



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on July 10, 2007 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on June 14, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on July 10, 2007.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **JULY 10, 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

**ABSENT:**

**Mr. David Miller**, Mayor & Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P226. INTRODUCTIONS**

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

Mr. Donald Bevers, Manager, Corporate Planning  
Ms. Chris White, Manager, Staffing & Recruitment  
Staff Sergeant Donald Hale  
Staff Sergeant Devin Kealey  
Staff Sergeant Andrew Norrie  
Detective Sergeant Bryan Bott  
Sergeant Jeff Alderdice  
Sergeant Frank Barredo  
Sergeant Doug Bourque  
Sergeant Shane Brar  
Sergeant Timothy Burrows  
Sergeant Chris Chilvers  
Sergeant Shawna Coxon  
Sergeant Vicki Dawson  
Sergeant Matt Hofland  
Sergeant Dan Hoffmeyer  
Sergeant Gavin Horner  
Sergeant Richelle Leck  
Sergeant Ian MacDonald  
Sergeant Nancy McLean  
Sergeant Bruno Miron  
Sergeant John Palmer  
Sergeant Mike Quinn  
Sergeant Justin Vander Heyden

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**#P227. "THE INTERVENTIONISTS" – A FILM ABOUT THE MOBILE CRISIS  
INTERVENTION TEAMS**

Ms. Katerina Cizek, National Film Board of Canada, and Dr. Ian Dawe, Medical Director of the Psychiatric Emergency Services Program at St. Michael's Hospital, were in attendance and delivered a presentation to the Board on the film entitled "The Interventionists". The film describes the work of the Mobile Crisis Intervention Teams which were developed through a partnership between the St. Michael's Hospital Psychiatric Emergency Service and No. 51 and No. 52 Divisions. A 30-second clip of the film was shown during the meeting. Prior to the meeting, copies of the 30-minute film were provided to Board members for review. A copy of the film is on file in the Board office.

During their presentation, Ms. Cizek and Dr. Dawe submitted the following recommendations to the Board:

1. That there be equal MCIT services across the city, including the east Toronto and North York areas;
2. That the MCIT hours of operation be extended; and
3. That the film be used throughout the Toronto Police Service to build awareness of the MCIT program.

The Board commended Ms. Cizek and Dr. Dawe for the valuable work that has been accomplished through the MCIT program and expressed its continued support for the program. Chief Blair also indicated his support for the MCIT program and, particularly, for any opportunity to expand the services provided by MCIT to other parts of the city. Chief Blair also indicated that the Service is committed to continuing its strong working partnership with St. Michael's Hospital.

**The Board received the presentation and approved the following Motion:**

**THAT the Board approve the three recommendations in principle and that they be referred to Chief Blair for consideration and that he provide a report to the Board during the 2008 operating budget process with any recommendations that the Service may have for expanding the MCIT program in Toronto.**



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## ST. MICHAEL'S HOSPITAL

*A teaching hospital affiliated with the University of Toronto*

March 9, 2007

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

Dear Mr. Mukherjee,

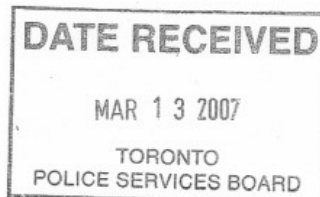
In 2006, St. Michael's Hospital and the National Film Board of Canada partnered to create a film – The Interventionists. This 30 minute film showcases the expertise required from the Mobile Crisis Intervention Team, a partnership with St. Michael's Hospital Psychiatric Emergency Service and the Toronto Police Service 51 and 52 Division when responding to 911 calls that involve emotionally disturbed individuals. We would like to present this film or segments of it to the Toronto Police Services Board and to discuss future directions. We look forward to meeting with you.

Sincerely,

Nancy Read M.Sc. Applied  
Program Director  
Mental Health Services  
Inner City Health Program  
St. Michael's Hospital

Dr. Donald Wasylenki  
Psychiatrist-in Chief  
Mental Health Services  
Inner City Health Program  
St. Michael's Hospital

cc. Pam McConnell  
cc. J. McGuire, Superintendent 51 Division



30 Bond Street  
Toronto, Ontario  
M5B 1W8

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P228.       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF OTTO VASS**

The Board was in receipt of the following report May 17, 2007 from William Blair, Chief of Police:

Subject:       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE CORONER'S  
INQUEST INTO THE DEATH OF OTTO VASS

Recommendations:

It is recommended that:

- (1)     the Board receive this report for information,
- (2)     the Board forward a copy of this report to the Chief Coroner for the Province of Ontario, and;
- (3)     the Board write to the Ministry of Community Safety and Correctional Services (the Ministry) requesting that all Toronto Police Service (TPS) primary response or frontline officers be issued with TASER's and that the Ministry provide funding in the amount, at the minimum, of \$8,528,820 for the purchase of approximately 3000 TASERs and the associated training costs.

Financial Implications:

There are no financial implications to the Toronto Police Service relating to the recommendations contained within this report assuming the Ministry provides the funding as recommended above.

Background/Purpose:

At its meeting of January 25, 2007, the Board requested that the Service provide a response to the jury recommendations from the Coroner's Inquest into the death of Otto Vass (Min. No. P19/07 refers).

*Summary of the Circumstances of the Death and Issues Addressed at the Coroner's Inquest Touching the Death of Otto Vass as Delivered by William J. Lucas, MD CCFP, Presiding Coroner*

*Otto Vass, age 55 years at the time of his death, was a man who had unfortunately suffered from Bi-Polar Affective Disorder for over 35 years. Throughout that time, he had experienced*

*numerous episodes of hospitalization, and had a history of numerous significant incidents with several police services, mostly when he had decompensated in his mental illness, or when he had discontinued his medications. On some occasions, criminal charges had been laid against him, and on others he had been hospitalized involuntarily.*

*For approximately 5 weeks prior to his death, he had been noted to be off medications, and was sleeping poorly, uttering bizarre thoughts and behaving strangely. He had presented himself to hospital on two occasions, but had not been admitted on the first occasion, and had left before being assessed on the second.*

*In the late afternoon of August 8, 2000, Mr. Vass was involved in a single motor vehicle accident, where he had jumped from his vehicle fearing that it contained a napalm bomb. Shortly after midnight, he was standing in the parking lot of a 7-Eleven Store at the corner of Lansdowne Avenue and College Street in Toronto, when three young men drove up in an SUV-type vehicle. Mr. Vass yelled an obscenity at the strangers and approached them in their vehicle. As the front seat passenger lowered his window to speak with him, Mr. Vass sucker punched the man in the head. He then ran into the 7-Eleven store.*

*The three men followed Mr. Vass into the convenience store and confronted him about the unprovoked punch. A scuffle ensued between one of the men and Mr. Vass, with both falling to the floor at one point. The entire skirmish lasted only a matter of seconds, and then the three young men decided to exit the scene. Employees of the store, in the meantime, called for police to attend.*

*At approximately 12:31 a.m., Toronto Police Service (TPS) officers were dispatched to the convenience store, with information suggesting there was an "unwanted guest" who had been involved in a physical altercation with three young males, who had since departed the scene.*

*Upon arrival of the first police scout car, the two officers first on-scene entered the 7-Eleven and spoke with Mr. Vass. He appeared quite calm, and voluntarily followed the officers out of the store. While the officers were speaking with Mr. Vass and attempting to establish his identity, believing him to be the victim of an assault, Mr. Vass struck out and punched one of the officers in the face for no apparent reason.*

*A violent struggle ensued as the officers attempted to take control of Mr. Vass and arrest him for assaulting police. They all fell to the ground, where Mr. Vass continued to flail with his arms and kick with his legs. In response, the officers began to strike Mr. Vass about the legs with an extendible baton. Mr. Vass continued to kick, and seemed to be somewhat impervious to the painful blows that were being inflicted. The officer radioed to request additional assistance from other police officers.*

*At one point in the struggle, one of the officers perceived that Mr. Vass was attempting to seize his firearm from its holster. The officer yelled out, and his partner delivered several forceful kicks to Mr. Vass's thigh area in an effort to distract Mr. Vass and get him to stop struggling. Shortly thereafter, two other officers arrived on scene, and were able to assist with wrestling Mr. Vass into a prone position and handcuffing him to the rear.*

*Within a few seconds, it was noticed that Mr. Vass was turning blue and was not breathing. His handcuffs were removed and he was promptly turned onto his back so that CPR could be commenced. Emergency Medical Services were requested, and arrived on scene a few minutes later. Despite their efforts, Mr. Vass could not be resuscitated.*

*A post-mortem examination was carried out at the Coroners Office, with the pathologist initially concluding that there was “no anatomic or toxicological cause of death”. On further reflection by the pathologist and after consultation with colleagues, additional microscopic slides were reviewed, and fat emboli (fat cells) were discovered to be present in the lungs, heart and brain. The pathologist opined that the most likely source of these emboli was the soft tissue injury to the thigh. He revised his cause of death to “fat embolism complicating multiple blunt force soft tissue injuries”.*

*Controversy arose surrounding this conclusion, with one other expert in forensic pathology disagreeing that fat embolism had any significant role to play in the death. Another expert was of the view that fat embolism may have been a significant factor, but that there was insufficient scientific evidence currently available to determine this with any degree of certainty. This difference of opinions remained one of the most significant issues for the jury to resolve during this inquest.*

*The inquest heard from 28 witnesses over a period of 19 sitting days. There were 71 exhibits entered for the jury’s consideration, and they deliberated for 4 ½ days before returning their verdict.*

*On November 26, 2006 the verdict was delivered.*

#### Discussion:

Corporate Planning was tasked with preparing a response to 7 of the 22 jury recommendations from the Inquest into the death of Otto Vass.

Corporate Planning conducted considerable research into this matter. TPS subject matter experts from Training & Education, Communication Services, the Chief’s representative on the Toronto Mental Health Justice Committee and the TPS Use of Force Committee all contributed to this response.

#### Responses to the Jury Recommendations:

##### Recommendation #5

*The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario, that have adopted Taser use, must ensure that all police officers under their supervision, and authorized to use a Taser, receive training with respect to Taser use. This training should be included as part of the Basic Officer Training course at the*

*Ontario Police College. Training should include education as to the possible collateral risks, to officers and to members of the public, from the use of the Taser during the course of efforts to effect control over a subject.*

Response:

The TPS is in compliance with this recommendation. The Ministry has developed guidelines for TASER training within the province of Ontario and the TPS course training standard for the TASER meets or exceeds the Ministry's guidelines in all areas.

TPS TASER training is 10 hours in duration and is delivered by a certified instructor. Topics include technical data including nomenclature, effects of the TASER, proper use and control of the TASER, probe placement, safety, risks associated with TASER use, legislation including the Ontario use of force model, the Criminal Code, the Police Services Act (PSA) and instruction on TPS TASER procedure. Officers are required to demonstrate safety, competence and confidence in the handling of the TASER throughout the course and pass both a written and practical examination that includes the firing of 3 air cartridges.

At this time, TASER training is not included as part of the Basic Officer Training Course at the Ontario Police College. The authority to include TASER training in this course is the responsibility of the Ministry.

Recommendation #6

*The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario that have adopted Taser use must ensure that as part of the annual ongoing officer training all officers continue to receive current information and training with respect to any new tactical uses of the device, as well as any new information as to the safety risks arising out of Taser use.*

Response:

The TPS is in compliance with this recommendation. Refresher TASER training for TASER users is consistent with the direction contained in s. 14.3 (1) (a) RRO 1990, Regulation 926 under the PSA. Topics include technical data on the TASER, effects of the TASER, proper use of the TASER, the live firing of 2 cartridges, the Criminal Code, the PSA, the Ontario use of force model and TPS TASER procedure. Pertinent case studies, new tactics and risks associated with TASER use are also reviewed.

TASER refresher training will be incorporated into the Crisis Resolution Officer Safety Course and awareness training will be delivered to all front-line officers.



## Recommendation #8

*The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario should ensure that the training police officers receive in mental health issues be improved by including some active participation of members of the psychiatric consumer/survivor community in the training process. This training should be included as part of the Basic Officer Training course at the Ontario Police College. On-going annual training should also include psychiatric consumer/survivor community participation where possible.*

## Response:

The Training & Education Unit - Officer Safety Section has included crisis intervention training in all past Advanced Patrol Training courses which has just recently been replaced by the Crisis Resolution Officer Safety Course and carries on this inclusion. One of the main components of these training programs is learning to de-escalate critical situations involving emotionally disturbed persons. These components also include scenario based training exercises.

One of the topics covered in Advanced Patrol Training - 2005 was entitled "Not Just Another Call - Police Response to People with Mental Illnesses in Ontario". The training manual was developed in partnership with the Centre for Addiction and Mental Health and the St. Joseph Health Care Hospital in London, Ontario.

Members of the Training & Education Unit have in the past included the active participation of mentally ill survivor groups in Crisis Resolution Training and Advanced Patrol Training courses. In addition, course designers and instructors have attended numerous training facilities such as the Crisis Prevention Institute and the Martin Luther King Institute for Non-Violent Crisis Resolution in Miami, Florida. Numerous consultations have and continue to occur with the Clarke Institute of Psychiatry, Psychiatrist Dr. Peter Collins, St. Michael's Hospital, Dr. Albert Choy of the Centre for Addiction and Mental Health, Dr. Kornbloom of the Hinks Institute, Youthdale Treatment Centre, Dr. Roger Solomon and Friends of Schizophrenia and several mood disorder groups.

The recently enhanced Crisis Resolution Officer Safety Course 2007 includes a 90 minute module on emotionally disturbed persons, crisis intervention and reinforcement in scenario based training throughout the 3-day program where possible. The training was developed by Training & Education staff and Dr. Calvin Langdon of the Centre for Addiction and Mental Health. Dr. Langdon also attends and instructs TPS officers on the Booking Hall Officer Safety Course in suicide intervention.

This training program is delivered in a module format over 3 days, repeated 62 times a year with the direct involvement of psychiatric consumer/survivor groups.

Members of the Training & Education Unit recently attended the Canadian National Committee for Police/Mental Health Conference “Psychiatrists in Blue”. This contributed to the training course development. Assisting in this training design was a highly skilled member of the Mobile Crisis Intervention Team. This Registered Nurse addresses each class through a video taped presentation.

Recommendation #7

*The Ministry of Community Safety and Correctional Services and Municipal and Regional Police Services in the Province of Ontario should ensure that when dispatchers respond to 911 calls, the dispatchers make an effort to identify unusual conversation patterns or bizarre statements that could potentially alert police respondents to possible confused mental state on the part of the subject. This information should be passed on to police, both on the radio call and in the onscreen message in the police cruiser.*

Response:

In addition to regular training modules as illustrated below, all TPS communications operators and their supervisors receive regular in-service training, generally 4-hours per 5-week cycle and generally 7-cycles per year. The Training Unit of Communications Services recently concluded 2 days of ethics and professionalism in policing and 2 days of diversity training for their members. A refresher course on unusual conversation patterns or bizarre statements will be included in an in-service session during 2007. All pertinent information is passed on by dispatchers to the officers verbally as well as using the onscreen message format when time permits.

Dispatchers receive training in:

5 W's	30 mins	<ul style="list-style-type: none"> <li>● Unbiased information gathering</li> <li>● Need for thorough but not leading questioning</li> <li>● Confidentiality issues</li> </ul>
Effective Call-taking Skills	30 mins	<ul style="list-style-type: none"> <li>● Need for professionalism</li> <li>● Quality service (courteous control for public safety concerns, tone and inflection, judgement awareness)</li> <li>● Demeanour assessment</li> <li>● Empathetic awareness</li> </ul>
Dealing with emotional callers	30 mins.	<ul style="list-style-type: none"> <li>● Professional, tactful non-judgemental call-taking</li> <li>● Decisiveness based on control and listening techniques</li> </ul>

Dealing with emotional callers (cont....)		<ul style="list-style-type: none"> <li>● Detailing your actions and following through</li> <li>● Speak in positives</li> </ul>
TPS Procedures Communications Centre Specific Protocols	600 mins	<ul style="list-style-type: none"> <li>● Professionalism (attention to/for details, background noise, tone of caller, common sense approach)</li> <li>● Customer service</li> <li>● Integrity and fairness</li> <li>● Teamwork and co-ordinated response initiatives (above areas are embedded throughout service procedures)</li> </ul>
Victim Services	20 mins	<ul style="list-style-type: none"> <li>● Empathetic response to callers/victims in relation to police calls for service.</li> </ul>
TPS Procedures Communications Centre Specific Protocols	90 mins	<ul style="list-style-type: none"> <li>● Trainees are reminded that victims come from all aspects of society and there is a need to be cognizant of the needs of the victim.</li> </ul>

#### Recommendation #9

*Upon the issuance of the necessary authorization by the Ministry of Community Safety and Correctional Services, the Toronto Police Service should provide Tasers to "front line" or "primary response" officers. The Tasers provided should include full accountability features including the video recorder.*

#### Response:

The Service concurs with this recommendation and request that the Ministry grant permission for frontline or primary response officers to be issued TASERS. In addition, it is recommended that due to the immense costs involved with issuing TASERS to all front line or primary response officers, the Ministry provides the funds necessary for equipment and training.

I have considered all accountability features. The current accountability features are sufficient and the video capability is not practical. The size of a video equipped TASER makes it problematic to be worn on a member's duty belt in conjunction with all of the other issued equipment. The video component cost is \$600 per unit and is extremely fragile. This will only add to the already high rate of unit failure. Currently, 25% of TPS TASERS have been returned to the manufacturer for replacement. It is estimated that video capability would be useful in only 20% of TASER use as ideal environmental conditions are required for the video component to be effective

The current accountability features in the TASER are sufficient. The TPS procedure entitled “TASER” (15-09) governs this use of the TASER. The X26 TASER has a built in weapons management system to prevent misuse/abuse and protect officers from unfounded allegations. These accountability features include:

- each time the TASER is fired, the date, time and duration of the firing is recorded and stored within the weapon itself. This data can be downloaded for analysis purposes. The TASER can store up to 1500 separate cycles.
- air cartridges are individually serial numbered. When they are issued to an officer the serial numbers are recorded. Every time an air cartridge is fired it dispenses 20–40 confetti like tags that TASER International calls AFIDs (Anti-Felon Identification) throughout the area where the TASER was fired. Each tag has the serial number of the air cartridge printed on it and can be used to determine which TASER was fired.
- TPS procedure 15-09 “TASER” requires both random downloads and mandatory downloads whenever the TASER is used in the drive stun or full deployment mode.
- All TASERs and air cartridges within the TPS are personally issued to each officer for accountability purposes.

#### Recommendation #10

*The Toronto Police Service and Toronto Police Services Board should consider studying the concept of rotating "front-line" police officers through the special Mobile Crisis Teams in order to provide first-hand experience to as many officers as possible.*

#### Response:

It is already the TPS’s practice that frontline officers are assigned to the Mobile Crisis Team on a rotating basis based upon their skills, knowledge and training for a period of time not exceeding two years unless exceptional circumstances arise. Two years allows the officers to develop experience and become familiar with hospital staff and clients.

