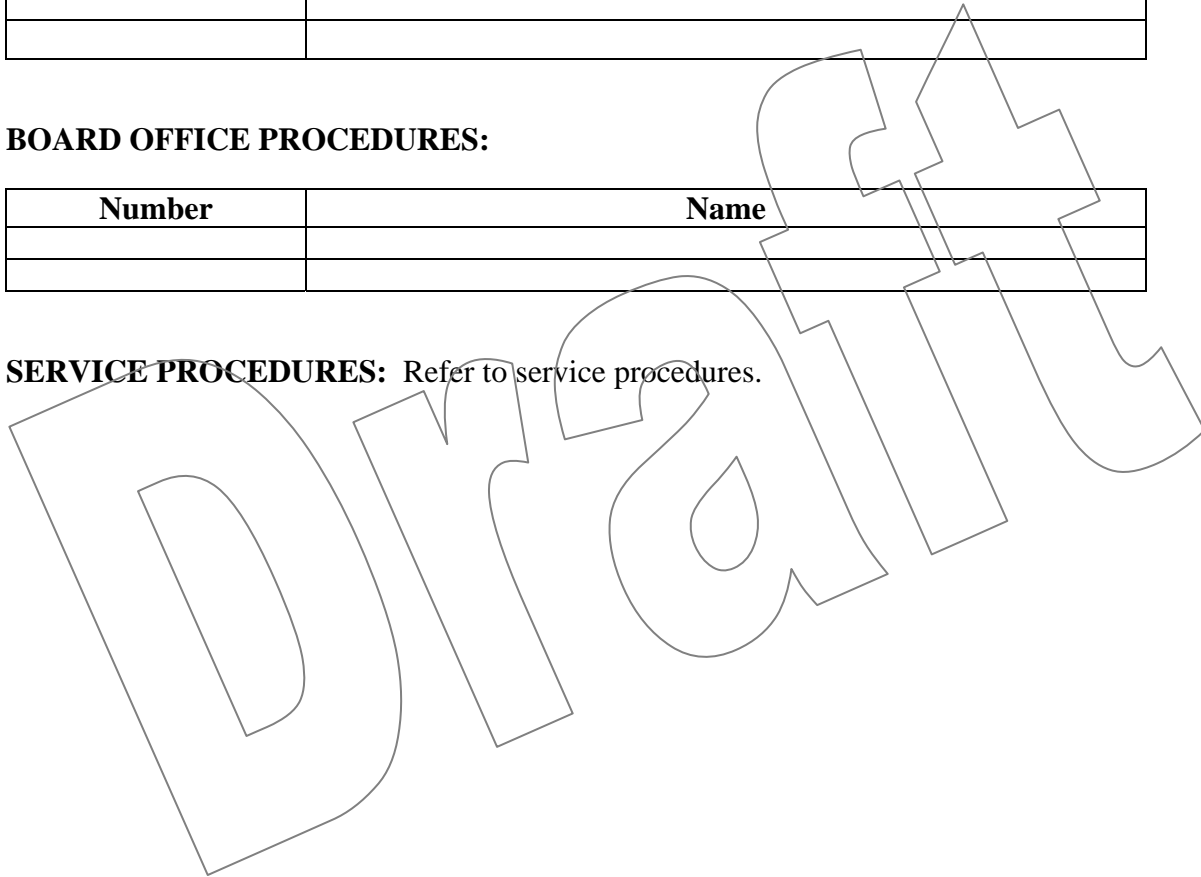
**BOARD POLICIES:**

Number	Name

**BOARD OFFICE PROCEDURES:**

Number	Name

**SERVICE PROCEDURES:** Refer to service procedures.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P336. RESULTS OF THE 42ND ANNUAL FBI NATIONAL ACADEMY  
ASSOCIATES TRAINING CONFERENCE IN TORONTO JULY 15-19,  
2006**

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

Subject: 42<sup>ND</sup> ANNUAL FBI NATIONAL ACADEMY ASSOCIATES TRAINING  
CONFERENCE- JULY 15 - 19, 2006

Recommendation:

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

Background:

At its meeting of October 14, 2005, the Board approved the following recommendation (Board Minute #P325/05 refers):

1. The Board approve sponsorship of the 2006 FBI National Academy Associates Training Conference in the amount of \$50,000.00, to be provided from the Board's Special Fund, to fund the president's reception to be held at the Ricoh Coliseum
2. The Toronto Police Services Board members participate in the Opening Ceremonies on Sunday, July 16, 2006 by welcoming delegates to the conference
3. The Toronto Police Services Board members accept an invitation to participate in all aspects of the conference and to serve as hosts at the president's reception on the evening of Sunday, July 16, 2006.

The FBI National Academy Associates (FBINAA) is a non-profit international organization of senior law enforcement professionals. The organization is recognized globally, among government leaders, law enforcement agencies and communities, as the premier provider of law enforcement expertise, training, education and information.

The hallmarks of the organization are the leadership, teamwork and encouragement of members, and the ability to anticipate and effectively respond to global and community law enforcement needs, ensuring the safety of the citizens served.

The Conference:

The Toronto Police Service, whose FBINAA graduating members are a part of the New York and Eastern Canada Chapter, was awarded the privilege of hosting the 42<sup>nd</sup> Annual FBINAA National Training Conference and Law Enforcement Exposition in 2006. This is the first time



the National Conference has been held outside of the United States. Deputy Chief of Police Kim Derry was the Chair of the Conference that was held at the Sheraton Conference Centre on Queen Street West from July 15 – 19, 2006. During the time of this conference the Toronto Police Service was honoured to have Deputy Derry elected as Vice President of Section IV of the FBINAA. He will become the President of the FBINAA in the year 2010.

The FBINAA Training Conference attracted 700 delegates from around the world. Their companions numbered 450 and there were 150 youth (including youth delegates) in attendance. The training available to delegates and the social events planned throughout the conference available to the aforementioned were well planned and equally well received.

The Opening Ceremonies was a formal event officially welcoming the delegates, their families and friends. Many dignitaries were in attendance, including the Minister of Justice and Attorney General of Canada Vic Toews, Minister of Community Safety and Correctional Services for Ontario Monte Kwinter, United States Ambassador to Canada David H. Wilkins, a video message from His Worship Mayor David Miller and Toronto Police Services Board member Hamlin Grange.

The training was based on the conference theme *“International Co-operation-Navigating the World”*. The keynote speaker was J.P. Pawliw-Fry and he spoke about Emotional Intelligence. A number of currently serving members of the Toronto Police Service were featured presenters, including, Sergeant Chris May-Bio-Terrorism, Detective Steve Horwood and Detective Sergeant Doug Quan-Guns/Gangs/Drugs, retired Detective Sergeant Paul Gillespie-Internet Child Pornography and retired Detective Bill Cameron-Auto Theft and Organized Crime. Other presenters and their areas of expertise are as follows; Dr. James Young-Pandemics, Major General Lewis MacKenzie-International Affairs, Morgan Wright-Communication Solutions, James Reese-Motivation & Leadership, Constable Guy Martin-Customs & Excise, Richard Norcross-Officer Safety, Steve Smith-Leadership & Management, Vaughn Donaldson-Emergency Preparedness, Steve Forrest-Child Exploitation, Dominic Chong-Guns/Gangs/Drugs and Ben Jillett-Auto Theft and Organized Crime. Finally, Royal Canadian Mounted Police Commissioner Giuliano Zaccardelli, Canadian Security Intelligence Service Director Jim Judd, Dr. Martin Rudner and an FBI Panelist conducted a panel on International Terrorism.

The training benefited this Service in many ways. The delegates who are Senior and Command Officers of the Toronto Police Service were in attendance and gained valuable information with regards to the topics offered. Additionally, Service members were invited by way of a routine order to attend the training. Over the course of two training days 75 front-line officers attended sessions, at no additional cost to the member or to the organization.

