



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 16, 2007 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on January 25, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on February 16, 2007.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **FEBRUARY 16, 2007** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P62. INTRODUCTIONS**

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

Ms. Deidra White, Manager, Customer Service  
Staff Inspector Cyril Fernandes

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**#P63. PRESENTATION: 2007 WORLD POLICE AND FIRE GAMES**

Staff Sergeant Mike Cannon, President, and Mr. Michael Bagg, General Manager, Toronto Police Amateur Athletic Association, delivered a presentation in appreciation of the Board's financial assistance provided to Service members attending the 2007 World Police and Fire Games in Melbourne, Australia, between March 16, 2007 and March 25, 2007. A written submission was also provided and is on file in the Board office.

The following TPAAA members were introduced to the Board:

Sergeant Ken Davis  
P.C. Tammy Barclay  
P.C. Winston Dixon

**The Board received the presentation and approved an expenditure of \$800.00 from the Special Fund as the Board's contribution towards a celebratory reception that will be held in Melbourne on March 21, 2007.**



**TORONTO POLICE AMATEUR  
ATHLETIC ASSOCIATION**

180 YORKLAND BLVD. SUITE 28, TORONTO, ONTARIO M2J 1R5 (416) 502-8711 or 1-888-76 TP AAA FAX: (416) 502-8714

December 18, 2006

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



Dear Dr. Mukherjee:

Members of the Toronto Police Amateur Athletic Association would appreciate the opportunity to address the members of the Toronto Police Services Board and express our thanks for your support of the members attending the 2007 World Police and Fire Games in Adelaide Australia in March.

The World Police and Fire Games is held every other year and we are expecting over 50 TPS members will make this trip from March 16-25, 2007. With fitness of our members being a high priority of the Police Service, these athletes are taking time to train and compete in this international competition.

I look forward to hearing from you to confirm your acceptance of this request.

Sincerely,

A handwritten signature in black ink that reads 'Michael P. Bagg'.

Michael P. Bagg  
General Manager  
TPAAA

c.c. Sgt. Terry Reeve, President, TPAAA

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**#P64.           PRODUCING POLICE VIDEOS IN AMERICAN SIGN LANGUAGE**

The Board was in receipt of correspondence (undated) from Mr. Peter Reynolds, Producer, For the Record Productions Inc., regarding the development of police videos in American Sign Language (“ASL”) for the Service’s website. A copy of the correspondence is appended to this Minute for information.

Mr. Peter Reynolds, Sr., and Mr. Peter Reynolds, Jr., For the Record Productions Ltd., were in attendance and delivered a presentation to the Board. A written submission was also provided and is on file in the Board office.

**The Board received the correspondence and the presentation and referred this matter to the Chair for review, in consultation with the Chief of Police. The Board requested that the Chair provide a report to the Board following his review and that it include recommendations on the feasibility of developing videos in ASL.**

**Proposal for providing American Sign Language (ASL)  
videos on the Toronto Police Service's website**

**Submitted to:**

Dr. Alok Mukherjee  
Chair  
Toronto Police Service's Board

ons, ha  
iguage :

Councillor Pam McConnell  
Vice Chair  
Toronto Police Service's Board  
mmunity,

Our goal is to make critical information accessible to the Deaf, who have poor English language skills. We have produced videos for the Senate of Canada, the Ontario Ministry of Health and Long-Term Care and are currently working with the Ontario Human Rights Commission and Elections Canada.

Basically, what we would be proposing is the creation of American Sign Language versions of some of the Police Services' information brochures (911, Crime Stoppers, etc). These videos would be posted on the Police Service website and produced as DVDs for distribution to Deaf organizations, Deaf Schools and public libraries.

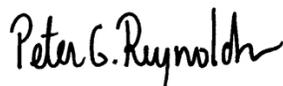
We would not be asking the Commission to create sign language versions of every brochure, as this would be unrealistic and too expensive. Rather, with the assistance of our Deaf colleagues and other leaders in the Deaf community, we would identify those topics that impact the most on Deaf consumers.

In addition to the production of the sign language videos, our partner, the Canadian Hearing Society, will provide marketing assistance by "getting the word out" to the Deaf community and providing Toronto Police Services with feedback from Deaf consumers. This includes a 30-second Public Service Announcement that would air on the TTC subway video network, directing Deaf people to the Toronto Police website.

Costs would be based on the length and complexity of the material being interpreted.

Thank you for your attention. We look forward to the opportunity to work with you.

Best Regards,



Peter G. Reynolds  
Producer

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**#P65. RESPONSE TO CITY OF TORONTO REQUEST FOR A REPORT:  
TORONTO GREEN DEVELOPMENT STANDARD 2006**

The Board was in receipt of the following report February 01, 2007 from William Blair, Chief of Police:

Subject: TORONTO GREEN DEVELOPMENT STANDARD 2006

Recommendations:

It is recommended that:

1. the Board receive this report, and
2. the Board forward a copy of this report to the Chief Planner and Executive Director, City Planning.

Financial Implications:

With the exception of the new training facility, additional costs will be incurred and increased capital funding may be required as a result of the adoption of the *Toronto Green Development Standard 2006*. The amount of the increase will be dependent on the type and size of the facility being constructed. Generally, the TPS would anticipate a project cost increase of 5%-10% (\$1.5M – \$2.5M for a typical new division). The Service's current Capital Program does not include funding to achieve the LEED Silver Certification Level. These cost increases could be offset by ongoing operating budget savings, which could take ten years or more to recover.

The Service's 2007-2011 capital program includes the construction of new 14 and 11 division facilities. LEED Silver certification may increase the estimated funds required for these projects by approximately \$2.0M to \$4.0M in total.

Background/Purpose:

City Council at its meeting of July 25, 26 and 27, 2006 adopted a recommendation which stated; *"the Toronto Green Development Standard 2006 be applied, where feasible, to the City and its agencies, boards and commissions, and consideration be given to it becoming mandatory for City-owned developments, and those of its agencies, boards and commissions, within one year, and further, that the City's agencies, boards and commissions be requested to provide comments to the Chief Planner and Executive Director, City Planning, on the impact of a mandatory application within the one-year timeframe"*. The *Toronto Green Development Standard 2006* proposes a set of enhanced targets, principles and practices that address matters of sustainability. It represents a best effort to date in the formulation of the various targets and practices that are

considered achievable in today's market place, and is proposed as a voluntary program while further study and consultation is conducted.

The following provides the Service's response to the above request.

Discussion:

The Toronto Police Service (TPS) supports the development of environmentally friendly and sustainable buildings. However, the mandatory application of the *Toronto Green Development Standard 2006* within a one-year timeframe will be problematic for the TPS.

The TPS has a Long-term Facilities Program in place and has been working within this established program. The Service is aware, from its experience with the new Training Facility, that additional capital funding is required to design and construct an environmentally friendly building that is LEED certified. However, with the exception of the new training facility, the current Capital Program does not include any additional funds to implement the *Toronto Green Development Standard 2006*. In the case of the new Training Facility Project, the required budget increase to fund LEED Silver Certification Level was \$4.0M. These funds were required over and above the energy efficiency measures already incorporated into the facility design.

It takes approximately three years to design and construct a TPS facility. The Service expects that in 2007 it will commence the design of 14 Division followed by 11 Division in 2008. In order to ensure the *Toronto Green Development Standard 2006* is applied to these facilities, this requirement would have to be incorporated into the design of these facilities.

Given the current status and pressures on the Service's 2007 – 2011 Capital Program, it would be difficult to accommodate any additional funding required to implement the new *Toronto Green Development Standard 2006*. Moreover, the *Toronto Green Development Standard 2006* is new and needs to be refined further. Training will therefore be required to educate both City and TPS staff with respect to this standard, as well as ensure we have a clear understanding on the value (from a financial and non-financial perspective) of implementing this standard.

Conclusion:

At this time, the Service's Capital Program is facing significant financial pressures and the implementation of the *Toronto Green Development Standard 2006* within one year would be problematic. Nonetheless, the TPS supports the move towards the design and construction of environmentally friendly buildings and has incorporated this principle into its standard design of new facilities based on approved funding. The implementation of the *Toronto Green Development Standard 2006* may however require additional capital funding, with a payback through operating budget savings over a number of years. While the Service supports the Toronto Green Development Standard, it would be prudent to evaluate the application and impact of this standard once it has been further refined and the benefits better understood, and on a project by project basis. This will help identify the benefits and the financial impact on the specific project and on Service's overall capital program, and allow for a more informed decision in this regard.

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 discussed this report with the Board.**

**The Board received the foregoing and agreed to provide a copy to the Chief Planner and Executive Director, City Planning, for information.**

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**#P66. ENVIRONMENTALLY RESPONSIBLE PRACTICES POLICY**

The Board was in receipt of the following report February 05, 2007 from Alok Mukherjee, Chair:

Subject: Environmentally Responsible Practices Policy

Recommendations:

It is recommended that:

- (1) The Board develop an environmental policy consistent with the City of Toronto *Green Guide* and *Green Development Standard 2006*.
- (2) The Chair and the Chief develop a joint communication strategy to publicise the policy and encourage the participation of all employees
- (3) The Chief report to the Board an action plan to implement the policy, with ideas solicited from all employees, and in consultation with the appropriate officials at the City of Toronto.
- (4) The Chair and the Board's Executive Director implement steps in the Board's own operations to demonstrate its leadership and commitment vis-à-vis environmentally responsible practices.
- (5) The Board forward a copy of this report to the Chief Planner and Executive Director, City Planning.

Financial Implications:

The financial implications of implementing the recommendations in this report are not known at this time.

Background:

The Toronto Police Service operates 24 hours a day, 7 days a week. Considerable human, physical and financial resources are required to maintain the Police Service, and the use of these resources has a significant impact on the physical and natural environment. The Board and the Service have made some effort on an *ad hoc* basis to take into account the environmental impact of the use of these resources. Significant in this regard are the construction of environmentally

friendly buildings for the new 51, 43 and 23 Divisions, and the decision to build the new training facility to LEED Silver standard.

It should be noted, however, that as yet there has been no policy direction from the Board.

I believe that as one of the largest agencies of the City, the Board must develop a policy to ensure the systematic implementation of environmentally responsible practices that are based on a consideration of the City's environmental goals and objectives, the organization's business requirements, employees' safety, and related financial implications.

#### Discussion:

The Toronto Police Services Board (TPSB or the Board) oversees one of the largest public sector organizations in the City. With a workforce of nearly 8,000 employees and an operating budget approaching \$800M, the Toronto Police Service (TPS or the Service) is a resource intensive, 24/7 operation. The nature of the service that TPS provides is such that it uses varied types of physical space, equipment, office supplies, etc. The operation of these essential resources requires electricity, water, fossil fuel, and so on. As well, the "round-the-clock" use of physical spaces involves constant air conditioning or heating.

The following figures provide a snapshot of the resources involved.

Number of buildings – 45 (not including radio tower sites, and other facilities that house our personnel, such as courts, life guard stations and accident reporting centres)

Number of vehicles – 1,633 (including 1,250 cars)

Number of computer workstations – 3,733

Number of laptops – 361

Number of printers – 1,507

Number of scanners/projectors/PDAs – 176

Number of servers – 405

Number of photocopiers – 124

Number of copies printed in a year – 30-35 million

Hydro – estimated annual usage \$3.1M

Gas – estimated annual usage \$1.4M

Water – estimated annual usage \$0.2M

These figures reveal some of the many ways in which the work of the TPS can affect the physical and natural environment. With the many buildings that house its operations, and the physical plant, , the equipment and the office supplies that are required for these operations, this organization is a major consumer of different forms of energy, a significant contributor to the quality of air and water, and a considerable producer of recyclable waste.

A comprehensive environmental policy consistent with the City's *Green Guide* and the *Green Development Standard 2006*, backed by an effective implementation plan, can assist in developing an organizational culture of environmentally responsible practices, conservation, waste reduction, and efficient use of resources, while, at the same time, minimizing any negative impact of our operations on the environment.

It is recognized that the policy and the implementation plan must in no way have a detrimental effect on the Service's operational requirements, or on employees' safety. It is also recognized that the plan will require upfront *ad hoc* financial investments to realize potential ongoing financial savings and benefits to the environment. It is important, therefore, that any plan to implement the policy be developed after careful consideration, through a collaborative process involving the input of all employees and the advice of City of Toronto officials.

With this caveat in mind, it is proposed that the policy and the action plan have the following as their objectives:

- Cleaner air
- Purer water
- Better use of energy
- Conservation
- Reduction in waste

These are consistent with the City's environmental goals and objectives. The City's *Green Guide* lists the many ways by which these objectives can be achieved. These include, for example:

- 20/20 The Way to Clean Air
- Green Fleet Transition Plan
- Greenhouse Gas Analysis
- Corporate Smog Alert Response Plan
- Use of Renewable Energy
- Water Saver Programs
- Managing Storm Water
- Toronto Green Development Standard
- Energy Use at City Facilities
- Waste Diversion
- Environment Days
- Litter Reduction

- Green Office Practices
- Green Meetings

It will be clearly necessary to subject each of these to careful review and analysis, with due consideration given to business necessity and employee safety, in order to determine their feasibility for TPS. It is expected that the proposed implementation plan will be based on such a review and analysis.

In the meantime, the Board must take whatever measures are possible within its own operations to demonstrate its commitment and leadership vis-à-vis environmentally responsible practices. The Board office has taken some initial steps toward environmentally friendly office practices, such as ensuring that lights and computers are turned off when not in use, re-using paper and replacing the Board vehicle at the end of its lease with a hybrid model. It is recommended that the Chair and the Executive Director continue to identify additional initiatives to build on these initial steps.

Conclusion:

It is, therefore, recommended that:

- (1) The Board develop an environmental policy consistent with the City of Toronto *Green Guide* and *Green Development Standard 2006*.
- (2) The Chair and the Chief develop a joint communication strategy to publicise the policy and encourage the participation of all employees
- (3) The Chief report to the Board an action plan to implement the policy, with ideas solicited from all employees, and in consultation with the appropriate officials at the City of Toronto.
- (4) The Chair and the Board Executive Director implement steps in the Board's own operations to demonstrate its leadership and commitment vis-à-vis environmentally responsible practices.
- (5) The Board forward a copy of this report to the Chief Planner and Executive Director, City Planning.

**The Board approved the foregoing.**

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**#P67. BY-LAW NO. 155: REVISED ORGANIZATIONAL CHART**

The Board was in receipt of the following report January 09, 2007 from William Blair, Chief of Police:

Subject: ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve draft By-law No. 155 to give effect to the new organizational chart for the Service.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting of January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers.)

At its meeting on October 14, 2005, the Board approved a new organizational chart (Min. No. P349/05 refers.) No changes were requested in the 2006 annual report (Min. No. P54/06 refers.) The purpose of this annual report is to request three amendments to the current organizational chart.

Discussion:

The three amendments are requested for the following reasons:

1. Name Change – Human Rights & Employment Equity has been renamed Diversity Management Unit as there is a public misconception that employment equity is exclusionary and that it favours one group over another. On the other hand, contemporary diversity management paradigm draws from a wide spectrum of diverse competencies that goes beyond focusing on designated groups and employment equity programs. Most progressive employers focus their human resource management on diversity initiatives rather than employment equity.

Diversity management is ultimately the management of all peoples, as well as acknowledging the skills, talents, experiences and knowledge that each brings to the

workplace. Therefore, Human Rights & Employment Equity has been renamed Diversity Management, as it better reflects the goals of Human Resources Command and the Service.

2. Name Change – Training has been changed back to Training & Education as the name should never have been changed. At the July 12, 2005, Board meeting, the organizational chart was submitted and approved by the Board. On that chart, “Training & Education” was noted as “Training” in error. Therefore, this change is requested to change the name back.
3. Relocation of a Unit – Legal Services is no longer a sub-unit of the Professional Standards, Risk Management Unit. It now exists as a stand-alone unit reporting directly to the Deputy Chief, Executive Command. This move makes it more aligned with the structure of large corporations that employ in-house counsel. It is more efficient for the Director of Legal Services to report directly to the Deputy Chief and it is more compatible with the solicitor-client relationship as Legal Services provides advice to all members of the Service.

Conclusion:

Therefore, it is recommended that the Board approve draft By-law No. 155 to give effect to the revised organizational chart.

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

**The Board approved the foregoing**

**TORONTO POLICE SERVICES BOARD**

**BY-LAW NO. 155**

**To amend By-law No. 99 establishing rules  
for the effective management of  
the Metropolitan Toronto Police Service**

**The Toronto Police Services Board HEREBY ENACTS as follows:**

1. By-law No. 99, a by-law “to make rules for the effective management of the Metropolitan Toronto Police Service” (hereinafter called the “By-law”) is amended by deleting Appendix “A” to the Rules attached as Schedule “A” to the By-law, and forming part thereof, and substituting Schedule “A” attached hereto.
2. This By-law shall come into force on the date of its enactment.