#### Recommendation #11

*The Toronto Police Service should establish an enduring structure for dialogue to address the intersection of policing and issues that arise in the mental health sector. The recommendations developed during these meetings should be given consideration in the context of decision making, including policy-making, setting police priorities and budget considerations. This group would involve representation from senior levels of the Toronto Police Service, representatives of the consumer/survivor community and service providers in the mental health field. This group would address issues of concern and facilitate the services provided to the psychiatric consumer/survivor community.*

*The group would address issues such as:*

- *reviewing analysis and research conducted in the area of policing and mental health;*
- *making recommendations regarding policing/mental health issues in order to achieve the best outcomes for psychiatric survivors;*
- *ensuring significant psychiatric consumer/survivor community input and active participation in police initiatives, steering committees and police training in the area of mental health;*
- *on-going examination and review of alternatives to situations leading to the use of force, particularly lethal force (e.g. mobile crisis teams, TASERs);*
- *education of the public to avoid the stereotyping and demonization of psychiatric consumers/survivors and the police in the media;*
- *education of the psychiatric consumer/survivor community to explain what this community expects the police to do, and what the police require to carry out these duties;*
- *ensure that all parties are aware of the services provided by the various mental health service providers*

Response:

Currently there are 4 forums in which the TPS addresses the issues:

- 1) Mental Health subcommittee of the Saving Lives Implementation Group (SLIG) which is a Police Services Board supported committee;
- 2) The Toronto Mental Health Justice Committee;
- 3) A consumer/client group of the mental health system known as VOICES;
- 4) The police Mobile Crisis Intervention Team Liaison (MCIT) which is comprised of the stakeholders who work/partner with police on a regular basis.

These groups meet to consider and discuss the items contained in recommendation #11.

The TPS continues to look for appropriate forums that incorporate additional input such as the Empowerment Council. Historically, the Community Mobilization Unit (CMU) is the TPS's stakeholder who has taken the lead in establishing those forums. However, since Staff Superintendent Michael Federico of Central Field Command represents the TPS on the Mental Health sub-committee of the Saving Lives Implementation Group, he has initiated contact with the Empowerment Council to discuss its input.

CMU also collaborates with the mental health issues co-ordinator at the Ontario Police College (OPC). That collaboration results in TPS receiving timely information, participation in initiatives and projects at the provincial level.

The TPS was chronicled in the 2002 film, "Crisis Call," by Skyworks Production. This production, national in its scope and with involvement from the National Film Board of Canada, allows viewers to witness the relationship between the TPS and mentally ill persons. The documentary which reflects positively on our training continues to serve as a useful training tool,

not only for law enforcement personnel, but mental health practitioners, psychiatric survivors and consumer organizations and members of the public.

The TPS is represented on the Canadian National Committee for Police/Mental Health Liaison (CNCPMHL), which is a sub-committee of the Human Resources Committee of the Canadian Association of Chiefs of Police, by Superintendent Ken Cenzura who is the co-chair. CMU has accepted an invitation to participate in the CNCPMHL sub-committee by developing a prototype educational address intended for delivery to schools of medicine and nursing across the country. Ideally, this will consist of a joint presentation approach utilizing both local law enforcement and medical practitioners.

The TPS continues to strive for enhanced collaboration with its community stakeholders.

### Conclusion:

As a result of the Coroner's Inquest Into the death of Otto Vass, and the subsequent jury recommendations, the TPS has conducted reviews of Service Governance, training and current practices.

After careful review of the 7 recommendations, I am satisfied that the recommendations have been addressed in the most efficient way to enhance and ensure that the TPS delivers police services effectively and in partnership with our communities.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**Chief Blair advised the Board that the fifth paragraph under the response to recommendation no. 8 states the following:**

**This training program is delivered in a module format over 3 days, repeated 62 times a year with the direct involvement of psychiatric consumer/survivor groups.**

**Chief Blair further advised that there had been an error during the preparation of the report and that the foregoing paragraph should be replaced with the following:**

**As our training program is delivered in a module format with different streams over 3 days with 62 programs over the year, the direct inclusion of psychiatric consumer/survivor groups is logistically prohibitive. Therefore, the training programs is delivered without the direct involvement of the psychiatric consumer/survivor groups.**

The Board was also in receipt of correspondence, dated July 06, 2007, from John Sewell, Toronto Police Accountability Coalition, with regard to the Chief's request that all primary response or frontline officers be issued with TASERS. A copy of Mr. Sewell's correspondence is attached to this Minute for information.

Staff Sergeant Peter Button, Training and Education Unit, was in attendance and responded to questions by the Board.

The Board noted that the report indicates that 25% of the Service's TASERS have been returned to the manufacturer for replacement. Staff Sergeant Button advised that 86 of the 444 deployed TASERS have been returned which represents a rate of return less than 20% and not 25%, as stated. Staff Sergeant Button also indicated that the Service's rate of return is normal given the rough environment in which they are used. He also said that TASERS are susceptible to moisture and that moisture can cause a TASER to become defective. Defective TASERS are identified during the daily spark test that an officer is required to perform.

The Board noted the importance of detailed information, including a business case, on the wider deployment of TASERS within the Service as proposed by Chief Blair. Chief Blair agreed that such detailed information should be developed and assured the Board that it would be submitted as quickly as possible.

The Board approved the following Motions:

1. THAT the correspondence from Mr. Sewell be received; and
2. THAT with regard to the foregoing report from Chief Blair:
  - recommendations nos. 1 and 2 be approved; and
  - recommendation no. 3 be deferred pending a further report from Chief Blair that includes the rationale and a detailed business case for the distribution of TASERS to frontline officers, an assessment of the impact on the capital budget and of ongoing maintenance and operational costs, a comprehensive review of the results of similar deployment in other jurisdictions, including any legal and medical issues arising from such deployment, and an identification of policy, governance and accountability issues that must be addressed.

**Toronto Police Accountability Coalition**  
**c/ 50 Baldwin Street, Toronto M5T 1L4**  
**www.tpac.ca**

July 6, 2007.

To: Toronto Police Services Board

**Subject: Purchase of Tasers**  
**Report of Chief to Board meeting July 10.**

The chief's report asking for \$8.5 million to purchase 3000 Tasers is dated May 17, 2007, but it became public only yesterday, and is apparently before the Board for the meeting next Tuesday, July 10.

We believe this matter should be delayed until there is adequate opportunity to notify the public since this is a very contentious issue. After we were told at the June 14 meeting that our letter of June 7 was filed too late to be on the agenda, we are a bit surprised to see that there are different procedural rules for the police on a matter that cannot be considered urgent (judging from the date on the report.)

We would like to address the Board, but are unable to attend on July 10.

We note that the Board will, on July 10, receive a presentation on the film 'The Interventionists', outlining the work of the Mobile Crisis Unit. As we have stated to the Board on several occasions in the past, we believe that the best way to respond to the kinds of crises which provoke Taser use is through such units. Currently, units are not available 24 hours a day throughout the city – they are used in only a few divisions, and only until 11 pm. The issue is money, and as our group has urged in the past, money is better spent on Mobile Crisis Units than on Tasers.

In April 2006, front line supervisors in 31, 42 and 52 Divisions were authorized to use tasers, as the kick-off to broadening taser use from the Special Weapons Team of the Emergency Task Force to supervisors throughout the city. The result was a significant increase in taser use. In 2006, tasers were pulled out in 156 incidents; use was threatened 69 times, and the gun was actually fired 87 times. That compares with 2005, when taser use was threatened 183 times and used 66 times. The changes are significant. The Emergency Task Force was obviously far better at negotiating a settlement, with threatened use almost three times more frequent than use. The 2006 figures show that use is now a third more likely than threats.



The report on 2006 also shows that in the 156 instances where tasers were deployed, the subject was perceived to be in crisis or to have a mental disorder in 147 cases. It also shows that in 51 Division, where the mobile crisis unit functions and tasers were not yet available to front line officers, tasers were used in only 4 instances. In Divisions 52 and 42, where tasers are available to supervisors and mobile crisis units are available, tasers were used in 66 instances, showing that the taser obviously trumps the softer and more effective action of the mobile crisis intervention units. With another 3000 tasers available, it can be stated with certainty that use will expand exponentially, and the likelihood of death and injury will also expand considerably. Since tasers have been introduced for police use, 272 people have died in North America after taser use, 13 in Canada. Unfortunately but almost certainly, Toronto police will be adding to that number.

It has been pointed out by some critics that unlike other electrical gadgets such as toasters or blenders, there are no agreed standards for tasers. Police can assume these guns will perform according to manufacturer's specifications, but in the case of Robert Bagnell who was tasered by Vancouver police and died in police custody in 2004, it was found that one of the tasers produced two and a half times the electrical output in the manufacturer's specifications; the other taser produced 84 times the electrical output of the specs. One can hope that officers will follow instructions and not use the taser on seniors, children, and animals, but that has occurred in other jurisdictions in spite of good intentions.

It is easy to be seduced by technology. But it is wiser to invest in human interaction, which is why it makes more sense to spend money on increasing Mobile Crisis Units so they are available 24 hours a day, across the city. That is the effective way to deal with those who are beset by personal crises. Leave a small number of tasers in the hands of the highly trained members of the Emergency Task Force: they can use the taser as an alternative to lethal use of force.

Yours very truly,

A handwritten signature in black ink, appearing to read "J. Sewell". The signature is fluid and cursive, with a large initial "J" and "S".

John Sewell, for  
Toronto Police Accountability Coalition.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P229.       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE  
CORONER'S INQUEST INTO THE DEATH OF PETER FRANCIS**

The Board was in receipt of the following report May 17, 2007 from William Blair, Chief of Police:

Subject:       RESPONSE TO THE JURY RECOMMENDATIONS FROM THE CORONER'S  
INQUEST INTO THE DEATH OF PETER FRANCIS

Recommendation:

It is recommended that:

- (1)           the Board receive this report for information; and
- (2)           the Board forward a copy of this report to the Chief Coroner for the Province of Ontario.

Financial Implications:

Any costs associated with the replacement of the current phone system in 2009 will be identified for the 2009 operating or capital budgets.

Background/Purpose:

At its meeting of March 22, 2007, the Board requested that the Toronto Police Service (TPS) provide a response to the jury recommendations from the Coroner's Inquest into the death of Peter Francis (Min. No. C70/07 refers).

*Summary of the Circumstances of the Death and Issues Addressed at the Coroner's Inquest Touching the Death of Peter Francis as Delivered by James Edwards, MD, Presiding Coroner*

*Peter Francis was 34 years of age at the time of his death. During the afternoon of May 7, 2002 Mr. Francis discharged a firearm at his wife in the parking lot of her workplace. Toronto Police officers attended the scene, and Mr. Francis was shot by a member of the Emergency Task Force (ETF) following a brief confrontation. He died later that day while undergoing emergency surgery at Sunnybrook Hospital.*

*An inquest was mandatory under Section 10 (4) of the Coroners Act. The jury heard five days of evidence followed by summations, and then deliberated for one day before returning its verdict. In total, eighteen witnesses testified and twenty-five exhibits were introduced as evidence. There*

*was testimony regarding Mr. Francis' history, the events on the day of his death, the firearm he discharged at his wife and the findings of the post-mortem examination. There was also evidence heard about the Toronto Police Service ETF training and methodology, the training of front line TPS officers and the Use of Force Model used by all police services in the Province of Ontario.*

*On February 7, 2007 the verdict was delivered.*

#### Discussion:

Corporate Planning was tasked with preparing a response to both jury recommendations from the Inquest into the death of Peter Francis and as a result consulted with subject matter experts from Information Technology Governance Management and the ETF to complete this report.

#### Response to the Jury Recommendations:

##### Recommendation #1

*The Toronto Police Services Board, to review the telecommunications systems at the divisions to determine whether caller information can be displayed after calls are transferred from the switchboard.*

##### Response:

The TPS Bell Centrex Telephone system was installed in several phases between 1993 to 1994. TPS has a contract in place to continue use of this phone system until 2009. With the implementation of this system, TPS replaced the old Mitel PBX system, implemented call display and provided direct inward dialling to each internal telephone number from external sources.

At this point in time, the Bell Centrex phone system is considered in the industry to be old technology. Two types of sets are in use currently. They are the Meridian M5316 (or M5312) a multiple line, digital set and the Meridian M9316 a single line, analog set.

Both of the aforementioned sets are capable of call display; however, the 4,250 single line analog models (Meridian M9316) cannot technically provide the display of the original caller on a transferred call.

It should also be noted that a caller might also choose to block the display of their call information. In such a case, the caller identification would not be displayed regardless of the model of phone set.

Various options to provide call display on all TPS phones have been analyzed and presented to the Communications & Systems Operations Manager for review with the Director of Information Technology Services (ITS) and ITS project management staff which will be considered by the Information Technology Steering Committee in 2007.

## Recommendation #2

*Police Services of Ontario to review ETF staffing levels to ensure operational functions are performed with full team numbers, without impacting the scheduled training days, or days off, of the team members.*

### Response:

A comprehensive staffing review of the TPS has been conducted. As part of that review, the staffing complement of the ETF was examined. Although operational calls for service are increasing, the number of personnel at the ETF is sufficient to meet all operational and mandated training requirements.

### Conclusion:

As a result of the Coroner's Inquest into the death of Peter Francis, and the two subsequent jury recommendations, the TPS has reviewed its business practices with respect to telecommunication call display capabilities and staffing levels at the ETF.

After careful review of the 2 recommendations, I am satisfied that the recommendations have been addressed in the most efficient way to enhance and ensure that the TPS delivers police services effectively.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P230. DEVELOPMENT OF CRITERIA FOR THE RELEASE OF TORONTO  
POLICE SERVICE PROCEDURES**

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

Subject: DEVELOPMENT OF CRITERIA FOR THE RELEASE OF SERVICE  
PROCEDURES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its November 28, 2006 meeting, the Board received a report from the Chief of Police outlining criteria for the release of Service procedures (Min. No. P372/06 refers). At that time, the Board referred the report back to the Chief until such time that discussions could take place between the Chief and members of the Board.

On April 5, 2007, a meeting took place between members of the Toronto Police Services Board and members of the Toronto Police Service. The information contained in this report is as a result of the discussions from that meeting.

Discussion:

As a public service organization, it is imperative to effectively communicate with the community we serve, especially as it relates to information that could prove useful to victims of crime and others wishing to engage our services.

The focal point of discussion at the meeting was the communicative value of the policies and procedures governing the Toronto Police Service.

Policies are developed and maintained by the Board. The *Police Services Act* states that a board shall “*establish policies for the effective management of the police force*” [s.31 (c)]. Policies establish organizational objectives and positions. Through these policies the Board provides direction to the Chief.

Procedures are developed and maintained by the Chief. Service procedures contain direction from the Chief to Service members. Many procedures detail the actions police officers shall take to carry out their duties, while others provide direction to members in order to ensure effective management of the Service. Procedures are living documents which are constantly being amended to reflect such things as changes in legislation, Coroner's Jury Recommendations, Board policy and to ensure the highest level of officer and public safety.

Conclusion:

In an expressed commitment to work together to disseminate greater information to the public, members of the Board and the Service agreed that the policies and procedures governing the Service would be examined, and when information is identified that would be of benefit to greater community understanding of our practices and does not compromise officer and public safety, the information will be communicated to the public via our websites.

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 following Motion:**

**THAT the Board receive the foregoing report and request Chief Blair to provide a more comprehensive report to the September Board meeting on what specific criteria will be used to determine the procedures or parts of procedures that will be made public, who will be responsible for identifying the procedures or parts of procedures that will be made public, and the timetable for beginning to implement this process.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P231. UPDATE ON THE IMPLEMENTATION OF THE AUDITOR  
GENERAL'S RECOMMENDATIONS – TRAINING AUDIT**

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

Subject: UPDATE ON THE IMPLEMENTATION OF THE CITY AUDITOR'S  
RECOMMENDATIONS - TRAINING AUDIT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The City of Toronto Auditor General commenced his review of the Toronto Police Service's Training Program in 2006. This review resulted in a final report presented to the Board on January 25, 2007 (Min. No. P53 refers). Thirty-nine recommendations were contained within the report. The Service also provided responses to these recommendations. The Board approved 13 motions as a result of the reception the Auditor General's recommendations, 8 of which were directed to the Chief.

This report provides an update on the status of implementing Motion No. 5, 9, and 10. The individual motions are identified within the report along with the corresponding update responses.

Discussion:

**P53 Board Motion No. 5**

**THAT only qualified coach officers be permitted and that performance evaluations be reviewed immediately to ensure compliance with Board policy and Service procedures.**

Response: Agree

Status: Ongoing

The Chief of Police has directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. As well, this document is available electronically on the Service Intranet.

Additionally, the Service is reviewing Procedure 14-03 to ensure that it meets the current needs of the Service and reflects best practices.

The Human Resource Management System (HRMS) captures and identifies those members who have received coach officer training. However, many members listed as coach officers may have been promoted, transferred or otherwise unavailable or unqualified for coach officer duties. A review of all divisional units determined that there are currently 459 active coach officers.

Through the Divisional Policing Command Planning Offices, all units have been apprised of the pre-requisites for coach officer training to ensure that only qualified officers attend the coach officers' course. The Training & Education (T&E) unit has also implemented a process of reviewing the status of all students' prerequisites at the beginning of each course. Coach officer training courses are offered to meet the needs of the divisions, which has required the T&E to amend the number of training courses provided for coach officers in order to meet projected demands.

The 'Field Training Activity Evaluation Report' was not available through 'JetForms' on the Services computer infrastructure until the earlier part of 2006. This issue has been rectified. The routing instructions call for the form to be completed and then placed in the recruit officer's file. The routing and copy instructions are being changed so that a copy of the report will be forwarded to T&E, which will maintain a centralized register for all Field Training Activity Evaluation Reports.

### **P53 Board Motion No. 9**

**THAT the Chief of Police report to the Board on the information technology issues raised by the Auditor General, including the feasibility of HRMS housing the data and performing the functions identified by the Auditor General.**

Response: Agree  
Status: Ongoing

With respect to the recommendation for using the HRMS to a greater extent, a series of system upgrades will be increasing the utility of this system. With the next iteration of the system, field-based trainers will have the ability to directly register their members for courses, trainer accreditations will be tracked and a more robust function for tracking costs will be available. These upgrades are in addition to HRMS' previous ability to house training records.

T&E continues to work at the corporate level for creating position specifications for police officer functions within the Service. Any future upgrade that incorporates position specifications will identify officers performing functions for which they have, or do not have all of the training requirements. This will help ensure that officers do not carry out functions for which they are not trained, qualified or accredited.



**P53 Board Motion No. 10**

**THAT the Chief of Police report to the Board on the financial controls that the Service has established to ensure the efficient and accountable management of training and conference expenditures.**

Response: Agree  
Status: Ongoing

At the corporate level, accountability exists through formalized channels. The Service, through the Chief of Police is accountable for the funds utilized. There is a very extensive budgetary process where all expenditures are examined 'line by line' and are supported by detailed documentation for the expense. These expenditures are approved by several layers of management. In particular, the training program falls under the control of the Deputy Chief, Human Resource Command who entrusts the management and accountability of T&E to a Superintendent.

The audit notes that "training costs should be benchmarked against other major police services." This benchmarking process has a large caveat. It is imperative that any other comparator service use an extremely similar Cost Benefit Analysis (CBA) template for there to be a proper comparison. When benchmarking, it is vital to recognize that concepts, definitions, components (and the methods used for calculating the components), and ratios may not be similar across all agencies involved in the benchmarking process. For example, agencies may offer different types of training, use different methods to deliver the training, may have different class sizes, may have different training facilities/resources, may have different 'student' populations, and so on. As much as possible, concepts, definitions, components, and ratios must be standardized.

Given the aforementioned caveat, with respect to benchmarking costs for similar training delivered elsewhere, T&E has actively been compiling course comparison data from external agencies including training offered at the Ontario Police College (OPC), the Canadian Police College (CPC), other police training facilities and police services. All courses currently offered by the T&E unit are being examined against those comparator courses to determine if the Service should access those programs or offer in-house training. When performing these analyses, delivery and attendance costs are considered.