The conference was supported throughout by other Police Services from all parts of the Province of Ontario. Financially, support was received from the following Police Services Boards; London, Orangeville, Peel Regional, Sault Ste. Marie, Thunder Bay, Waterloo Regional and York Regional Police Services Boards. Officers utilized for security were provided by Peel, York, Halton, Durham, and Niagara Regional Police Services. Also, Hamilton, West Grey, Port Hope Police Services and the Ontario Provincial Police supplied officers for the express purpose

of providing security to the conference. Security was definitely a multiservice effort and was well organized and positively commented upon.

### The President's Reception:

The president's reception held on July 16, 2006 was partially funded by the generous sponsorship of the Toronto Police Services Board. The majority of the cost incurred was covered by delegate registration and sponsorship monies. This event was a particular success and reflected the multicultural composition of the City of Toronto. The evening at the Ricoh Coliseum started with a meal consisting of a selection of international cuisine which again reflects the cosmopolitan make-up of our city. The Tattoo and Pageant which started at 7:30 pm was hosted by Mr. Dave Easton the President of the FBINAA. Chief of Police William Blair, the host chief, was also involved. Many dignitaries were in attendance during the evening, including Ms. Judi Cohen of the Toronto Police Service Board, Mr. Doug Moffatt of the Durham Regional Police Services Board and Mr. Monte Kwinter Minister of Community Safety and Correctional Services for the Province of Ontario. Former Toronto Police Chiefs Julian Fantino, David Boothby and Jack Marks were in attendance.

The performance started with an opening fanfare, followed by various demonstrations of police and military bands. Police pipe bands from Toronto, York Region and Paris/Port Dover delivered individual and group performances. The Queen's Own Rifles of Canada played a number of selections paying tribute to Canada. A number of multicultural groups participated including the Barvinok Ukrainian Dancers, the Grant School of Irish Dancing, the Jengyi Korean Drum ensemble, the Schiehallion Dancers and the Ritmika Rhythmic Gymnastic Club. The very nature of the performances and bright colourful costumes further cemented the impression of our international guests that the culture of Toronto is very diverse. The Winged Wheels gave an impressive performance of precision on their motorcycles in the dimly lit arena that awed the audience. Special recognition should be given to the Chief's Ceremonial Unit for their participation in the Opening and Closing Ceremonies, the Tattoo and Pageant including the finale.

The finale was a moving tribute to members of the FBINAA who have passed away during the past year. The memory table that had been displayed throughout the conference was brought into the Ricoh Coliseum. The names of the deceased scrolled by on an overhead screen as music was played and a touching ceremony was held by candlelight.

### Conclusion:

Throughout the conference positive feedback was received regarding the venue, events and people involved both in coordinating the conference and those volunteering. A continual outpouring of thanks has been received by way of letters, e-mails and cards.

Those key to the overall coordination of the conference has been formally recognized by the FBINAA for their contributions. The success of the 42<sup>nd</sup> Annual FBI National Academy Associates Training Conference is attributable to the strong leadership of the conference Chair,

the tireless efforts of the various committees and the solid support of the Toronto Police Services Board.

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

**The Board received the foregoing and requested that any additional reports or summaries of the results or recommendations emanating from the conference be forwarded to the Board.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P337. BOARD POLICY – COMMUNITY CONSULTATIVE GROUPS**

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

Subject: BOARD POLICY - COMMUNITY CONSULTATIVE GROUPS

Recommendation:

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

Background:

The Toronto Police Service's community consultative groups are an integral component of community mobilization. Consultation is the vehicle by which the greater community and the police exchange information about issues and concerns facing them. A true commitment to consultation and partnerships between the Toronto Police Service (the Service) and all community stakeholders, lends itself to more successful outcomes in the identification, prioritizing and solving of community issues and concerns.

The Community Mobilization Unit (CMU), on behalf of the Service, is currently engaged in the implementation of several recommendations in relation to the Service's Community Consultative Committees, made to, and accepted, by the Board at its meeting in December 2005 (Board Minute #P387/05 refers). The implementation process focuses on several recommendations identified in a comprehensive evaluation conducted by the Service throughout 2005 on the consultative process with a goal of improving the effectiveness of all community consultative committees within the Service.

At its meeting of April 7, 2005, the Board approved the 2004 year-end "Report on the Activities and Expenditures of Consultative Committees." Also at this meeting, the Board approved the following motion (Board Minute #P124/05 refers):

*"That Chief Designate Blair conduct an evaluation to determine the effectiveness of the CPLCs, CCCs and the CAC and, following the evaluation, provide a report to the Board recommending mechanisms that would improve the effectiveness of these Committees."*

The former Community Programs Unit was assigned the lead in undertaking the requested evaluation of the effectiveness of the consultative process. The former Community Programs Unit conducted an exhaustive research and evaluation development process throughout 2005 involving numerous Service and consultative members, analysis of accumulated survey results, ongoing literature review and selective interviews. Subsequently, this evolved into the development of a number of Service recommendations made to, and approved, by the Board.

At its meeting of December 15, 2005, the Board received a report from the Chief of Police entitled the Evaluation of the Effectiveness of the Consultative Process. The report contained seven recommendations (Board Minute #P387/05 refers). Two of the seven recommendations were directed specifically to the Toronto Police Services Board. The Board approved the report noting that four of the seven recommendations be amended, insofar as they were directed specifically to the Chief of Police.

In early 2006, the Service through the newly established CMU, commenced implementation of recommendations that were specifically directed at the Service (Board Minute #P387/05 refers). CMU provided a status update report which was accepted by the Board at its meeting of July 10, 2006 on the implementation of the recommendations (Board Minute #P215/06 refers). Final stages of this implementation process are underway and will be reported to the Board at its November 2006 meeting.

Additionally, at its July meeting, the Board approved a policy report from the Chair, Alok Mukherjee entitled, "Board Policy - Community Consultative Groups" (Board Minute #P201/06 refers).

To address the Board's policy in relation to community consultative groups, the aforementioned report will outline the procedure and processes addressing the criteria identified within the motions.

#### Processes and Effectiveness:

The three levels of the consultative process currently used provide valuable input from the grass roots level to senior command levels of the Service. Community Police Liaison Committees provide the abovementioned grass roots input at the local (divisional) level, contributing valuable insight and developing effective solutions to everyday local quality of life issues. Community Consultative Committees provide input at a corporate level from cultural, racial, ethnic and diverse groups that can assist in the development of policy and service delivery. The Chief's Advisory Council and the Chief's Youth Advisory Committee draw input from community leaders inclusive of youth from all walks of life and focus on issues of a more city-wide nature.

Community input from all levels provides renewed focus on community issues that can affect residents at the very core of their existence. The continuous exchange of information and creation of effective partnerships between the police and all other components of the community are examples of community mobilization and effective processes at their most basic level. This process helps to maintain and promote an enhanced level and sense of trust between the community and the police.

Enhancing police/community partnership allows the broader community to develop solutions that go to the root cause of disorder issues, providing long term benefit to the community and allowing the Service to develop a more proactive approach to its mandated policing duties. Every community participant in the consultative process has the potential to become an effective

ambassador for the Service, developing an understanding of policing and providing a link between the community at large and members of the Service.

All of this will be made possible through, but not limited to the following:

- the enhancement and revision of the Community Volunteer and Consultation Manual to ensure consistency and effectiveness of the consultative process
- providing adequate resources and support to the community consultative committees, which includes funding
- the Annual Community Police Consultative Committee Conference
- adequate training in the identification, prioritizing and problem solving of community issues and concerns, and
- the annual performance evaluation report which will measure their effectiveness

The annual \$1,000 grant provided by the Board from the Special Fund to each of the consultative groups provides value for money, as it allows the various consultative groups to undertake “value added” activities in the local community, reinforcing the idea of an empowered community that can help itself in addressing quality of life issues.