**Enacted and Passed this 16<sup>th</sup> day of February 2007.**

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Alok Mukherjee  
Chair

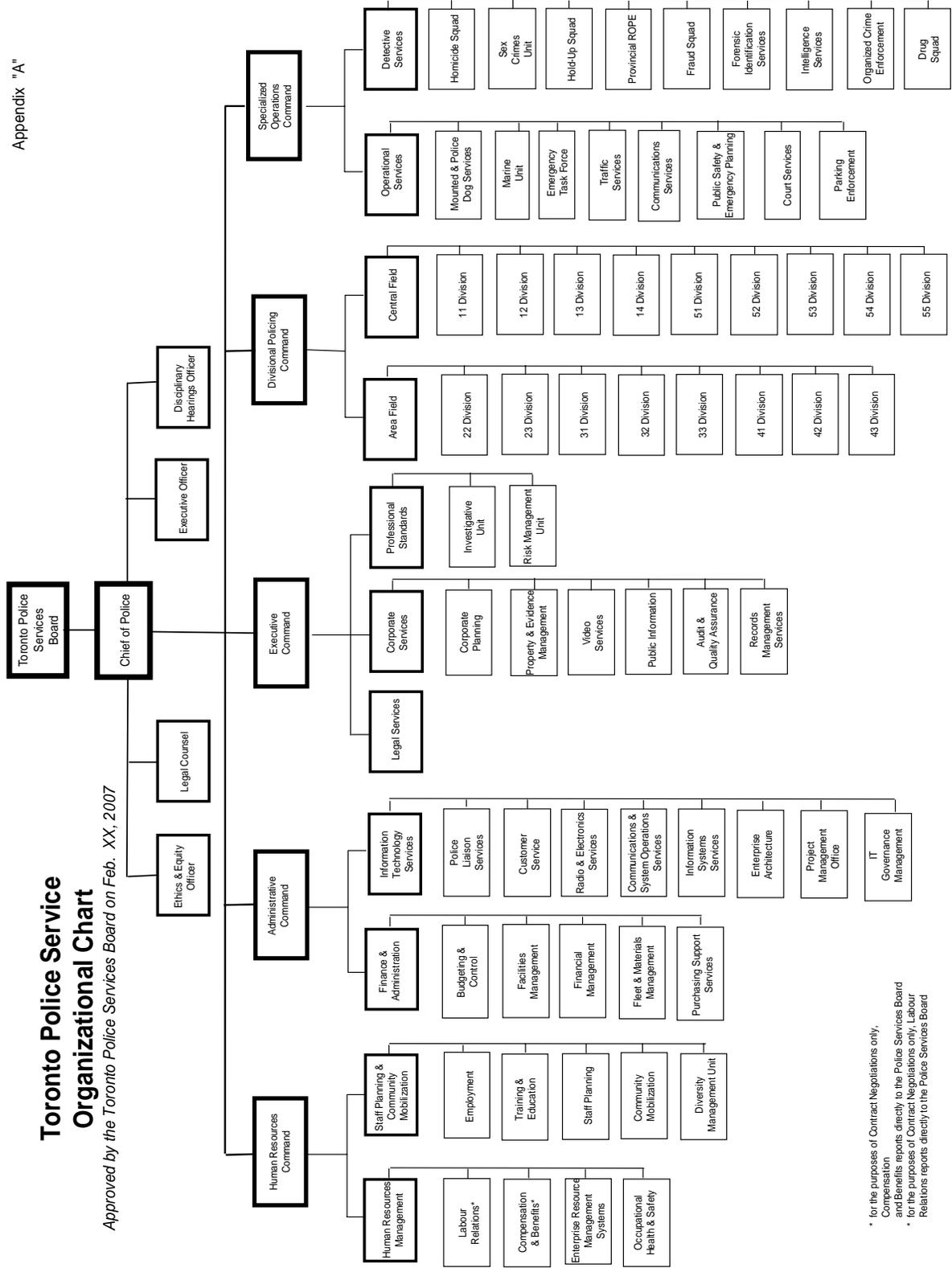
Approved:

February 16, 2007  
Min. No. P67/07

**SCHEDULE "A" TO BY-LAW NO. 155**

# Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on Feb. XX, 2007



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

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**#P68.           RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD  
POLICIES**

The Board was in receipt of a report dated January 16, 2007 from Alok Mukherjee, Chair, with regard to a review of all the Board Rules. A copy of the report is on file in the Board office.

**The foregoing report was withdrawn at the request of the Chair. A revised report will be submitted for consideration at a future meeting.**

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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P69. COMMUNITY DONATION: AUTOMATED EXTERNAL  
DEFIBRILLATORS, MAINTENANCE AND TRAINING**

The Board was in receipt of the following report January 29, 2007 from William Blair, Chief of Police:

Subject: DONATION – AN INCREASE IN THE NUMBER OF AUTOMATED EXTERNAL DEFIBRILLATORS DONATED BY THE MIKEY NETWORK AND UPDATE ON MAINTENANCE AND TRAINING COSTS.

Recommendation:

It is recommended that:

- 1) the Board accept the donation of an additional 19 Automatic External Defibrillators from The Mikey Network; and
- 2) the Board receive the following updated information on maintenance and training costs for the Automatic External Defibrillators.

Financial Implications:

In 2006, there were no financial costs to the Service for training members on the use of the Automatic External Defibrillators (AEDs) as The Mikey Network had agreed to cover the initial training costs. However, commencing in 2007, the Service will have to absorb the annual training costs for re-certifying members at an approximate cost of \$24,000.

It is estimated that the bi-annual replacement of AEDs pads and batteries will cost the Service \$11,200. based on 2006 rates. The first year for this expenditure will be 2009.

Lifecycle equipment replacement and software upgrades every 5 years for all AEDs will cost \$32,000. This is an estimated cost based on 2006 rates. The first year for this expenditure will be in 2012.

Background/Purpose:

At its meeting of November 17, 2005, the Board approved a donation of 37 AEDs from The Mikey Network which are to be installed in all divisions, the C.O. Bick College, Collision Reporting Centres and various courthouses (Min. No. P357/05 refers).

This report will provide an update on the increase in the number of AEDs to be donated and the maintenance and training issues associated with the installation of AEDs in police facilities.

## Discussion:

The specific locations for the placement of the AEDs within each of the above-mentioned police facilities were to be determined after a case-by-case consultation with a representative from the Toronto Emergency Medical Services (Cardiac Safe City Program), Occupational Health and Safety and each respective unit. During the consultation period, it was determined that the Service actually required 56 AEDs to properly respond to cardiac emergencies within the acceptable response time of three minutes. This issue was discussed with representatives from The Mikey Network who have agreed to supply the Service with 56 AEDs and cover the cost of the corresponding increase in the number of members required to be trained. As the value of the 19 additional AEDs is in excess of \$1,500, it is recommended that the Board approve this additional donation.

It must be noted that during the consultation period, standards for cardio pulmonary resuscitation were revised by the Heart and Stroke Foundation of Canada. Consequently, the roll-out/installation of the AEDs has been delayed to allow for requisite software upgrades to each defibrillator. The upgrades are expected to be completed by the end of the first quarter of 2007 and it is anticipated that the AEDs will be installed as soon as the upgrades have been completed with the assistance and direction of Facilities Management.

As previously indicated, The Mikey Network also donated the cost of the initial training for members to properly use the defibrillators. To date, 280 uniform and civilian members have been trained. The number of staff required to be trained is approximately 362.

Initially, the Board was advised that the Occupational Health and Safety Unit would assume future training. However, as training and the maintenance of training records falls within the jurisdiction of Training and Education, these responsibilities have been transferred to that unit.

AED equipment maintenance and component replacement will continue to be budgeted for by Occupational Health and Safety. The shelf life of each AED is approximately five years. The pads and batteries must be replaced, regardless of usage, every two years and the pads must be replaced after each use in response to any emergency that may occur.

The total value of the donation from The Mikey Network will now exceed \$200,000.

## Conclusion:

In summary, this report provides the Board with an update on the number of AEDs required and the maintenance and training issues associated with the installation of AEDs in police facilities, as well as, additional information on the cost associated with this initiative.

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

**The Board approved the foregoing.**

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**#P70. PROPOSAL CALL – PROVISION OF SUPPLEMENTARY LEGAL  
SERVICES FOR EMPLOYMENT AND LABOUR LAW**

The Board was in receipt of the following report February 01, 2007 from William Gibson, Director of Human Resources Management:

Subject: Proposal Call - Provision of Supplementary Legal Services for Employment and Labour Law

Recommendation:

It is recommended that:

- (1) The Board approve the initiation of the Request for Proposal (RFP) process for the selection of the next contract holder to provide supplementary legal services for employment and labour law for the period October 1, 2007 to September 30, 2012;
- (2) The Board waive its policy “Fees for External Legal Counsel” (Minute No. 323/05 refers) with respect to amounts that will be billed by the supplementary legal service contract holder.

Financial Implications:

Any financial implication relating to this recommendation has been included in the Toronto Police Service’s Board 2007 operating budget.

Background/Purpose:

At its meeting on December 11, 2002, the Board approved the selection of the law firm of Hicks, Morley, Hamilton, Stewart & Storie to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board and authorized the Chairman to execute the agreement between the Board and the law firm Hicks, Morley, Hamilton, Stewart & Storie, for a five year period (Min. No. P333/02 refers).

The Board, at its meeting of October 14, 2005, adopted a “Fees for External Legal Counsel” policy submitted by Mr. Albert Cohen, City of Toronto – Legal Services Division (Min. No. P323/05). This policy established Board approved rates for legal fees for external legal counsel and disbursements for legal costs that mirrors the relevant portion of the policy considered by City Council.

As well, at its meeting on September 28, 2006, the Board received a report to approve the increase in the hourly rates for legal services provided by Hicks, Morley, Hamilton, Stewart, Storie (Min. No. P289/06). The Board approved the recommendation and passed a motion to waive its policy “Fees for External Legal Counsel” with respect to the amounts that will be billed as a result of the new hourly rates.

Discussion:

A Request for Proposal (RFP) was issued in July of 2002 (Proposal Call 0207-08-0002) for the provision of the above-noted services for the period of October 1, 2002 to September 30, 2007. The Board received four proposals and interviews with the law firms were held on November 5, 2002. A selection committee consisting of the Chair of the Police Services Board, Director of Human Resources, Manager of Labour Relations and a Solicitor from the Toronto Legal Services Department interviewed representatives from these firms. After careful consideration and review, it was determined that the firm of Hicks, Morley, Hamilton, Stewart & Storie was the most qualified due to their extensive experience with employment and labour practices of Police Service Boards.

As the current contract with Hicks, Morley, Hamilton, Stewart & Storie will expire on September 30, 2007, it is necessary for the Board to initiate the Requests for Proposal process for the selection of a new contract holder for the period of October 1, 2007 to September 30, 2012.

Conclusion:

In summary, this report provides the Board with the information required to initiate the Request for Proposal process.

Mr. William Gibson, Director, Human Resources Management, and Mrs. Maria Ciani, Manager, Labour Relations, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing.**

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**#P71. SPECIAL CONSTABLES: TORONTO TRANSIT COMMISSION: RE-  
APPOINTMENTS**

The Board was in receipt of the following report January 19, 2007 from William Blair, Chief of Police:

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

Recommendation:

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

Under Section 53 of the Police Services Act of Ontario (the Act); the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Transit Commission (TTC) for the administration of special constables (Min. No. P39/96 refers).

At its meeting of January 29, 1998, the Board approved a recommendation requiring requests for the appointment and re-appointment of special constables, who are not members of the Toronto Police Service (Service), be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service has received a request from the TTC to re-appoint the following individuals as special constables:

1. BINGHAM, James Samuel	6. SAUVE, Kristin Marie
2. CZARNOTA, Michael Ronald	7. STANLEY, Derek Paul
3. LAWRENCE, Jerison Joseph	8. WINGER, Edward Andrew
4. MARCUZ, Steven Kennedy	9. WRAY, John Patrick
5. NETTLETON, Zachary G.	

Discussion:

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

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

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

Conclusion:

The Toronto Police Service and the TTC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of patrons using the transit system. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the TTC.

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

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P72. ALLOCATION OF \$100,000 SPECIAL FUND MONIES EARMARKED  
FOR YOUTH PROGRAMS**

The Board was in receipt of the following report February 05, 2007 from Alok Mukherjee, Chair:

Subject: Allocation of \$100,000 Special Fund Monies Earmarked for Youth Programs

Recommendations:

It is recommended that:

- (1) the Board approve allocation of \$30,000 to Literature for Life for its Yo'Mama Magazine, an economic, educational, leadership and community development project directed at parenting and pregnant teen mothers, their children and partners.
- (2) the Board approve allocation of \$27,960 to the Nathaniel Dett Chorale for an educational program, Canaan Lan', to be delivered to about 1000 Grade 7 and 8 students in seven Toronto District School Board schools that will expand the curriculum for all students and will also foster pride in Black youth, a contributor to community safety.

Financial Implications:

The Board approved the allocation of at least \$100,000 per year for five years beginning in 2005. The impact of funding these two projects will be \$57,960.00 out of the allocation for 2007.

Background/Purpose:

At its meeting on August 11, 2005, the Toronto Police Services Board allocated \$100,000 a year for five years - beginning in 2005 - to programs consistent with the Board's mandate. The Board further decided that the funds be allocated in consultation with the City of Toronto's Community Safety Secretariat (Min. No. P271/05 refers). At the September 06, 2005 meeting of the Board, I proposed a process for allocating the funds (Min. No. P308/05).

As directed by the Board, an evaluation report on these projects will be provided at the March 22 meeting of the Board. At that time, there will also be a public event to inform the community about the nature and outcomes of these projects.

At this time, I am recommending that the Board approve funding for the following two projects.

A. Yo' Mama Magazine

Yo'Mama Magazine is written by young mothers for young mothers. It is an economic, educational, leadership and community development project directed at parenting and pregnant teen mothers, their children and their partners. The writing is done exclusively by young mothers between the ages of 13 and 24, most of whom are living in or returning to Toronto's 13 priority neighbourhoods. Yo'Mama is a quarterly publication. 5,000 copies of each issue are distributed throughout Toronto to 150 social service agencies, hospitals, libraries, schools, community health centres, City Councillors, MPs and MPPs.

The youth leadership model of Yo'Mama provides employment and training opportunities for young mothers. The contributors to Yo' Mama, young mothers from priority neighbourhoods, are taught the process of pitching, writing and editing articles, of working with editors, and of producing and distributing a magazine as well as running a business. As young journalists, they cultivate valuable skills. The freelance approach is also flexible to the lifestyle and circumstances of young, single parents permitting them to work at their convenience. The emphasis on delivery, deadlines and professionalism builds transferable skills. Publication credit in the magazine not only helps them to build a sense of accomplishment and esteem, but it also helps them to build their resume, become leaders in the community and position themselves for future employment.

Yo' Mama's Leadership Model will advance the City of Toronto's Community Safety Plan by:

- Addressing issues of violence and victimization and its prevention in Toronto;
- Employing, training, and mentoring young mothers as freelance writers, researchers, layout artists and photographers;
- Having an advisory board of young mothers who reflect the target audience;
- Providing a forum for young mothers to develop their voices, express themselves creatively and intellectually, and challenge society's negative stereotypes;
- Connecting a community of young parents that helps to create a sense of shared experience and support;
- Developing leadership skills and role modelling;
- Providing an opportunity for young mothers to learn valuable communication skills, gain useful workplace training and experience; and
- Disseminating reliable and accessible information on relevant topics in a voice that will be heard by the young people we want to reach.

Budget Information

<b>EXPENSES</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
Salaries	Project Manager	\$35,000
Other Staffing Costs	Freelance Writers	15,000
Project Costs	Bookkeeping/Accounting/Evaluation	2,900

Rent	shared space with Literature for Life	4,800
Office Expenses	(donated by Literature for Life)	0
Equipment Mac Computer Adobe Creative Suite	(donated by Literature for Life)	0
Printing		20,000
Training	Workshops	500
Refreshments	Meetings	150
Transportation	Research, interviews	350
Media Mailing	Promotion	500
Distribution	(donated by Sprinters Courier Service)	
Envelopes/labels	Promotion/distribution	800
	<b>TOTAL EXPENSES</b>	<b>\$80,000</b>

Literature for Life has confirmed funding from the City of Toronto (\$10,000) and from Donations and fundraising (\$10,000). The organization is also seeking funding from the Province of Ontario and the Youth Challenge Fund.

B. Canaan Lan’

Canaan Lan’ is a Nathaniel Dett Chorale pilot educational program about Canada’s role in the Underground Railroad. This program explores this important historical event with a special emphasis on how the ingenious music of enslaved people of African descent expressed the longing for freedom, the pain and suffering, as well as how it was used to tell stories and communicate information.

This program is accomplished by creating pertinent curriculum, materials and resources for teachers and students; by Chorale members delivering workshops; and by annual educational performances.

Support for Teachers:

- Comprehensive and updated classroom units on current programs.
- Classroom visits by Nathaniel Dett Chorale artists.
- Resource kits, including rubrics, curriculum documents, terms and definitions, and audio-visual materials.

### Support to Students:

- Access to resources, websites, audio/visual materials, and terms and definitions.
- Collaboration and interaction with Nathaniel Dett Chorale artists.
- Introduction to uniquely Canadian perspectives and learning through interactive performances with the Nathaniel Dett Chorale.
- Communication and inspiration between professional artists and students.
- With the purchase of a Canaan Lan' unit, free admission to a Nathaniel Dett Chorale educational performance.

The Chorale is working with a retired principal from the Toronto District School Board and has established relationships with the Superintendents of the North West 6 family of schools and the North East 4 family of schools.