All external training requests will now be forwarded for approval to the Superintendent of T&E, bringing another layer of accountability into the process.

Conclusion:

The Service continues to work diligently to implement the recommendations contained within the Auditor General's Report. Significant changes have been made and will continue to be made.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P232. POLICE CAFETERIA FOOD SERVICES – TRANS FAT REDUCTIONS**

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

Subject: POLICE CAFETERIA FOOD SERVICES - TRANS FAT REDUCTIONS

Recommendations:

It is recommended that:

- (1) The Board concur with the recommendations of the City of Toronto Board of Health for the reduction of trans fat in the foods served at the Toronto Police Service cafeterias;
- (2) The trans fat reductions as set out by the Board of Health be included as requirements in the Request For Proposal for a new food services contract for the Toronto Police Service and thereafter be in the contract awarded to the successful bidder; and
- (3) The Board forward a copy of this report to the Board of Health.

Financial Implications:

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

Background/Purpose:

The Service is in receipt of correspondence dated April 16, 2007, from the City of Toronto Board of Health advising that it was in receipt of a report dated March 29, 2007 from Dr. David McKeown, Medical Officer of Health, concerning recommendations made by the Federal Trans Fat Task Force with respect to the regulation of trans fat in the Canadian food supply. A copy of this letter is attached as Appendix "A".

The Toronto Board of Health adopted a number of recommendations with respect to this matter, including the following:

2. requested all Agencies, Boards, Commissions and Divisions operating food premises to voluntarily reduce the amount of artificially produced trans fat contained in foods served and sold in City-operated facilities so that they do not exceed the amounts proposed by the Trans Fat Task Force to ensure that:

- a. for all vegetable oils and soft, spreadable (tub type) margarines sold to the public or for use as an ingredient in the preparation of foods on site, the total trans fat content would be limited to 2% of the total fat content;
  - b. for all other foods purchased for sale to the public or for use as an ingredient in the preparation of food on site, the total trans fat content be limited to 5% of the total fat content. This limit would not apply to food products for which the fat originates exclusively from ruminant meat or dairy products:
3. requested all City Agencies, Boards, Commissions and Divisions operating food premises to develop and submit implementation plans to the Medical Officer of Health by July 2007, to achieve the trans fat targets of the Trans Fat Task Force, and further that the Medical Officer of Health review the plans and report to the Board of Health by September 2007, on the trans fat reductions achieved;

The purpose of this report is to advise on a response to these recommendations.

#### Discussion:

The Service has a contract with a vendor to provide food services for the cafeteria at Police Headquarters and at the C.O. Bick College. This contract is due to expire and accordingly, it will be possible to include the trans fat reductions set out by the Board of Health as requirements in the Request For Proposal that is being prepared for competitive bids on a new contract, and in the subsequent contract with the successful bidder.

Although, it will be possible to build these provisions into the food services going forward, preliminary discussions have also been held with the current vendor on what actions it would be able to take with respect to this matter. The vendor has advised that they are aware of the work of the Trans Fat Task Force and are willing to make changes to achieve its goals. An initial review of their menu choices indicates that the trans fat content is fairly limited, except for the use of margarine and some fried foods. They are pursuing reduced trans fat guidelines through courses provided to their management prior to this issue being raised at the Service, and are willing to verify compliance with the trans fat guidelines recommended by the Task Force with an itemized list from their purchasing department.

#### Conclusion:

The reduction of trans fat in the Canadian diet has been identified as an important public health goal. It is consistent with the Service's objectives for member health and can be incorporated as a requirement in the pending new contract for food services at Police Headquarters and the C.O. Bick College. The trans fat targets are achievable and our current vendor is in the process of reducing trans fat in its products.

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 report.**

## Appendix "A"



City Clerk's Office  
Ulli S. Watkiss, City Clerk

Secretariat  
Candy Davidovits  
Board of Health  
Toronto City Hall  
100 Queen St. West, 10<sup>th</sup> Floor West  
Toronto, Ontario M5H 2N2

Tel: 416-392-8032  
Fax: 416-392-1879  
e-mail: boh@toronto.ca  
Web: www.toronto.ca

April 16, 2007

To: All Interested Parties  
From: Secretary, Board of Health  
Subject: The Regulation of Trans Fat in the Canadian Food Supply



The Board of Health on April 16, 2007, considered a report (March 29, 2007) from the Medical Officer of Health, with respect to the Regulation of Trans Fat in the Canadian Food Supply.

The Medical Officer of Health gave a presentation and filed a copy of his presentation materials.

The following persons addressed the Board of Health:

- Deryk Jackson, and filed a written submission;
- Andreea Ionescu; and
- Sally Brown, Chief Executive Officer, Heart and Stroke Foundation of Canada.

The Board of Health:

1. requested a meeting with the Federal Minister of Health to urge the Government of Canada to implement the recommendations of the Trans Fat Task Force, and to ensure that artificially produced trans fat is regulated in the Canadian food supply; and furthermore, to urge the Federal Minister of Health to move quickly to ensure that the regulations come into effect sooner than the Trans Fat Task Force recommended;
2. requested all Agencies, Boards, Commissions and Divisions operating food premises to voluntarily reduce the amount of artificially produced trans fat contained in foods served and sold in City-operated facilities so that they do not exceed the amounts proposed by the Trans Fat Task Force to ensure that:
  - a. for all vegetable oils and soft, spreadable (tub-type) margarines sold to the public or for use as an ingredient in the preparation of foods on site, the total trans fat content would be limited to 2% of the total fat content;
  - b. for all other foods purchased for sale to the public or for use as an ingredient in the preparation of foods on site, the total trans fat content be limited to 5% of the total fat content. This limit would not apply to food products for which the fat originates exclusively from ruminant meat or dairy products;

3. requested all City Agencies, Boards, and Commissions and Divisions operating food premises to develop and submit implementation plans to the Medical Officer of Health by July 2007, to achieve the trans fat targets of the Trans Fat Task Force, and further that the Medical Officer of Health review the plans and report to the Board of Health by September 2007, on the trans fat reductions achieved;
4. requested that all nutrition programs funded through Toronto Public Health entirely eliminate artificial trans fats from their menus;
5. requested the Medical Officer of Health to:
  - a. audit/review all Toronto Public Health funded nutritional programs to ensure they meet the Board of Health's trans fat requirements;
  - b. develop a communications strategy for restaurant associations and the public about the Board's decision on trans fat and the health effects of trans fat;
  - c. partner with both the Toronto District and Catholic School Boards to develop an appropriate curriculum for school-age children on trans fat products;
  - d. ensure that the Working Group on Nutrition Criteria in Municipal Child Care Centres includes parent representation;
  - e. create a list of common, most used ingredients which meet the recommended guidelines or are completely free of artificial trans fats;
  - f. create a list of products for a typical child care menu which is free of partially hydrogenated oils and vegetable oil shortening by typical serving size that meet the recommended guidelines;
  - g. report back to the Board of Health on the top ten other food additives or container properties which may harm children's health at child care centres;
  - h. report back to the Board of Health by September 2007, on a regulatory strategy for the phasing out of trans fat in all Toronto restaurants and other food service establishments, including all institutional food service facilities funded by the City of Toronto;
6. requested the General Manager, Children's Services to:
  - a. to incorporate the trans fat and nutrition criteria developed for directly-operated centres, into the operating criteria that applies to purchase-of-service child care centres;
  - b. continue to work to entirely eliminate artificial trans fats in menus at City-owned child care centres;

7. forwarded a copy of this report to:
- a. all City Agencies, Boards, Commissions and Divisions where food is served or sold, as well as the Toronto District School Board, Toronto Catholic District School Board, the Minister of Health Promotion, the Minister of Health and Long-Term Care and the Minister of Children and Youth Services; and
  - b. all Boards of Health and Public Health Units in Ontario to encourage them to support the Board of Health's recommendations.



Secretary,  
Board of Health

C. Davidovits/jd  
Item HL3.1

Attachment

Sent to: Federal Minister of Health  
All Agencies, Boards and Commissions  
Toronto District School Board  
Toronto Catholic District School Board  
Minister of Health Promotion  
Minister of Health and Long-Term Care  
Minister of Children and Youth Services  
All Boards of Health and Public Health Units in Ontario  
Deputy City Manager, Sue Corke  
Deputy City Manager, Richard Butts  
Deputy City Manager and Chief Financial Officer, Joseph Pennachetti  
City Manager, Shirley Hoy

- c. Medical Officer of Health  
General Manager, Children's Services  
Interested Persons

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P233. AMERICAN SIGN LANGUAGE – VIDEO PILOT PROJECT**

The Board was in receipt of the following report June 25, 2007 from Alok Mukherjee, Chair:

Subject: AMERICAN SIGN LANGUAGE - VIDEO PILOT PROJECT

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

All costs can be absorbed with the approved 2007 operating budget.

Background/Purpose:

At its meeting on February 16, 2007 the Board received a presentation from Mr. Peter Reynolds of For the Record Productions Ltd. regarding the development of videos in American Sign Language (ASL) for the Toronto Police Service's website.

The Board received the presentation and referred the matter to me for review in consultation with Chief Blair. The Board requested that I report back following the review and that the report include recommendations on the feasibility of developing videos in ASL (Board Minute P64/07 refers).

Discussion:

I met with Mr. John Sandeman, Manager of Video Services to discuss the merits of adding ASL to a pre-existing Toronto Police Service video and, consequently, I recommended to the Chief that an internal review be conducted to determine whether there were any appropriately qualified Service members who could provide the ASL translation.

As a result, on June 7, 2007, I received a memorandum from the Chief confirming that an individual within the Service has been identified to participate in the ASL translation of the video entitled "Police Guide to New Citizens". Members of the Video Services Unit will be arranging to film and produce the ASL video. In addition, at very minimal cost, Video Services will also arrange for the provision of an open caption version of the video.



When the videos are completed, the Video Services Unit will work with the Public Information Unit to ensure that the video is posted prominently on the Service's website. A media release will be issued and the Service will also ensure that organizations working with the deaf, deafened and hard of hearing communities are informed about the video.

Conclusion:

I believe that this pilot project will be an important step in reaching out to an important segment of the Toronto community. I look forward to hearing more about the success of the videos. The Chief will ensure that Board members informed of the date that the videos are to be launched on the TPS web-site.

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

Subject: VIDEO PILOT PROJECT - AMERICAN SIGN LANGUAGE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board at its meeting of February 16, 2007 received a presentation from Mr. Peter Reynolds of For the Record Productions Ltd., regarding the development of videos in American Language (ASL) for the Toronto Police Service's website. Following Mr. Reynolds presentation the Board referred the matter to the Chair Mukherjee for his review in consultation with Chief Blair.

Discussion:

In May of this year, the Service conducted a pilot project which would add American Sign Language (ASL) to one or more existing Toronto Police Service videos for posting on the Services' website.

Subsequently, Mr. John Sandeman, Manager of Video Service produced two videos entitled "A Guide to Police Services in Toronto" one in Open Captioned and one in ASL by working with a qualified member of our Service, Detective Debbie Hartford of Professional Standards Unit which have been provided to the Board.

Conclusion:

The Toronto Police Service will conduct a full analysis of this pilot project and the results will be provided to the Board for its October 2007 meeting.

**The Board received the foregoing reports.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P234.        *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF  
PRIVACY ACT COMPLIANCE – PROGRESS REPORT***

The Board was in receipt of the following report June 08, 2007 from William Blair, Chief of Police:

Subject:        MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF  
PRIVACY ACT COMPLIANCE - PROGRESS REPORT

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:

In December 2004, the Quality Assurance Unit initiated an audit of the Freedom of Information Unit to identify factors that influence compliance rates and to develop recommendations to improve and maintain an acceptable compliance rate. Compliance rate refers to the delivery of disclosure through the Freedom of Information (FOI) process within 30 days of receipt of a request for information (Min. No. P406/04 refers).

Discussion:

At its January 25, 2007 meeting, the Board received a progress report outlining the status of recommendations implemented to date (Min. No. P43/07 refers). Phase I of the audit examined opportunities for business process changes and streamlining of administrative tasks and file management within the FOI Unit, which contributed towards significant improvements in terms of compliance rates. Phase II addressed issues pertaining to the unit's mandate, overall structure, management and decision making processes (Min. No. P396/05 refers).

The improved compliance rate has been sustained for several months and, in fact, has surpassed the minimum compliance rate of 80% mandated by the Board at its December 16, 2004 meeting (Min. No. P406/04 refers).

This improved rate is reflected in quarterly reports to the Board that outline *Municipal Freedom of Information and Protection of Privacy Act* compliance by month (Min. No. P122/07 refers). For example, over the past six months, compliance has been calculated as follows:

- October 2006 82.80%
- November 2006 85.52%
- December 2006 85.05%
- January 2007 75.68%
- February 2007 85.67%
- March 2007 85.98%

As outlined below, further progress has been made with respect to the remaining audit recommendations.

1) Staffing Plan

At its January 25, 2007 meeting, the Board was apprised that opportunities for increased efficiencies through business process streamlining have been exhausted; therefore, it is essential that an appropriate permanent staffing complement be added to the FOI Unit (Min. No. P43/07 refers). A staffing plan has been developed and submitted to the Director, Corporate Services, for inclusion in the 2008 budget submission.

2) Communication Plan

A website for the Freedom of Information Unit has been developed to include more comprehensive details regarding FOI issues and services. Research with respect to appropriate links and effective utilization of the Internet for public access to information is on-going.

3) Training Program

Discussions with Training and Education have taken place for the development of an FOI Training Package to be disseminated to Divisional and Unit Training Officers as a means of increasing awareness of the Service's legislated responsibilities under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).

4) Access/Correction Request Form

The amendment of the Access/Correction Request Form to include mandatory fields for documenting the verification of the identity of the requestor and the badge number of the intake clerk will be implemented upon completion of the Service's forms conversion.

Conclusion:

A further progress report will be submitted to the Board in December 2007. This report will reflect the completed implementation of the Quality Assurance audit recommendations; therefore, it is anticipated that this will be the final Freedom of Information Progress Report.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P235. BOARD ADVISORY PANEL ON COMMUNITY SAFETY**

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

Subject: BOARD ADVISORY PANEL ON COMMUNITY SAFETY

Recommendations:

It is recommended that the Board:

1. Approve the recommendations of the Advisory Panel on Community Safety with respect to a vision of community safety; indicators of community safety especially in relation to police contacts with youth and a framework for evaluation of community initiatives;
2. Take the recommendations into consideration in developing the next Business Plan;
3. Refer this report to the Chief of Police for his consideration of appropriate actions to implement the recommendations; and
4. Request the Chief of Police to report back to the Board's January 2008 meeting on his implementation of the recommendations.

Financial Implications:

The financial implications relating to the recommendations contained in this report are unknown.

Background/Purpose:

At its meeting held on January 11, 2006 the Board approved the establishment of the Board Advisory Panel on Community Safety (Min. No. P24/06 refers). The role of the Panel is to advise the Board on issues that it should act on (for example, by creating policy) or advocate for (for example, about changes in provincial or federal legislation) in order to address gun violence and anti-social gang behaviour involving youth (Min. No. P363/06 refers).

Discussion:

The Panel provided the Board with an update report at its meeting held on November 28, 2006, which included key areas that were to form the basis of the Panel's work. The Board requested that the Panel provide its final report and any necessary recommendations to the Board's April 2007 meeting (Min No. P363/06 refers). Panel members divided into working groups, with each working group working on one of the areas of focus. The key areas and the working group's recommendations are as follows:

## **Vision of Community Safety**

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

### **Scope:**

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

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

### **Panel Recommendations**

The Panel believes that community safety is a community-building response. In its view, community safety is about community well-being; and is, thus, more than merely the absence of crime and violence. Crime, even violent crime, is viewed as a symptom of deeper underlying problems. Safety is everyone's business, and not just the task of the police.

In the Panel's view, community safety will exist when all Toronto citizens:

- are treated with respect and dignity;
- receive equitable, effective and efficient services;
- can participate equitably in their communities and neighbourhoods;
- are genuinely involved in decisions that affect them; and
- experience no violence.

This vision of community safety should be complemented with an equally compelling vision that directs policing behaviour. In addition, the Toronto Police Service must have explicit measures in place to help determine whether it is moving in the direction of its vision. The Panel expects that the indicators will inform strategic directions determined by the Toronto Police Services Board; curricula of police training programs and performance evaluation criteria for front-line police officers and managers (including the Chief of Police).

As such, the Panel recommends that:

- The Toronto Police Service amend its vision statement to reflect the following two sentences
  - o The Toronto Police Service acknowledges that community safety is a state of community well-being and not merely the absence of crime.

- People in Toronto's neighbourhoods and communities are active partners with the Toronto Police Service in promoting safety, preventing crime and solving crime; and
- Toronto Police Service adopt the following indicators to guide measuring its success in its contribution to community safety:
  - a. Partnerships
  - b. Neighbourhood Leadership in Decision-Making
  - c. Service Satisfaction
  - d. Equitable Service.

*The foregoing recommendations and indicators were extracted from the "Policing Contribution to Community Safety: Vision and Indicators" report, which is attached to this report as Appendix A. The report outlines the recommendations and indicators and provides a more comprehensive discussion on each.*

## **Evaluation**

*Issue: Determination of the effectiveness of community safety program delivery*

### **Scope:**

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

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

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

### **Panel Recommendations**

The role of the Evaluation Sub-committee was to review the Toronto Police Service's evaluation framework and to make recommendations on how to amend the framework in relation to the evaluation of community safety programs.

After meeting with Service staff, the Sub-committee concluded that any evaluation of community programs that has been conducted is generally the result of funding requirements from external partners, and not as a result of Service requirements or policy. It also concluded that there is currently no framework in place within the Service for any evaluations.

Further, the Sub-committee concluded that the lack of an evaluation process is not unique to the Toronto Police Service, as other services are struggling with this issue also.



Given that no framework for program evaluation exists within the Service, the Panel recommends the following:

- That the Toronto Police Service Board create and implement an evaluation framework that contains the core principles as stated in the attached evaluation report;
- That Chief of Police be tasked with the role of establishing, implementing and monitoring the evaluation framework for the Service; and
- That all new community initiatives have an evaluation component built into the proposed budget and expected outcomes articulated.

*The Evaluation Sub-committee's recommendations and core principles are contained in the report "Report of the Evaluation Sub-committee" which is attached to this report as Appendix B.*

### **Youth Culture**

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

### **Scope:**

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

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

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

### **Panel Recommendations**

The Youth Culture working group is still conducting its research with respect to this area of focus and upon completion of its work, any recommendations will be forwarded to the Board.

### **‘Don’t Ask’ Protocol**

*Issue: Determine whether the Board should advocate for a standardized “Don’t Ask” policy to be adopted by all school boards.*

#### **Scope:**

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

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

#### **Panel Recommendations**

It was suggested that the issue of protocols is best dealt with through inter-organizations arrangements, such as the protocols that exist between the Service and the school boards. As such, no further work was done in this area of focus.

#### Conclusion:

With respect to program evaluation, the Panel identified a need for a change management component, which would allow the development of consistent program evaluation across the Service.