#### Adequate Resources and Support:

**Criteria #1:** *The Chief shall ensure that consultative groups receive adequate resources and support from the Service.*

The Service, through the CMU, is currently engaged in the implementation of specific Board recommendations (Board Minute #P387/05 refers) and an overall review relative to ensuring that consultative groups receive adequate resources and support from the Service.

The Service is a leader in the policing community pertaining to consultation with its community stakeholders. The consultative process within the Service exists on many levels, both formally and informally, but in particular on three formalized community levels: Community Police Liaison Committees (CPLC), Community Consultative Committees (CCC), Chief’s Advisory Council (CAC) and Chief’s Youth Advisory Committee (CYAC).

In order for the consultative committee process to be truly effective, it is critical that the consultative groups identified in the Board’s Policy on Community Consultative Groups (Board Minute #P201/06 refers), continue to receive adequate resources and support from the Service. To this end, the Service is committed to ensuring that these consultative groups receive the adequate resources and support they need to be effective to the greater community they serve by way of the following:

- continued Service representation on CPLCs, CCCs, CAC and CYAC by Divisional and Traffic Unit Commanders, Staff Superintendents/Directors and Chief of Police or designate(s)
- continued CPLC Divisional Liaison support through Primary Response, Community Response and Detective members

- continued CCC Liaison support through CMU members
- continued CAC and CYAC Liaison support through personnel provided by CMU
- continued access to police facilities and equipment to conduct activities relative to the consultative process
- continued access to other Service assets to assist in training opportunities (i.e.: Detective Services, Human Resources, Executive Support and Divisional Policing members)
- continued annual funding through the Board
- continued programming related to the Annual Community Police Consultative Committee Conference (currently scheduled for November 25, 2006)
- assisting consultative committee members with establishing internal/external networking capacities with various community partners, and
- providing adequate training in the identification, prioritizing and problem solving of community issues and concerns

The Service will continue to ensure that enhanced Service resources and support are extended to identified consultative groups, thereby supporting and expanding their capabilities in assisting with enhancing community safety and security.

**Criteria #2:** *The Chief shall develop procedures and processes to ensure that the membership of the Service's consultative groups is reflective of the communities that they represent, having regard to, among other things, age, gender, socio-economic status, sexual orientation and ethno-cultural diversity.*

The Service, through the CMU, is currently engaged in the implementation of specific Board recommendations (Board Minute #P215/06 refers) and an overall review relative to the consultative committee process including revision to the Community Volunteer and Consultation Manual (CVCM). Currently, the CVCM addresses consultative committee inclusiveness specifically by the following:

- membership should strive to be reflective of the specific ethno-cultural community within the City of Toronto and inclusive of youth
- to be considered for membership, interested individuals will be required to have bona fide affiliation and sponsorship from established business, social, community or religious organizations within the respective community, and
- consultative committees shall not discriminate against membership on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, age, gender, creed, sexual orientation, marital status, family status, handicap, political or religious affiliation

Revision to this section of the CVCM will include the addition of “socio-economic status” so as to ensure all aspects of inclusiveness.

Upon Command approval of the revised CVCM, a Routine Order will be published in conjunction with this operational manual, which will ensure that all members involved in the consultative process adhere to its provisions. It is anticipated that a Service procedure dealing with Community Consultative Groups will also follow. CMU will also provide the necessary support and resources to Service members involved in the consultative process.

In order for a consultative committee process to be truly reflective, it must be representative of the community that it serves, having regard to, among other things, age, gender, socio-economic status, sexual orientation and ethno-cultural diversity. The revised CVCM will reflect this element within its pages dedicated to the consultative committee processes.

**Criteria #3:** *The Chief shall review the effectiveness of the consultative groups every three years and implement changes where required. Such review shall include input from the greater community.*

The Service, through the CMU, shall conduct a coordinated and structured review of the effectiveness of the Service's consultative groups every three years. The review shall ensure that adequate resources and support are continually provided to all levels of the consultative process in order to ensure their effectiveness and allow fulfillment of their respective mandates.

The review shall encompass input not only from Service and consultative members, but also from members of the greater community being served and the results of the review will be articulated in a Board report in the first quarter following the year of the review period.

**Criteria #4:** *Each consultative group shall receive \$1,000 in annual funding from the Board's Special Fund, following the receipt of an annual report from each consultative group detailing the activities and expenditures from the previous year.*

The Service, through the CMU, will continue to provide the Board with an annual board report on "Activities and Expenditures" of the Consultative groups at all levels. This report will continue to reflect key activities and expenditures from the previous year. In reviewing these annual reports, the Service will be able to explore and report to the Board as to whether-or-not the established funding is adequate. In addition, this criterion is being explored within the implementation of recommendations (Board Minute #P387/05 refers).

**Criteria #5:** *The Chief shall review the annual funding allowance granted to consultative groups every three years to ensure that the consultative groups are adequately resourced to properly fulfil their respective mandates and report any recommendations to the Board.*

In conjunction with Criteria #3, the Service, through CMU, shall also conduct a similar review and report every three years on the annual funding allowance granted to consultative groups. This review will ensure that the funding allocated will be adequate to allow all levels of the consultative process to fulfill their respective mandates.

The overall issue of funding is also being addressed via the previously mentioned implementation of recommendations made by the Board (Board Minute #P387/05 refers). Adequate financial support and resources to all consultative groups is intrinsic to ensure their ultimate goals and continued fulfilment of their mandates.



Conclusion:

Through the successful implementation of the Board Policy on Community Consultative Groups (Board Minute #P201/06 refers), an enhanced level of effectiveness by consultative groups will be achieved. The necessary support and resource allocation (augmented by prescribed review periods) to the consultative groups in an atmosphere of mutual trust, respect, and understanding will lend itself to enhanced levels of community safety and security.

The Service continues to be committed to the community consultative process in an atmosphere of constructive partnerships. These initiatives are highlighted by the parallel work being done by the Service through the CMU in addressing the recommendations of December 15, 2005 (Board Minute #P387/05 refers). The Service shall remain committed to providing the consultative groups with adequate resources and support by having the necessary measures in place to ensure that an enhanced and effective consultative process prevails.

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.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P338.           RESPONSE TO THE RECOMMENDATIONS FROM THE COMMUNITY  
FORUM “OUR WORDS INTO ACTION”**

The Board was in receipt of the following report September 14, 2006 from William Blair, Chief of Police:

Subject:        RESPONSE TO RECOMMENDATIONS DEVELOPED AT THE  
COMMUNITY FORUM: “OUR WORDS INTO ACTION.”

Recommendation:

It is recommended that:

- (1)       the Board receive this report for information; and
- (2)       the Board forward a copy of this report to the Community Social Planning Council of Toronto.

Background:

On December 14, 2005, a community forum entitled, “Our Words into Action” was held at York Memorial Collegiate Institute. This forum was hosted by the Community Social Planning Council of Toronto and Toronto District School Board Trustee Elizabeth Hill, in collaboration with local community organizations, community members, the “For Youth Initiative” group, and the City of Toronto.

The community forum was organized in response to concerns over the increase in gun violence in a number of communities across Toronto. The forum brought stakeholders together to strategize solutions that would address the various factors that have been contributing to the increase in gun violence. As a result of this community forum, a number of recommendations were developed by the participants.

The recommendations developed were presented to the Toronto Police Services Board at its meeting on July 10, 2006. A request was made by the Board to have Chief Blair respond to these recommendations (Board Minute #P203/2006 refers). The following three recommendations, Nos. 6, 18 and 19 relate directly to the Toronto Police Service and the fourth recommendation, No. 17 relates specifically to the Board.