The Nathaniel Dett Chorale is Canada's first professional choral group dedicated to Afrocentric music of all styles including classical, spiritual, gospel, jazz, folk, and blues. The Chorale is comprised of 21 classically trained musicians and provides a forum for promoting public awareness of, and interest in, original works of Afrocentric composers: past, present, and future.

The Nathaniel Dett Chorale has been created with a mandate to perform Afrocentric music. It is developing an active musical commissioning program, curriculum for use in schools, lectures, demonstrations and master classes.

### Budget Information

<b>EXPENSE DESCRIPTION</b>	<b>AMOUNT</b>
Curriculum material to seven schools. \$1,200 per school.	\$8,400
Ensemble members use Caanan Lan material to assist teachers of grades 7 and 8 with spirituals, music, drama, to deliver program to students. Each school session is a half day.	1,050
Artistic Director, Brainerd Blyden-Taylor, lectures to Grades 7, 8 - 1/2 day	710
Materials	500
Toronto Centre for the Arts (YCA) rental and fees	6,800
Transporting youth to TCA - contribution to schools	1,000
Performers/ ensemble rehearsals and fees	8,500
Evaluation - creation and distribution of feedback forms to parents and student participants	500

Compiling and distributing project results and outcomes to communities and organizations	500
<b>TOTAL EXPENSES</b>	<b>\$27,960</b>

It is, therefore, recommended that:

1. the Board approve allocation of \$30,000 to Literature for Life for its Yo'Mama Magazine, an economic, educational, leadership and community development project directed at parenting and pregnant teen mothers, their children and partners.
2. the Board approve allocation of \$27,960 to the Nathaniel Dett Chorale for an educational program, Canaan Lan', to be delivered to about 1000 Grade 7 and 8 students in seven Toronto District School Board schools that will expand the curriculum for all students and will also foster pride in Black youth, a contributor to community safety.

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

- **Ms. Tanis Rideout and Ms. Amanda Cain, Literature for Life; and**
- **Mr. Gary Mandel and Ms. Ali Garrison, Nathaniel Dett Chorale.**

**The Board received the deputations and approved the foregoing report. The Board also approved the following Motion:**

**THAT future reports recommending expenditures under the \$100,000 Special Fund Monies for Youth Program include an explanation of the process for allocating the funds, as set out in Board Minute No. P308/05, and that the reports indicate that the requests for funds have been reviewed and endorsed by the City of Toronto's Community Safety Secretariat.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P73. REQUEST FOR FUNDS: FITNESS EQUIPMENT AT THE NEW  
INTEGRATED GUN AND GANG TASK FORCE**

The Board was in receipt of the following report January 12, 2007 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS FOR FITNESS EQUIPMENT AT THE NEW  
INTEGRATED GUN AND GANG TASK FORCE

Recommendation:

It is recommended that the Board approve funding in the amount of \$12,244.79 (representing one third of the cost) to purchase fitness equipment for the new Integrated Gun and Gang Task Force fitness room.

Financial Implications:

The Toronto Police Service (TPS) will not incur any financial implications as this request is being made in accordance with Board Policy #15 – Fitness Facility, and the balance of the cost will be shared equally by the Board, the Toronto Police Amateur Athletic Association (TPAAA) and uniform and civilian members of the new Integrated Gun and Gang Task Force.

Background/Purpose:

The Integrated Gun and Gang Task Force Provincial Operations Centre consisting of the Gun and Gang Task Force, Major Projects, and the Provincial Weapons Enforcement will be moving to a new facility opening in January 2007. At this new facility there will be approximately 100 police officers and civilian personnel from the Service assigned.

Fitness equipment is required by personnel endeavouring to maintain or improve their level of fitness. The fitness equipment purchased will be selected to perform both cardiovascular and muscular/strength exercises. The benefits to the Service in supporting fitness may include reduced absenteeism, an increase in productivity, job satisfaction and reduction of injuries.

As a result of the above, one third of the funding of this fitness equipment, in the amount of \$12,244.79 is requested from the Special Fund. This request is being made in accordance with the Board Policy #15 Fitness Facility that states:

“To offset the cost for the fitness facilities, the Board will endeavour to obtain the maximum amount of government funding possible. The balance of the cost will be shared according to the Board’s current policy: 1/3 payable by the Board, 1/3 payable by the Toronto Police Amateur Athletic Association and 1/3 payable by the members.”

Description and Cost of Equipment:

1 Nautilus 2100 heavy commercial treadmill	\$ 5,900.00
1 Nautilus E916 heavy commercial elliptical	\$ 5,700.00
1 Stairmaster Momentum 3400 upright bike	\$ 2,000.00
1 Matrix seated leg extension	\$ 2,395.00
1 Matrix lying leg curl	\$ 2,200.00
1 Matrix 4 stack cross-over jungle with hi lat low row	\$ 5,320.00
1 Matrix flat pad hyperextension back extension	\$ 535.00
1 Matrix power rack with dip handles (light commercial)	\$ 600.00
1 Matrix super adjustable bench incline/decline	\$ 550.00
1 Matrix Olympic flat bench	\$ 200.00
2 Matrix Olympic plate tree	\$ 240.00
2 York 300lbs Olympic set	\$ 440.00
1 Set York Pro welded dumbbells 5lbs – 80lbs	\$ 1,062.55
1 Set York Olympic plates 2x45lbs , 2x25lbs, 2x10lbs	\$ 110.40
2 Matrix 6’ two tier step dumbbell rack	\$ 720.00
1 York Olympic easy curl bar with collars	\$ 80.00
1 ATF 75 or 100 pound heavy bag	\$ 140.00
1 Matrix wall mounted bag hanger	\$ 200.00
1 Matrix 45 degree linear leg press	\$ 2,600.00
1 Matrix Olympic bench press	\$ 550.00

Delivery and Installation	\$ 400.00
Sub Total:	\$31,942.95
GST:	\$ 2,236.01
PST:	\$ 2,555.44
TOTAL:	\$36,734.39

Conclusion:

The Service is committed to the health and overall well being of its members. The benefits of exercise are well documented and obvious. The fitness facility is required to ensure a healthier and more productive environment.

Deputy Chief Anthony Warr, Special Operations Command, will be present at the Board meeting to address any questions.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P74. SCHOOL CROSSING GUARDS LONG SERVICE AWARDS - 2007**

The Board was in receipt of the following report January 26, 2007 from Alok Mukherjee, Chair:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2007

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$4,200.00 from the Board's Special Fund to cover the costs associated with hosting the 2007 School Crossing Guard Long Service Awards Ceremony.

Financial Implications:

The following is the budget for the 2007 School Crossing Guard Long Service Awards Ceremony.

Vendor / Expense	2006 Actual Costs	2007 Budget
Refreshments	\$2,370.00	\$2,900.00
Cakes	\$120.00	\$300.00
Appreciation chocolates	\$595.00	\$690.00
School Guard of the Year Award	\$30.00	\$40.00
Photo finishing	0.00	\$200.00
Frames for proclamation	\$15.00	\$35.00
Cover paper for programs	\$30.00	\$35.00
Long Service pins	sufficient quantity in stock	sufficient quantity in stock
Presentation boxes	sufficient quantity in stock	sufficient quantity in stock
Total:	\$3,160.00	\$4,200.00

Background/Purpose:

On Monday May 7, 2007, and Tuesday May 8, 2007, the Toronto Police Services Board will host the annual School Crossing Guard Long Service Awards honouring school crossing guards for their exemplary service. The ceremonies will commence at 7:00 p.m. in the 4<sup>th</sup> floor cafeteria at Toronto Police Headquarters. A reception featuring light refreshments will follow the ceremonies.

The proposed budget for the ceremonies and receptions this year has been estimated based upon the actual costs incurred in 2006, the number of eligible recipients and information provided by the caterers, and other suppliers.

The Board will present commemorative lapel pins to each of the school crossing guards who have completed 5, 10, 15, 20, 25, and 30 years of service with the School Crossing Guard Program. In addition, a special "School Crossing Guard of the Year" award will be presented to a guard who has displayed outstanding enthusiasm, dedication and commitment to community safety.

The proposed budget for the 2007 ceremonies and receptions is included in this report under the heading of Financial Implications. The budget has been prepared by members of Traffic Services, who are co-ordinating this event on behalf of the Board. Any surplus funds will be returned to the Board's Special Fund.

#### Conclusion:

The citizens of Toronto who perform the function of School Crossing Guards contribute significantly to the safety and well-being of the school-aged children in our city. In many cases, these individuals have become meaningful members of the school community by volunteering at their local school before and after performing their crossing duties. This year, approximately 95 school crossing guards will be honoured. I encourage all members of the Board to attend this event so that we may officially recognize the exemplary service and dedication these individuals display on a daily basis.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P75. FUNDS FOR THE CANADIAN ASSOCIATION OF POLICE BOARDS  
2007 ANNUAL CONFERENCE AND REQUEST TO HOST THE  
CANADIAN ASSOCIATION OF POLICE BOARDS 2008 ANNUAL  
CONFERENCE**

The Board was in receipt of the following report January 19, 2007 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD (BOARD) HOST THE 2008  
CANADIAN ASSOCIATION OF POLICE BOARDS CONFERENCE AND  
REQUEST FOR FUNDS CANADIAN ASSOCIATION OF POLICE BOARDS  
2007 CONFERENCE

Recommendation:

It is recommended that:

- (1) The Board host the Canadian Association of Police Boards (CAPB) Conference to be held in Toronto in August 2008, and;
- (2) The Board approve an expenditure from the Special Fund, not to exceed \$7,500.00 to sponsor a breakfast at the 2007 Canadian Association of Police Boards (CAPB) Conference.

Financial Implications:

Expenditure not to exceed \$7,500.00 will be expended from the Board's Special Fund.

Background/Purpose:

Each year the CAPB holds a three-day conference and annual general meeting in a different location. Eighteen years ago, the Board hosted the founding conference of CAPB. It has not organized another CAPB conference since. As reported to the Board at its September 28, 2006 meeting, while attending the CAPB 2006 conference in Edmonton, I proposed that the Toronto Police Services Board be given the opportunity of hosting the 2008 conference (Min. No. P296/06 refers). Attached to this report is correspondence from Ian Wilms, Chair CAPB accepting the Board's offer to host the CAPB Annual Meeting and Conference in 2008.

The CAPB will host its 18th Annual Meeting and Conference in Calgary from August 18 – 20, 2007. Should the Board approve hosting the 2008 conference, sponsoring a breakfast at the Calgary conference is an opportunity for the Board to showcase Toronto and its many attractions and cultural events.

Conclusion:

The CAPB conference is one of only two annual opportunities for professional development for Board members and given that the Board will be hosting the CAPB conference in 2008, Board members are strongly encouraged to attend the 2007 conference.

It is recommended that the Board host the CAPB 2008 conference and approve an expenditure from the Special Fund, not to exceed \$7,500.00 to sponsor a breakfast at the 2007 CAPB conference.

**The Board approved the foregoing.**



Canadian Association of Police Boards  
Association canadienne des commissions de police

December 15, 2006

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



Dear Mr. Mukherjee:

I am writing on behalf of the Canadian Association of Police Boards to formally accept the very generous offer of the Toronto Police Services Board to host the 2008 CAPB Annual Meeting and Conference.

We are very pleased to work with both your Board and your neighbouring Police Services Boards in planning and organizing this conference. In order to promote the 2008 location, TPSB might think about sponsoring a breakfast at the 2007 Conference in Calgary. This would be an excellent opportunity to showcase Toronto and its many attractions and cultural events.

Our Executive Director, Jennifer Lanzon has already been in contact with your ED, Joanne Campbell to outline the roles and responsibilities of the host Board.

I look forward to working with you and your Board to make the CAPB 2008 Annual Meeting and Conference an experience to remember.

Sincerely,

  
Ian Wilms  
Chair  
CAPB

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P76. REQUEST FOR FUNDS: 25TH ANNUAL BLACK BUSINESS AND  
PROFESSIONALS ASSOCIATION HARRY JEROME AWARDS**

The Board was in receipt of the following report January 12, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS – 25<sup>th</sup> ANNUAL BBPA HARRY JEROME AWARDS

Recommendations:

It is recommended that:

- (1) the Board approve the purchase, from the Special Fund, of tickets for two tables for the 25th Annual BBPA Harry Jerome Awards, in an amount not to exceed \$3,000.00 and;
- (2) tickets be provided to interested Board members and that the remaining tickets be provided to the Chief of Police for distribution to members of the Chief's Youth Advisory Committee

Financial Implications:

If the Board approves recommendation number one, the Board's Special Fund will be reduced by the amount of \$3,000.00.

Background/Purpose:

This year will mark the 25<sup>th</sup> Anniversary of the Black Business and Professionals Association (BBPA). Each year the BBPA host the Harry Jerome Awards in recognition of the contribution to our communities of Black youth from coast to coast.

The gala dinner and awards event will be held at the Toronto Congress Centre, 650 Dixon Road, Toronto, on April 28, 2007.

Invited guests include Premier McGuinty, Mayor Miller, other Federal, Provincial and Municipal politicians, Chief Blair, amongst other dignitaries. Organizers anticipate over 900 patrons.

I recommend that the Board approve the purchase, from the Special Fund, of tickets for two tables for the 25th Annual BBPA Harry Jerome Awards, in an amount not to exceed \$3,000.00. I further recommend that tickets be provided to interested Board members and that the remaining tickets be provided to the Chief of Police for distribution to members of the Chief's Youth Advisory Committee.

**The Board approved the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P77.           AUDIT OF THE REVIEW OF THE INVESTIGATIONS OF SEXUAL  
ASSAULT – VIOLENT CRIME LINKAGE ANALYSIS SYSTEM  
(VICLAS)**

The Board was in receipt of the following report January 15, 2007 from William Blair, Chief of Police:

Subject:       AUDIT OF THE REVIEW OF THE INVESTIGATIONS OF SEXUAL  
ASSAULT - VIOLENT CRIME LINKAGE ANALYSIS SYSTEM (ViCLAS)

Recommendation:

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

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background:

The Board at its meeting of February 10, 2005, received a follow-up report from the Auditor General on the October 1999 Report Entitled: "Review of the Investigation of Sexual Assaults - Toronto Police Service" (Min. No. P34/05 refers).

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General's report.

Further the Board at its meeting of August 10, 2006 recommended that a letter from Mr. Jeffrey Griffiths, Auditor General, City of Toronto, received by the Board on May 1, 2006 regarding recommendations related to the Violent Crime Linkage Analysis System (ViCLAS) included in the Review of the Investigation of Sexual Assaults - Toronto Police Service and the Auditor General's follow up report be referred to the Chief of Police (Min. No. P273/06 refers).

Mr. Griffiths' letter referred to the importance of the emphasis placed on technology, and, in particular, on ViCLAS, specifically, Recommendations 19 and 20.

Violent Crime Linkage System (ViCLAS) is an investigative aid designed to assist police agencies in identifying violent crimes that may be serial in nature and permits the analysis and linkage of such cases.

The System is managed nationally by the Royal Canadian Mounted Police (RCMP) and within the Province of Ontario by the Provincial ViCLAS Centre at the Ontario Provincial Police (O.P.P.) Headquarters in Orillia.

Through ViCLAS a comparison can be made on a local, provincial, inter-provincial or national basis.

Discussion:

**Recommendation 19:**

**The Chief of Police take immediate action to ensure that the Violent Crime Linkage Analysis System (ViCLAS) reports relating to sexual assaults are completed and submitted within the prescribed time limits of the Toronto Police Service (21 days) and the Police Services Act (30 days). The responsibility for ensuring compliance be clearly defined. Monthly status reports on the extent of compliance by division be prepared and submitted to the Chief of Police and appropriate action be taken for instances of non-compliance.**

Status:

Recommendation 19 has been fully implemented.

Response:

As of October 2005, the responsibility of the Violent Crime Linkage Analysis System (ViCLAS) was assigned to the Toronto Police Service Homicide Squad and is now part of the Homicide Squad – Major Case Management Unit.

The Chief of Police ordered that there be 100% compliance with this recommendation. Correspondence was forwarded through Unit Commanders to Detective Sergeants, Detectives and Police Officers who investigate criteria offences that require the completion of a Violent Crime Linkage Analysis System (ViCLAS) booklet directing that any non-compliance be dealt with as a discipline matter.

To date, the compliance rate for the year 2006 is 99.32% of 1774 investigated criteria offences. Compliance status reports are prepared and the data is included in the bi-weekly Executive Dashboard.

Any non-compliance is dealt with through disciplinary action initiated through a Conduct Report (TPS 901) and a Uniform Disciplinary Report (TPS 930) against the offending officers and the officers' direct supervisor.

For the year 2006 disciplinary action was initiated against twelve (12) officers. These disciplinary matters are dealt with according to the established practice.

## **Recommendation 20:**

**The Chief of Police ensure that the project pertaining to the electronic transmission of ViCLAS data to the Provincial ViCLAS Centre in Orillia is expedited as quickly as possible. Staff responsible for this project be required to provide specific deadlines for completion. Periodic updates regarding the progress of the project be reported to the Chief of Police.**

### Status:

Recommendation 20 has been partially implemented.

### Response:

The development of an electronic version of the ViCLAS booklet and the subsequent training of police personnel across the province to use this document is the responsibility of the Provincial ViCLAS Unit in Orillia and the National ViCLAS Centre in Ottawa.