Panel recommendations regarding “vision of community safety” are consistent with all six of the Board’s 2006 – 2009 Business Plan priorities; Community Partnerships, Safety of Vulnerable Groups, Community Safety & Security, Traffic Safety, Service Delivery, and Human Resources. These priorities include stated goals such as partnerships with youth, community, and or government, public agencies, services or organisations, officers and Service members conduct, increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and or to participate in neighbourhood problem-solving, improve partnerships with community, mainstream and ethnic media, all of which are in keeping with community safety indicators identified by the Panel.

Therefore, it is recommended that the Board:

1. Approve the recommendations of the Advisory Panel on Community Safety with respect to a vision of community safety; indicators of community safety especially in relation to police contacts with youth and a framework for evaluation of community initiatives;

2. Take the recommendations into consideration in developing the next Business Plan;
3. Refer this report to the Chief of Police for his consideration of appropriate actions to implement the recommendations; and
4. Request the Chief of Police to report back to the Board's January 2008 meeting on his implementation of the recommendations.

**The foregoing report was withdrawn by the Chair.**

## APPENDIX A

### **Policing Contribution to Community Safety: Vision and Indicators**

**To: Toronto Police Services Board's Advisory Panel on Community Safety**  
**From: Vision and Indicators Sub-Group**  
**Date: April 26, 2007**

On January 11, 2006, the Toronto Police Services Board established an Advisory Panel on Community Safety. A sub-group undertook to develop recommendations for:

- an addition to the Toronto Police Service's vision statement; and
- indicators of community safety, with respect to policing behaviour, particularly in contacts with youth.

#### **SUMMARY**

An increasingly popular view of community safety is that it is a community-building response. In this view, community safety is about community well-being; and is, thus, more than merely the absence of crime and violence. In this view, crime - even violent crime - is viewed as a symptom of deeper underlying problems. In this view, safety is everyone's business, and not just the task of the police.

In this view, community safety will exist when all Toronto citizens:

- are treated with respect and dignity;
- receive equitable, effective and efficient services;
- can participate equitably in their communities and neighbourhoods;
- are genuinely involved in decisions that affect them; and
- experience no violence.

Our subgroup believes that this vision of community safety should be complemented with an equally compelling vision that directs policing behaviour. In addition, we believe that the Toronto Police Service must have explicit measures in place to help determine whether they are moving in the direction of their vision. We expect that the indicators will inform strategic directions decided by the Toronto Police Services Board; curricula of police training programs; and performance evaluation criteria for front-line police officers and managers (including the Chief of Police).

The Toronto Police Service has long described itself as working in partnership with the Toronto community. Underneath that vision, however, is a troubling reality: ongoing reports of experiences of differential treatment by some police officers that has had negative impact on people of colour, Aboriginal people, and on poor people, especially those who are homeless and/or sex trade workers. Even if the differential treatment is by only a few officers, it tarnishes the entire service and makes its work more difficult.

This approach can facilitate genuinely equitable partnerships between police and community members. It can ensure community safety for all, including young people and police, themselves. The Toronto community deserves no less.

## **RECOMMENDATIONS**

1. We recommend that the Toronto Police Service include the following two sentences in its vision statement: The Toronto Police Service acknowledges that community safety is a state of community well-being, and not merely the absence of crime. People in Toronto's neighbourhoods and communities are active partners with the Toronto Police Service in promoting safety, preventing crime and solving crime.
2. We recommend that the Toronto Police Service adopt the following indicators to guide measuring their success in their contribution to community safety:

### *Partnerships*

- i. neighbourhood police committees have active youth members who reflect the community, particularly with respect to ethnicity and gender
- ii. local plans for policing in neighbourhoods are the result of active participation by residents (including youth) and businesses
- iii. police officers working in neighbourhoods bring their partners, children and friends to neighbourhood events
- iv. senior management of the Toronto Police Service reflects the community

### *Neighbourhood Leadership in Decision-Making*

- i. neighbourhood residents participate meaningfully in performance appraisals of police officers, supervisors and managers, in their neighbourhoods
- ii. residents (including youth) and or businesspersons who are members of promotion interview panels have 51% of decision making power concerning promotion decisions related to officers in the field.
- iii. members of the public participate in investigation and resolution of complaints about police behaviour

### *Service Satisfaction*

- i. 85% of people arrested report that their treatment by police involved was respectful
- ii. annual surveys of Toronto residents show that 80% of those surveyed report that they believe that they can make complaints about police behaviour and have those complaints resolved in a fair and satisfactory manner
- iii. 85% of people making complaints about police behaviour report satisfaction with the process and outcome of the complaint resolution process
- iv. 85% of officers about whom complaints are made report satisfaction with the process and outcome of the complaint resolution process

- v. 90% of young people who make complaints about police behaviour report satisfaction with the process and outcome of the complaint resolution process
- vi. all people who witness crimes or are victims of crime are willing to report their experiences to police officers
- vii. 80% of victims report that they receive timely information from police officers
- viii. 40% of reports about police behaviour are positive

#### *Equitable Service*

- i. 90% of homeless people and sex trade workers who make complaints about police behaviour report satisfaction with the process and outcome of the complaint resolution process
- ii. 90% of Aboriginal people and people of colour who have contact with police officers report that they are treated with dignity and respect in their interactions with the officers
- iii. 90% of victims and witnesses who are Aboriginal people or people of colour report that their contact with police officers is sensitive, respectful and helpful
- iv. 90% of people who have a mental illness which results in contact with a police officer report that this contact was respectful
- v. official police descriptions of a crime in a neighbourhood are descriptive of the event, and do not make or imply negative judgements about the residents of the neighbourhood
- vi. police response in one fact situation is the same as the response in any other similar fact situation

## **IMPLEMENTATION POINTS**

We recognize that many of these measures do not presently exist and that their implementation may require significant time and money. It may be feasible to implement the measurement process in some staged way. Accordingly, we have organized the indicators in several categories. We suggest that the Toronto Police Service implement the indicators according to these categories.

We believe that some of the impact will be one-time only. Additionally, some measures may substitute for other measures that the Toronto Police Service is now using as indicators of achievement of its vision.

## **CONTACT**

The members of the sub-group are:

Arnold Minors, (Chair); Community Safety Secretariat, City of Toronto; [aminors@toronto.ca](mailto:aminors@toronto.ca); 416 392 3144

Gene Lincoln; Parents for Better Beginnings, Regent Park Community Health Centre; [genel@regentparkchc.org](mailto:genel@regentparkchc.org); 416 362-0805 x34

Hugh Wong; 51 Division Youth and Family Services Unit, Toronto Police Service; [hugh.wong@torontopolice.on.ca](mailto:hugh.wong@torontopolice.on.ca); 416 808 5105

Karlene Bennett; Toronto Police Services Board; [karlene.bennett@tpsb.ca](mailto:karlene.bennett@tpsb.ca); 416 808 7265

Kimberly Murray; Aboriginal Legal Services of Toronto; [murrayk@lao.on.ca](mailto:murrayk@lao.on.ca); 416 408 4041 x 225

Ryan Teschner; Mayor's Panel on Community Safety; [RTeschner@heenan.ca](mailto:RTeschner@heenan.ca); 416 643 6890

Terry Skelton; Community Safety Unit; Toronto Community Housing; [terry.skelton@torontohousing.ca](mailto:terry.skelton@torontohousing.ca); 416 981 4438.

## **APPENDIX B**

### **REPORT OF THE EVALUATION SUB-COMMITTEE TO THE COMMUNITY SAFETY ADVISORY COMMITTEE OF THE TORONTO POLICE SERVICE BOARD**

The Evaluation Sub-Committee of the Community Safety Advisory Committee to the Toronto Police Service Board consists of five members; Kimberly Murray, Rosemary Gartner, Scott Mills, John Campey and Amanuel Melles. Since October 2006 the sub-committee met on 5 occasions; November 13, 2006, December 12, 2006, February 19, 2007, March 29, 2007 and May 3, 2007.

At its first meeting, the sub-committee discussed its mandate and how it would meet the mandate. It was evident and agreed upon that the subcommittee could not establish an appropriate evaluation framework for the Community Safety Programs without first determining what form of evaluation the Board and the Service are currently undertaking. To help this process the following questions were submitted to Kristine Kijewski, Director of Corporate Planning:

1. What type of evaluation model (s) has the TPS implemented to evaluate its community programs currently or in the past? Is there a set evaluation framework/process in place?
2. Has the Board or Service conducted prior research in the area of evaluation? For example, has research been done on any internal evaluation processes or external evaluations?
3. Has the Board or service looked at other police services' evaluation frameworks or of other organizations- such as the City of Toronto?

In response to the above noted questions, Ms. Kijewski indicated that TPS is engaged in two types of evaluation:

- an overall performance evaluation framework related to the service's strategic plan, OMBI (Ontario Municipal Benchmark) and MPMP (Municipal Performance Measurement Program, and
- an evaluation of specific corporate-level projects or programs.

The subcommittee was interested in learning about the evaluation process of projects and programs, and thus invited representatives from Corporate Planning and the Community Mobilization Unit to attend a sub-meeting. We met with Carrol Whynot, of Corporate Planning, and Inspector Nick Memme, of the Community Mobilization Unit, on March 29, 2007. At this meeting, the sub-committee members learned the following:



- i. The police service has no comprehensive or consistent policy in relation to evaluation processes for community programs;
- ii. No department within the police service or employee of the service is tasked with the role of establishing, conducting or monitoring evaluation processes of police community programs;
- iii. Any evaluations that have been conducted of community programs are generally the result of funding requirements from external partners, and not as a result of service requirements or policy;
- iv. There appears to be a lack of understanding or appreciation within the service of the difference between a program “audit” and a program “evaluation”.

Following our meeting with the representatives of the Toronto Police Service, the Chair of the sub-committee spoke with a representative of the Peel Regional Police Service, and the Ontario Provincial Police. It was learned that the lack of an evaluation process is not unique to the Toronto Police Service.

The sub-committee, when established, initially understood its role to be a review of the Toronto Police Service’s evaluation framework and to make recommendations on how to amend the framework in relation to evaluations for community safety programs. Given that no framework exists within the service for any evaluations, the sub-committee recommends the following:

1. That the Toronto Police Services Board create and implement an evaluation framework that contains the following core principles:
  - a. Consistency- across the service, and situated in one “central” place within the service
  - b. Transparency- to the public and to members of the service
  - c. Accessibility- to the public and to members of the service
  - d. Inclusive-of the end user of the program and spans a wide range of actions, disciplines and levels of expertise
  - e. Informative-to the development of subsequent policy development and resource allocation
  - f. Supportive-that proper evaluation resources (dollars and in-kind) be provided to ensure inclusive participation in the evaluation process
2. It is further recommended that Corporate Planning be tasked with the role of establishing, implementing and monitoring the evaluation framework for the service. In order to fulfill this task, Corporate Planning will require appropriate human and financial resources. The sub-committee encourages Corporate Planning to consult with organizations such as the Toronto District School Board and the United Way of Greater Toronto to learn of the ways in which their evaluation processes inform program delivery.
3. The sub-committee further recommends that all new community initiatives, before approved for implementation, should have an evaluation component built in to the proposed budget, and expected outcomes must be articulated before commencement. It is important that the evaluation framework clearly identify what initiatives and activities must be evaluated.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P236. 2006 COMMUNITY SURVEY SUMMARIES AND FACT SHEETS**

The Board was in receipt of the following report May 10, 2007 from William Blair, Chief of Police:

Subject: 2006 COMMUNITY SURVEY SUMMARIES AND FACT SHEETS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Attached for the Board's information are brief summaries of the results from the Service's 2006 community survey.

Since 2000, the Toronto Police Service has surveyed the community on an annual basis. The survey of 1,200 Toronto residents, conducted at the end of each year, focuses on community perceptions of the quality of, and satisfaction with, service delivery and on perceptions of safety in neighbourhoods. It also asks about perceptions of Toronto as a safe city, perceptions of the complaints process, and issues of concern (e.g. crime, gangs, drugs, traffic, etc.). Respondents who had contact with police during the previous 12 months are asked additional questions about that contact.

The community survey also provides an opportunity for the Service to get feedback on particular issues. For example, the 2006 survey included questions relating to in-car cameras and closed-circuit television cameras, providing information for the evaluations of both of these projects.

In line with other community surveys conducted by polling firms nationally and locally, the sample size of 1,200 randomly selected adult residents of Toronto gives results that are considered accurate within  $\pm 3\%$ , 95 times out of 100, of what they would have been had the entire adult resident population of Toronto been surveyed.

Discussion:

Provided in addition to the comparison of the current results with those from previous years, are the current results by neighbourhood (the perceptions of those from the city-defined 'priority'

neighbourhoods compared with those from the rest of the city) and a summary of results by group (the perceptions of those who self-identified as visible minority compared with those who did not so self-identify).

Very briefly, compared to 2005, in 2006 people felt somewhat less safe in their neighbourhoods (86% in 2006, down from 88%). Although concern with disorder issues in neighbourhoods generally increased (e.g. youth, vandalism, drugs, etc.), concern with guns and gangs in neighbourhoods decreased. However, although the proportion of people thinking so decreased, guns continued to be seen as the most serious policing problem in Toronto (by 41% of people in 2006 and 52% in 2005). There was no change in level of satisfaction with the Service overall (94% in both years); however, for those who'd had contact with police during the past year, fewer said they were satisfied with police during that contact (79% in 2006, down from 82% in 2005).

With regard to the comparison by neighbourhood, people from the priority neighbourhoods felt less safe in their neighbourhoods than people from other areas of Toronto (81% and 90%, respectively). People from priority neighbourhoods were also more concerned with crime and disorder issues in their neighbourhoods than people from other areas. People in both types of neighbourhoods saw guns as the most serious policing problem in the city (41% from priority neighbourhoods, 40% from other areas). Similarly, people from both types of areas were equally satisfied with the Police Service overall (94% from both). However, of those who'd had contact with police in the past year, fewer people from the priority neighbourhoods were satisfied with the police during that contact (77% from priority areas, 80% from other areas).

With regard to the comparison by group, fewer of those who self-identified as visible minority felt safe in their neighbourhoods than those who did not so self-identify (84% and 86%, respectively). Visible minorities were generally more concerned with crime and disorder issues in their neighbourhoods than those who were not visible minorities. Again, guns were considered the most serious policing problem in Toronto by both groups (44% of visible minorities, 39% of those who were not visible minorities). Visible minorities were less satisfied than those who were not visible minorities with the Police Service overall (92% and 96%, respectively). However, of those who'd had contact with the police during the past year, the same proportion in both groups said they were satisfied with police during that contact (79%).

### Conclusion:

The information on the perceptions of the community as collected in the annual survey conveys important feedback to the Service, not only in gauging the effect or effectiveness of Service activities in relation to the priorities and goals as outlined in the Business Plan, but also of specific projects such as the Toronto Anti-Violence Intervention Strategy, the in-car camera pilot project, the closed-circuit television project, and others.

As in previous years, some results from the current survey will be included in the 2006 Service Performance Year End Report, which provides the information on the annual measurement of the Service priorities, and in the 2007 Environmental Scan Update. Both documents will be available on the Internet.

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

**The following persons were in attendance and responded to questions about this report:**

- **Ms. Kristina Kijewski, Director of Corporate Services**
- **Mr. Don Bevers, Manager, Corporate Planning**
- **Ms. Carrol Whynot, Senior Corporate Planner, Corporate Planning**

**The Board considered this report in conjunction with a separate report on the 2006 Complete Community Survey Results (Min. No. P237/07 refers).**

**The Board had a discussion regarding the use of telephone surveys as a mechanism to obtain community perceptions of the quality of and satisfaction with the Toronto Police Service's delivery of service and on perceptions of safety in Toronto neighbourhoods. The Board noted that, in some areas of Toronto, a large number of residents do not speak English and that there are many people who do not have a telephone. The Board noted that there may be more effective methods for conducting a community survey in a city that is as diverse as Toronto.**

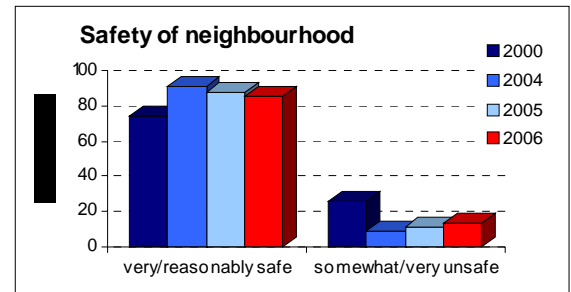
**The Board received the foregoing report.**

## 2006 COMMUNITY SURVEY RESULTS – COMPARISON WITH PREVIOUS YEARS – FACTS AT A GLANCE

Approximately 1,200 Toronto residents have been surveyed by telephone in November or December in each of the past seven years.

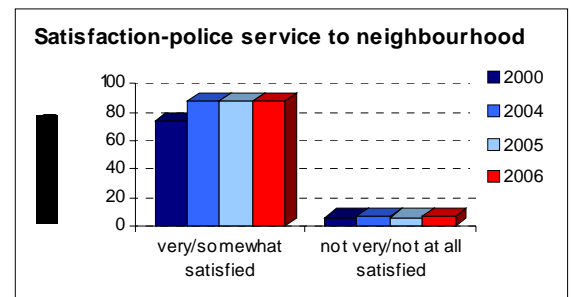
- 86% felt very or reasonably safe in their neighbourhood in 2006, down from 88% in 2005 and 92% in 2004, but up from the 74% in 2000.
- 82% felt that Toronto in general was very or reasonably safe in 2006, up from 81% in 2005.

Generally, compared to 2005, in 2006 concern with disorder issues in neighbourhoods increased (e.g. youth, homeless, litter, noise, vandalism, drugs, being harassed on the street), while concern with guns, gangs, and feeling safe in neighbourhoods decreased.



Guns were considered the most serious policing problem in Toronto in both 2005 and 2006 (in 2005: 52%; in 2006: 41%).

- 88% said they were satisfied with the delivery of police service to their neighbourhood in 2006, the same as the 88% in 2005 and 2004, but up from 74% in 2000.
- 94% said they were satisfied with the Toronto Police Service overall in 2006, the same as the 94% in 2005.
- 63% in 2006 said that relations between the police and people in Toronto in general during the past year were excellent or good, up from 53% in 2005.



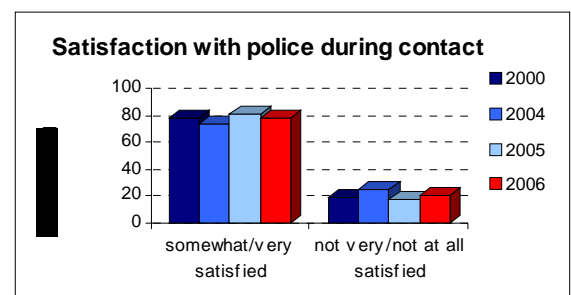
- 18% in 2006 said that the level of police presence in their neighbourhood had increased during the past year, up from 10% in 2005.

When people were asked to rank four police activities in order of importance to them, in both 2005 and 2006, responding to emergency calls was ranked 1<sup>st</sup> and visible patrolling on foot was ranked 4<sup>th</sup>.

- 85% in 2006 said they believe that Toronto police are trustworthy, down from 89% in 2005.
- 33% in 2006 said that they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement, up from 30% in 2005.
- 8% in 2006 said that they'd had experience with the police complaints process, down from 9% in 2005 of these,
  - 54% said they were satisfied with the process in 2006, down from 60% in 2005, and
  - 49% said they were satisfied with the outcome in 2006, down from 54% in 2005.

For those who'd had contact with police during the previous year, 79% in 2006 said they were satisfied with the police during contact, down from 82% in 2005, but up from 74% in 2004, and the same as the 79% in 2000.