Recommendation #6:

*The Toronto Police Service and the Toronto Transit Commission should re-evaluate how they interact with youth. Both police and the TTC must act and follow up on the recommendations that have been made previously on a range of subjects.*

Response:

The Toronto Police Service is committed to increasing the number and quality of interactions with the young people of the City of Toronto. A main strategy of the Service is to establish uniformed neighbourhood officers in communities throughout our city. The role of every neighbourhood officer is, and will continue to be, to gain a better understanding of the community, its members and its issues, and then to work with the community to resolve safety issues through a combination of education, prevention, interaction and enforcement strategies.

The Service's Youth Strategy, approved by the Command in 2001, outlines several initiatives developed to interact with youth at specified ages and risk levels. The overall goal of the strategy is to lower the risk level of youth committing crimes, becoming victims, or being involved in self-destructive behaviours, thereby enhancing public safety. These initiatives include mentoring programs, education initiatives and other community outreach programs that provide young people with unique opportunities to develop important values and life skills.

The following initiatives are examples of proactive police-youth programs that focus on promoting positive relations between our young people and the police:

*Community School Liaison Officer Program*

The Community School Liaison Officer Program places uniformed police officers into every publicly funded elementary school in Toronto. Each police division has at least one dedicated Community School Liaison Officer (CSLO).

The Service CSLO officers teach and interact with children from Kindergarten to Grade Eight across the city, in cooperation with the respective school boards. Students become more comfortable by interacting with police officers in their schools, and come to see them as positive role models. Also, youth receive valuable information on vital personal safety issues such as traffic safety, child victimization and abuse, bullying, drug awareness, legal issues, violence and gangs.

The CSLO program has been developed in partnership with the Toronto District School Board and Toronto Catholic District School Board to provide the highest impact lessons delivered by police officers at the most appropriate grade levels. The Community Mobilization Unit (CMU) receives feedback from the officers, educators, and parents which results in adjustments to the lesson plans as needed.

Each year CSLO officers receive training on a one week course on C.O. Bick College, where they receive instruction from school and community topic experts. The CSLO program is reviewed and necessary enhancements made to remain current with police-community feedback and values.

### *Empowered Student Partnerships*

Empowered Student Partnerships (ESP) is a police-led partnership directed to high school students who are encouraged to plan, organize and execute year-long safety initiatives in their local schools and communities in partnership with local police officers.

This partnership program allows youth to define the culture and reputation of their school, while maximizing the educational experience with police officers and learning they can make a difference.

ESP, then known as “Students with a Target” (SWAT), was initiated in 33 Division in 1997 by then Staff Sergeant James Sneep, currently the Staff Inspector of CMU. Since then, thousands of Toronto’s students have taken leadership roles and interacted with Service members by participating in Canada’s largest student-driven public safety program. Police officers provide program coordination, resources, and knowledge of safety issues and crime prevention required by the students to implement the safety initiatives.

In 2002, ESP was launched city-wide by the Service in partnership with the School Boards, ProAction Cops and Kids, the City of Toronto, and the Canadian Safe School Network. At its inception, just nineteen schools participated in the program. Today, the program has expanded to over one hundred Toronto high schools and has recently received international acclaim and recognition as a finalist in the prestigious International Association of Chiefs of Police “Webber Seavey Awards” for quality in law enforcement.

Each school’s ESP committee meets monthly, sharing concerns and ideas with the ESP officers from their local division. The program allows for students and police to come together and learn how to trust one another in a positive environment.

The ESP Program gives students the opportunity to:

- establish and cultivate meaningful relationships with police
- create productive partnerships and motivate others
- develop and demonstrate respect for themselves and others, and
- gain important experiences with other youth and police

As students mature and progress through high school, they continue to work with police officers through the ESP Program in addition to their daily interactions. The ESP year culminates with the showcase event, where students together with their officer, display the results of their safety campaign.

### *Toronto Recreational Outreach Outtripping Program*

One of the many youth at risk outreach programs funded by ProAction is the Toronto Recreational Outreach Outtripping Program (TROOP). Many partners, including the City of Toronto - Parks, Forestry and Recreation, York University, and our Service have participated in TROOP's development and operation during the past five years. This is an intensive interaction program based on an evaluated experiential model promoting self-esteem development and teamwork as core components.

Officers and at-risk youth between the ages of twelve to seventeen participate in a five day interactive skills and leadership development outreach program, consisting of two days of training in Toronto and three days of canoe outtripping near Parry Sound. The program seeks to move youth who are at high risk to offend, to lower risk categories and helps young people gain confidence, self esteem, and develop a sense of belonging through open dialogue with officers. Numerous officers throughout the Service have participated in this rewarding program which encourages youth to make the right choices in their lives.

### *22 Division Rover Crew*

Youths are encouraged to become volunteer members with the Service. A partnership between the Service, Humber College and Scouts Canada has lead to the formation of the 22 Division Rover Crew (Rovers). Sixty Humber College students of the Police Foundations Program were sworn in as Rovers in January 2005. The Rovers were introduced to policing and life skills by volunteering their time with the Service and Scouts Canada. The Rovers continue to interact with officers and members of the community in various Service events.

The Rover Crew provides an excellent opportunity to expose youth to a unique insight into policing, which encourages them to pursue a career in policing as well as give the Service the benefit of youthful perspectives.

### *Public Education and Crime Eradication*

The Public Education and Crime Eradication (PEACE) Project is a relatively new crime prevention strategy; a two-year campaign launched in July 2005. PEACE enables youth to work with the police and community partners to get guns and gangs off our city streets.

The project is made possible through a grant from the Ministry of Community Safety and Correctional Services. This initiative has officers interacting with youth in order to develop initiatives that seek to get guns out of the hands of young people and young people out of the extended reach of gangs.

Youth participate in all aspects of the initiative including idea development, planning, and executing a poster campaign, website, youth engagement events, video production and training workshops for schools, the greater community and police.

Various components in the community have played a vital role in making the PEACE project a success. Some of the organizational partners who support and accept that vital role in the PEACE initiative include:

- The Student Commission
- Seneca College
- Government of Ontario
- Toronto School Boards
- The Toronto Argonauts, and
- Community and youth leaders

The Service will continue to work with youth in the PEACE Project in the coming year through the delivery of anti-violence workshops featuring anti-gang DVDs and pamphlets identifying high quality gang-exiting community resources.

#### *ProAction Cops and Kids*

ProAction Cops and Kids set out to enable the possibility of closing the communication and perception gap between youth at-risk and police officers. This funding resource has fostered an environment that has promoted improved police-youth relations, provided opportunities, fulfilled community needs, and enhanced interaction, mutual understanding and trust.

This program speaks directly to “cops guiding kids to a brighter future.” The continued mission of establishing and re-evaluating the positive relationships between police officers and kids at-risk strengthens the police-youth relationship and our community today, and encourages a better future.

During the past year, there have been over eighty ProAction-funded programs of officers working with youth. Some of the ProAction signature programs are as follows:

- Stage Kids – The Edu-Tainment Musical Production
- Stay in School and Keep the Peace Basketball
- TROOP – Toronto Police Outreach Outtripping Program
- ESP – Empowered Student Partnerships

Since 1992, ProAction Cops and Kids has benefited over two hundred thousand youth, made possible through the efforts of over eight thousand five hundred police officers through more than six hundred and fifty projects in communities served by all Divisions.

#### Recommendation #17:

*The Toronto Police Services Board and the City of Toronto should create youth positions that are diverse and representative on the Toronto Police Services Board to ensure many different community youth are heard.*

Response:

Although the recommendation is directed to the Toronto Police Services Board, the Service in conjunction with the Board, has undertaken several positive initiatives providing youth positions within the Service. These initiatives provide youth with formal access to the Service and ensure the youth voice is heard, which is an important priority of the Service.

*Youth in Policing Initiative*

In 2006, the Service, in collaboration with the Board and the Ministry of Children and Youth Services, embarked upon the Youth in Policing Initiative (YIPI), which provided one hundred jobs to youth in dozens of units across the Service. The initiative afforded students the opportunity to attain an up-close and personal look at the rewarding aspects of a career in policing. Officers and students came together in partnership!