The Toronto Police Service has been liaising with the Provincial ViCLAS Centre in Orillia in the development of this booklet in two ways. Initially personnel from the Homicide Squad were assigned to assist with the electronic design of the booklet. Once a template was developed, the Sex Crimes Unit and the Homicide Squad tested the electronic version of the ViCLAS booklet and the actual transmission process to the Provincial ViCLAS Centre in Orillia.

The final version has been approved and the Sex Crimes Unit and the Homicide Squad have been successfully completing and transmitting the booklets for many months. However due to resource issues and training requirements at the Provincial ViCLAS Centre, the deployment to the rest of the Service has not been completed. It is anticipated that by the end of the year 2007 the Provincial ViCLAS Centre will make the electronic version of the ViCLAS booklet available Service wide.

### Conclusion:

These recommendations are very important to the Toronto Police Service and the Service has and will continue to make all efforts to implement them fully.

One of the Toronto Police Service priorities is the safety of vulnerable groups. The goal is to improve the response to adult victims of sexual assaults and the performance objective is the increase in ViCLAS compliance, which has been undertaken.

The Toronto Police Service is working in partnership with the Provincial ViCLAS Centre in Orillia to finalize an electronic version of the ViCLAS booklet for use Service wide.

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

**The Board received the foregoing and requested the Chair to send a letter to the Ministry of the Attorney General expressing the Board's concern about the Service's delay in transmitting the ViCLAS booklets Service-wide due to the resource issues and training requirements at the Provincial ViCLAS Centre in Orillia.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P78.           PHYSICAL FITNESS OF POLICE OFFICERS**

The Board was in receipt of the following report February 06, 2007 from Alok Mukherjee, Chair:

Subject:       Physical Fitness of Police Officers

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the receipt of this report.

Background/Purpose:

At its in-camera meeting on January 25, 2007, the Board considered a report (dated January 04, 2007) from the Chief of Police on the levels of fitness of police officers in the Toronto Police Service. The Chief of Police provided the report in response to an earlier request by the Board for information on how the Service deals with physical fitness issues.

After reviewing the Chief's report, the Board decided to refer the report to its next public meeting for consideration (Min. No. C17/07 refers).

Conclusion:

A copy of the Chief's report regarding physical fitness is attached to this report, in the form of Appendix "A", for the Board's information.

**The Board received the foregoing.**

## APPENDIX "A"

January 4, 2007

To: Chair and Members  
Toronto Police Services Board

From: William Blair  
Chief of Police

Subject: FITNESS LEVELS OF POLICE OFFICERS

### Recommendation:

It is recommended that the Board receive the following report.

### Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

### Background/Purpose:

This report is in response to the following motion adopted by the Board at its meeting held on September 28, 2006 (Min. No. C225/06 refers).

*That the Chief of Police provide a confidential report to the Board on how the Service deals with the level of fitness of police officers and following receipt of the confidential report, that the Chief provide a public report summarizing fitness issues within the Service.*

The report will provide information regarding the levels of fitness of police officers in the Toronto Police Service.

### Discussion:

The Service presently does not have mandatory fitness requirements for its police officers. The *Police Services Act* of Ontario does not legislate or regulate any required level of fitness; however, the duties of a police officer imply a level of fitness but nothing in the *Act* or its Regulations are explicit.

Notwithstanding the aforementioned, there are specialized units within the Service that require potential and current members to possess a fitness pin and/or to pass a unit specific fitness test.

Currently, all uniform patrol officers must participate in annual Advanced Patrol Training. Included in this training is a physical education component but this is not mandatory. However, members must attend either a wellness session or fitness pin training.

Police officers, while attending courses at the C.O. Bick Police College, Ontario Police College and the Canadian Police College, frequently participate in physical education classes. Although participation is encouraged, again there are no mandatory tests resulting in a pass or fail, except for police recruits.

Members while in attendance at the C.O. Bick Police College or at the Ontario Police College, as well as on their personal time off, such as vacation, regular days off or lieu time, can voluntarily complete the Ontario Fitness Pin test. Over the past 6 years, the number of members participating in this test has continually grown. In 2005, 1231 members, including civilians, were tested compared to 956 in 2004 and 868 in 2003.

Although all members are continually encouraged to participate in physical fitness training while at these facilities and/or to obtain the Ontario Fitness Pin, this is extremely difficult for college staff to implement due to current staffing levels within the physical training section.

Currently, the mandatory fitness requirements are limited only to: “pre-hire” as defined by the Ontario Association of Chiefs of Police – Constable Selection System (“OACP-CSS”); “pre-placement” as defined by specialized units and “annual fitness” as defined by specialized units.

The requirements for the above-noted are as follow:

*Pre-hire Requirements: Ontario Association of Chiefs of Police-Constable Selection System Certificate (OACP-CSS)*

The Constable Selection System consists of a series of tests which have been developed in partnership with the Ontario Association of Chiefs of Police and the Ministry of Community Safety and Correctional Services. The Service is a partner with the OACP-CSS and, hence, it is mandatory for Service to test police officer applicants to this standard. The process is comprised of various segments, one of which is the Physical Readiness Evaluation for Police (“PREP”). The PREP has three physical screening components, which includes testing for medical readiness, a pursuit/restraint circuit and a lengthy shuttle run.

Upon successful completion of the PREP, the applicant moves forward to a series of written tests. If successful in all segments, the applicant is then awarded an OACP-CSS certificate which enables the person to apply to the Service as a police constable.

Once successful in the hiring process, the applicant is offered conditional employment as a cadet-in-training. The cadet-in-training is required to attend the C.O. Bick Police College, as well as the Ontario Police College, for extensive training including physical fitness training.

While in attendance at the Ontario Police College, recruits are required to pass a comprehensive physical fitness test prior to graduation. If the recruits are unable to participate due to illness or injury, they are afforded an opportunity to complete the test upon return to the C.O. Bick College. It is only upon successfully passing the mandatory fitness test that the cadet-in-training is sworn in as a police constable.

*Pre-placement Requirements: Specialized Units*

There are specialized units within the Service which require a candidate to pass a fitness test prior to being considered. The Emergency Task Force, Mounted and Police Dog Services, Public Safety Unit, Tactical Training/Officer Safety Section at the C.O. Bick College and the Marine Unit have specific training unique to each unit. These requirements frequently meet or exceed the standards required to obtain the Ontario Fitness Pin.

*Annual Fitness Requirements: Specialized Units*

Similarly with the aforementioned, there are specialized units within the Service which require their members to pass an annual fitness test in order to remain active in the unit. These units include the Emergency Task Force, Public Safety Unit, Marine Unit and Community Response Units where police officers are assigned to bicycle patrol.

As indicated, although some specialized units require members to have a pre-placement fitness test, officers are not required to maintain their initial level of fitness or re-qualify annually.

*Conclusion:*

Health and wellness are issues which are vital to the success of any organization. In January 2006, the Service and Connex Health entered into a partnership to conduct a comprehensive Health Risk Assessment Survey for the Service. The study, in which 2110 members or approximately 28% of the Service participated, identified individual lifestyle habits and behaviours which need closer examination. Fitness and nutrition were identified as primary areas where heightened awareness is required.

The Service will be launching a comprehensive and customized wellness program to respond to identified health and wellness issues, including fitness. There is a project plan currently being developed, which will include a communication strategy and delivery of programs. This is a very important pro-active initiative.

Police officers are provided the opportunity to participate in physical activities while at the various police colleges, units, facilities or divisions either as part of a curriculum or on scheduled breaks. All police buildings, other than Toronto Courts, Reporting Centre, Fleet and Materials at 18 Cranfield Road and the Collision Reporting Centres, have fitness facilities which have been funded collectively by the Toronto Police Amateur Athletic Association, the Toronto Police Services Board and unit members.

Subject to the Board receiving this report, it is requested that it be placed on the public agenda.

Deputy Chief Keith Forde, Human Resources Command, will be available to answer any questions.

Respectfully submitted,

William Blair  
Chief of Police

WB/ph

Filename: fitness levels of police officers.doc

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P79. RESPONSE TO CITY OF TORONTO REQUEST FOR A REPORT:  
TORONTO POLICE SERVICE WASTE DIVERSION PROGRAM**

The Board was in receipt of the following report February 01, 2007 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE WASTE DIVERSION PROGRAM

Recommendations:

It is recommended that:

1. the Board receive this report; and
2. the Board forward a copy of this report to the General Manager, Solid Waste Management Services.

Financial Implications:

The financial implications from the implementation of this program, while not expected to be significant, are not known at this time.

Background/Purpose:

City Council at its meeting of September 25, 26, and 27, 2006 adopted the recommendation of Works Committee Report 6; Clause 3 which requires, "City Agencies, Boards, Commissions and Divisions and Schools be required to submit a four-year waste diversion plan (2007 to 2010) to the General Manager, Solid Waste Management Services by December 31, 2006, that will outline how Council's waste diversion targets will be met and to submit updates at the end of each year to the General Manager, Solid Waste Management Services."

This report provides the required response to Council's directive. In responding to this request, the Service has been working with City staff. Some required information was not available until January 2007, and as a result the report could not be provided by the date requested by City Council.

Discussion:

In July 2004, City Council passed a recommendation that the City's *No Waste Recycling Program* be adopted as the standard in all City office workplaces. Since the adoption of the

recommendation, Toronto Police Service (TPS) Facilities Management staff and the City's Waste Diversion Coordinator have worked closely to test and develop a program that will meet the needs of the TPS. The City program, as it is implemented, is intended for eight hour office operations. TPS facilities for the large part operate 24/7 and cannot be described as a typical office environment.

In November 2004, it was decided to make 51 Division (51D) the test site for the *TPS No Waste Recycling Program*. The first stage of the process was to conduct a waste audit of 51D in order to establish a baseline for future comparison. This was completed in late 2004 and it was determined 65 kgs. of garbage is produced daily. This equates to roughly 23,700 kgs. annually.

The *TPS No Waste Recycling Program* was introduced into 51D, with the cooperation of the Unit Commander, in mid 2005. The program closely resembles the City program. Custodial staff no longer empty desk-side garbage containers. TPS staff put their garbage and recyclables into centralised containers. City staff then empties the centralized containers into larger garbage and recycling totes for removal from the office area to the waste pick-up area. The TPS system varies from the City system in the number of centralized locations and the frequency of the pick-ups. TPS staff continues to place confidential material in the confidential containers through a separate TPS program.

The program at 51D appears to be working well. However, an evaluation is currently being conducted and results should be available by the end of February 2007. The TPS also implemented the program at 43 Division (43D), with the cooperation of the Unit Commander, in early 2006. The TPS chose to implement the system in new facilities as part of the program of change associated with the staff moving to a new facility. When the new 23 Division and Traffic Services/Courts/Central Garage facilities open later this year, the *TPS No Waste Recycling Program* will also be implemented at those locations. It should be noted that older facilities, because of the office space configuration, could be more difficult to implement. In December 2006, TPS Facilities Management requested City Corporate Services to continue with the rollout of the program to all TPS facilities, where possible and practical. City Waste Diversion has indicated that the rollout can be completed by mid-2007.

In order to enhance the program, TPS Facilities Management has determined that the provision of desktop recycling trays (or a similar bin) would be of benefit. Currently, only Headquarters has this type of tray. TPS Facilities Management is currently obtaining pricing for the required equipment. However, this is not a budgeted item and a source of funding will have to be identified within the approved budget.

By mid-2007, the *TPS No Waste Recycling Program* should be fully implemented. This timetable meets the requirements of the City. Those TPS facilities that do not have elevators will have to modify the program to meet their operational requirements. The Service has also enquired about a food waste recycling program. However, the City has advised that this program is not yet available for implementation.

The TPS continues to improve its waste reduction program as it works toward full implementation of the *TPS No Waste Recycling Program*. The content of Headquarters recycled materials has increased by about 30% in the last few years. Discussions are also ongoing with our food services supplier regarding the reduction of waste and the use of reusable materials (e.g. china plates, stainless steel cutlery, etc.).

Conclusion:

The *TPS No Waste Recycling Program* should be implemented by mid-2007. It will be accomplished with the assistance of the City's Waste Diversion Coordinator, TPS Unit Commanders and field staff. Once the implementation is complete, the City will monitor the program to ensure its ongoing compliance.

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions.**

**The Board noted that the foregoing report indicates that most of the facilities within the Service operate on a 24 hour, seven days a week basis and that the program approved by the City is intended for eight hour office operations. The Board recommended that the Service contact other emergency service organizations to share ideas on how to improve waste reduction and waste recycling.**

**The Board received the foregoing report and agreed to provide a copy to the General Manager, Solid Waste Management Services, City of Toronto, for information.**

**The Board also requested that the Chief of Police provide a report to the Board if the Service is unable to meet the targets outlined in the *TPS No Waste Recycling Program*.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P80. RESPONSE TO CITY OF TORONTO REQUEST FOR A REPORT:  
COMPARISON OF NEW YORK CITY'S COMSTAT SYSTEM TO THE  
TORONTO POLICE SERVICE'S DATA SYSTEMS IN CRIME  
PREVENTION**

The Board was in receipt of the following report January 04, 2007 from William Blair, Chief of Police:

Subject: RESPONSE TO CITY COUNCIL'S REQUEST FOR INFORMATION  
COMPARING NEW YORK CITY'S COMSTAT SYSTEM TO THE  
TORONTO POLICE SERVICE DATA SYSTEMS IN CRIME PREVENTION

Recommendation:

It is recommended that:

- (1) the Board receive the following report; and
- (2) the Board forward this report to the City's Policy and finance committee for information

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

City Council at its meeting April 25 – 27, 2006, requested the Chief to report on comparisons between New York City's Comstat systems and how the Toronto Police Service uses their database systems in crime prevention. This request stems from Councillors Tompson's and Pitfield's fact-finding trip to New York City to ascertain how that city was coping with urban problems similar to those facing the City of Toronto (City Clerk's Office memo Ref.#2006-05-J(22) refers).

Compstat Model:

The Compstat (**computer statistics**) Model is a departure from traditional police management practices. Its origins began as an accountability and quality control initiative for New York City's Commissioner of Police. Compstat is a computer assisted process by which precinct commanders are held accountable for issues under their respective areas of command.

## Compstat Process

Compstat personnel, under the direction of the Commissioner, capture and analyse statistical information issues that impact both operational and administrative proficiency. Regular meetings are then held where the Police Commissioner will question precinct commanders and support staff on various issues including the following areas:

- Crime & disorder
- Youth crime
- Narcotic investigations
- Auto theft
- Fugitive management
- Gun eradication
- Work performance
- Occurrence management – quality control
- Criminal investigations
- Cross precinct issues
- Personnel deployment
- Integrity testing

The Compstat meeting usually entails a 2 to 3 hour question and answer period. The Police Commissioner may include action items, recommendations and guidance as the case may be. The impact of the Compstat process is significant. Precinct commanders are more attentive to the mission of their Service and the day to day management of their command. As well, members of the precinct are well aware of the impact and implications of their individual contribution to the organization.

## Toronto Police – NY Fact Finding Mission

In April, 2003, the Toronto Police Service sent a contingent of police and civilian personnel to New York City on a fact finding mission. The contingent consisted of eight (8) Toronto Police personnel including 1 Staff Superintendent, 2 Staff Sergeants, 3 Sergeants, 1 Constable and 1 civilian member. The primary purpose for the assignment was to examine the Compstat process and ascertain if it was feasible to apply the principles to a Toronto model. The contingent discovered that the Compstat process would be highly advantageous to the Toronto Police Service. As a result, the Toronto Police Service Analyst Support Section created the Executive Dashboard.

## Executive Dashboard

The Executive Dashboard is Service-wide computerized overview and analysis of statistical information. It provides enhanced crime mapping and statistical charts and graphs, normally based on a three year comparison. It is published biweekly and is currently offered to executive officers in a PDF format. At the Senior Management Team Meeting (SMT), the Command, Staff Superintendents and Directors discuss issues that arise from the report. The following is a list of topics currently captured on the Executive Dashboard.

- Crime Indictors (Year over Year)
- Vehicle Theft
- Occurrence reporting management
- Firearm Processing
- Calls for Service
- Shooting Calls for Service
- Gun Call events
- Collision Statistics
- Work Performance
- Corporate Initiative Statistics
- Budget Summaries and Expenditures
- Service Absenteeism

### Statcom

In 2005, in response to a growing need, at the divisional level, for accurate and timely management information and a process to use it effectively, Central Field Planning, under the direction of then Staff Superintendent Kim Derry, undertook the creation of a comprehensive statistical, crime and disorder management tool and process similar to that of New York City Police Department's Compstat. The process and subsequent application named Statcom (**statistical comparison**) was created and implemented across Central Field Command. It has now been installed across Divisional Policing Command.

### Statcom Tool

The Statcom tool is a computerized program specifically designed to assist Divisional Unit Commanders with their unit responsibilities. While, the New York's Compstat process is dependant on labour-intensive, manual inputting of data, Toronto's Statcom tool has automated data delivery to ninety percent. The tool is interactive and functions as a proactive, predictive management tool, and, at the Deputy Chief's level, it reports across Divisional Policing Command. Moreover, for information sharing and transparency, each Divisional Unit Commander and Second in Command have full access to all statistical information captured.