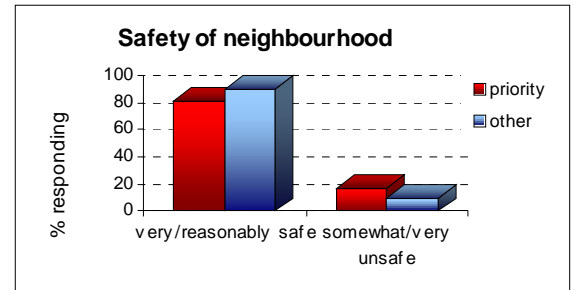
- 86% in 2006 said they felt the officers treated them with respect during the contact, down from 89% in 2005.



## 2006 COMMUNITY SURVEY RESULTS – COMPARISON BY NEIGHBOURHOOD – FACTS AT A GLANCE

1,206 Toronto residents were surveyed by telephone in November/December 2006 – 50% (602) from the 13 City-defined 'priority' neighbourhoods and 50% (604) from the rest of Toronto. (*Information on the priority areas is provided at the end of this summary.*)

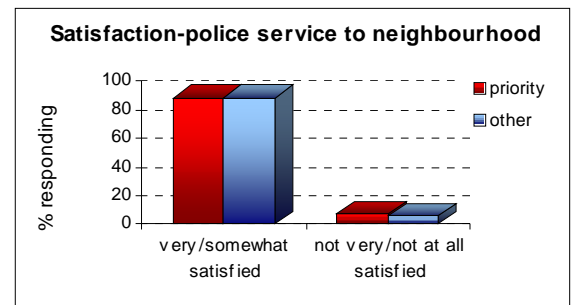
- 81% of people from priority neighbourhoods felt very or reasonably safe in their neighbourhood compared to 90% from other areas.
- 80% of people from priority neighbourhoods felt that Toronto in general was very or reasonably safe compared to 83% from other areas.



People from priority areas were more concerned than those from other areas with crime and disorder issues in their neighbourhood (e.g. guns, gangs, feeling safe, youth, homeless, litter, noise, vandalism, drugs, being harassed on the street).

Guns were considered the most serious policing problem in Toronto by people from both areas (priority neighbourhoods: 41%; other areas: 40%).

- 88% of people from both types of areas said they were satisfied with the delivery of police service to their neighbourhood.
- 94% of people from both types of areas said they were satisfied with the Toronto Police Service overall in 2006.
- 64% of people from priority neighbourhoods said that relations between the police and people in Toronto in general during the past year were excellent or good compared to 62% from other areas.



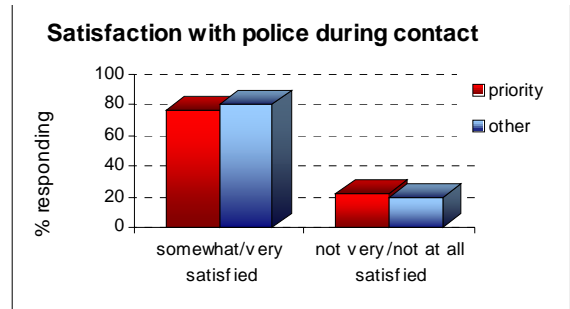
- 25% of people from priority neighbourhoods said that the level of police presence in their neighbourhood had increased during the past year compared to 11% from other areas.

When asked to rank four police activities in order of importance to them, people from both types of areas ranked responding to emergency calls 1<sup>st</sup> and ranked visible patrolling on foot 4<sup>th</sup>. However, people from priority areas ranked visible patrolling in cars 2<sup>nd</sup>, while people from other areas ranked investigating crime 2<sup>nd</sup>.

- 85% of people from both types of areas said they believe that Toronto police are trustworthy.
- 33% of people from priority neighbourhoods said that they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement, compared to 34% from other areas.
- 9% of people from priority neighbourhoods said that they'd had experience with the police complaints process, compared to 8% from other areas
  - of these,
    - 54% from priority neighbourhoods said they were satisfied with the process compared to 56% from other areas, and
    - 48% from priority neighbourhoods said they were satisfied with the outcome compared to 50% from other areas.

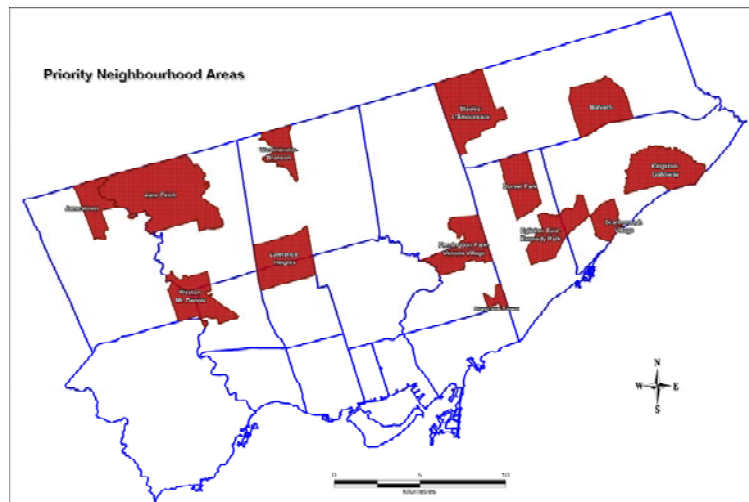
For those who'd had contact with police during the previous year, 77% of people from priority neighbourhoods said they were satisfied with the police during contact, compared to 80% from other areas.

- 87% of people from priority neighbourhoods said they felt the officers treated them with respect, compared to 85% from other areas.



**The City of Toronto-Defined Thirteen Priority Neighbourhoods:**

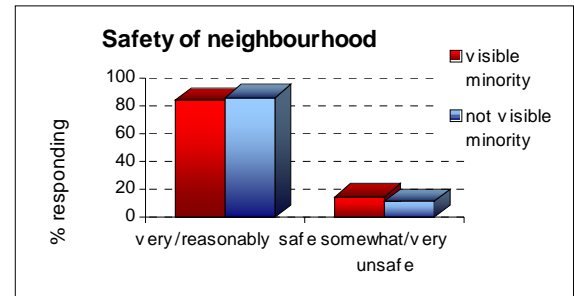
The map below shows the location of each priority area in the City. Based on 2001 Census data, about one in five (19.9%) Toronto residents lived in a priority neighbourhood. Priority areas were so designated based on the availability of neighbourhood services and facilities and eleven indicators of vitality (e.g. median household income, % of students passing the Ontario Secondary School Literacy Test, % of occupied private dwellings requiring major repairs, % of population with no knowledge of English or French, etc.).



## 2006 COMMUNITY SURVEY RESULTS – COMPARISON BY GROUP – FACTS AT A GLANCE

1,206 Toronto residents were surveyed by telephone in November/December 2006 – 35% (420) self-identified as visible minority (referred to as visible minorities) and 65% (786) did not self-identify as visible minority (referred to as not visible minority).

- 84% of people who self-identified as visible minority felt very or reasonably safe in their neighbourhood compared to 86% of those who did not self-identify as visible minority.
- 78% of visible minorities felt that Toronto in general was very or reasonably safe compared to 84% of those who were not visible minorities.



Visible minorities were generally more concerned than those who were not visible minorities with crime and disorder in their neighbourhood (e.g. guns, gangs, feeling safe, youth, homeless, litter, noise, vandalism, drugs, being harassed on the street).

Guns were considered the most serious policing problem in Toronto by both groups (visible minority: 44%; not visible minority: 39%).

- 88% of both groups said they were satisfied with the delivery of police service to their neighbourhood.
- 92% of visible minorities and 96% of those who were not visible minorities said they were satisfied with the Toronto Police Service overall in 2006.
- 56% of visible minorities said that relations between the police and people in Toronto in general during the past year were excellent or good compared to 66% of those who were not visible minorities.
- 21% of visible minorities said that the level of police presence in their neighbourhood had increased during the past year compared to 17% of those who were not visible minorities.



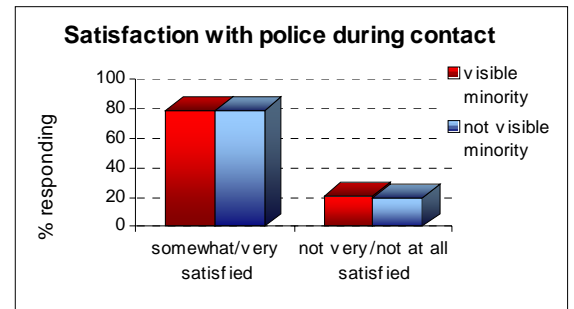
When asked to rank four police activities in order of importance to them, both groups ranked responding to emergency calls 1<sup>st</sup> and ranked visible patrolling on foot 4<sup>th</sup>. However, visible minorities ranked visible patrolling in cars 2<sup>nd</sup>, while those who were not visible minorities ranked investigating crime 2<sup>nd</sup>.

- 78% of visible minorities said they believe that Toronto police are trustworthy compared to 89% of those who were not visible minorities.
- 40% of visible minorities said that they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement, compared to 30% of those who were not visible minorities.
- 10% of visible minorities said that they'd had experience with the police complaints process, compared to 8% of those who were not visible minorities
  - of these,
    - 57% of visible minorities said they were satisfied with the process compared to 54% of those who were not visible minorities, and
    - 50% of visible minorities said they were satisfied with the outcome compared to 48% of those who were not visible minorities.



For those who'd had contact with police during the previous year, 79% of both visible minorities and those who were not visible minorities said they were satisfied with the police during contact.

- 85% of visible minorities said they felt the officers treated them with respect, compared to 86% of those who were not visible minorities.



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P237. 2006 COMPLETE COMMUNITY SURVEY RESULTS**

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

Subject: 2006 COMPLETE COMMUNITY SURVEY RESULTS

Recommendation:

It is recommended that the Board review these survey results to generate a question or questions for discussion by community focus groups later this year.

Financial Implications:

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

Background/Purpose:

During discussions relating to the 2007 Toronto Police Service operating budget, Board members requested that, to supplement information gathered in the community survey, the Service conduct focus groups with the community.

Discussion:

While the Board has received a brief summary of the 2006 community survey results, attached here are the complete results of the survey compared to results in prior years.

I would ask that the Board members review this more detailed material to find the issue or issues they believe to be of most concern to the public and to develop questions they would recommend be discussed by focus group participants later this year. Given that focus groups generally concentrate on addressing one question, please indicate which of the questions developed should receive priority in the discussions.

Conclusion:

Due to timelines involved in the tendering process, in order to hold the focus groups in the late fall, I would ask that Board staff provide the Board's question(s) to Corporate Planning by August 31, 2007.

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

**The following persons were in attendance and responded to questions about this report:**

- **Ms. Kristina Kijewski, Director of Corporate Services**
- **Mr. Don Bevers, Manager, Corporate Planning**
- **Ms. Carrol Whynot, Senior Corporate Planner, Corporate Planning**

**The Board considered this report in conjunction with a separate report on the 2006 Community Survey Summaries and Fact Sheets (Min. No. P236/07 refers).**

**The Board had a discussion regarding the proposed process for the development of questions for the 2007 community focus groups. The Board requested Chief Blair to give more consideration to the development of preliminary questions based upon the pre-approved Service priorities.**

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

- 1. THAT Corporate Planning staff prepare draft proposals for the focus groups and that they be provided to the Chief in order to finalize the questions;**
- 2. THAT, with regard to Motion No. 1, the Board authorize the Chair and Mr. Hamlin Grange, and any other interested Board members, to meet with Corporate Planning staff, on behalf of the Board, to provide input on the proposed questions.**

**Electronic version of the attachment not available at this time**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P238. TORONTO POLICE SERVICES BOARD – 2007 OPERATING BUDGET  
VARIANCE AS AT MAY 31, 2007**

The Board was in receipt of the following report June 20, 2007 from Alok Mukherjee, Chair:

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICES BOARD AS AT MAY 31, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of April 20 and April 23, 2007 approved the Toronto Police Services Board Operating Budget at a net amount of \$2,238,300.

The purpose of this report is to provide information on the Board's 2007 variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>Annual Budget (\$000s)</b>	<b>Actual Expend. to May 31/07 (\$000s)</b>	<b>Projected Year- End Actual Expend. (\$000s)</b>	<b>Projected (Under)/Over- Expend. (\$000s)</b>
Salaries & Benefits (incl. premium pay)	\$779.6	\$337.4	\$779.6	\$0.0
Non-Salary Expenditures	<u>\$1,458.7</u>	<u>\$147.8</u>	<u>\$1,458.7</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$2,238.3</u></b>	<b><u>\$485.2</u></b>	<b><u>\$2,238.3</u></b>	<b><u>\$0.0</u></b>

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

As at May 31, 2007, no variance is anticipated. Details are discussed below.

*Salaries & Benefits (including Premium Pay)*

Expenditures during the first quarter are consistent with the estimate and therefore no year-end variance is projected.

*Non-salary Budget*

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services. No variance is anticipated in these accounts at this time.

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. As at the end of May the actual spending does not reflect any concerns; however, this will be monitored closely and the Board will be updated with the next scheduled variance report at its September meeting.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P239. TORONTO POLICE SERVICE – 2007 OPERATING BUDGET  
VARIANCE AS AT MAY 31, 2007 AND RECOMMENDED SCHEDULE  
FOR THE 2008 OPERATING BUDGET**

The Board was in receipt of the following report June 25, 2007 from William Blair, Chief of Police:

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE AS AT MAY 31, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of April 20 and April 23, 2007, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$784.958 Million (M). This level of funding included an unspecified reduction of \$1.6M. The purpose of this report is to provide information on the Service's 2007 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to May 31/07 (\$Ms)</b>	<b>Projected Year- End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over- Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$742.0	\$302.7	\$742.0	(\$0.0)
Non-Salary Expenditures	\$91.4	\$30.9	\$91.4	\$0.0
Total Gross	<u>\$833.4</u>	<u>\$333.6</u>	<u>\$833.4</u>	<u>(\$0.0)</u>
Revenue	<u>(\$48.4)</u>	<u>(\$25.5)</u>	<u>(\$48.4)</u>	<u>(\$0.0)</u>
<b>Total</b>	<b><u>\$785.0</u></b>	<b><u>\$308.1</u></b>	<b><u>\$785.0</u></b>	<b><u>(\$0.0)</u></b>

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

As at May 31, 2007, no year-end variance is anticipated, although the \$1.6M unallocated reduction has been partially addressed. Details for each expenditure category are provided below.

#### *Salaries & Benefits (including Premium Pay)*

Uniform separations for 2007 are currently projected to be 260 compared to the budget of 250, and the actual experience of 267 in 2006. Experience early in the year indicated earlier-than-anticipated separations, and the April 2007 class was adjusted accordingly, in an attempt to maintain an average deployed strength of 5,510. The current projected attrition will be used to determine the recruit classes for August and December 2007.

The importance of controlling premium pay expenditures is continuously reiterated to all Unit Commanders. The Service continues to strictly enforce the monitoring and control of premium pay to achieve the budgeted funding level. At this time no variance is projected in the Service's premium pay accounts. However, premium pay is subject to the exigencies of policing and uncontrollable events could have an impact on expenditures. The impact on court attendance due to policing initiatives in 2006 (e.g., TAVIS) is being monitored closely. There is the potential that court attendance could increase in 2007, due to the result of the 2006 enforcement activities.

The Service also continues to closely monitor spending in the benefits category. Early indications are that the medical and dental benefit accounts may be somewhat under spent by the end of the year. Staff are currently analyzing year-to-date expenditures; however, no variance is projected at this time.

#### *Non-salary Expenditures*

Expenditures in this category are projected to be on budget.

As reported at the April 2007 Board meeting, City Council approval of the Service's 2007 operating budget included a reduction of \$0.6M (non approval of new initiatives) and an unspecified reduction of \$1.0M. At that meeting, the Board approved a motion that the Chief report to the Board at its September 2007 meeting on how the unspecified reduction of \$1.6M will be achieved. Based on information to date, I am able to provide a partial update on how this \$1.6M will be achieved.

The Service has applied \$0.8M of the \$1.6M budget reduction to its computer maintenance accounts, with the remaining amount applied to revenues (discussed below). Service staff have analyzed all planned maintenance expenditures, including the impact of anticipated contract renewals, and have identified reductions of \$0.8M.

It should be noted that continually higher gasoline prices may result in additional spending pressures (the full-year impact of every one cent increase in the price of gasoline is \$60,000). At this time, however, no variance for gasoline is projected.



## *Revenue*

Revenues are projected to be on budget.

As discussed above, the Service allocated \$0.8M of City Council's \$1.6M budget reduction to its miscellaneous revenue account. Every effort is being made to stay within the budget approved by the Board and Council, and no net variance is being projected.

## Conclusion:

As at May 31, 2007, no net variance is projected. Expenditures and revenues will continue to be closely monitored throughout the year, and the Board will be updated with the next scheduled variance report at its September meeting.

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

**Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and responded to questions about this report.**

**The Board noted that the level of detail provided in operating budget variance reports is lower than the level of detail provided in capital program variance reports. Mr. Cristofaro agreed to provide a higher level of detail in future operating budget variance reports.**

**Mr. Cristofaro also provided the Board with a revised schedule of dates for considering the 2008 operating budget submission pursuant to a request made by the Board at its June 28, 2007 special meeting (Min. No. C144/07 refers). A copy of the recommended schedule for the 2008 operating budget process is attached to this Minute for information.**

**The Board received the foregoing report and the presentation on the revised recommended schedule for the 2008 operating budget process.**

## Planning for 2008 Operating Budget

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Presentation to  
Toronto Police Services Board  
July 10, 2007

## 2008 Operating Budget

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- Preliminary information from City
- Issues related to 2008 Operating Request
- Recommended schedule



Budgeting & Control, 2007/07/10  
Slide 2

## Preliminary Information from City

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- Council recommendation that Board strive to meet City deadlines
- Anticipate 0% target, including any potential salary settlements
- Deadline to City
  - September 21, 2007
- No specific guidelines issued as yet



Budgeting & Control, 2007/07/10  
Slide 3

## Key Considerations / Command Guidelines

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- Maintain 2007 level of service
  - Annualization / contractual changes only
- No new initiatives unless Command initiated
  - Anticipate civilian staffing requirements to address recent increase in uniform strength, and to meet specialized requirements (e.g., IT)



Budgeting & Control, 2007/07/10  
Slide 4

## Preliminary Update re: 2008 Request

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- 0% will be unachievable
  - Salary settlement impact
  - Benefits increase each year
  - Contribution to Reserve must grow, based on lifecycle plans
  - Leap year



Budgeting & Control, 2007/07/10  
Slide 5

## Recommended Schedule 2008 Operating Budget

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- Command Review/Approval Aug. (end)
- Board BSC Reviews Sept. 1-30
  - Anticipate 4 meetings, if level of review limited to District/Command
- Preliminary to City Oct. 5
  - "unofficial," reflecting feedback from BSC
- Board Approval Nov. 15<sup>th</sup>

**City Deadline**

**Sept. 21, 2007**



Budgeting & Control, 2007/07/10  
Slide 6

## Recommendation

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- That the Board approve the operating budget schedule as outlined in this presentation, which would result in Board approval of the 2008 operating budget at the November 15<sup>th</sup>, 2007 Board meeting



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P240. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
2007 OPERATING BUDGET VARIANCE AS AT MAY 31, 2007**

The Board was in receipt of the following report June 20, 2007 from William Blair, Chief of Police:

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE PARKING ENFORCEMENT UNIT AS AT MAY 31, 2007

Recommendations:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of April 20 and April 23, 2007, approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$33.6 Million (M).