The objective of the summer program was to provide youth between the ages of fourteen and seventeen years, who reside in the City of Toronto's identified "at-risk" communities, an opportunity to develop police-related job skills functions and form working relationships with officers. First hand exposure of youth to policing has contributed to establishing trusting and respectful relationships.

Ultimately, the YIPI collaborative initiative gave young people of diverse backgrounds summer employment, enhanced youth-police dialogue and mutual respect, and the opportunity to be positive Service ambassadors in many neighbourhoods throughout the City of Toronto.

*CO-OP Placements*

Many high schools across the City of Toronto offer co-op placements with the Service. During the 2005-2006 school years, eighty-five co-op students worked for the Service at various locations. This program reaffirms the commitment of our organization in providing positive placement opportunities and improved learning situations for our youth.

The Service's Youth Strategy nurtures a systematic and consistent manner of youth-police interaction. The relationships and partnerships that the Service has fused with youth has resulted in innovative initiatives including awareness and poster campaigns, an anti-gun campaign, complimented by hundreds of safe school initiatives.

Recommendation #18:

*The police need to earn the trust and respect of the community by many different ways including community policing.*

## Response:

One of the Service's priorities is to build, maintain, and enhance the public's trust and confidence. Every member of the Service is responsible for working towards building those trusting relationships within the community. This is accomplished by developing and working in community partnership to create safer neighbourhoods, thereby gaining the trust and respect of the greater community.

The imperative values of trust and respect are reaffirmed within the Service core values, mission, and vision statements. These values are entrenched within the Service's evaluation and promotional processes, ethics and diversity lectures, and ongoing training and education.

### *Service Priority - Community Policing Partnerships*

The Service seeks to create new partnerships and improve on existing ones, to better engage the community to address crime and provide solutions to community problems thereby earning their trust and respect. As mentioned in the 2002-2004 (extended to 2005) Service Priority - "Community Safety and Satisfaction"; effective policing is a partnership between the police and the community. In this partnership, both parties work together to identify and solve problems associated with crime and safety.

The importance of community and police partnerships is stressed again by the Service in the 2006-2008 Service Priority - "Community Policing Partnerships"; effective, accountable policing is the result of a partnership between the police and the community.

### *Community Consultative Process*

Consultation is the vehicle by which the greater community and the police exchange information about issues and concerns facing them. A true commitment to effective consultation and productive partnerships between the Service and the greater community, lends itself to more successful outcomes in the identification, prioritizing and problem-solving of community issues and concerns and ultimately to improved trust, respect, community safety and quality of life.

The consultative process within the Service exists on many levels, both formally and informally, but in particular on three formalized community levels where the voice of our youth is heard.

### *Chief's Youth Advisory Committee*

The Chief's Youth Advisory Committee (CYAC), is a group of young people who act as a strong voice to maintain a level of communication and accountability between members of the youth community and the Service.

The CYAC seeks direct input, advice, and assistance from youth that represent their communities on strategic issues affecting the delivery of equitable police services throughout the City of Toronto. The CYAC assists in determining the safety issues confronting youth in communities throughout Toronto and recommends solutions to these problems. The



fundamental purpose of the CYAC is to ensure that there is a structured and effective means of communication between the Service and the youth of our communities.

Youth membership is also required on all Community Police Liaison and Community Consultative Committees throughout the Service. Once again, this reaffirms youth involvement and that its voice is heard within the consultative processes.

### *Community Mobilization*

The Service has embarked upon community mobilization as a strategy to empower community members to assume ownership and take responsibility in working towards finding effective solutions to problems for themselves and in partnership with other community stakeholders.

The recently established Community Mobilization Unit (CMU) is mandated to assist divisions and other units with initiatives that mobilize the community to become self-directed and empowered, thereby increasing its capacity to resist and/or prevent crime and disorder. The Service, through the Community Mobilization and Training and Education Units, is currently developing community mobilization training for all personnel. Training in a wide variety of methods prepares front-line officers to deal with police-youth interactions with respect and trust.

The Service, through the CMU, will contribute to the achievement of the Toronto Police Service's mission, goals and objectives by:

- delivering an effective, efficient and economical support mechanism to TPS members
- providing liaison with external agencies in support of local community mobilization initiatives
- enlisting community support, assist in analyzing roots of problems
- educational and informational programs to Service members and the public, and
- providing information and assistance to members of the public, in particular victims of crime

Community mobilization can generate momentum by mobilizing officers and youth from all walks of life towards defining both short and long term solutions. Ideally, community mobilization will create real and practical solutions that will make people feel better about the city they live, work, and play in. The Service is dedicated to providing an effective community oriented support and continue to safeguard the public trust in our complex and multicultural city.

### Recommendation #19:

*Funding for the community police complaints system (CEAPC) should be expanded beyond the Scadding Court Pilot project to York and other parts of the City.*

### Response:

The Community Education and Access to Police Complaints Demonstration Project (CEAPC) was developed by Scadding Court Community Centre in partnership with the Service and thirty-

five community based organizations. The project was funded by the City of Toronto, Department of Canadian Heritage, the Law Foundation of Ontario and Toronto Community Housing Corporation. The purpose of the project was to ensure that the community had access to the Service's Complaint System.

The twenty-one month pilot project that began April 1, 2005, has promoted accountability and transparency of the Service's Complaint System. The process is culturally sensitive to the requirements of Toronto's diverse communities and has accommodated people that do not speak English with translation services available in sixteen different languages. Members of the Service and the Ontario Civilian Commission on Police Services (OCCPS) have educated staff from community agencies on the police complaint system. To date, thirty-six complaints have been received through community members in the project. The project has become a model for other cities; Hamilton Wentworth Regional Police emulated core components of CEAPC in their pilot Complaint Project.

Professor Anthony Hutchinson is the project evaluator and reports on the project every seven months. Information contained in this response is derived from his findings, as well as from the Executive Director of Scadding Court Community Centre, Mr. Kevin Lee and the Professional Standards branch of the Service.

The evaluations to date completed by community agency partners of CEAPC and from the Projects Advisory Group, indicate that CEAPC is useful and effective and will be viewed as a valuable option upon it becoming common knowledge to the community.

Once the final evaluation of the pilot project is complete, a recommendation can then be made for the expansion of CEAPC beyond the Scadding Court Pilot Project and independent of our Service.

Conclusion:

The Service remains committed to addressing police-youth relationships in an atmosphere of trust, respect and understanding. Youth input in service delivery continues at many levels within the organization and is a critical component of our Service strategies.

Focusing on effective crime prevention, education, awareness, and enforcement strategies within our youth community, will ensure a more secure and safe environment in which all young people can reach and fulfil their potential.

The Service will continue to move forward and maintain established inroads and develop new paths for improved youth-police relationships, increased initiatives with youth assisting police to prevent/solve crimes, and promote youth mentors and ambassadors in our communities.

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 received the foregoing and directed that a copy of the report be forwarded to the Social Planning Council of Toronto.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P339. RECOGNITION OF CULTURALLY SIGNIFICANT DAYS**

The Board was in receipt of the following report October 03, 2006 from William Blair, Chief of Police:

Subject: RECOGNITION OF CULTURALLY SIGNIFICANT DAYS

Recommendation:

It is recommended that: the Board receive this report.

Background:

At its meeting of July 10, 2006, the Board adopted a new policy entitled "Recognition of Culturally Significant Days", which declared the Board's commitment to respecting and embracing the racial and cultural diversity of the community (Board Minute #P202/06 refers). The Board also requested that the Chief of Police report back to them on how this policy will be implemented.

Accordingly, a Routine Order was published on August 25, 2006, advising members of the culturally significant days recognised under the new Board policy, and directing members to take these culturally significant days into consideration when scheduling meetings, events and activities involving the community, when possible (Appendix A).