### Statcom Process

Statcom meetings are carried out biweekly and focus on the following topics:

- Work performance
- Enforcement
- Internal/External Complaints
- Budget and finance
- Advanced patrol training (APT)
- Occurrence management and Audits
- Gun violence reporting and compliance audit
- Unit staffing

- Video media recording feeds
- Calls for service
- Crime management strategies
- Crime trends and prevention strategies
- Service priorities reporting
- Family violence
- Emotional disturbed persons - compliance audits

As part of the process, throughout the year, Divisional Policing Unit Commanders participate in 2 to 3 crime conferences using the Statcom tool. These conferences are similar to the meetings in the New York City Police Department's Compstat model.

### The Future

Currently, Statcom is only operational within Divisional Policing Command; however, as a result of interest from the other branches of the Service, a working group, representing a cross section of the major stakeholders within the Service, is tasked with creating a Service-wide tool. The Executive Dashboard's mandate will continue to expand. The process will become streamlined and strategically focused on the rapidly evolving needs of the Toronto Police Service.

### Conclusion:

The Toronto Police Service currently has in place the Executive Dashboard and Statcom which compare favourably to the Compstat model. However, it is reasonable to assume that the Toronto Police Service has surpassed Compstat in areas such as data collection, retrieval and access at the unit level. Statcom and The Executive Dashboard reinforce managerial accountability through accurate, informative and timely information. The impact of these two programs serves as a testament to the quality of Service delivered to our communities.

Finally, it is important to note the Executive Dashboard and Statcom contribute to the Service's priorities, through the utilization of data and processes that ensure the efficient and effective use of operational and administrative resources.

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

**The Board received the foregoing and agreed to provide a copy to the City of Toronto – Executive Committee for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P81. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND  
LEGAL INDEMNIFICATION: JULY TO DECEMBER 2006**

The Board was in receipt of the following report January 03, 2007 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:  
SEMI-ANNUAL REPORT JULY 1 - DECEMBER 31, 2006 AND  
CUMULATIVE COSTS FROM JANUARY 1 - DECEMBER 31, 2006

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

This report will provide a semi-annual update for the period of July 1 to December 31, 2006 and cumulative costs from January 1 to December 31, 2006.

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

Discussion:

1) Semi-Annual Summary: July 1 – December 31, 2006

During the period of July 1 to December 31, 2006, nine (9) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$259,898.49 were received and approved for payment by the Director, Human Resources Management and the Manager, Labour Relations. As of today's date, the December 2006 legal account from Hicks Morley Hamilton Stewart and Storie LLP has not yet been received.

During the same period, twenty-six (26) accounts relating to legal indemnification were paid totalling \$87,235.34. There were no payments made relating to civil suits or inquests during this period.

## 2) Cumulative Summary for 2006

For the period January 1 to December 31, 2006, legal expenses incurred by Labour Relations totalled \$766,027.11. The breakdown of this cost was as follows:

<b>Number and Type of Account Paid</b>	<b>Costs Incurred in 2006</b>
15 Payments to Hicks, Morley, Hamilton, Stewart and Storie LLP	\$501,253.62
62 Legal Indemnifications	\$235,462.03
1 Inquest	\$26,841.47
1 Civil Action	\$2,469.99
<b>Total Cost for 2006</b>	<b>\$766,027.11</b>

There were six accounts denied this year totalling \$118,560.63, four (4) of which were grieved by the Toronto Police Association. Two of these were resolved at Step 3 of the grievance process (conciliation), one was withdrawn and the other will be heard by an arbitrator starting on February 8, 2007.

It must be noted that one account which was denied in 2004 for \$47,402.37, and grieved by the Toronto Police Association, was referred for a Judicial Review following Arbitrator Ken Petryshen's decision to allow the grievance. The hearing will commence in February or March, 2007.

### Conclusion:

In summary, this report provides the Board with a semi-annual update for the period July 1 to December 31, 2006 of all labour relations counsel, legal indemnification claims and accounts relating to inquests and civil action, and the cumulative costs from January 1 to December 31, 2006.

Mr. William Gibson, Director, Human Resources Management, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board received the foregoing.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P82. ANNUAL REPORT: 2006 PARKING ENFORCEMENT UNIT TAG  
ISSUANCE AND ABSENTEEISM**

The Board was in receipt of the following report January 19, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2006 PARKING ENFORCEMENT UNIT TAG  
ISSUANCE & ABSENTEEISM

Recommendation:

It is recommended that:

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

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

This report provides information on the Parking Enforcement Unit achievements and activities during the year 2006 (Appendix A refers). Data regarding annual parking tag issuance and unit absenteeism are contained within this report.

Discussion:

Annual Parking Tag Issuance

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

Based on historical trends, the total parking tag issuance for the year 2006 was forecasted to be 2,800,000 tags. Total parking tag issuance includes tags issued by PEOs, MLEOs and police officers. The actual 2006 issuance is approximately 2,829,000 tags, which exceeds the anticipated parking tag issuance by 29,000 tags.

The actual parking tag issuance estimates by group are as follows: Parking Enforcement Unit 2,566,383 tags, MLEO 246,783 tags, Police Officers 15,834 tags.

The Parking Enforcement Unit tag issuance projection for 2006 was 2.6 million tags. The variance in parking tag issuance vs. the projection is due in part, to the implementation of the Hand Held Project requiring officers to attend in-class training days to learn the new computerized system. Ultimately this resulted in less time spent on patrol and hence, a lower number of parking tags issued.

The gross revenue estimate for 2006 is \$69.6 million, which is \$0.7 million higher than the projected revenue estimate.

#### Annual Attendance/Absenteeism

The Parking Enforcement Unit absenteeism report for the year 2006 is provided in Table 1, as well as the actual figures and average number of sick days per officer, as requested by the Board (Min. No. P334/01 refers). In order to highlight absenteeism patterns, the reporting of this information is grouped into four separate categories:

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

Dependent Sick - represents time taken off to care for 'eligible' family members;

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

Short Term Sick - represents all other sickness.

The Parking Enforcement Unit set a ceiling of 4% for short-term absenteeism. The year-end totals for 2006 indicate that this figure is actually 2.9%, which is 1.1 percentage points below the set ceiling. In relation to overall unit absenteeism, the year-end total for 2006 is 5.2%, which is the same as in 2005. (Appendix A, page 3 refers).

As mentioned previously, detailed information regarding the absenteeism rate for the Parking Enforcement Unit is contained within Table 1. A comparison of the absenteeism rate of the entire Toronto Police Service to the Parking Enforcement Unit is outlined in Table 2. The comparison table provides statistics in relation to sick time taken by members. The calculations are based on a total of 261 working days in a year and show that overall; the percentage of members off per day was 5.2% for the Parking Enforcement Unit in comparison to 4.5% Service wide.

The Parking Enforcement Unit has a 0.7 percentage point higher absenteeism rate when compared with the rest of the Service. Parking Enforcement Officers spend more time outside in the elements due to the requirement to patrol on foot, bicycles, motorcycles and cars in all types of inclement weather conditions. Officers patrolling in cars have to frequently park and walk as part of their enforcement duties. The type of patrol being undertaken can bring with it greater risks to officers of becoming ill or getting injured on duty, resulting in a higher absenteeism rate than other units within the Service would experience.

2006 Parking Enforcement Unit Absenteeism  
(Table 1)

Category of Illness	Actual Numbers of Days*	Average/Person Days	Rate
Injured on Duty	1,164	2.8	1.1%
Long Term Sick	708	1.7	0.7%
Short Term Sick	3,072	7.5	2.9%
Dependent Sick	552	1.4	0.5%
Total	5,496	13.4	5.2%

\*8 hours are considered as one day

2006 Absenteeism Comparison Totals  
Toronto Police Service Vs Parking Enforcement Unit  
(Table 2)

	Toronto Police Service Uniform and Civilian (8,222 members)	Parking Enforcement Unit All Personnel (395 members)
Average Sick Days Per Member (Short term, long term, and dependent)	10.5	10.7
Average IOD Days Per Member	1.4	2.8
Total Days Sick and IOD per member	11.9	13.5
Average Members Off Per Day	372.9	21.1
% of Members Off Per Day*	4.5%	5.2%

Source: TRMS (ERMS), PINS System.

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

Conclusion:

Given the nature of the duties of Parking Enforcement Officers, the requirement to work 3 shifts and the inclement weather conditions they are exposed to on a daily basis, the rate of absenteeism within the Parking Enforcement Unit is not appreciably higher than the rate experienced throughout the remainder of the Service. When it is further considered that these officers are often subjected to abusive and in many cases assaultive behaviour from some members of the community, the rate of absenteeism within this unit is even more commendable.

Deputy Chief, A.J. (Tony) Warr Specialized Operations Command, will be present to answer any questions that the Board may have regarding this report.

**The Board received the foregoing report and approved the following Motion:**

**THAT, given that the City of Toronto – Executive Committee no longer needs to receive these semi-annual reports unless the absenteeism rate in any one reporting period exceeds 10%, the Chief of Police be requested to report to the Board only when the rate in any one period exceeds the threshold of 10% proposed by the Executive Committee.**

# **PARKING ENFORCEMENT UNIT**

## **ANNUAL REPORT 2006**



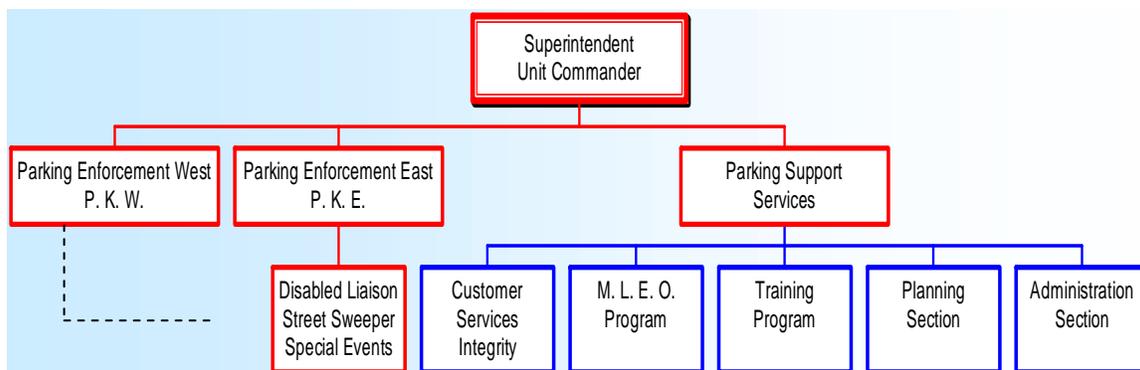
### **MISSION AND SERVICE PRIORITY**

#### **“TRAFFIC SAFETY”**

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

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

### **UNIT STRUCTURE**



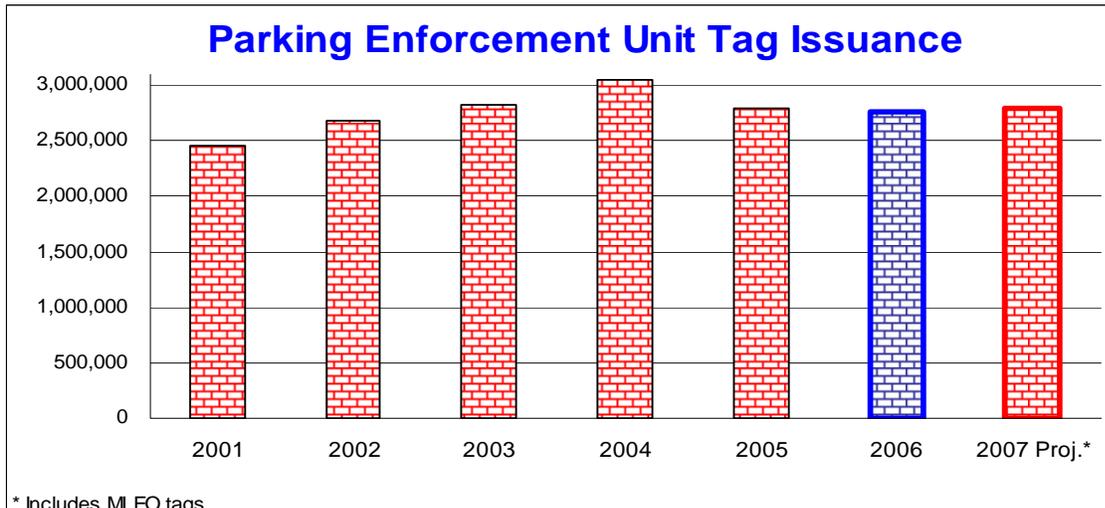
## STATISTICAL HIGHLIGHTS

### COMPARATIVE TAG ISSUANCE AND REVENUE – PEO, MLEOS AND PC

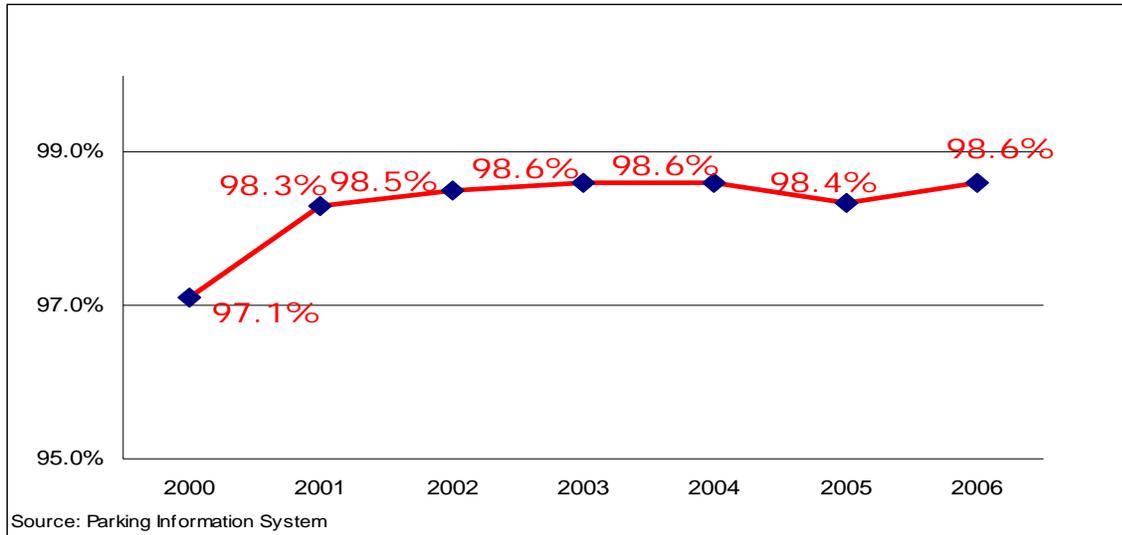
	2006 Projected*	2006 Actual**	2007 Projected
<b>Total Tags</b>	2,800,000	2,829,000	2,800,000
<b>Collectable Tags@82%</b>	2,296,000	2,319,780	2,296,000
<b>Revenue (Est.)</b>	\$68,880,000	\$69,593,400	\$68,880,000
<b>Net Expenditures</b>	\$31,767,500	\$31,767,500	\$32,820,600
<b>NET REVENUE</b>	\$37,112,500	\$37,825,900	\$36,059,400

\* Estimates, Collectable@82% Avg/tag \$30

### PARKING TAG ISSUANCE (6 YEAR COMPARISON)



## PROCESSABLE TAG PROFILE 2000-2006



## Comparative Summary of 2005 and 2006 Achievements

	<b>2005</b>	<b>2006</b>
■ <b>Processable Tag Rate</b>	<b>98.4%</b>	<b>98.6%</b>
■ <b>Absenteeism (Short-term sick)</b>	<b>3.0%</b>	<b>2.9%</b>
■ <b>Arrest Assists</b>	<b>93</b>	<b>69</b>
■ <b>Stolen Autos Recovered</b>	<b>1,854</b>	<b>2,002</b>
■ <b>Unplated Vehicles Towed</b>	<b>1,345</b>	<b>1,050</b>
■ <b>Vehicles Towed</b>	<b>41,050</b>	<b>39,293</b>
■ <b>Calls for service received</b>	<b>107,545</b>	<b>109,325</b>
■ <b>Parking Tag Issuance (PEO/MLEO/PC)</b>	<b>2,815,850**</b>	<b>2,829,000*</b>
■ <b>Assist Police Service</b>		
➔ <b>Interpretations</b>	<b>259 (599 Hrs.)</b>	<b>218 (446 Hrs.)</b>
➔ <b>Special Events</b>	<b>47 (1,061 Hrs.)</b>	<b>51 (1,245 Hrs.)</b>
➔ <b>Criminal Charges (Disabled Permits)</b>	<b>0</b>	<b>690</b>
➔ <b>Disabled Permit Seizures/ HTA</b>	<b>643</b>	<b>1,066</b>