The purpose of this report is to provide information on Parking Enforcement’s 2007 projected variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>Annual Budget (\$Ms)</b>	<b>Actual Expend. to May 31/07 (\$Ms)</b>	<b>Projected Year-End Actual Expend. (\$Ms)</b>	<b>Projected (Under)/Over-Expend. (\$Ms)</b>
Salaries & Benefits (incl. premium pay)	\$29,028.8	\$10,964.3	\$29,028.8	(\$0.0)
Non-Salary Expenditures	<u>\$4,596.3</u>	<u>\$1,862.5</u>	<u>\$4,596.3</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$33,622.1</u></b>	<b><u>\$12,826.8</u></b>	<b><u>\$33,622.1</u></b>	<b><u>(\$0.0)</u></b>

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

As at May 31, 2007, no variance is anticipated. Details are discussed below.

*Salaries & Benefits (including Premium Pay)*

Staff attrition is in line with the anticipated levels included in the 2007 approved budget. Benefits are also trending to be within the approved budget amounts. As a result, no variance is projected in this category.

*Non-salary Expenditures*

Expenditures in this category are projected to be on budget.

Conclusion:

The expenditure pattern to date is consistent with the approved estimate. As a result, projections to year-end indicate no variance to the approved budget. The Board will be updated with the next scheduled variance report at its September meeting.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P241. QUARTERLY REPORT: COMPRESSED WORK WEEK SCHEDULING  
COMMITTEE – FEBRUARY TO APRIL 2007**

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

Subject: QUARTERLY STATUS REPORT: FEBRUARY 2007 TO APRIL 2007  
COMPRESSED WORK WEEK SCHEDULING COMMITTEE.

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting of December 15, 2005, Chief of Police William Blair was directed by the Board to report quarterly on the progress and workings of the Compressed Work Week Scheduling Committee. (Min. No. P408/05 refers.) The following information is provided in response to the request.

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

Discussion:

The CWW Parent Committee continues to meet on a regular basis. In February 2007, the Parent Committee approved the content of a survey to poll the membership's opinions on shift work, and agreed to a process to administer, collect and collate the results. The survey questions were based on information gathered at focus groups held by Strategic Direction in December 2006. Strategic Direction is the subject matter expert retained by the Board and the TPA to conduct the



CWW review. The survey included questions on member's shift preferences, officer demographics, organizational demands and quality of life and health and wellness issues.

In March 2007, the survey was distributed to divisional officers and civilian station duty personnel. The survey was preceded by a joint communiqué from the TPA and Board encouraging participation in the survey. Members were given time to review the questions and were encouraged to take the survey home for discussion with their family and peers. Members scored their answers several days later and scorecards were deposited in a secure ballot box.

In April 2007, the survey ballot boxes were opened jointly by representatives of the TPS and TPA. The survey ballots were processed and a data file was created and provided to Strategic Direction for analysis. The findings will be included in their final report.

In May 2007, Strategic Direction will present their final report and recommendations to the Parent Committee and Toronto Police Services Board.

Conclusion:

The Parent Committee continues to work in partnership to advance the joint process. Strategic Direction has achieved the critical milestones in the CWW review and is now preparing the final report for presentation and review by the Parent Committee.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P242. ANNUAL REPORT: IMPLEMENTATION OF INTERNAL AND  
EXTERNAL RECOMMENDATIONS – JUNE 2006 TO MAY 2007**

The Board was in receipt of the following report June 11, 2007 from William Blair, Chief of Police:

Subject: ANNUAL REPORT ON THE IMPLEMENTATION OF INTERNAL AND  
EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 1, 2006 TO  
MAY 31, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the Board meeting on May 24, 2001, the Board passed a motion requiring the Chief of Police to provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations emanating from specific sources as outlined below (Min. No. P139/01 refers). Audit & Quality Assurance is responsible for preparing this annual report outlining all ongoing recommendations from the Ontario Civilian Commission on Police Services (OCCPS), Chief's Administrative Reviews, Coroner's Jury Inquests, the City of Toronto Auditor General's Office and the Ministry of Community Safety and Correctional Services.

Discussion:

**Part I: Chief's Administrative Reviews**

There are no ongoing Chief's Administrative Review recommendations to report on this period.

**Part II: Coroner's Jury Inquests**

There are no ongoing Coroner's Jury Inquest recommendations to report on this period.

### **Part III: Auditor General's Recommendations**

The status of recommendations originating from the *Auditor General's Review of the Investigation of Sexual Assaults - Toronto Police Service* and the *Auditor General's Review of Police Training, Opportunities for Improvement* are not included within this report as the Service provides this information to the Toronto Police Services Board under separate cover.

Of the remaining reviews that were conducted by the Auditor General, the following recommendation from the *Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service (Attachment 3)* is the only recommendation that remains ongoing.

#### **Recommendation 12**

The Chief Administrative Officer, in consultation with the City's Commissioners, identify areas where departments have skill shortages or insufficient staff resulting in the consistent and extensive long-term use of consultants and:

- (a) present the appropriate business cases justifying meeting long-term operational demands by increasing staffing levels, such increases to be financed by the transfer of funds from consulting budgets to salaries and wages budgets;
- (b) where possible, ensure sufficient City staff are trained in skills required frequently and on a long-term basis, thus reducing the City's reliance on consultants to perform such duties; and
- (c) ensure that the continuous operation of critical management information systems is not dependant upon a single individual consultant.

#### **Status: Ongoing**

*As reported to the Board at its meeting on May 17, 2007, the ITS work plan for 2007 includes the development of a business case based on a detailed review of roles and responsibilities and service levels that will be presented for consideration to Senior Management. It is anticipated this recommendation will be implemented by year end 2007.*

### **Part IV: Ontario Civilian Commission on Police Services (OCCPS)**

In July 1999, the Ontario Civilian Commission on Police Services issued a report containing a total of 28 recommendations, directed to the Board and the Chief of Police, which required a detailed response to each recommendation. In response, a report was submitted in May 2000 containing the 28 recommendations and 11 Board priorities (Min. No. 156/00 refers). Since many of the recommendations were in the process of being implemented, the Ontario Civilian Commission on Police Services requested that the Board provide periodic updates on results achieved (Min. No. 290/00 refers). The Audit & Quality Assurance unit was tasked with tracking the 28 recommendations for the Service. As of the 2006 Annual Report, the following recommendation was still listed as ongoing and an update for 2007 is presented below:

## **Recommendation #6**

That the enhanced Human Resource Management System system and/or PSIS system be audited once in the year 2001 and once in the year 2002.

### **Response Received from the Auditor General:**

*The Auditor General has determined that the PSIS audit is not a priority at this time. In the event circumstances dictate that an audit of PSIS is necessary, the Auditor General will notify the Toronto Police Services Board.*

Since 2005, the Auditor General has responded that the audit of the Human Resource Management System and/or Professional Standards Information System (PSIS) is not a high priority and as such, has not been included in his yearly audit workplan. Audit & Quality Assurance has reported this to the Board in the 2005 and 2006 Annual Report on the Implementation of Internal and External Recommendations (Min. No. P235/05 and Min. No. P229/06 refers). The Auditor General has indicated that he considers this recommendation to be closed.

## **Part V: Ministry of Community Safety and Correctional Services**

The Ministry of Community Safety and Correctional Services' Report on the Inspection of the Toronto Police Service was tabled at the February 2006 Board Meeting and included responses to the recommendations directed to the Service (Min. No. P35/06 refers). An update for the five recommendations that remain ongoing is contained below:

## **Recommendation #8**

The Chief of Police revise procedures on suspect apprehension pursuits to include:

- restrictions on the use of unmarked police vehicles required by section 9 of the Suspect Apprehension Pursuits Regulation (O. Reg. 546/99);
- a description of the types of police vehicles that can directly pursue a vehicle; and
- a requirement that officers notify the Communications Centre when they have taken the steps to discontinue a pursuit.

### **Status: Ongoing**

*The amended version of Service Procedure 15-10 "Suspect Apprehension Pursuit" has been drafted and is in the final stage of review and approval.*

### **Recommendation #13**

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

#### **Status: Ongoing**

*All sections of this recommendation have been implemented with the exception of setting out the steps for obtaining third party records. Discussions continue with Detective Services to determine where best to place these instructions. The likely location will be as appendices to both the Domestic and Sexual Assault Procedures. It is anticipated that this matter will be resolved prior to June 2007.*

### **Recommendation #14**

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

#### **Status: Ongoing**

*Protocols are being developed in conjunction with recommendations from the Auditor General's Review of the Investigation of Sexual Assaults – Toronto Police Service. It is anticipated that the protocols will be in place by the end of the year.*

### **Recommendation #16**

The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.

#### **Status: Ongoing**

*Phase 1 and Phase 2 of this recommendation have been implemented. Phase 3 is only partially implemented; officers from the Guns and Gangs Task Force have been inputting their data directly into PEMS since February 2007, but Forensic Identification officers are not yet performing this function. It is anticipated that Phase 3 will be completed by the fourth quarter 2007. With regard to Phase 4, the Information Management Processes Assessment and Review Team (Project IMPART) was commissioned by the Command in January 2007 to conduct a Service-wide review of all information systems and to make recommendations to address any deficiencies identified.*

## **Recommendation #17**

The Board and Chief of Police review the space restrictions at existing long-term secure storage facilities and consider the benefits of installing secure interim storage facilities in proximity to investigation areas and expanding the capacity at Forensic Identification Services.

### **Status: Ongoing**

*A Needs Assessment and Feasibility Study of the Property and Evidence Management Unit commenced on March 29, 2007. The mandate of the study is primarily to determine the evidence storage requirements of the Service for the next 25 years; however, the storage requirements of FIS are not included in the scope of this study. It is anticipated the needs assessment will confirm the findings of previous reviews outlining the benefits of installing secure interim storage facilities, particularly at Headquarters. The results of this study are expected to be released by the end of the 2nd quarter of 2007.*

### Conclusion:

The above mentioned seven recommendations continue to be tracked by the Audit & Quality Assurance unit.

Deputy Chief Jane Dick, Executive Command, will be in attendance to answer any questions that may arise.

**Ms. Dana Styra, Manager, Audit and Quality and Assurance, was in attendance and responded to questions about this report.**

**The Board noted that the Background/Purpose section of the report indicates that the Service was asked to provide a report on the implementation status of internal and external audit recommendations. Given that internal recommendations were not distinguished from external recommendations within the report, the Board noted that there did not appear to be any internal audit recommendations. The Board asked whether none were identified because there were none on which to respond during the period of this annual report, or whether there were internal audit recommendations but were not included in the foregoing report.**

**Ms. Styra advised the Board that the recommendations and responses have been outlined in a format that was agreed upon by Board staff and Service staff in 2001 and that the only internal recommendations for which responses were required to be provided to the Board were those contained in the Chief's administrative investigations pursuant to Ontario Regulation 673/98 regarding investigations by the Special Investigations Unit. Ms. Styra further advised that these recommendations would normally be contained under Part 1 in this report and that there were no on-going recommendations to report for the period of this annual report.**

**Chair Alok Mukherjee advised Ms. Styra that he would review the 2001 decision regarding the specific audit recommendations that were to be included in the request for responses to internal and external audit recommendations.**

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P243. ANNUAL REPORT: 2006 TRAINING PROGRAMS**

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

Subject: ANNUAL REPORT - 2006 TRAINING PROGRAMS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police Service, Training & Education Unit during the year 2006 (Min. No. P333/95 and P66/99 refer).

Discussion:

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means: training offered by the Training and Education Unit (T&E) through traditional courses and e-learning, unit specific training offered to members of a particular unit and course tuition reimbursement at external learning institutions. A summary of the courses offered/completed is attached (see Appendices A and B).

*Review of the Investigations of Sexual Assaults by the Service*

The Investigative Training Section of T&E has been working closely with the Sexual Assault Steering Committee reviewing the Sexual Assault and Child Abuse Course. Two community members attended this course and their observations are being included in the redesign of this important course.



### *University of Guelph and Humber College Partnership*

In April 2006, the Service entered into a partnership with the University of Guelph and Humber College to offer a Diploma/Degree Leadership program for supervisors, mid managers and senior officers. This was approved by the Board on February 15, 2006 (Min. No. P62/06 refers). This initiative allows members to complete a College Diploma and/or University Degree and accredits both experience and prior learning. The first cohort of the Diploma/Degree program, consisting of 35 police officers and civilian members, commenced in September 2006. The entire program is delivered in a hybrid format combining traditional classroom instruction with on-line delivery.

T&E reviewed a number of on-line courses to determine their suitability for use in replacing or supplementing traditional classroom learning. While these show considerable promise, several cost, labour relations and technical issues will need to be more fully examined before the Service can make full use of this approach.

### *Human Relations Training Section*

In 2006, the Human Relations Training Section (HRTS) of T&E delivered human relations training, both diversity and ethics, to all pre and post Aylmer recruits, all coach officers, and all police officers attending Advanced Patrol Training (APT). Human relations training was also delivered through Ethics and Professionalism in Policing (EPiP) and Civilian Diversity. The HRTS continues to ensure that diversity and ethics are integrated wherever appropriate into all training within the Service. Additionally the HRTS instructors assisted Parking Enforcement, Court Services, Communications Centre and Auxiliaries with training in human relations areas.

### *Women's Bathhouse*

Members of T&E were actively involved in designing training to meet the requirements of the Minutes of Settlement for the Women's Bathhouse Human Rights Complaints (Min. No. C220/04 refers). They worked closely with the complainants and other community members, staff of the Ontario Human Rights Commission, the Service's Lesbian, Gay, Bisexual, Transgender (LGBT) Liaison Officer and the Service's Human Rights Coordinator. A comprehensive training plan was designed and approved by the Commission, the complainants and the Ontario Police College as required by the Minutes of Settlement. This training will be delivered during 2007.

An innovative training module where police instructors co-facilitate training with LGBT community members was designed. This training format provides a model of trust and partnership between the police and the community which is visible to all that undergo this training. This sets an example of how police and community can work together. This is being delivered to all sworn officers on annual training in the Crisis Resolution Officer Safety (CROS) and Policing and Community Expectations (PACE) courses in 2007. Much of this training will be co-facilitated by T&E instructors and members of the community.

### *Community Mobilization*

Community Mobilization training was delivered to recruits commencing in August 2006. This training is considered to be an introduction to Community Mobilization and teaches new officers the skills to forge partnerships with the community and local social agencies within their divisions.

Evolving from this training is an introductory Community Mobilization training that will be delivered to all police officers on the CROS and PACE courses in 2007. New training was designed and delivered to all coach officers to augment the Community Mobilization training delivered to the recruits. This training teaches coach officers how to assist new officers in making the transition to a community mobilization model of policing.

### *New Human Relations Training Developed*

One of the main focuses of 2006 was the development of 4 new courses that were designed to address several 2006-2008 Service Priorities. Training was developed to increase leadership skills in front-line officers, and to promote professionalism and non-biased behaviour towards Service members and the public at large. Diversity training was also redesigned in such a way as to provide the foundation of future continuous learning. The 4 new courses that are being delivered in 2007 are:

1. *Policing and Community Expectations*

A new 1 day diversity course was designed to be delivered to non-uniform officers in 2007. In order to maintain consistency in our training this course will mirror the human relations training delivered on the 2007 CROS course, which is required training for all front-line officers. This course will evolve and change from year to year based on changing community needs and Service Priorities. Focus of diversity training has shifted from training on diverse communities to training on how officers interact with other members of the Service and with members of our diverse communities.

2. *Community Mobilization Practitioners' Course*

This intensive course builds officers skills in the area of leadership, rules of engagement with the public, and working with community partners. This is a 7 day course with the final 3 days providing an opportunity for police to train alongside with community members from their respective divisions. This will not only foster the development of police and community partnerships, but will enable community members to take an active role in working to keep their communities safe.

3. *Crime Prevention*

This course is specifically designed to enhance the abilities of officers in Primary Response Units. It provides tools officers can apply in their everyday dealings with the public thus reducing the potential calls for service and making the community feel safer.

4. *Crime Prevention Through Environmental Design*

During this course students learn the principles and skills that will enable them to efficiently and effectively apply a Crime Prevention through Environmental Design (CPTED) model in their respective divisions. Students not only gain knowledge of CPTED philosophy and concepts, but demonstrate practical implementation of the concepts discussed.

*Advanced Patrol Training*

APT includes compulsory and elective training modules that change in emphasis or content each year. The compulsory modules include annual qualification on Use of Force and First Aid/CPR as well as legislative procedural updates. The elective modules change each year and provide the opportunity to focus on issues specific to the Service such as diversity, crisis intervention, ethics, domestic violence, and dealing with emotionally disturbed persons. Every year the program includes elements of the crisis resolution course and human relations training. This means all front-line officers receive ongoing training on sensitive issues on a systematic and strategic basis. Table #1 lists the material covered on the APT course since its inception.

Table #1

<b>Year</b>	<b>Topics</b>
2001	Use of Force & Firearms Re-qualification First Aid/CPR Re-qualification Policing and Diversity Domestic Violence & Service Procedures Mental illness - dealing with the emotionally disturbed Mentally ill – Survival Panel Crisis Resolution & Tactical Communication Arrest Criminal Offences & Legislative Updates Traffic Law Building Search/ Containment (dynamic scenario training) High Risk Vehicle Stops (dynamic scenario training)
2002	Use of Force & Firearms Re-qualification First Aid/CPR Re-qualification Drug Law, Enforcement and Procedures Crime Scene Protection Law on Interviewing Interviewing Techniques Psychology of Survival Wellness/Fitness Pin Testing Building Search (dynamic scenario training) Clearing stairways & halls/ room entry and tactical considerations (dynamic scenarios)
2003	Use of Force & Firearms Re-qualification First Aid/CPR Re-qualification

	Provincial Statutes Law on Drinking and Driving Incident Management and School Protocols Dealing with youths in crisis, youth suicide and behaviour recognition Hate Crime Racial Profiling Wellness and Nutrition – Fitness Pin Testing “Active Attacker” Incidents, Police intervention and resolution “Active Attacker” – Immediate Rapid Deployment tactics training Use of Force Model – justification
2004	Use of Force & Firearms Re-qualification First Aid/CPR Re-qualification Organized Crime Booking & Search of Prisoners Search Without Warrant Front-line response to Chemical, Biological, Radiological and Nuclear/bomb calls Articulate Cause Emotionally disturbed persons de-escalation techniques Front-line tactical review – high risk vehicle stops, containment, building searches Rapid deployment tactical skills “Active Attacker” - dynamic scenarios Fair & Equitable Policing Integrity, Parts 1 and 2 Fitness Pin Testing Wellness Lecture – Stress
2005	Human Relations Demographics, Human Rights Values, Ethical Decision Making Model, Perceptual Screens and Ethical Deliberation Scenarios Corruption and Misconduct Awareness Tactical Deployment from Vehicles Defensive Tactics Firearms Re-qualification Dynamic Simulation Training Emotionally Disturbed Persons “Not just another call” “Police response to persons with mental illnesses in Ontario” Domestic Violence Critical Incident Aftermath Occurrences Health & Wellness Fitness Pin Testing Provincial Statutes Gang Awareness
2006	Foot Pursuits

	Red Gun Practical Exercises Defensive Tactics FX Box Drills Firearms Re-qualification Firearms Awareness Emotional Disturbed Person/Vulnerable Persons Training TASER Awareness Health and Wellness Interviewing Gangs Human Relations
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The APT program continues to receive very positive feedback from field officers. It makes a significant contribution to Service's Risk Management Strategies and the critical areas of Use of Force, Crisis Resolution, Emotionally Disturbed persons, Tactical Communication and Professional Conduct.