I recommend that the Board receive this report.

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

**The Board received the foregoing.**

## Appendix A

### **2006.08.25-0844 - RECOGNITION OF CULTURALLY SIGNIFICANT DAYS**

At its meeting of 2006 July 10, the Toronto Police Services Board adopted a new Service policy entitled 'Recognition of Culturally Significant Days', which declares the Board's commitment to respecting and embracing the racial and cultural diversity of the community. As such, the Board formally recognises the following days as being culturally significant:

- Orthodox Christmas (Eastern);
- Lunar New Year;
- Eid al-Adha;
- Eve of Passover;
- First Day of Passover;
- Good Friday (Western);
- Holy Friday (Eastern);
- Easter (Western);
- Orthodox Easter (Eastern);
- Mawlid al-Nabi;
- National Aboriginal Day;
- Eve of Rosh Hashanah;
- Rosh Hashanah;
- Eve of Yom Kippur;
- Yom Kippur;
- Diwali;
- Eid al-Fitr;
- Christmas (Western); and
- Kwanzaa.

If possible, members shall take these culturally significant days into consideration when scheduling meetings, events and activities involving the community.

Unit commanders shall ensure that members under their command are made aware of and comply with the contents of this Order.

Per: Corporate Planning

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P340. TORONTO POLICE SERVICE CONTRACTS FOR AUTO PARTS  
EXPIRING ON OR BEFORE JUNE 30, 2007**

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

Subject: SERVICE RECURRING CONTRACTS FOR AUTO PARTS EXPIRING ON  
OR BEFORE JUNE 30, 2007

Recommendation:

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

Background:

At this time, the Service has the following contracts in place for the supply of various auto parts:

- Humberview Motors Inc. for General Motors auto parts
- Team Chrysler Dodge Jeep for Chrysler auto parts; and
- Yorkdale Ford Sales for Ford auto parts.

The term of these contracts is from February 3, 2004 to December 31, 2006, and includes two one-year options.

Comments:

In a report to the August 10, 2006 Board meeting (BM#P254/06 refers), the Board was advised that a Request for Quotation (RFQ) would be issued to potential vendors for the supply of auto parts and that the result of the RFQ would be submitted to the Board at the October meeting.

Given that the City of Toronto is also in the process of issuing a RFQ for auto parts, the Service has forwarded its requirements to the City of Toronto Purchasing and Materials Management Division (PMMD) for inclusion in the City's overall requirements. Partnering with the City on this procurement will increase the volume for auto parts and potentially result in better pricing for the Service and the City.

Once the City has issued the RFQ and the Service has reviewed the bids, a recommendation will be forwarded to the Board in accordance with By-Law 147. A recommendation to the Board can therefore not be provided until City Purchasing has completed their process. If the City purchasing process is not complete by year-end, then the Service will continue on a month-to-month basis with the current suppliers.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P341. ASSET/INVENTORY MANAGEMENT SYSTEM PROJECT UPDATE**

The Board was in receipt of the following report October 05, 2006 from William Blair, Chief of Police:

Subject: ASSET/ INVENTORY MANAGEMENT SYSTEM PROJECT UPDATE

Recommendation:

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

Background:

The Asset/Inventory Management System (AIMS) project was initiated to provide a standardized and integrated system to replace the stand-alone asset and inventory systems currently in use by the Service. The AIMS project is included as a sub-project within the approved Police Integration Systems capital project. The Police Integration Systems project is a multi-year project which commenced in 2002. Funding for this project will expire at the end of 2006.

The Board, at its meeting of November 17, 2005, approved the award for the purchase and implementation of a new fleet, inventory and asset management information system (BM #P356/2005 refers) at a total cost of \$821,100 and was advised that the total project gross cost (including required equipment) would be \$966,100 (excluding the GST rebate). There was also an estimate of internal staff time of \$275,000 that would be dedicated to the project. The scope of the project was reviewed by the project team based on the available funding. The team determined that in order to remain within the funds allotted for the project, the fleet component would need to be deferred. This would still allow all stand-alone asset and inventory systems to be replaced. Fleet currently has an inventory management system, the Ron Turley Asset (RTA) system, and the RTA system could be interfaced with AIMS to produce an integrated asset/inventory system. Therefore, the contract for implementation of the asset/inventory management system did not include the fleet component.

Comments:

The following provides an update on the AIMS project.

The AIMS implementation is proceeding on schedule, with completion to occur by year end 2006. Paradigm Business Systems North America (PBS) was approved by the Board to provide and implement the system. The cost of \$821,100 to PBS for the system and their services is on target.

The new system and implementation is provided by PBS. However, implementation of the new system also requires the purchase of hardware equipment. The report to the November 2005 Board meeting identified that the Service would acquire related equipment for the project through its normal purchasing process. This equipment included servers, bar code scanners, etc. and was estimated to cost \$145,000.

The AIMS project team has reviewed and gathered further details pertaining to the implementation of the system. All the functionality has proved to be consistent with what the project team anticipated, with the exception of the issuance of equipment during the parading of officers and the return of this equipment at the conclusion of their tour of duty. It was initially expected that existing desktop computers could absorb the additional functionality of AIMS for equipment assignment and return. However, during the project team's detailed review of operations (particularly in divisions), it was clear that the existing desktop computers are extensively utilised and using these computers for the AIMS function during peak times would be difficult. Additional computers are therefore required for the new AIMS system in order to not impact on current operations.

A review was conducted to determine which units could utilise existing computers for AIMS, and in which units this would have a significant operational impact. The results of that review determined that an additional 42 computers are required Service-wide to address the issue of equipment assignment and return. These additional computers will allow personnel to continue to use their desktop computers without being interrupted for the dedicated use of the recording of equipment assignments and return throughout the day. The additional 42 computers were not anticipated and therefore not included in the original estimate for the AIMS project. The estimated cost of the additional computers and related software is \$200,000.

Financial Implications:

There is no additional capital funding required as a result of the additional computers to be acquired. As mentioned previously, the AIMS project is a sub-project of the approved Police Integration Systems capital project and funded from this capital project. The funding for the Police Integration Systems project, based on City guidelines, will expire at the end of 2006 and at this time it is projected that \$500,000 of the remaining approved funds for this project will not be utilised. As a result, \$200,000 of the \$500,000 can be utilised to purchase the computers and related software required for the AIMS project. A comparison of the original estimated cost for AIMS (as reported to the November 2005 Board meeting) and the current projected cost is provided below.

	Original Estimate (reported to November 2005 Board Meeting)	Current Projected Cost
Total Cost to PBS	\$821,100	\$821,100
Equipment (servers, etc.)	\$145,000	\$145,000
Computers	\$0	\$200,000
Total Project Gross Cost	\$966,100	\$1,166,100
Less GST Rebate	(\$58,800)	(\$62,000)



Total Project Net Cost	\$907,300	\$1,104,100
Internal staff time estimate	\$275,000	\$275,000
Total Implementation Cost	\$1,182,300	\$1,379,100

Conclusion:

The AIMS project team has determined that it would be difficult for some Service units to utilise existing desktop computers for the assignment and return of equipment that must be recorded on AIMS. As a result, an additional 42 computers are required for the implementation of AIMS. However, this requirement is being reviewed further to determine if the number of additional computers can be reduced. The cost of the additional computers, and related software, is estimated to be \$200,000. Funding for these additional computers is available from the remaining funds within the approved Police Integration Systems capital project, of which AIMS is a sub-project. The total revised estimated implementation cost for AIMS (including internal staff time) is \$1,379,100 versus the original estimate of \$1,182,300.