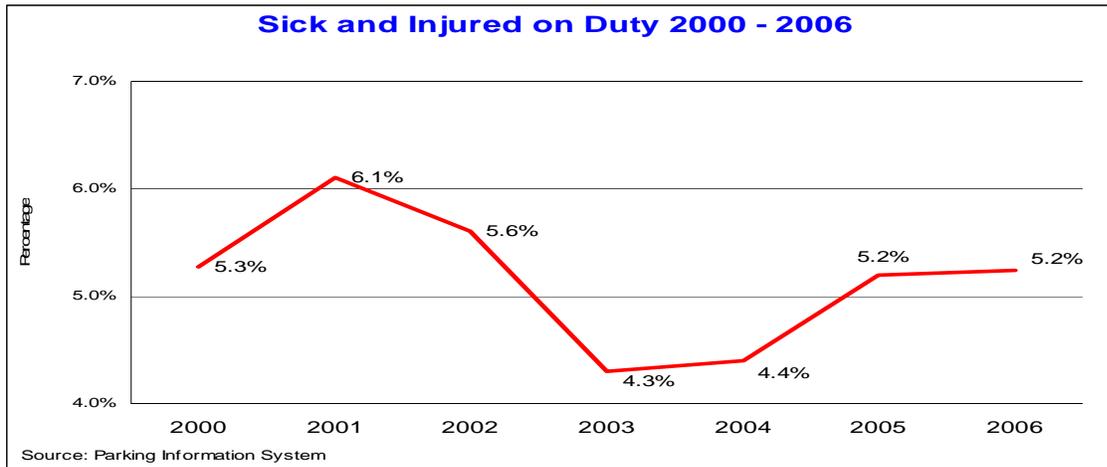
\*Estimates, \*\*PEO/MLEOs

## Staffing Levels 2000 – 2007

	2001	2002*	2003	2004	2005	2006	2007 Projected
Senior Officer	1	1	1	1	1	2	2
Uniform	8	8	8	8	8	8	8
Unit A	29	29	29	29	29	28	28
Unit C	309	357*	357	357	357	357	357
TOTAL	347	395	395	395	395	395	395

\*48 PEO hired in 2002. Staggered Hire Dates 29 PEO May 21/02, 19 PEO Sept.10 /02

## Absenteeism Profile: Sick and Injured on Duty



## Operating Budget 2005-2007

TYPE	2005	2006*	2007 Projected**
<b>i. Regular Pay</b>	<b>21,171,400</b>	<b>21,228,400</b>	<b>22,442,200</b>
	66.4%	65.9%	66.3%
<b>ii. Special Pay</b>	<b>1,373,500</b>	<b>1,373,500</b>	<b>1,269,300</b>
	4.3%	4.3%	3.7%
<b>iii. Fringe Benefit</b>	<b>4,239,000</b>	<b>4,431,400</b>	<b>4,515,800</b>
	13.3%	13.7%	13.3%
<b>Total: (i+ii+iii)</b>	<b>26,783,900</b>	<b>27,033,300</b>	<b>28,227,300</b>
	84.0%	83.9%	83.3%
<b>Material, Supplies</b>	<b>1,259,400</b>	<b>1,493,900</b>	<b>1,444,800</b>
	4.0%	4.6%	4.3%
<b>Equipment</b>	<b>700,000</b>	<b>566,300</b>	<b>524,000</b>
	2.2%	1.8%	1.5%
<b>Services and Rental</b>	<b>3,130,600</b>	<b>3,139,000</b>	<b>3,673,500</b>
	9.8%	9.7%	10.8%
<b>SUB Total</b>	<b>\$31,873,900</b>	<b>\$32,232,500</b>	<b>\$33,869,600</b>
<b>REVENUE</b>	<b>(465,000)</b>	<b>(465,000)</b>	<b>(1,049,000)</b>
		-1%	-3.2%
<b>TOTAL</b>	<b>\$31,408,900</b>	<b>\$31,767,500</b>	<b>\$32,820,600</b>

\* Hand-Held Project implementation in 2006

\*\* Projected

## SIGNIFICANT 2006 ACHIEVEMENTS

### COMMUNITY BASED, OPERATIONAL SUPPORT

Parking Enforcement continues to participate in a number of Traffic Safety and Public Awareness Programs throughout the year:

- “Safe Schools, Safe Streets Campaign”, this campaign is to educate the general public on the dangers around our schools.
- Four Area Supervisors assigned to PKE, each one assisted by a School Liaison Officer, investigated a total of 6,301 recorded complaints and calls for service that were assigned to the Area Supervisor Section of PKE.
- Disabled Liaison Section:
  - In January a newly designed Disabled Parking Permit was introduced by the Ontario Government. The Section is very proactive in education of the public, police and parking enforcement officers regarding Disabled Parking Permits.

- Presentations have been made to Parking Enforcement Officers, Police Officers, and Municipal Enforcement Officers regarding the identification of altered, copied, and fraudulent Disabled Parking Permits/Accessible Parking Permits and provided information on enforcement.
- Officers attended and provided information regarding permits during Police Week at 51 and 52 Division displays, Ontario March of Dimes, Variety Village Children's Games and the People in Motion Trade Show.
- Section has investigated in excess of 1,300 Disabled Parking Permits. This has led to 1,066 permits being seized and charges laid regarding the misuse of them. Cautioned 302 motorists for improper use of Designated Disabled Parking Spaces.
- StreetSweeper Section:
  - A total of 1,660 stolen vehicles were recovered by this section.
  - Assistance has been provided to other Police Divisions in stolen car recovery projects and patrolling areas where car theft occurrences are high.
  - Officers have participated in numerous Police exhibitions such as Police Week, Police Division Open House and Ontario Traffic Conference to promote awareness of the Toronto Police Parking Enforcement Unit and the capabilities of the Street Sweeper.
- Parking management during Parades held by different community groups.
- "Entertainment District Initiative": to help improve the traffic flow and pedestrian safety in the busy downtown entertainment district (on-going).
- Sharp-eyed PEO lauded: On Sunday January 16, a Parking Enforcement Officer spotted a person whom he believed matched the description of a man wanted two hours earlier for allegedly robbing three men and striking an officer with a car. The suspect's description had been broadcast over the police radio. That led investigators to the suspect, who was arrested.
- Child Located/ Person Searches: On February 20, A Parking Enforcement Officer was on general patrol on Cosburn Avenue in 54 Division when he observed a five-year-old female walking alone. Later, that child was united with her mother. On three other occasions Parking Enforcement Officers did area searches for missing persons.
- Arrest Assists: 69 Arrest assists in 2006, two examples of assists are mentioned below:

- On March 25, a Parking Enforcement Officer assisted a citizen who advised him that a male was breaking into his vehicle. When P.E.O. approached the suspect he pulled a knife and fled on foot. P.E.O. advised the dispatcher and then followed the suspect at a safe distance. Dispatch was notified and officers from 51 division arrested the man.
- On June 14, PEOs from Project Street Sweeper observed a male and two females exit a vehicle. The vehicle was found to be stolen. At that time officers observed the male running southbound. One PEO pursued the male and apprehended him. PCs from 41 Division attended the scene and arrested the suspect.

## **AWARDS**

- One member received Teamwork Commendation.
- One member received Commendation

## **HUMAN RESOURCES**

- ❑ Worked with the Service's Employment and Medical Advisory Services to accommodate and/or reclassify members unable to perform the duties of a Parking Enforcement Officer.

## **TRAINING**

- ➔ Trained 27 new Parking Enforcement Officer recruits
- ➔ Trained all 395 unit personnel on use of the new wireless parking system (WIPS hand-held enforcement system)
- ➔ Trained 50 support personnel, supervisors and unit management on WIPS full-screen (back-end reporting) functions
- ➔ 153 police officers were trained on parking by-laws and parking tag issuance at 41 and 43 divisions and the Public Safety Unit
- ➔ Trained and certified 453 MLEOs on enforcement of private property parking by-laws
- ➔ Trained and certified 35 MLEO agency managers on enforcement of private property parking by-laws
- ➔ Trained and certified 2 Toronto Parking Authority MLEO on the off-street municipal parking facility by-law
- ➔ Trained and certified 24 TTC Inspectors on enforcement of transit related on-street offences
- ➔ Trained and certified 10 City of Toronto Parks and Recreation MLEOs on enforcement of the Parks by-law

## **TECHNOLOGY PROJECTS**

- ❑ Wireless Parking Tag Issuance (WiPS) project implemented. With WiPS officers write electronic tickets and data is sent for processing in real time. Further, officers can search for stolen autos, parking permits, parking considerations, and are able to send asset advisory alerts.

## **PROJECTS**

- ❑ Monitoring the bylaw changes and program operations.
- ❑ 2007: Work with the City on Alternate Dispute Resolution (ADR) project.

## **GOALS FOR 2007**

- ◆ Issuance of 2.8M tags (PEO/MLEO/PCs).
- ◆ Maintain a tag processable rate in excess of 97%.
- ◆ Maintain a short-term absenteeism rate of less than 4%.
- ◆ Increase the number of stolen vehicles recovered.
- ◆ Increase public education regarding parking issues.
- ◆ Reduce assaults on Parking Enforcement Officers.
- ◆ Reduce public complaints.
- ◆ Increase the number of schools participating in the “School Parent Safety Program”.
- ◆ Reduce the incidence of abuse regarding Disabled Persons Parking Permits and designated parking spaces through education and enforcement.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P83. ANNUAL REPORT: 2006 SECONDARY ACTIVITIES**

The Board was in receipt of the following report January 30, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2006 SECONDARY ACTIVITIES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Activities (Min. No. C45/93 refers). At the March 21, 1996 meeting, the Board further requested that all further semi-annual reports on Secondary Activities include the number of new applications for secondary activities, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Min. No. P106/96 refers). At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annual (Min. No. P450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities (Min. No. P55/01 refers).

Service Procedure 14-25 requires members to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place them in a conflict with Section 49(1) of the Police Services Act (P.S.A.). As an aid to members when determining whether to seek approval, Service Procedure 14-25 contains a non-exhaustive list of activities that may be considered to contravene Section 49(1) of the P.S.A. Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the P.S.A.

Section 49(1) states:

- 49(1) A member of a police force shall not engage in any activity,
- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so;
  - (b) that places the member in a position of conflict of interest, or is likely to do so;
  - (c) that would otherwise constitute full-time employment for another person; or
  - (d) in which he or she has an advantage derived from employment as a member of a Police Service.

Applications may also be denied for the following reasons:

- (1) Where the applicant has demonstrated a history of poor attendance or poor performance. Reference: P.S.A. s49(1)(a).
- (2) Where the secondary activity might bring discredit upon the member's reputation as an employee or upon the reputation of the Toronto Police Service. Reference: P.S.A. s74(1).
- (3) Where it involves the use of programs, lesson plans, technology, materials, equipment, services or procedures which are the property of the Service. Reference: P.S.A. s49(1)(d).

The Chief exercises his discretion, on a case-by-case basis, to determine whether an application is likely to violate Section 49(1) of the P.S.A. Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

A "member" as defined in the P.S.A., means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, auxiliary police officers and school crossing guards are not covered under Section 49(1) of the P.S.A. or Service Procedure 14-25. Auxiliary police officers are volunteers, not employees of the Service, and School Crossing Guards are considered employees of the City of Toronto, although the coordination of the crossing guards is administered by the Service.

#### Discussion:

During 2006, there were 32 new applications for secondary activity received from members requesting approval to engage in secondary activities. None of the applications submitted were considered to be in conflict with Section 49(1) of the Police Services Act.

The attached 2006 Annual Report on New Applications for Secondary Activity details the type of activities, the number of applications received from uniform and civilian members and the status of the applications. As of December 31, 2006, there were a total of 1,290 members of the Service engaged in secondary activities.

Conclusion:

This report provides the Board with an annual summary of Secondary Activities for 2006.

Mr. William Gibson, Director, Human Resources, and Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to respond to any questions the Board may have in regard to this matter.

**The Board received the foregoing.**

**2006 ANNUAL REPORT  
ON NEW APPLICATIONS FOR  
SECONDARY ACTIVITY**

<i><b>TYPE OF ACTIVITY</b></i>	<b>NUMBER OF UNIFORM APPLICATIONS</b>	<b>NUMBER OF CIVILIAN APPLICATIONS</b>
Sales/Service	3	5
Teacher/Lecturer/Instructor	1	4
Clerical/Office	1	3
Driver		
Restaurant/Food Services		1
Business Services		3
Arts/Media		
Labourer	1	
Cashier		
Volunteer Firefighter	1	1
Security		6
Writer		
Marketing		
Army/Military		1
Counselor		1
Paramedic/Medical Services		
Other		
<b>TOTAL</b>	<b>7</b>	<b>25</b>

Of the 32 applications received all were approved as none were considered to be in conflict with Section 49(1) of the Police Services Act.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P84. ANNUAL REPORT: 2007 REVIEW OF PUBLIC REPORTS SUBMITTED  
TO THE BOARD**

The Board was in receipt of the following report January 19, 2007 from Alok Mukherjee, Chair:

Subject: ANNUAL REPORT – 2007 REVIEW OF PUBLIC REPORTS SUBMITTED TO  
THE BOARD

Recommendation:

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

Financial Implications:

There are no financial implications arising from this report.

Background:

It is the policy of the Board that the Board review, on an annual basis and at its first meeting in each year, the annual, semi-annual and quarterly reports it requires from the Chief of Police unless otherwise noted.

The Board currently receives:

- 5 reports on a quarterly basis:
  - Special Fund
  - Enhanced Emergency Management Plan
  - Statistical Analysis of Conduct Complaints
  - Domestic Violence Quality Control
  - Municipal Freedom of Information and Protection of Privacy (MFIPPA)
  
- 6 reports on a semi-annual basis:
  - Professional Standards
  - Parking Enforcement Absenteeism
  - Legal Indemnification
  - Implementation Status of Board Directions
  - Audit - Sexual Assault Investigations
  - Grant Applications & Contracts

- 27 reports on an annual basis
  - Annual Review of Reports (*submitted by Chair, Toronto Police Services Board*)
  - CPLC Committees and Divisional Activity
  - Community and Corporate Donations
  - Use of Police Image and Crest
  - Victim Services
  - Hate Crimes
  - Race Relations Plan
  - Secondary Activities
  - Rule Changes
  - Secondments
  - Training Programs
  - Corporate Information Services Program Review
  - Special Constables Report (Toronto Transit Commission, Toronto Community Housing Corporation and University of Toronto)
  - Operating and Capital Budgets
  - Police Services Board Budget (*submitted by Chair, Toronto Police Services Board*)
  - Human Resources Strategy
  - Police Cooperative Purchasing Group
  - Parking Tag Issuance
  - Annual Audit Workplan
  - Audited Financial Statements of the Board's Special Fund and Trust Fund
  - Parking Enforcement Unit Budget
  - Uniform Promotion
  - Toronto Police Service Annual Report
  - Professional & Consulting Expenditures
  - Municipal Freedom of Information and Protection of privacy Act (MFIPPA)
  - Implementation of Internal and External Audit Recommendations
  - Use of Tasers within the Service
  
- 2 reports received every two years
  - Complaints – Board Policy Directive
  - Complaints against the Chief/Deputy Chiefs
    - (*both reports submitted by Chair, Toronto Police Services Board*)
  
- 3 reports received every three years
  - Business Plan
  - Skills Development and Learning Plan
  - Environmental Scan

A list of all the current reports is appended as well as rationale for changes, if recommended, to the reporting requirements.

**The Board received the foregoing.**

**QUARTERLY REPORTS**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Special Fund</i>	The Board has asked for quarterly budget forecast of potential revenues and expenses.	
<b><i>*Enhanced Emergency Management Plan</i></b>	<b><i>A report to the Board with respect to the Service's role in the City's enhanced emergency management plan.</i></b>	<b><i>The Board approved a revised reporting schedule for quarterly reports to be received annually. Min. No. P163/06</i></b>
<i>Statistical Analysis of Conduct Complaints</i>	The Board approved the recommendation that future statistical reports be submitted to the Board on a quarterly basis. (Min. No. P129/05 refers).	
<i>Domestic Violence Quality Control Report</i>	The Board has requested that the Chief provide quarterly submissions of the Domestic Violence Quality Control Reports. (Min. No. P208/04 refers).	
<i>Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)</i>	The Board approved that the Chief of Police submit quarterly reports identifying the Service's MFIPPA compliance rates. (Min. No. P284/04 refers).	

## SEMI ANNUAL REPORTS

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Professional Standards</i>	The Board is required by legislation to review the Chief's administration of the complaints process. The Board receives statistical reports in May and November as well as monthly reports regarding allegations of serious misconduct.	
<i>Parking Enforcement Unit – Absenteeism</i>	Semi-annual statistics on absenteeism requested by the City of Toronto's Policy & Finance Committee.	
<i>Legal Indemnification</i>	A report relating to the payment of accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests that are approved by HR and Labour Relations.	
<i>Implementation Status of Board Directions</i>	The Board requested this as a result of the OCCPS fact-finding mission. The Chief is required to report on the implementation status of the Board's directions.	
<i>Audit - Sexual Assault Investigations</i>	The Chief is required to report on the implementation of the City Auditor's recommendations in his report – Review of the Investigation of Sexual Assaults.	
<i>Grant Applications &amp; Contracts</i>	Grant applications and grant contracts require the signature of the TPSB Chairman through Board approvals. Many applications have short due dates for submission and, at times; contractual deadlines do not afford the opportunity for Board approval.	
<i>*Construction of the new training facility</i>		<i>The Board requested that as the project progresses it be provided with semi annual updates which detail the status of the project including the status of the receipt</i>

		<i>of the necessary approvals, the degree to which the project is adhering both to the schedule and to the cost estimates established for the project. Min. No. P209/06</i>
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**ANNUAL REPORTS**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Annual Review of Reports to be submitted</i>	The Board has directed the Chairman to review all of the annual, semi annual and quarterly reports the Board has requested.	
<i>CPLC Committees &amp; Divisional Activity</i>	<p>The Board has requested the Chief to provide an annual report on the activities that were funded by the police divisions using Board grants.</p> <p>THAT, effective 2004, the schedule for reporting the activities by the consultative and CPLC committees, including the request for annual funding, be revised from the current March due date to the January Board meeting each year. The request for funds related to the annual CPLC conference continues to be submitted to the Board for consideration at its March meeting. (Min. No. P195/03 refers).</p>	
<i>Community &amp; Corporate Donations</i>	The report identifies all donations that were provided to the Service based upon approvals by the Board and Chief.	
<i>Use of Police Image and Crest</i>	The report is a summary of the requests for use of the Toronto Police image that were approved and denied during the year.	
<i>Victim Services Program</i>	The Board's (adequacy) policy on victim services requires annual reporting.	
<i>Hate Crimes</i>	The Board's (adequacy) policy on hate crimes requires annual reporting.	
<i>Race Relations Plan</i>	To report annually on the status of the Service's multi-year race relations plan and adjustments where necessary.	