#### *TASER*

On March 30, 2006, the Service commenced a 3 month pilot project in Divisions 31, 42 and 52. The pilot project was successful in demonstrating that the Service had in place clear policy and procedure, comprehensive training and effective reporting requirements. At the conclusion of the TASER pilot, Board approval was granted (Min. No. P117/06 refers) for expansion to all front-line supervisors. Further training occurred during the latter half of 2006 and it is anticipated that all front-line supervisors (approximately 500) will be trained and equipped by June 2007.

#### *Police Vehicle Operations*

The Vehicle Operations Safe Skills & Emergency Driving Course (VOSSED) was developed by members of Police Vehicle Operations (PVO) in keeping with recommended maintenance training as prescribed by the Assistant Deputy Minister, Ministry of Community Safety and Correctional Services relating to "Suspect Apprehension Pursuits" (SAP). (There is a strong emphasis placed on alternatives to pursuits, before actually engaging). There is also a component within the 1 day course which deals with vehicle dynamics and reversing. Police Constables who were on the Sergeants list for promotion and had not received any form of SAP training were identified, and as a result were required to attend and participate in the training.

#### *Tuition Reimbursement*

The Service reimburses members for 50% of the cost of tuition for designated University or College courses and approved seminars. During 2006, 452 course tuition fees were reimbursed for a total expenditure of \$106,932.54.

### *Recruit Graduation*

For the first time in the history of the Service, 2 Police Recruit graduations were held in a large open public forum at Nathan Phillips Square showcasing our Service commitment to strengthening the ties with the community which they serve.

### *Effectiveness of Training*

Measuring the effectiveness of training is a complex and difficult process. Many external and internal variables affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect.

New training record software implemented at the end of 2002 provides significantly enhanced analysis capabilities. The unit works closely with Professional Standards, Corporate Planning and Human Resources to validate the information available.

T&E held eight meetings in 2006 with the training supervisors representing each of the Services divisions and units. At these meetings, there was a discussion of the adequacy and effectiveness of Service training. The feedback received was generally positive. This communication between T&E staff and the units ensures a high degree of satisfaction with the quality and relevance of training.

### *Compliance with Government Regulations*

Pursuant to Provincial Adequacy Standards Regulation 3/99, the Ministry of the Solicitor General must accredit certain highly critical police training. There are nine courses within these criteria, and the Service has been accredited to deliver all nine. Two other highly critical areas, Use of Force and Suspect Apprehension Pursuits, are subject to ongoing reporting and analysis as required by other Ontario Regulations.

Ontario Regulation 33/99 also requires every police service to have a Skills Development Learning Plan (SDLP). The Service's SDLP has been in place since 2001 and was submitted to the Board for triennial review at the September 23, 2004 meeting (Min. No. P308/04 refers). The plan describes the training requirements for various positions within the Service and describes learning opportunities to meet the necessary standards.

Toronto Police Service training is fully compliant with all government regulations.

The Service has been delivering annual Use of Force recertification on an annual basis rather than on a 12 month basis. Responding to the recommendation of the City Auditor General, this training has been delivered on a 12 month basis since April 30, 2007.

Conclusion:

The Service devotes considerable resources to meeting the learning requirements of its police officers and civilian members. Training is carried out in a systematic and thorough manner to ensure it meets all legislative requirements and the needs of Service members. Ongoing evaluation and continuous improvement of curricula and training delivery ensures quality and relevance. This training increases our members' competence and confidence to make them more effective and responsive to community needs. The overall goal is to make the City of Toronto a safe place to live and work.

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

**Supt. Darren Smith, and Mr. Chuck Lawrence, Training and Education, were in attendance and responded to questions about this report.**

**The Board noted that, while the foregoing report was provided in response to the Board's request for a report on the effectiveness of the training programs, the report does not contain any analysis of the effectiveness of the training programs. The report states that "measuring the effectiveness of training is a complex and difficult process". The Board noted that the report includes substantial quantitative information.**

**Supt. Smith acknowledged that the foregoing report does not address the effectiveness of training and that the Service is not able to provide a reliable report on the effectiveness of training at this time. The Training and Education Unit is currently exploring opportunities to evaluate the effectiveness of the courses that are provided to Service members. In response to a question by the Chair, Supt. Smith made a commitment to provide reports based on evaluations of the effectiveness of training beginning with the 2007 annual report.**

**The Board received the foregoing report.**

## Appendix A

### 2006 Courses Delivered by Training & Education & Training Videos and Roll Calls

COURSE NAME	COURSE CODE	TOTAL SESSIONS	COURSE TERM (Days)	STUDENTS
Sexual Assault Child Abuse	TC0004	5	10	120
Plainclothes	TC0005	3	4	76
Proceeds of Crime	TC0009	3	3	71
General Investigator	TC0011	11	10	360
Youth Crime Investigators	TC0016	2	3	48
Interview Course	TC0024	6	5	145
Sexual Assault Child Abuse - Update	TC0027	2	3	31
Domestic Violence Invest	TC0042	5	3	119
Death Investigator	TC0052	3	5	78
Firearms Investigation	TC0081	3	3	96
Intro to Drug Investigation	TC0086	1	4	28
Surveillance Techniques	TC0087	2	10	24
Bill C24-24 Lawful Justification	TC0088	1	2	25
Search Warrant	TC0091	1	3	44
Using Internet as Invest Tool	TC0098	4	3	128
Major Case Transitional	TC0101	5	9	25
Major Case Full	TC0102	4	15	38
Major Incident Rapid Response Team	TM0016	1	8	34
Expandable Baton	TD0002	2	0.5	7
Aerosol Weapon	TD0003	4	0.5	49
Glock Pistol Transition	TF0001	2	2	8
Shotgun Training & Qualification	TF0002	3	2	24
Shotgun Re-qualification	TU0027	54	1	551
Glock 27 Compact	TF0010	2	1	32
MP5 Operators	TF0011	2	5	16
MP5 Re-qualification	TU0007	1	3	3
C8 Carbine Operator	TF0023	3	.5	33
X26 TASER	TF0026	9	1	70
C-8 Carbine Re-qualification	TF0028	1	1	9
Officer Booking Hall	TD0009	4	2	86
Toronto Anti-Violence Intervention Strategy (TAVIS)	TD0012	1	4	52
Advanced Patrol Training	TU0025	36	4	3,032



Use of Force – Annual Re-qualification	TU0026	100	1	1,529
Undercover High Risk Tact Safety	TU0029	29	2	483
Ethics & Professionalism in Policing (EPiP)	TH0009	43	2	804
Civilian Diversity	TH0017	11	2	267
Senior Command Staff Seminar	TH0018	1	2	14
Managing & Valuing Diversity, Train the Trainer	TH0030	1	2	24
At Scene Collision Invest	TT0001	3	10	49
Traffic Investigators Seminar	TT0009	1	5	39
Traffic Generalist	TT0017	10	5	220
Provincial Statutes	TT0020	10	5	228
Staged Accident Seminar	TT0026	2	1	56
Police Vehicle Operations (PVO)-Uniform/Civilian	TV0001	10	1	15
PVO - Uniform/Civilian	TV0002	22	1	45
PVO - Police	TV0003	19	2	18
PVO - Highway Patrol	TV0004	4	4	17
PVO - Motorcycle Operator - Class M2	TV0006	6	8	27
PVO - Motorcycle Operator - Trainer	TV0010	1	4	6
PVO - Motorcycle Operator – Refresher	TV0013	62	1	111
PVO - Wagon Operator	TV0014	17	1	17
PVO - Truck Operator	TV0019	7	2	7
PVO - Command Post	TV0020	4	2	8
PVO - Recruit Training	TV0022	12	1	38
PVO - Bicycle	TV0023	47	2	144
PVO - All Terrain Vehicle	TV0025	2	1	6
PVO - Bicycle Instructor	TV0028	2	4	8
PVO - Bicycle Patrol Techniques	TV0029	7	1	54
PVO - Motor Cycle M2Exit	TV0033	10	2	42
PVO - Motorcycle Re-qualification	TV0037	4	1	16
PVO - Driver Assessment	TV0040	11	1	9
PVO - Truck Operator - Train the Trainer	TV0041	1	2	1
PVO - Safe Skills Emergency Driving	TV0042	81	1	360
PVO - Community Station Operator	TV0043	1	1	1
PVO - Community Station Operator- Train the Trainer	TV0044	2	3	4
PVO - Truck Operations & Trailer	TV0055	2	2	3

PVO - Truck Operations & Trailer Class A	TV0056	2	2	2
Recruit Training (completed in 2006)	TM0026	3	35	446
Uniform Coach Officer	TM0027	8	3	184
Lateral Entry Police Constable	TR0026	2	15	7
Crime Prevention Level 2	TM0093	1	5	35
Crime Prevention Seminar	TR0031	1	1	20
Community Mobilization Orientation	TR0032	4	3	87
The Leadership Program	HU0006	1	2 YRS	35
Supervisory Leadership	HU0001	1	15	36
Uniform Operational Supervisor	TM0083	1	10	20
Advanced Leadership	HU0002	1	10	29
Occupational Health & Safety for Supervisors	TM0045	17	1	228
Certificate - Occupational Health & Safety	TO0001	3	3	40
Sector Specific Health & Safety	TO0002	3	2	42
Police Services Act - PCR & Human Resources Management	P00061	1	10	24
Effective Presentation	TM0032	5	4	72
Guest Speaker Workshop	TM0053	1	1	11
Inspector's Development Course	TM0055	1	2	21
Instructional Techniques Level 2	TM0086	2	10	33
First Aid & CPR Certificate	TR0001	36	2	416
CPR/First Aid Re-certification	TR0004	16	1	90
Auto External Defibulator	TR0006	20	.5	274
Canadian Policing Information Centre Weblink	S00050	1	1	10
Information Systems Training (IST) I-mobile	S00057	210	0.25	1,645
IST Criminal Information Processing System	S00058	1	1	1
IST Ecops Training	S00158	10	1	68
IST Systems Application & Production	S00162	6	2	45
IST Ecops - Unified Search	S00191	1	1	8
IST Powerpoint Level 1	S00193	2	1	38
IST Excel 2003 Level 1	S00194	4	1	84
IST Excel 2003 Level 2	S00196	1	1	10
IST Word 2003 Level 1	S00195	2	1	34
Overall Total:		1099		14,225

## **Training Videos in 2006**

### *January*

Armed and Dangerous/The Driving Zone - Ontario Police Video Training Alliance (OPVTA)

### *March*

Elder Abuse (OPVTA)

### *May*

Suicide Intervention (OPVTA)

Death Notification (OPVTA)

### *September*

TASER Tactics (OPVTA)

### *November*

Impaired Driving – Everybody Loses

## **Roll Call Publications in 2006**

### *January*

Insurance Liability Slips

Bill 73

E-COPS

Detecting a Counterfeit

Child Booster Seats & Restraints

Firearms Occurrences

### *February*

Abuse of Elderly or Vulnerable Persons

Tow Truck Offences

Noise Complaints

Service Procedure 05-22

Managing an Accident Scene

Municipal By-law Offence

### *March*

Service Procedure 05-05

Service Computerized Information Systems

TAVIS

Sexual Assault Evidence Kits

Guidelines Regarding Use

Deployment/Utilization

### *April*

Service Procedure 10-07

Automobile Accident Fraud

Motor Scooters & Mopeds

Industrial Accidents

Staged Accidents – Part I

Licensing Changes

### *May*

Service Procedure 05-24

Service Procedure 04-30

Automobile Accident Fraud

Child Exploitation

DNA Collection from Break & Enters

Staged Accidents – Part II

*June*

Material Witness  
Suicide Intervention  
Compassionate Messages

Witness Vs Informant  
Recognition & Response  
Death Notification

*July*

Police Contact with Parolees  
Elder Abuse Investigations  
Service Recruiting Initiative

No Warrant  
Ageism  
Candidate Referral

*August*

Service Procedure 04-12  
Service Procedure 05-04  
Fraud Investigation

Diplomatic and Consular Immunity  
Domestic Violence  
Search/Seizure and Preservation of Evidence

*September*

Service Procedure 05-04  
Service Procedure 06-08

Domestic Violence - Dominant Aggressor  
Orders for Exclusive Possession  
- Matrimonial Home

*October*

Service Procedure 15-01  
Service Governance  
Service Priority

Use of Force Reporting  
Standards of Conduct - Gratuities  
Traffic Safety - Pedestrians

*November*

Service Police Officers  
Service Procedure 08-05  
E Service Procedure 11-03

Charged with Impaired Driving  
Substance Abuse  
Police Response at Labour Disputes

**Appendix B**  
**2006 Courses Delivered by Other Units**

UNIT	COURSE NAME	COURSE CODE (if applicable)	TOTAL SESSIONS	COURSE TERM (Days)	STUDENTS	
Parking Enforcement Unit  Course terms calculated as 1 day = 8 hours (0.5 day = 4 hours) (0.125 day = 1 hour) (0.25 day = 2 hours) (0.094 day = 45 min) (0.063 day = 30 min) (0.031 day = 15 min)	Parking Enforcement Officer Recruit	PEO001	1	26	27	
	Police Vehicle Operations Training		12	1	20	
	Police Vehicle Operations Remedial		7	1	10	
	Motorcycle Annual Update		7	1	12	
	Parking Enforcement Unit Supervisor Orientation				1	
	Police Officer (23, 32, 42, 54, 55 Division- Tag Issuance)		12	0.25	153	
	Municipal Law Enforcement Officer Certification (Private Parking Enforcement Agencies)	PEO002	15	1	390	
	Municipal Law Enforcement Officer Certification (Works and Emergency Services)	PEO002	1	1	5	
	Municipal Law Enforcement Officer Certification (Toronto Transit Commission)	PEO002	3	0.5	24	
	Municipal Law Enforcement Agency Manager Training	PEO002	4	0.5	35	
	Municipal Law Enforcement Officer Re-test for Certification	PEO002		0.25		

	Municipal Law Enforcement Officer Toronto Police Association	PEO002	1	1	2
	Municipal Licensing and Standards Information Session	PEO002	1	0.125	7
	<b>Unit Total:</b>		<b>64</b>	<b>37.75</b>	<b>685</b>
Court Services	Court Officer Recruit	T00001	3	31	55
	DNA Data Bank Training	TC0033	1	3	15
	2006 Use of Force Training	TU0028	42	0.5	528
	CPR Re-certification (includes Recruits)	TR0002	48	1	584
	Ethics & Professionalism in Policing	TH0009	48	2	496
	<b>Unit Total:</b>		<b>142</b>	<b>37.5</b>	<b>1,678</b>
Marine Unit	Level 1 Coxswain		1	15	5
	<b>Unit Total:</b>		<b>1</b>	<b>15</b>	<b>5</b>
Forensic Identification Services	Scenes of Crime Officer	TC0048	5	35	87
	RICI Fingerprint / Live-scan Course		15	2	149
	Lives-can Follow-up Course		4	1	5
	<b>Unit Total:</b>		<b>24</b>	<b>37</b>	<b>241</b>
Mounted & Police Dog Services	Mounted Basic Equitation	TO0004	1	15	8
	Introduction to Basic Equitation		1	10	6
	Truck & Trailer A License		2	5	2
	2 Horse Truck & Trailer License		4	2	4
	<b>Unit Total:</b>		<b>8</b>	<b>32</b>	<b>20</b>
Communications Centre	Police Communication/ Dispatch	TS0002	2	150	19
	Civilian Coach Officer	TM0028	1	3	21

	Communications Supervisor Systems/Unit Training	TS0005	4	5	23
	Radio Training – Auxiliary		3	1	63
	Radio Training – PC Recruit		26	1	432
	In Service Training		30	1	931
	<b>Unit Total</b>		<b>66</b>	<b>161</b>	<b>1,489</b>
Public Safety	Public Safety Unit Basic Tactical Course	TO0005	3	5	131
	Basic Search & Rescue	TO0010	1	10	28
	ARWEN Basic Course		1	1	14
	ARWEN Re-qualification		6	1	38
	POU Block Training		8	2	397
	Incident Management system(Level 3)		1	1	20
	Basic Emergency Management		6	1	18
	Emergency Operations Centre		6	1	18
	Awareness level HAZMAT		4	.5	120
	Communications CBRN Refresher		10	0.25	169
	Communications Basic CBRN		2	0.5	21
	CBRN Intermediate Level Responder		1	5	4
	PRU CBRN Refresher		6	1	84
	Federal First Responder training Programme		5	2.5	8
	CBRN Awareness Sarnia Police Service		1	1	
	<b>Unit Total:</b>		<b>65</b>	<b>34.75</b>	<b>1,153</b>

Emergency Task Force	Basic Tactical Ops	TO1001	2	20	7
	Rappel Master	TO1002	1	5	3
	Rappel Instruct	TO1003	1	5	7
	Hostage Rescue	TO1004	1	10	9
	Basic Sniper	TO1007	1	10	4
	<b>Unit Total:</b>		<b>6</b>	<b>50</b>	<b>30</b>
Property & Evidence Management Unit	Property & Evidence Management Systems	TO100	2	3	7
	<b>Overall Total for Outside Units:</b>		<b>378</b>		<b>5,308</b>



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P244. MEDALS OF MERIT: SERGEANT ALLEN JENKINS (4437)  
POLICE CONSTABLE SCOTT AMLIN (8301)  
POLICE CONSTABLE SCOTT RICHE (99992)**

The Board was in receipt of the following report June 11, 2007 from William Blair, Chief of Police:

Subject: MEDAL OF MERIT – SERGEANT ALLEN JENKINS (4437) AND POLICE  
CONSTABLES SCOTT AMLIN (8301) AND SCOTT RICHE (99992)

Recommendation:

It is recommended that the Board grant the Medal of Merit to Sergeant Allen Jenkins (4437) of the Mounted Unit and Police Constables Scott Amlin (8301) and Scott Riche (99992) of 13 Division.

Financial Implications:

The Board delegated standing authority to the Chair to approve the payment of costs related to the presentation of Medals of Merit from the Board's Special Fund. Costs of the medal and the certificate are not expected to exceed \$330.00 for each officer, for a total estimated expenditure of \$990.00.

Background/Purpose:

On Saturday, January 10, 2004, Constables Scott Riche and Scott Amlin were working the evening shift. At approximately 5:48 p.m. the two officers were dispatched to a call for a threatening. When they arrived on scene the officers interviewed the victim and obtained a description of the suspect, who lived next door. The officers knocked on the suspect's door and at this time, the suspect appeared in the upstairs window. The suspect yelled out of the window, threatening to kill the officers and ordered them to get off his property. He then disappeared from view.

The officers conducted a police check and learned that the suspect had on numerous occasions been taken into custody under the 'Mental Health Act'. Given this information, the officers requested a road sergeant attend the location.

Sergeant Allen Jenkins answered the call to assist in the investigation. Upon arriving on scene, Sergeant Jenkins and Constable Amlin proceeded down a laneway between the houses. Sergeant Jenkins scaled the fence and entered the suspect's backyard. At that moment, Sergeant Jenkins turned and saw the suspect standing in the doorway armed with a shotgun. Sergeant Jenkins yelled: 'Gun, Gun, Gun'. Constables Riche and Amlin ran back to the scout car to take cover.