As previously mentioned, Board approval is not required for the additional funds required for this project. However, since the current project cost is greater than the cost reported to the November 2005 Board meeting, we are informing the Board of the increased cost for required computer equipment.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P342. QUARTERLY REPORT: DOMESTIC VIOLENCE STATISTICS:  
APRIL – JUNE 2006**

The Board was in receipt of a report, dated September 08, 2006, from William Blair, Chief of Police, with regard to the domestic violence statistics for period April to June 2006. A copy of the report is on file in the Board office.

**The Board deferred consideration of the foregoing report to its November 2006 meeting.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P343. ANNUAL REPORT: REORGANIZATION OF CORPORATE  
INFORMATION SERVICES**

The Board was in receipt of the following report September 22, 2006 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2006: REORGANIZATION OF CORPORATE  
INFORMATION SERVICES

Recommendation:

It is recommended that: the Board receive this annual report on the reorganization of Records Management Services (RMS), formerly known as Corporate Information Services.

Background:

In 1997, following the program review of the Records and Information Security (RIS) unit, the Board approved a motion that in October of each year, the Chief of Police will provide a report to the Board outlining the status of staffing changes and the progress of the Occurrence Re-engineering Project (Board Minute #P107/97 refers).

Subsequent to the program review, RIS was renamed Corporate Information Services and was restructured into two distinct areas currently known as Operations and Information Access. However, the unit received the new title of Records Management Services in July 2005 when the Board approved further amendments to the organizational chart (Board Minute #P218/05 refers).

The original business case savings associated with the introduction of the new records management application were to be accomplished through the downsizing of the unit by 139 positions. Prior to the implementation of the Enterprise Case and Occurrence Processing System (eCOPS), and in anticipation of this significant downsizing, 74 positions were back-filled with temporary staff to minimize the potential impact of restructuring on permanent members who may potentially be outplaced.

The final business case number was reduced to 70 staff members as the eCOPS project did not deliver the full 'cruiser to courts' functionality that was initially envisioned (Board Minute #P329/04 refers). By year-end 2004, Records Management Services (RMS) successfully achieved the reduction of its total complement from 220 authorized positions to 150 in accordance with the revised business case. At that time, the Board approved six (6) new job descriptions and classifications for two (2) management and four (4) senior application specialists within the remaining complement to be established January 1, 2005 (Board Minute #P400/04 refers).

As reported to the Board at its October 14, 2005 meeting, the total complement of temporary personnel for both Operations and Information Access combined at that time was 42 (Board Minute #P336/05 refers). Therefore, management focus during the past year has been to consolidate the unit through a reduction of temporary personnel, which will ultimately diminish labour turnover and minimize the corresponding training demands and impact on production. Emphasis, therefore, has been to secure any remaining temporary staff into permanent positions, which will facilitate on-going staff development and succession planning strategies.

#### Restructuring of the Management Team:

Effective January 1, 2005, the management complement was to include one (1) Manager to provide integrated leadership for the unit, and two (2) new Assistant Managers who are responsible for supervising the daily activities in RMS – Operations and RMS – Information Access respectively. Through job call process for Assistant Managers, both of these positions have been filled and the management complement is now complete.

#### Records Management Services – Operations:

Several temporary clerical positions within Operations – Enquiry were made permanent in the first quarter of 2006. In August 2006, a job call process for a Quality Control Clerk commenced, which will ultimately reduce the total number of temporary personnel in RMS – Operations to one (1) member. RMS – Operations staffing has now stabilized and the sub-unit has attained its budgeted complement of full-time permanent positions.

It is important that the Board note that this is the first year the section is operating at the reduced targeted strength of 70 staff without provisions for additional temporary staff to meet unit demands, as in past years. RMS management will closely monitor production in RMS – Operations and overtime expenditures will be reported to the Board in eCOPS Quarterly Reports.

#### Records Management Services – Information Access:

Currently, there are 21 temporary personnel in RMS – Information Access. Twelve (12) of these clerks are assigned to cost recovery areas within the Records Release sub-unit. In accordance with the Human Resources Staffing Strategy for 2006 – 2010 (Board Minute #P409/05 refers), seven (7) of these positions are being processed for transition to permanent positions, plus an additional five (5) which were subsequently added, recognizing that these positions are required to meet established workload requirements and revenue generating projects that will be continued for the foreseeable future (Board Minute #P409/05 refers). This will leave three (3) temporary staff in the Freedom of Information sub-unit and the balance of six (6) temporary staff in other areas within Information Access.

The combined complement of temporary staff in RMS – Operations and RMS – Information Access has been reduced from 42 to 22 since the 2005 Annual Report on the Re-organization of Corporate Services was submitted to the Board (Board Minute #P336/05 refers). The balance of ten (10) temporary staff remaining in the entire unit are those occupying positions for members

currently on long-term Leave of Absence, Maternity Leave, or temporary Career Development opportunities.

In summary, the final stages of the reorganization of Records Management Services are now being completed, which will conclude the restructuring of the unit and the impact of the Occurrence Re-engineering Project on staffing within the unit.

Conclusion:

Future staffing needs will continue to be assessed and staff allocated in accordance with demands for service, delivery expectations, and the degree of emphasis placed on competing priorities. It is essential that RMS maintain the flexibility to utilize temporary personnel in order to cope with peak periods in demands for service, as staffing levels will require periodic re-evaluation and adjustment on a continual basis.

For example, in an effort to maintain compliance expectations in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, a staffing strategy will be developed to address the substantial increase in the number of disclosure requests received by the Freedom of Information unit.

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

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P344.           CORRESPONDENCE**

The Board was in receipt of a summary of the public correspondence received in the Board office between June 07, 2006 and October 05, 2006. A copy of the summary is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P345. CONTRACT RENEWAL OPTIONS – AMAIDA CONSTRUCTION  
LIMITED AND F.A. CLARKE ELECTRIC LIMITED**

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

Subject: CONTRACT RENEWAL OPTIONS – AMAIDA CONSTRUCTION LIMITED  
AND F. A. CLARKE ELECTRIC LIMITED

Recommendations:

It is recommended that:

- (1) the Board not exercise the option of extending the current contract with Amaida Construction Limited for handyman services; and
- (2) the Board not exercise the option of extending the current contract with F.A. Clarke Electric Limited for electrical services.

Background:

This report addresses two recurring contracts that contain options for extension. The contracts are with Amaida Construction Limited and F.A. Clarke Electric Limited.

Comments:

*Amaida Construction Limited*

Amaida Construction Limited is the Service's provider of handyman services. The work entails emergency repairs, small painting jobs due to damage and minor installation work. The estimated annual expenditure for the work performed is \$80,000. The contract with Amaida Construction Limited is for three years with two one-year options at the discretion of the Board (BM #P44/04 refers). The three year portion of the contract expires on February 28, 2007. The Service has reviewed this contractual arrangement, and determined that it would be appropriate to go through a competitive procurement process at the conclusion of the current 3 year term. The renewal option would therefore not be exercised.

### *F.A. Clarke Electric Limited*

F.A. Clarke Electric Limited is the Service's provider for electrical repairs, renovation and modifications to police facilities. The estimated annual expenditure for this work is \$100,000. The current contract with F.A. Clarke is for three years with two one-year options at the discretion of the Board (BM #P241/03 refers). The three year portion of this contract expired on September 30, 2006. The Service has reviewed this contractual agreement and has concluded that the renewal option not be exercised. A competitive procurement process would therefore be commenced for this work. While the process is being conducted for a vendor of record, the Service will continue with F.A. Clarke on a month-to-month basis under the current terms and conditions. F.A. Clarke is agreeable to this arrangement. It is anticipated that the procurement process will be completed by the end of the first quarter 2007.

### Financial Implications:

There are no financial implications as a result of the above recommendations. The Service's base budget includes funding for the electrical and handyman services and these amounts will be maintained in the 2007 budget request.