**ANNUAL REPORTS (Cont'd)**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Secondary Activities</i>	The <u>Police Service Act</u> requires that the Board receive reports from the Chief regarding secondary activities.	
<i>'Rule' Changes</i>	The Board has established rules for the effective management of the police service. The purpose of the report is to ensure that the rules are being regularly updated. Changes can be submitted on an as-needed basis if necessary.	
<i>Training Programs</i>	Annual reports that evaluate the effectiveness of internal Service training programs.	
<i>Police Services Board Budget</i>	To review and approve the estimates for the Board's operations.	
<i>Secondments</i>	A report of all secondments approved by the Chief and submitted in February each year.	
<i>Program Review - CIS</i>	The Board requested updates regarding the status of staffing changes and financial statement with savings-to-date.	
<i>Special Constables Annual Report -TTC, TCHC &amp; UofT</i>	The Board is the appointing body and has entered into legal agreements regarding special constables. The legal agreements require reporting.	
<i>Operating and Capital Budgets</i>	Annual operating and capital budgets are submitted for approval.	
<i>Human Resources Strategy</i>	Annual strategy coinciding with annual operating budget to be submitted to the Board for approval.	

**ANNUAL REPORTS (Cont'd)**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Police Co-operative Purchasing Group (PCPG)</i>	The report is a summary of specifications for police-related goods and services, what has been purchased and any savings identified.	
<i>Parking Tag Issuance</i>	Annual parking tag issuance statistics.	
<i>Annual Audit Workplan</i>	It is the policy of the Board to develop an annual audit workplan in conjunction with the City Auditor.	
<b>*Audited Financial Statements – Board’s Special &amp; Trust Funds</b>	<b><i>Audited financial statements of the Board’s Special Fund and Trust Fund by Ernst &amp; Young.</i></b>	<b><i>Audited financial statements of the Museum Reserve Fund and the Trust Funds to be discontinued. Min. No. P284/06</i></b>
<i>Special Fund</i>	The Board’s Special Fund policy has been amended to grants standing authority to the Chair to approve funding for the Board’s share of equipment for Service fitness facilities. Additional that the Chair provides an annual reporting to the Board of approved requests (Min. No. P344/03 refers).	
<i>Parking Enforcement Unit Budget</i>	Annual budget for the Parking Enforcement Unit is submitted to the Board for approval.	
<i>Toronto Police Service Annual Report</i>	An annual report to the Board is required under the adequacy standards regulation.	
<i>Uniform Promotion</i>	The Chair and Vice Chair have standing authority to sign off on civilian promotions with the exception of promotions to senior level positions which continue to be submitted to the Board.  The Board approved Standing authority to the Chairman and	

**ANNUAL REPORTS (Cont'd)**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
	<p>Vice Chair, or their designate to sign, authorize and approve all uniform promotions to the ranks of Sergeant/Detective and Staff/Detective Sergeant. The Board will receive a summary report at its February meeting each year on the promotions made to these ranks in the previous year. Min. No. P136/03 refers</p>	
<p><i>Professional &amp; Consulting Services</i></p>	<p>The City of Toronto Council requested all Agencies, Boards and Commissions (ABC's) review current policies and procedures to ensure they match the newly adopted City of Toronto policy (BM P80/02).</p> <p>The Board approved receiving the consulting expenditure report on an annual basis rather than a semi-annual basis. Min No. P45/03</p>	
<p><i>Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)</i></p>	<p>The Board approved that the Chief of Police submit annually the year end statistical report for the Information and Privacy Commission to the Board. Min. No. P284/04</p>	
<p><i>Implementation of Internal and External Audit Recommendations</i></p>	<p>Annual report which tracks the implementation status of ongoing internal &amp; external audits recommendations originating from Chief's Administrative Reviews, Coroner's Jury Inquests.</p> <p>The Board approved that future annual reports be submitted in a format suitable for the public agenda and if necessary, any matters which the Service determines should not be contained in a public report be</p>	

**ANNUAL REPORTS (Cont'd)**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
	provided to the Board in a separate confidential report to be considered in conjunction with the public report. Min. No. P264/03	
Use of Tasers	The Chief of Police provide an annual report to the Board on the use of Tasers within the Service. (Min. No. P74/05 refers	
<i>*Workplace Health</i>		<i>The Board received the results of the Connex Health Risk and Productivity Assessment Report. The Board requested that the Chief implement a targeted approach to workplace health, given the demonstrated relationship of health and wellness to productivity, cost of policing and employees' personal well-being. The Chief is to report annually to the Board on the results of his initiatives. Min. No. P354/06</i>
<i>*Collection, Preservation and Control of Evidence and Property</i>		<i>Annual audit of the property/evidence held by the Service and reported to the Board. Min. No. P244/06</i>
<i>*Search and Detention of Transgender People Policy</i>		<i>Annual report on all incidents covered by this policy. The report is to be submitted in March of each year. Min. No. P191/06</i>
<i>*Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress Policy</i>		<i>Annual report on all incidents covered by this policy. The report is to be submitted in March of each year. Min. No. P191/06</i>
<i>*Recruitment Initiatives in the Lesbian, Gay, Bi-Sexual and Transgender Community</i>		<i>Annual reporting on the implementation of a recruitment policy targeting Toronto's Lesbian, Gay, Bi-Sexual and Transgender community. Min. No. P165/06</i>

**Required Every 2 Years**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Complaints - Board Policy Directive</i>	Review policy directive every two years. The policy was approved in December 1999.	
<i>Complaints – Against Chief/Deputy Chiefs</i>	Review Board policy directive every two years.	
<i>*Sexual Assault Investigations Policy</i>		<i>Chief to report on the implementation of the policy and recommend amendments if required. Min. No. P244/06</i>

**REQUIRED EVERY THREE YEARS**

<b>REPORT</b>	<b>BACKGROUND</b>	<b>CHANGES DURING 2006</b>
<i>Business Plan</i>	The Board is required to approve a business plan every three years.	
<i>Skills Development and Learning Plan</i>	Chief is to provide the Board with the Service procedure which implements the Skills Development and Learning Plan. Min No. P308/04	
<i>*Environmental Scan</i>	<i>A full Environmental Scan is completed every three years.</i>	<i>Environmental Scan Update is to be discontinued and replaced with period updates every year on trends and issues that may impact policing. Min. No. P290/06</i>

*\*Indicates new report or amendment to existing reports*

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P85. ACTING CHAIR AND APPOINTMENT OF ACTING VICE-CHAIR**

Chair Alok Mukherjee advised the Board that he would be unable to perform the duties of Chair during the period between February 24, 2007 and March 03, 2007, inclusive, and that Vice-Chair Pam McConnell would be Acting Chair during this time.

**The Board appointed Ms. Judi Cohen to act as Acting Vice-Chair during the period between February 24, 2007 and March 03, 2007, inclusive, for the purposes of execution of all documents, including legal contracts, personnel and labour relations documents, that would normally be signed by the Vice-Chair on behalf of the Board.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P86. APPROVALS FOR CONFERENCE ATTENDANCE**

The Board was in receipt of the following report February 14, 2007 from Alok Mukherjee, Chair:

Subject: APPROVALS FOR CONFERENCE ATTENDANCE

Recommendation:

It is recommended that, subject to City Council's approval of the Board's operating budget request, the Board approve the conference attendance and estimated expenditures described in the following report.

Financial Implications:

Funds for conference attendance, in the amount of \$32,800, have been requested in the Board's proposed 2007 operating budget. This report recommends that the Board approve the expenditure of \$24,900 of this amount, subject to City Council approval of the operating budget.

Background/Purpose:

The "Board Member Expense and Travel Reimbursement Policy" adopted by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board members at conferences.

Discussion:

The Board's operating budget request includes funds for several police governance conferences that provide networking and professional development opportunities for the Board members and staff.

The registration deadlines for several key conferences are approaching and the availability of accommodation for two specific conferences has become very limited. For this reason, approval for Board attendance must be sought immediately.

I recommend that the Board authorize the following conference attendance and the necessary expenditures, subject to City Council approval of the Board's budget.

Board Members should be aware that, when the budget for conference attendance was established no funds were allocated for the International Summit for Police & Peace Officer Executives. Funds will be found through the elimination or reduction of the opportunity to attend other conferences.

Ontario Association of Police Services Boards  
May 3 to 5, 2007  
Owen Sound, Ontario  
Alok Mukherjee, Chair  
Joanne Campbell, Executive Director  
Total Estimated Cost: \$1,700

International Summit for Police & Peace Officer Executives  
May 6 to 8, 2007  
Toronto, Ontario  
Alok Mukherjee, Chair  
Judi Cohen, Member  
Total Estimated Cost: \$1,800.

Canadian Association of Police Boards  
August 18 to 20, 2007  
Calgary, Alberta  
Alok Mukherjee, Chair  
Councillor Pam McConnell, Vice-Chair  
Judi Cohen, Member  
Joanne Campbell, Executive Director  
Sandy Adelson, Senior Advisor  
Karlene Bennett, Researcher  
Total Estimated Cost: \$15,600

Canadian Association of Chiefs of Police  
August 19 to 22, 2007  
Calgary, Alberta  
Judi Cohen, Member  
Total Estimated Cost: \$1,800.

Canadian Association for Civilian Oversight of Law Enforcement  
Halifax, Nova Scotia  
October 10 to 12, 2007  
Alok Mukherjee, Chair  
Councillor Pam McConnell  
Total Estimated Cost: \$4,000.

**TOTAL ESTIMATED COST: - \$24,900.**

Conclusion:

I recommend that subject to City Council's approval of the Board's operating budget request, the Board approve the conference attendance and estimated expenditures described in this report.

**Chair Mukherjee advised the Board that Councillor Frank Di Giorgio had expressed an interest in attending the Canadian Association of Police Boards conference in August 2007 and that the estimated cost for his attendance would be \$2600.00.**

**The Board approved the foregoing report with the following amendment:**

**THAT the estimated cost related to conference attendance be increased by \$2600.00 for a total estimated expenditure of \$27,500.00.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P87. NEW TRAINING FACILITY – HISTORY AND CURRENT STATUS**

The Board was in receipt of the following report February 14, 2007 from William Blair, Chief of Police:

Subject: NEW TRAINING FACILITY - HISTORY AND CURRENT STATUS

Recommendations:

It is recommended that:

1. the Board approve proceeding with the construction of the new training facility, including the portion of the facility that has been designed for the Department of National Defence (DND); and
2. the Chief of Police report to the Board on any change to the use of the DND portion of the facility, prior to any additional financial commitments being incurred.

Financial Implications:

The Service's current capital program estimates the new training facility will cost \$75.8M, including a commitment from the Department of National Defence (DND) of \$9.8M, for a net cost to the Service of \$66M. Treasury Board has not yet approved the financial commitment to this project. Regardless of DND participation, the Service is recommending that the size of the facility remain unchanged. In the event DND participation in this project does not materialize, the impact to the Service's capital budget is \$9.8M. The Service has committed to absorbing this additional cost within the Board-approved 2007-2011 Capital Program, which averages \$34.6M per year. Any reductions to the Board-approved average annual target will impact our ability to absorb the \$9.8M. Any adjustments to the capital program will be reported to the Board in a separate report on the 2007-2011 Capital Program.

Background/Purpose:

The Board, at its special closed meeting on February 2, 2007, requested additional information regarding the new training facility project (Min. No. C42/07 refers). This report provides some of the requested information, as well as other relevant project information in order for the Board to make an informed decision on this project. Detailed information on the project schedule and budget as well as the construction manager's progress report have been provided to the Board for distribution to Board members.

Discussion:

The following information has been included in this report.

- Chronology of the Project
- Project Deliverables
- Budget and Schedule
- Revised Project Cash Flow Requirements
- DND Involvement
- DND Design and Related Project Costs
- Current Project Status
- Construction Options

*Chronology of the Project*

There has been significant discussion at the Board and City level surrounding the history of the new training facility project with respect to scope and cost estimates. Service staff has reviewed the public Board Minutes from 1996 to date pertaining to this project and a chronology for this project has been developed.

From an overall perspective, this project commenced as a firing range only in 1996, and then evolved through various changes until the decision was made that it would be a combined learning and firing range facility, replacing the current C.O. Bick College and divisional ranges. Given the significant change in scope, from the original idea in 1996 of constructing only a firing range, to the current scope of constructing a new facility replacing C.O. Bick College, the chronology of events has been separated into two distinct time frames (1996-2001 and 2001-2006) to allow for a more accurate comparison.

**Chronology from 1996-2001 (C.O. Bick College maintained)**

<b>Period</b>	<b>Board Minute(s)</b>	<b>Total Project Cost</b>	<b>Project Scope/Event</b>
1996-1999	P347/96, P156/98, P424/98, P400/99	\$8M to \$13.8M	<ul style="list-style-type: none"><li>• Commenced in 1996 as the construction of a firing range (in the west end of the City) to replace divisional ranges - the C.O. Bick College would be maintained.</li><li>• By 1999, renovations to C.O. Bick College and a driver training facility were included.</li></ul>
2000	P477/00	\$26M	<ul style="list-style-type: none"><li>• The new 23 Division was being planned and a decision was made to include the new firing range with the new 23 Division (the driver training facility was removed).</li><li>• The estimated cost was \$16M for the firing range and \$10M for the new 23 Division.</li></ul>

<b>Period</b>	<b>Board Minute(s)</b>	<b>Total Project Cost</b>	<b>Project Scope/Event</b>
2001	P73/01	\$15.9M	<ul style="list-style-type: none"> <li>• In an effort to achieve capital targets, the new 23 Division and the firing range were separated into two distinct projects with different cash flows.</li> <li>• The intent was still to have a firing range facility in the west end of the City (but no longer part of 23 Division) and maintain the C.O. Bick College.</li> </ul>
2001	P275/01	\$20M	<ul style="list-style-type: none"> <li>• An applicant testing facility was included with the firing range.</li> </ul>

In 2002, the Service first introduced the concept of a new training facility project that would replace the C.O. Bick College and the divisional ranges. Specifically, a report to the September 26, 2002 Board meeting states under the caption,

**“6 Firearms/Defensive Tactics and Applicant Testing Facility (\$44.1M)**

.... Costs have increased by \$24M due to change in scope (\$22.3M) and City of Toronto management fees (\$1.8M). The change in scope is significant, as previous plans assumed a smaller facility, supplemental to C.O. Bick, would be constructed. Current plans assume a single facility, replacing C.O. Bick.” (Min No. P238/02 refers).

The following table summarises the events from 2002 and beyond.

**Chronology from 2002-2006 (C.O. Bick College replaced)**

<b>Period</b>	<b>Board Minute(s)</b>	<b>Total Project Cost</b>	<b>Project Scope/Event</b>
2002	P238/02	\$44.1M	<ul style="list-style-type: none"> <li>• New facility to include a college and state-of-the-art firing range.</li> <li>• C.O. Bick College property would be returned to the City upon moving to the new facility and divisional ranges would be closed.</li> </ul>
2003	P94/03	\$44.1M	<ul style="list-style-type: none"> <li>• City Council approved site acquisition at 70 Birmingham for the new training facility.</li> </ul>
2003	P271/03	\$47.4M	<ul style="list-style-type: none"> <li>• Driver training facility included in project cost.</li> </ul>

Period	Board Minute(s)	Total Project Cost	Project Scope/Event
2002	P238/02	\$44.1M	<ul style="list-style-type: none"> <li>• New facility to include a college and state-of-the-art firing range.</li> <li>• C.O. Bick College property would be returned to the City upon moving to the new facility and divisional ranges would be closed.</li> </ul>
2004	P76/04	\$46.1M (GST excluded)	<ul style="list-style-type: none"> <li>• First reference to the DND partnership.</li> <li>• DND approached the Service indicating interest in partnering in the new training facility.</li> <li>• Estimate did not include cost for DND portion.</li> <li>• Board report indicated that the DND financial contribution was to be determined and could be a potential benefit to the capital program.</li> <li>• Opportunity became available for the Service to partner with City Fire Services at 40 Toryork and construct the driver training facility at that location. The Service partnered with City Fire Services.</li> <li>• GST was excluded effective February, 2004.</li> </ul>
2004	P294/04	\$50.9M (\$47.5M for training facility, \$3.4M for driver training facility)	<ul style="list-style-type: none"> <li>• Revised estimate based on available information and the inclusion of the Public Safety Unit (PSU). The inclusion of the PSU was reflected in the Service's capital business case and confirmed with the architect, however, was not referenced in the Board report. This would result in the current PSU facility being declared surplus and returned to the City. The PSU current facility is located adjacent to the C.O. Bick College.</li> <li>• Capital budget did not include any costs for the DND portion or any contribution from DND.</li> </ul>
2005	P347/05, P194/05	\$50.9M (\$47.5M for training facility, \$3.4M for driver training facility – completed)	<ul style="list-style-type: none"> <li>• Capital budget did not include any costs for the DND portion or any contribution from DND.</li> <li>• Driver training facility completed at the 40 Toryork site for a cost of \$3.4M, leaving \$47.5M for the new training facility.</li> <li>• Shore Tilbe Irwin and Partners hired as the project architect/prime consultant in June 2005.</li> </ul>

Period	Board Minute(s )	Total Project Cost	Project Scope/Event
2002	P238/02	\$44.1M	<ul style="list-style-type: none"> <li>• New facility to include a college and state-of-the-art firing range.</li> <li>• C.O. Bick College property would be returned to the City upon moving to the new facility and divisional ranges would be closed.</li> </ul>
2006	P7/06, P132/06, C122/06, P193/06, P325/06, P387/06	\$75.8M gross, \$66M net	<ul style="list-style-type: none"> <li>• Eastern Construction Company Limited (Eastern) hired as the project Construction Manager in January 2006</li> <li>• Project conceptual estimate updated based on Eastern's initial construction cost estimate.</li> <li>• Estimated cost of the DND portion of the facility and anticipated contribution from DND included, for the first time, in the capital budget.</li> <li>• Initial estimate from Eastern reflected a cost that could range up to \$70M net. The design was reviewed - construction modifications and the removal of the PSU were made to reduce costs (total reductions were \$4.3M).</li> <li>• Revised project estimate, based on above changes and reflecting DND contribution, of \$71.8M gross and \$62M net presented to the Board in April 2006.</li> <li>• Board approved the revised estimate, including the contribution from DND, and added the inclusion of the LEED-Silver certification for an added cost of \$4M, resulting in a total project budget of \$75.8M gross and \$66M net.</li> <li>• Board-approved budget was \$28.3M gross and \$18.5M net more than the \$47.5M (in the capital program). The increased gross cost of \$28.3M was attributable to: <ul style="list-style-type: none"> <li>- inflation impact of \$8.3M (based on construction index; and projected cash flow) to the end of the project in 2009;</li> <li>- LEED –Silver certification impact of \$4M;</li> <li>- the cost of the DND portion of the facility at \$4.3M;</li> <li>- increased construction management and architectural fees of \$5.4M; and</li> <li>- updated facility requirements of \$6.3M.</li> </ul> </li> <li>• The gross cost increase is offset by the DND contribution of \$9.8M, for a net increase of \$18.5M.</li> <li>• These higher costs were absorbed in the Service's approved 2006–2010 capital program and remain unchanged in the Service's 2007–2011 capital program submission approved by the Board.</li> </ul>

The above table summarises the project events to the end of 2006 and reflects the current project budget. There are other project issues and options to be considered that could have a budget and schedule impact and these are discussed later in the report.

### *Project Deliverables*

The new training facility capital project, as currently planned, will provide the Service with a state-of-the-art learning environment and firearms training range. This facility will replace the current C.O. Bick College and divisional firing ranges. Due to increased cost estimates, the Service eliminated the 15-position 100m range, and made other technical construction modifications, to stay within the approved capital program. This decision was reported to the Board at its January 25, 2007 meeting (Min. No. P28/07 refers).

The new training facility will be approximately 276,000SF gross and will enable the Service to deliver the majority of the legislated and required training from one location in a more efficient and effective manner. Key components of the new facility, which will be LEED-Silver certified (with a geothermal heating/cooling system and a combination green/reflective roof), will include:

- 28 classrooms (including a computer training lab);
- firearm training range (60 positions, 50m long);
- modern firing range backstop technology and automatic bullet retrieving system;
- modern hazardous waste disposal system for the range;
- close quarter battle house range;
- tactical village;
- drill hall/auditorium/gymnasium;
- student resource centre;
- chapel;
- 22 division sub-station;
- community space;
- ability for dynamic training scenarios in the ranges with vehicle access;
- parking, receiving and storage facilities; and
- DND administrative offices (if approved).

### *Budget and Schedule*

The Service's 2006-2010 approved Capital Program includes funding for the new training facility at \$75.8M gross and \$66M net, as detailed in Attachment A. The Board-approved 2007-2011 Capital Program, which is scheduled to be approved on March 7, 2007 by City Council, includes these same amounts.

As part of the normal construction management process, Eastern has continued to validate the project costs at key checkpoints. These key checkpoints occur when working drawings are 30%, 70% and 100% complete. In August 2006, the Service received the 30% cost check, which was in line with the construction estimate for the project.

In October 2006, the 70% cost check was received from Eastern and the estimated cost had increased by \$8M. These increased costs were mainly due to higher costs for mechanical, electrical, range acoustics and foundation work. The increase was not acceptable to the Service and the project team was directed to identify reduction options to stay within the approved capital budget for this project. The project team identified \$2M of technical construction adjustments and the Command made the decision to delete the 100m firing range (a \$5.2M savings), for a total savings of \$7.2M. The remaining \$0.8M would be funded from the project contingency.

The \$0.8M required from the project contingency reduces the contingency amount to \$2.3M (4.5% of construction costs). The original project contingency (\$3.1M) was based on 6% of the construction cost estimate. Typically, for large projects, a contingency of 10% is factored into the budget. However, the Service decided to carry a lower contingency amount to reduce the cost of the project. The lower contingency could result in a potential funding pressure if unanticipated events occur.

The project estimate remains unchanged at \$75.8M gross and \$66M net. The 100% cost check point recently received from Eastern shows that the construction component of the project is on budget. However, until the major tenders are awarded, construction costs may still be impacted by market conditions. Details of the construction budget and schedule are included in Eastern's first monthly progress report for this project, which has been provided separately to the Board office for distribution to Board Members.

*Revised Project Cash Flow Requirements*

The current budget was distributed over the years 2006 to 2009 based on initial cash flow projections. Eastern has provided a construction schedule that results in substantial completion by November 2008, based on a February 2007 construction start date.

The table below provides a comparison of the cash flow (as included in the 2007-2011 Capital Program submission) and the revised cash flow projections, based on Eastern's construction schedule.

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Total</b>
Cash Flow (2007-2011 program)	\$5.9M	\$25.9M	\$21.2M	\$22.8M	\$75.8M
Updated Cash Flow Estimate	<u>\$4.7M</u>	<u>\$25.0M</u>	<u>\$41.0M</u>	<u>\$5.1M</u>	<u>\$75.8M</u>
Cash Flow Variance	\$1.2M	\$0.9M	(\$19.8M)	\$17.7M	\$0.0M

Based on Eastern's construction schedule, there is a significantly higher cash flow requirement in 2008 (\$19.8M). Although the overall project budget remains unchanged, the cash flow amounts have an impact on specific years in the capital program and seriously impact the ability to achieve the annual targets set by the City. However, constructing the facility over a longer period is not an option, as this will result in higher construction costs and an overall budget increase for this project. Service staff will be discussing this cash flow issue with City Finance staff, so that an appropriate solution can be reached.

### *DND Involvement*

As indicated in the “Chronology of the Project” section of this report, in 2004, DND expressed interest in partnering with the Service in the new training facility. As a result, discussions with DND commenced involving Service and City staff. Through these discussions, it became evident that DND involvement would have to be in the form of a lease agreement. At this point, City Real Estate became the lead in developing and negotiating a lease agreement on behalf of the City. The lease negotiations continued throughout 2005 and into 2006. Agreement on the lease terms and conditions, between DND and City Real Estate, was reached in May 2006. DND advised the City and Service that Treasury Board approval would be obtained following City Council approval. DND also indicated that if City Council approved the lease in July 2006, that Treasury Board approval could be obtained by September/October 2006.

The lease agreement was approved by City Council in July 2006 and DND was advised accordingly. The Service and City received notice from DND in October 2006 that they required a change to the terms and conditions that they had previously agreed to. No communication from DND was received prior to the request for a change to the lease agreement. The Service and City were assuming that the process for Treasury Board approval was proceeding. The above change notification was a surprise and given the time that had elapsed, a meeting with DND was quickly arranged to discuss their change request. At this meeting, it was determined by City Real Estate that the change being requested by DND was reasonable and acceptable to the City, and the agreement has been amended and signed off by DND. The revised lease agreement will however require City Council approval, once Treasury Board approval is obtained.

To date, Treasury Board approval is still outstanding despite numerous efforts by the Service, Board and the Mayor to expedite the process. DND has advised that they are still very much interested in this project, that funding has been designated for the project, but that Treasury Board approval could take until the summer 2007.

### *DND Design and Related Project Costs*

While the lease agreement was being negotiated during 2005 and 2006, the design of the new training facility had commenced. DND staff provided the space requirements for their portion of the facility and attended project meetings during this time. At the start of the design process, DND staff verbally indicated that they had funds available to pay for their portion of the design costs. The design of the new facility is complete and the DND portion has been incorporated into the facility. In addition, site clean-up and construction preparation has commenced. The Service has therefore incurred design and construction costs attributable to the DND component of the facility and, since Treasury Board approval has not been obtained, no funds have been contributed by DND to the project. The following is an estimate of the design and construction costs to the end of 2006, attributable to the DND component of the new facility.

• Architectural costs	\$190,000
• Construction costs	\$160,000
• Construction management fees	<u>\$ 80,000</u>
Total estimated DND related costs to end 2006	\$430,000

The DND portion of the Service's new training facility is approximately 32,000SF. The contribution by DND to the project as per the lease agreement will be no less than \$9.8M plus GST and shall not exceed \$12M plus GST. The payment will be in three instalments. The first instalment is equal to 50% of the total amount and is due at the start of construction, as established by the Service/City. The second instalment is due ten months after the start of construction, and is equal to 25% of the total payable. The third instalment will be for the remainder of the amount payable and is due on substantial completion, as determined by the Service's architect.

It should be noted that DND provided their space requirements and requested some changes during the normal design process. The estimated cost for the design and changes has been provided above. A copy of correspondence between DND and the Service's architect in this regard is available in the Board Office. The Service has advised DND that no other changes will be allowed until their partnership in this project becomes a certainty (Treasury Board approval).

### *Current Project Status*

The new training facility has been designed, working drawings are almost 100% complete, the site has been mobilised by Eastern, site clean-up and preparation for construction are close to completion, and Eastern is ready to proceed to the construction phase of the project. Tenders for the major construction work (e.g., foundation, mechanical, electrical) have been issued and received, but have not been opened pending design decisions. The actual expenditures for the project to the end of 2006 are \$4.8M. The majority of these costs are for architectural, construction management and site decontamination.

### *Construction Options*

Treasury Board approval is still pending and a decision is therefore required from the Board on whether to proceed with the DND portion of the facility or delete it. Construction cannot commence until a decision on the DND portion of the facility is made. The DND portion is included in the design and has been included in the tenders issued. Deletion of the DND portion has implications on the tenders issued, cost and schedule. The two following options have been considered by the Service.

1. Delete the DND portion (32,000SF) of the facility (i.e. build a smaller facility of approximately 244,000SF gross).
2. Proceed with the construction of the facility with the DND component (assuming Treasury Board approval will be obtained). Should DND participation not occur, then redesign the DND component for use by the Service's Public Safety Unit (PSU).

In evaluating the options, the costs and benefits as they pertain to the Service and the City were considered. Attachment B provides details of the two options.

Option #1 (delete DND portion and contribution).

This option would increase the estimated cost of the project by approximately \$7.5M without accounting for the unquantifiable impact of the construction market. This is due to increased project costs of \$6.8M, due to the loss of the funding contribution from DND less the savings from not building their portion of the building. It would also result in a 10 to 12 week schedule delay for a further estimated cost impact (for redesign and potential delay claims) estimated at \$0.7M. The schedule delay and redesign would require tenders to be reissued and processed during the peak construction period, exposing the Service to potentially higher construction costs due to market conditions.

Option #2 (build as per current design) contains two scenarios.

The first scenario (A) is the current project plan (assuming DND is included) and therefore there is no impact on the budget or schedule. The second scenario (B) would occur if the DND partnership does not occur. In the second scenario, the additional cost impact is estimated at \$10.3M. This is due to an increased project cost of \$9.8M, from the total loss of the funding contribution from DND, and additional design and related construction costs of \$0.5M for the redesign of the DND portion of the facility, for use by the Public Safety Unit (PSU). The benefit to the City of this scenario is that the current PSU site (adjacent to C.O. Bick College) would be returned to the City, thereby potentially increasing the overall value of the combined properties.

The Service recommends option #2. This option maintains the opportunity to partner with DND and should this not occur, provides a contingency plan for use of the additional space by the Service. This scenario (B) results in an estimated \$2.8M higher cost than option #1 (deletion of DND portion of facility). However, for this additional cost the Service will retain the 32,000SF of space currently designed for DND that can be used for the PSU. In addition, the City would obtain the current PSU property, adjacent to the current C.O. Bick College.

#### Conclusion:

The gross capital budget for the new training facility of \$75.8M is distributed over the years 2006 to 2009 based on initial cash flow projections. Eastern has provided a construction schedule that results in substantial completion by November 2008, based on a February 2007 start date. This schedule results in a revised cash flow for the project which varies significantly from cash flow included in the 2007-2011 capital program. As a result, this places a significant pressure on the City capital targets, in 2008 (an additional \$19.9M), largely offset by a lower requirement (\$17.7M less) in 2009. However, constructing the facility over a longer period of time is not an option as this would result in higher costs and an increase to the budget. Service staff will be meeting with City Finance to discuss the cash flow issue and develop an appropriate solution.

More importantly, the new training facility project has reached the stage where a decision to commence construction is required. Eastern, as the construction manager for the project, has completed the pre-construction phase and is ready to proceed with construction. Therefore, it is critical that a decision be made on proceeding with construction in order to avoid potential delay claims and other cost impacts on the project.

A key issue to be resolved is the participation of DND in the project. Treasury Board approval is still outstanding and is required to ensure the DND participation. Given the contribution of \$9.8M from DND, if they participate in the project, and the impact of not receiving this amount, the Board must decide on the approach to take in moving forward with construction. The Board has requested various information, with respect to the new training facility project, prior to making a decision on proceeding with construction. The information requested by the Board has been provided in this report.

Deleting the DND portion from the project will reduce the size of the facility by about 32,000SF and will increase the project cost by about \$7.5M, mainly due to the loss of the DND contribution to the project. Constructing the building as it is currently designed (including the DND portion) will cost the Service a further \$2.8M (on top of the \$7.5M) if the DND partnership does not materialize. However, this will give the Service the option of using the additional office space (currently designed for DND) to house the PSU. The City would also gain under this scenario as it would obtain the PSU property, which is adjacent to the C.O. Bick College, presumably increasing the value of the combined properties.

The Service therefore recommends proceeding with the construction of the new training facility, based on the current design, which includes the DND portion. In the event the DND scenario does not materialize, the Service will report to the Board on the recommended use of that space.

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

**The Board approved the foregoing.**

Attachment A

NEW TRAINING FACILITY  
PROJECT BUDGET  
(as reported to the Board in April, 2006)

	(\$M)
Construction estimate (incl. LEED-Silver)	\$59.4
Contingency	<u>3.1</u>
Total Construction Budget	62.5
Building security system	2.1
Furniture (including lockers, general equipment)	1.5
IT/audio visual equipment	0.6
Architectural fees	3.6
Construction Management (disbursements & fee)	4.3
Permits	0.7
City management fee	<u>0.5</u>
Total Project Gross Budget	<b>\$75.8</b>
DND contribution	<u>(9.8)</u>
Total Project Net Budget	<b>\$66.0</b>

Attachment B

CONSTRUCTION OPTIONS

	Current Plan	Option #1	Option # 2	
			Scenario A	Scenario B
Description	Construct assuming DND portion	Delete the DND portion completely	Construct assuming DND portion	Redesign for PSU use if DND is out
Facility Size (SF) gross	276,000	244,000	276,000	276,000
Deliverables	* 28 classrooms * 60 firing positions (50m) * DND	* 28 classrooms * 60 firing positions (50m)	* 28 classrooms * 60 firing positions (50m) DND	* 28 classrooms * 60 firing positions (50m) * PSU
Gross Cost	\$75.8M	\$72.8M (\$3M savings from DND portion)	\$75.8M	\$75.8M
Recoveries	(\$9.8M) – DND	None	(\$9.8M)	None
Other Impacts	None	\$0.7M (redesign & potential delay clause) * plus unknown impact of market conditions	None	\$0.5M (redesign/construction costs for PSU)
Net Cost	\$66.0M	\$73.5M	\$66.0M	\$76.3M
Variance to Current Plan	\$0	\$7.5M (plus potential impact of market conditions)	\$0	\$10.3M

Note: The Service will attempt to absorb the above variances to current plan within the 2007 – 2011 Capital Program based on the Board approved average of \$34.6M/year.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P88. IN-CAMERA MEETING – FEBRUARY 16, 2007**

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

The following members attended the in-camera meeting:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

**#P89.           ADJOURNMENT**

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Alok Mukherjee  
Chair