### Conclusion:

The contracts with Amaida Construction Limited and F.A. Clarke Limited provide the Service with handyman services and required electrical work respectively. The original term of both contracts is for three years, and it is the Service's position that this is an appropriate time frame for these types of services. Therefore, it is recommended that the option years for both contracts not be exercised by the Board. The Service will conduct a competitive procurement process to establish a vendor of record for these services.

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

**The Board approved the foregoing.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P346. PRISONER MEALS – RENEWAL OPTION**

The Board was in receipt of the following report October 03, 2006 from William Blair, Chief of Police:

Subject: PRISONER MEALS – RENEWAL OPTION

Recommendation:

It is recommended that the Board exercise the first-year option to extend the contract with Pegasus Lunchbreak for one year, commencing January 1, 2007 until December 31, 2007 for the supply and delivery of prisoner meals to various Provincial Courts.

Background:

Pegasus Lunchbreak is the Service's current provider of prisoner meals to various Provincial Courts. The current term of the contract is from April 1, 2005 to December 31, 2006 and includes two one-year options for renewal. The original award of this contract was estimated at less than \$500,000 and in accordance with By-law No. 147 did not require Board approval. However, if the one year option is approved the total estimated value will be greater than \$500,000 and as a result Board approval is required.

Comments:

The Service's Purchasing Manager has reviewed the current agreement and determined that there are no performance issues with the vendor and that the price per meal of \$1.24 (which represents a \$0.05 increase over the 2006 price of \$1.19) for 2007 is fair and reasonable.

Financial Implications

The financial impact in 2007 of approving the one year option is \$9,300. The 2006 budget includes \$284,000 for this contract and the 2007 operating budget request will reflect the increase of \$9,300 for a revised budget request of \$293,300.

Conclusion:

Based on the performance of Pegasus Lunchbreak and that the price per meal for 2007 is reasonable, it is recommended that the first one-year renewal option from January 1, 2007 until December 31, 2007 be exercised by the Board.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P347. RECOMMENDATIONS FROM THE CORONER'S INQUEST INTO THE  
DEATH OF JEFFREY REODICA**

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

Subject: Recommendations from the Coroner's Inquest into the Death of Jeffrey Reodica

Recommendation:

It is recommended that the Board forward a copy of the initial inquest jury verdict and recommendations to the Chief of Police along with a request that he prepare a response to recommendations one through four and that the report be provided to the Board for consideration at its January 2007 meeting.

Background:

A Coroner's Inquest into the death of Jeffrey Reodica was conducted in Toronto during the period between May 08, 2006 and October 13, 2006. A copy of the initial inquest jury verdict and recommendations was released on October 13, 2006 and is appended to this report, in the form as Appendix "A", for information.

Of the seven recommendations issued by the jury, two are specifically directed to the Toronto Police Service (nos. one and two); two are directed to all police services in Ontario (nos. three \* and four); two to the Office of the Chief Coroner (nos. five and six); and one to the Ontario Police College (no. seven).

Conclusion:

I am, therefore, recommending that the Board forward the foregoing inquest jury recommendations to the Chief of Police along with a request that he prepare a response to recommendations one through four and that the report be provided to the Board for consideration at its January 2007 meeting.

(\* also includes the Special Investigations Unit)

**The Board approved the foregoing.**

Appendix "A"

FOR INFORMATION ON  
NOT OFFICIAL  
VERDICT/RECOMMENDAT



INQUEST

TOUCHING THE DEATH OF

Jeffrey Michael REODICA

JURY VERDICT AND RECOMMENDATIONS

October 13, 2001



Office of  
The Chief  
Coroner

Bureau du  
coroner  
en chef

### Verdict of Coroner's Jury

We the undersigned John J. Andlar of Toronto  
Frederick Burr of Toronto  
Rita Seepersaud of Toronto  
Irene Huang of Toronto  
of \_\_\_\_\_

the jury serving on the inquest into the death of:

Surname: Reodica Given names: Jeffrey Michael

Aged: 17 held at Toronto, Ontario

From the May 8, 2006 to the October 13 20 06

By Dr. Bonita Porter Coroner for Ontario

having been duly sworn, have inquired into and determined the following:

1. Name of deceased Jeffrey Michael Reodica
2. Date and time of death May 24, 2004 at 22:55 hours
3. Place of Death Sunnybrook & Women's College Health Centre,  
Sunnybrook Campus, Toronto, Ontario.
4. Cause of death Gunshot wound to upper back with penetrating  
injury to spinomedullary junction.
5. By what means HOMICIDE

John J. Andlar  
Original signed by: Foreman

Irene Huang  
Rita Seepersaud  
Frederick Burr

Original signed by jurors

This verdict was received on the \_\_\_\_\_ day of \_\_\_\_\_ 2006  
**FOR INFORMATION ONLY**  
**NOT OFFICIAL**  
**VERDICT/RECOMMENDATIONS**

\_\_\_\_\_ day of October 20 06

Dr. Bonita Porter  
Original signed by Coroner

**FOR INFORMATION ONLY  
NOT OFFICIAL  
VERDICT/RECOMMENDATIONS**

Jeffrey Michael REODICA Inquest

**JURY RECOMMENDATIONS**

*These recommendations are not necessarily in order of priority*

1. The Toronto Police Service should study and determine whether outfitting unmarked police service vehicles with sirens, and/or "cherries", and/or Public Address System and/or "Police" raid jackets, and/or "Police" arm bands would be useful, cost effective and a practical means to enhance identification of plain clothes officers, when required. The item(s) should be installed in such a way as to keep the undercover officers safe, secure and subversive.

**RATIONALE:**

Testimony has shown that there was great controversy surrounding the attending officers identifying themselves.

2. The Toronto Police Service should require all plain clothes officers when responding to calls for service, now taking the role of "uniform officers" to take with them, by whatever means possible, all use of force options when exiting their vehicles.

**RATIONALE:**

When the plain clothes officers respond to a call for service, if they have all of their use of force options on them, it will give the officers greater flexibility in their choice of options to accomplish the task at hand.

3. Parents or guardians of youths, who are being detained for the purpose of an interview by the police and/or SIU, should be notified as soon as practicable.

**RATIONALE:**

Testimony has shown that most of the youths, aged 12 to 16 years, were detained by the police to be interviewed by the SIU. Some of youths were at the police station for over 8 hours (approximately from 6 p.m. to 2 a.m.) feeling tired, scared and hungry. As a result of this, it could have affected their statements.

Parents or guardians should be notified where the youths are and why they are being detained.

4. Community Liaison Officers should continue their practice of building up relationships and establishing trusts between themselves and the communities.

**RATIONALE:**

This established relationship/trust should encourage the community to approach the police for help. The communities will work with the police in resolving problems/conflicts occurring within the community before they escalate.

5. All maps and charts produced for the benefit of the participants of a coroner's inquest should be such that their scale measurements are reliable, accurate and precise.

**RATIONALE:**

The graphics in the exhibits were not to scale, therefore, witnesses were confused and their testimony may have been affected. It also caused some confusion for the jury.

6. † The 911 transcript should provide the precise time of the calls made when introduced at a coroner's inquest.

**RATIONALE:**

It was extremely confusing for the jury and some of the participants for not having the "precise time of calls" on the 911 transcript.

7. The Ontario Police College should reinstate control training in their curriculum with regards to the expandable baton.

**RATIONALE:**

It has been mandated that all police officers must be issued, amongst other items, expandable batons and as such they should have the required training to understand when and how to use it, along with the striking option.

**FOR INFORMATION ONLY  
NOT OFFICIAL  
VERDICT/RECOMMENDATIONS**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P348. IN-CAMERA MEETING – OCTOBER 19, 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  
Mr. Hamlin Grange, Member  
The Honourable Hugh Locke, Q.C., Member  
Mr. David Miller, Mayor & Member

Absent: Ms. Judi Cohen, Member  
Mr. John Filion, Councillor & Member



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 19, 2006**

**#P349.       ADJOURNMENT**

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Alok Mukherjee  
Chair