At the same time, Sergeant Jenkins attempted to climb back over the fence but lost his footing and fell flat on the ground. He was now trapped between the walls of the narrow laneway. The suspect exited the house, and even though Sergeant Jenkins attempted to calm him down, the suspect fired at Sergeant Jenkins, hitting him with pellets in the arm and face.

At this time, Constable Riche drew his firearm, pointed it at the suspect and ordered him to drop the gun. The suspect refused. Fearing for the life of Sergeant Jenkins, Constable Riche fired three shots fatally wounding the suspect.

Despite the fact that he was seriously wounded and trapped, Sergeant Jenkins was able to draw his firearm and cover the suspect as he lay on the ground.

Constable Amlin advised dispatch that shots had been fired and called for assistance. He then went to assist Sergeant Jenkins to his feet and out of the laneway to a place of safety. At this time, other officers arrived on scene.

Constables Riche and Amlin went back down the laneway, secured the suspect and removed the weapon from his control. They stayed with the suspect and also continued to monitor the house in case other suspects remained inside.

#### Conclusion:

Sergeants Jenkins and Constables Riche and Amlin are to be commended for their courage and presence of mind in the face of imminent danger.

I therefore recommend that the Board grant the Medal of Merit to Sergeant Allen Jenkins and Constables Scott Amlin and Scott Riche for their meritorious service.

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

**At the Board's request, Chief Blair provided additional details of the incident which led to the recommendation to award Sergeant Jenkins and Police Constables Amlin and Riche with Medals of Merit.**

**The Board approved the foregoing report noting that a Medal of Merit is the second highest award that can be granted to an officer by the Board and that Sergeant Jenkins and Police Constables Amlin and Riche are very deserving of this honourable distinction.**

**The Board noted that the medals would be presented to Sergeant Jenkins and Constables Amlin and Riche at a future awards ceremony.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P245. MEDALS OF MERIT:  
POLICE CONSTABLE NOEL DE GUZMAN (8611)  
POLICE CONSTABLE STEVEN MACNEIL (90116)**

The Board was in receipt of the following report June 11, 2007 from William Blair, Chief of Police

Subject: MEDAL OF MERIT - POLICE CONSTABLES NOEL DE GUZMAN (8611)  
AND STEVEN MACNEIL (90116)

Recommendation:

It is recommended that the Board grant the Medal of Merit to Police Constables Noel De Guzman (8611) and Steven MacNeil (90116) of 13 Division.

Financial Implications:

The Board delegated standing authority to the Chair to approve the payment of costs related to the presentation of Medals of Merit from the Board's Special Fund. Costs of the medal and the certificate are not expected to exceed \$330.00 for each officer, for a total estimated expenditure of \$660.00.

Background/Purpose:

On Thursday, July 8, 2004, Constables Noel DeGuzman and Steven MacNeil were working the night shift. At approximately 12:55 a.m., the officers decided to patrol an area frequented by drug addicts and prostitutes. The officers came upon a man carrying a duffel bag, pulled along side him and attempted to question him. The man avoided conversation.

As the officers exited their cruiser to further question the man, he fled down a dead-end street. While pursuing the suspect, Constable DeGuzman broadcast their location and continued their foot pursuit.

As Constable MacNeil approached the front of a truck, he heard what he later described as a metallic click sound. At the time he thought it may have been a gun being "racked" or a switchblade knife opening. He warned Constable DeGuzman to be careful.

Both officers drew their Service revolvers and ordered the suspect to come out of hiding. Unbeknownst to the officers, the suspect was armed with a Llama 9mm, semi-automatic handgun, a fully loaded sawed off shotgun and a knife.

The suspect emerged on the east side of the truck and shot Constable DeGuzman; once in each thigh. Constable DeGuzman returned fire as he fell to the ground, shouting to Constable MacNeil that he had been shot. The suspect approached Constable DeGuzman as they exchanged fire, stood over him and fired directly down at the officers' head, narrowly missing him. Pavement fragments from the bullet caused cuts to Constable DeGuzman's face.

As Constable MacNeil came around the corner of the truck, the suspect fled taking cover behind a second vehicle. He reappeared and attempted to fire at both officers, but his gun misfired. He ran away, still pointing his firearm and attempting to fire at the officers. Constable MacNeil ordered him to stop, but this was to no avail.

Both officers fired at the suspect. Constable MacNeil hit him in the right arm. The suspect kept running but eventually stopped. Constable MacNeil approached the suspect and ordered him to the ground. He then handcuffed the suspect and dragged him to the middle of the road where there was better lighting, meanwhile Constable DeGuzman called for backup. Having secured the suspect, Constable MacNeil attended to his partner.

Backup arrived and the two officers as well as the suspect were taken to hospital. Constable DeGuzman suffered a badly broken femur and spent considerable time in the hospital.

#### Conclusion:

Constable MacNeil's actions saved the life of his wounded partner. The two officers became involved in a life threatening situation while patrolling a high crime area. The speed with which the incident unfolded left no room for second guessing or the weighing of options. Both officers showed great initiative, courage and presence of mind in apprehending a dangerous criminal. We can all take pride in the valour and heroism of these two officers.

I therefore recommend that the Board grant the Medal of Merit to Constables Noel DeGuzman and Steven MacNeil for their meritorious service.

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

**At the Board's request, Chief Blair provided additional details of the incident which led to the recommendation to award Police Constables DeGuzman and MacNeil with Medals of Merit.**

**The Board approved the foregoing report noting that a Medal of Merit is the second highest award that can be granted to an officer by the Board and Police Constables DeGuzman and MacNeil are very deserving of this honourable distinction.**

**The Board noted that the medals would be presented to Constables DeGuzman and MacNeil at a future awards ceremony.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P246. MEDAL OF MERIT: DETECTIVE ANTONIO MACIAS (1290)**

The Board was in receipt of the following report June 11, 2007 from William Blair, Chief of Police:

Subject: MEDAL OF MERIT – DETECTIVE ANTONIO MACIAS (1290)

Recommendation:

It is recommended that the Board grant the Medal of Merit to Detective Antonio Macias (1290) of 55 Division.

Financial Implications:

The Board delegated standing authority to the Chair to approve the payment of costs related to the presentation of Medals of Merit from the Board's Special Fund. Costs of the medal and the certificate are not expected to exceed \$330.00.

Background/Purpose:

On Monday, December 17, 2001, Detective Antonio Macias and his partner, Constable Richard Harris were working in plainclothes patrolling an apartment complex known for street level drug dealing, illegal firearm offences and violent criminal incidents.

At this location, Detective Macias and Constable Harris investigated four men in a vehicle stopped on the driveway in front of the complex. At this time, Constable Brooke Hewson arrived to offer assistance with the investigation of these men.

A short time later, Detective Macias approached a man coming out of the front entrance of one of the buildings. After a brief conversation, the man pushed Detective Macias and began to run towards the rear of the building. Just as Detective Macias began to give chase, the suspect turned and at a distance of approximately 10 feet, fired a handgun seriously wounding the officer in the right shoulder. Detective Macias became completely incapacitated and was unable to reach for his Service revolver.

Constable Harris was standing in close proximity to the initial shooting. At great personal risk to himself, Constable Harris ran to assist Constable Macias in spite of the fact that the suspect had fired two additional shots in their direction before running into the shadows at the rear of the building.

Constable Harris physically assisted Detective Macias from the immediate scene of the shooting and was joined by Constable Hewson as they made their way back to the driveway. The officers immediately broadcast a call for back up assistance. Being in an exposed position and unsure of the suspect's location, Constables Harris and Hewson covered the area with their Service revolvers before placing Detective Macias on the ground next to the driveway. Constables Harris and Hewson both realized that Detective Macias was seriously wounded and began attending to him with no regard for their personal safety. Constable Hewson applied direct pressure with her hands to the gunshot wound that was bleeding significantly. Constable Harris continually talked to the wounded officer to maintain his attention and to keep him from lapsing into unconsciousness.

Emergency personnel arrived and immediately rushed Detective Macias to the hospital where he was treated for his injuries.

Conclusion:

Detective Macias's professionalism and dedication in the pursuit of his duties to combat crime and enhance public safety and the composure he displayed when he suffered a potentially life threatening wound are exemplary.

I therefore recommend that the Board grant the Medal of Merit to Detective Antonio Macias for his meritorious service.

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

**At the Board's request, Chief Blair provided additional details of the incident which led to the recommendation to award Detective Macias with a Medal of Merit.**

**The Board approved the foregoing report noting that a Medal of Merit is the second highest award that can be granted to an officer by the Board and Detective Macias is very deserving of this honourable distinction.**

**The Board noted that the medal would be presented to Detective Macias at a future awards ceremony.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P247. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO:  
APPOINTMENTS**

The Board was in receipt of the following report June 05, 2007 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLES FOR THE UNIVERSITY OF  
TORONTO POLICE

Recommendation:

It is recommended that the Board approve the appointment of the individuals listed in this report as special constables for the University of Toronto Police, 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 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 University of Toronto (U of T) Police for the administration of special constables (Min. No. P571/94 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 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 U of T Police to appoint the following individuals as special constables:

1. KILLMAN, Wesley Lorne
2. TOMPA, Sean
3. WILKINS, Dustin Daniel
4. ZAFAR, Shahid

Discussion:

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

The agreement between the Board and the U of T Police 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 becoming special constables.

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

Conclusion:

The Toronto Police Service and the U of T Police work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on U of T property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the University of Toronto Police.

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.

**Chair Alok Mukherjee noted that a meeting was held on May 01, 2007 with representatives of the University of Toronto, the Toronto Transit Commission and the Toronto Community Housing Corporation to discuss their special constables programs with the Board, the Chief of Police and the Service's Special Constable Liaison Officer.**

**Staff Sergeant Gord Barratt, Special Constable Liaison Officer, was in attendance and provided the Board with an update on the three special constables programs in light of the discussions at the May 01, 2007 meeting.**

**Staff Sergeant Barratt also advised that representatives of the City of Toronto are currently exploring the feasibility of developing a special constables program for the City's parks by-law officers.**

**The Board received the update from Staff Sergeant Barratt and approved the foregoing report.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P248. APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD  
BETWEEN JULY 11, 2007 AND AUGUST 08, 2007**

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

Subject: APPOINTMENT - ACTING VICE CHAIR DURING THE PERIOD BETWEEN  
JULY 11, 2007 AND AUGUST 08, 2007, INCLUSIVE

Recommendation:

It is recommended that the Board appoint The Honourable Hugh Locke to act as Acting Vice-Chair during the period between July 11, 2007 and August 08, 2007, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

There are no financial implications relating to the approval of the recommendation contained in this report.

Background/Purpose:

I have been advised by Councillor Pam McConnell, Vice-Chair, that she will not be available to perform the duties of Vice-Chair of the Toronto Police Services Board during the period between July 11, 2007 and August 08, 2007, inclusive.

It will, therefore, be necessary to appoint an Acting Vice-Chair for the purposes of the execution of all documents normally signed by the Vice-Chair on behalf of the Board, including legal contracts, personnel and labour relations documents.

Conclusion:

The Board members were contacted and The Honourable Hugh Locke offered to perform the duties of Acting Vice-Chair. I am, therefore, recommending that the Board appoint Judge Locke to act as Acting Vice-Chair during the period of time noted above.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P249. DIGITAL VIDEO ASSET MANAGEMENT – DVAM II PROJECT –  
STATUS UPDATE**

The Board was in receipt of the following report June 20, 2007 from William Blair, Chief of Police:

Subject: DIGITAL VIDEO ASSET MANAGEMENT – DVAM II PROJECT – STATUS  
UPDATE

Recommendations:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

The Digital Video Asset Management (DVAM II) business case was prepared, reviewed and prioritized in relation to the Toronto Police Service (Service) Goals and Objectives. This capital project was originally included in the 2006-2010 Capital Program and was approved by the Board with a total expenditure of \$5,665,000. (Min. N. P347/05 refers). The core objective was to implement a network-based system to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

An Executive Steering Committee was established in early 2006 to oversee the overall management of the project. It consists of:

Kristine Kijewski, Director, Corporate Services, Chair & Project Sponsor

Deputy Chief Jane Dick, Executive Command

Tony Veneziano, CAO, Administrative Command

Angelo Cristofaro, Director, Finance & Administration

William Gibson, Director, Human Resources Management

Celestino Giannotta, Director, Information Technology

John Sandeman, Manager, Video Services Unit

A request for proposal (RFP) was issued in April, 2006 for a dedicated project manager and senior developer. The project manager was hired in September 2006 and the senior developer was hired in November 2006. One of the first priorities for the project manager was to review and confirm the project cost estimates; and develop a project plan. A core project team consisting of Information Technology Services (ITS) and Video Services Unit (VSU) personnel was established.

As one of the critical project initiation deliverables, the project charter was approved on November 14, 2006. In line with the DVAM II business case, the project charter stated that the project goal was to implement a digital video asset management system that included the acquisition, transportation and management of digital video assets over a secured network-based system.

#### Request for Proposal:

An RFP was issued by the Service (RFP #1080879-07) on January 17, 2007. The proposal due date was March 8, 2007, and 4 proposals were received. The received proposals required review by Toronto City Legal. One proposal was subsequently disqualified and a total of 3 proposals were provided to the DVAM II project team on March 28, 2007 for evaluation. The 3 proponents were ViewPointe Solutions Inc., TranTech Inc. and VisionMAX Solutions Inc.

A proposal evaluation committee was established with representatives from VSU and ITS; and the committee evaluated all proposals. After the Phase 1 proposal evaluation, the committee short-listed to 2 proponents: ViewPointe Solutions Inc. and TranTech Inc.

Proposals were assessed based on the following four primary criteria:

- (1) Record of Performance and Stability (20%)
- (2) Response to RFP Requirements (40%)
- (3) Proposed Approach and Project Plan (20%)
- (4) Proposed Solution Costs (20%)

Based on the above criteria, TranTech Inc. scored the highest in all categories and achieved a high overall score of 86.8%. A similar solution has been implemented in Chicago Police Department and Metropolitan Police Department, Washington.

A separate report has been submitted to the Board to request the approval for the acquisition of the hardware, software and professional services for the deployment of the DVAM II from TranTech Inc. for the amount of \$2,815,000 including taxes (\$153,000 GST).

## Discussion:

- (1) Since the approval of the DVAM II project, an Executive Steering Committee has been established, and the core project team has performed more detailed analysis on DVAM II in conjunction with responding to the integrated requirements from inter-related video projects such as In-Car Camera and; the new public space Closed Circuit Television (CCTV) and Toronto Transit Commission (TTC) CCTV initiatives.

We would like to highlight to the Board the following 2 items:

(i) During the development of the Project Charter, there was agreement that the language of this document must be precise and contain adequate details to reflect the goals, objectives and scope of the business case. One item in the business case in relation to the deployment of the booking video acquisition application in the booking halls on 16 computers across the Service was clarified in the Project Charter.

Subsequently, the Board received the update in the Service 2006 Capital Budget Variance Report (Min. No. P377/06, refers) that the DVAM II system would provide the Service with the capability for the acquisition of digital video assets in 4 Divisions/Units (central lockups) and in 3 Headquarter locations, and the transfer of these digital video assets over a secured network-based system.

(ii) The Board will recall the Service 2006-2010 Capital Program submission (Min. No. P347/05 refers), that provided a brief overview of the DVAM II project. Recently, the project identified that this overview did not completely reflect the application deployment as detailed in the DVAM II business case handout included with the 2006-2010 Capital Program submission. In particular, the overview listed the conversion to digital system for “interviews” (no booking) deployment while the business case listed “booking” (no interviews, except for Homicide/Sexual Assault Squad/Domestic Assault interviews in headquarters) on 16 computers across the Service.

In reviewing this, members of the DVAM II Steering Committee remain satisfied that the operational deployment plan as stated in the Project Charter and as updated to the Board in the Service 2006 Capital Budget Variance Report (Min. N. P377/06 refers), and the DVAM II system will meet the project objectives.

Furthermore, we would like to highlight to the Board the following added value and enhanced capabilities of this adjusted operational deployment focus:

- Provides effective utilization of project funding;
- Implements an end to end solution that can capture digital video assets for all booking, interview, breath tests, release and transfer of prisoners processes; and achieve the operational efficiency within the project fund allocation;
- Allows efficient deployment of resources at implementation and on-going maintenance & support – hardware, network, software and human resources;

- Responds to compelling inter-related project such as In-Car Camera, and new public space CCTV and TTC CCTV initiatives by sharing the network and application functionality;
- Provides centralized management and distribution of digital assets from In-Car Camera, public space CCTV and TTC CCTV with auditing and chain of custody, archival and purging;
- Eliminates disparate media e.g. booking on DVD and interviews on DVAM II digital media in DVAM II locations for efficient evidence disclosure and work order processing;
- Provides Service-wide capability (with approved access) for viewing DVAM II, In-Car Camera and CCTV digital assets from desktops;
- Has ability to ingest digital video assets from designated DVAM II locations and other TPS projects in scope (including In-Car Camera, public space CCTV, TTC CCTV and detention cell monitoring videos).

(2) TranTech's solution for DVAM II Project provides an integrated digital video asset management application and content management system. TranTech's solution meets all Service infrastructure technology environment requirements except Service centralized content repository standard using the IBM content management software component, which in the RFP was a preferred but not a mandatory requirement.

The recommendation going forward is to implement TranTech's solution. In conjunction with TranTech's solution implementation, the Service will issue an RFP to migrate the TranTech repository to the standard Service centralized repository using IBM Content Manager technology. This is required to consolidate and integrate all application and business processes using a standardized content management tool. The utilization of a standard content management tool ensures cost effective and efficient support as well as providing the organization the ability to search all mediums for a specific subject using a single tool. The additional cost to achieve this objective will be reported to the Board, accordingly.

(3) The project had a 2006 unspent capital funding of approximately \$2.1M which was carried forward to 2007. The DVAM II RFP was issued in January 2007 and closed on March 8 2007. The proposals received required review by Toronto City Legal, and as a result, the proposal evaluation team received the proposals later than anticipated causing a delay in the project schedule. With this delay, and with considerations on the vendor approval and purchasing cycle, the project may risk losing any unspent 2006 funds in 2007 impacting the project implementation. If lost, these funds would have to be re-requested in 2008.

#### Conclusion:

This status update report regarding DVAM II highlights is provided to the Board for information only.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P250. VENDOR FOR DIGITAL VIDEO ASSET MANAGEMENT SYSTEM  
(DVAM II PROJECT)**

The Board was in receipt of the following report June 20, 2007 from William Blair, Chief of Police:

Subject: VENDOR FOR DIGITAL VIDEO ASSET MANAGEMENT SYSTEM (DVAM II PROJECT)

Recommendations:

It is recommended that:

- (1) The Board approve the acquisition of hardware, software and professional services from TranTech Inc. for the deployment of the Digital Video Asset Management System at a cost of \$2,815,000 including taxes (\$153,000 GST); and
- (2) The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding has been allocated for these purchases in the Toronto Police Services' (Service) capital budget (2007-2011), to be funded through the Digital Video Asset Management System (DVAM II) (\$5,665,000) project.

Any expenditure beyond this amount contracted to the TranTech Inc. will be managed with the DVAM II steering committee, and the Board will be advised accordingly as with the requirements of the Service's financial control by-law.

Background/Purpose:

The DVAM II business case was prepared, reviewed and prioritized in relation to the Service Goals and Objectives. This capital project was originally included in the 2006-2010 Capital Program and was approved by the Board with a total expenditure of \$5,665,000 (Min. No. P347/05 refers). The core objective was to implement a network-based system to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

An executive steering committee was established in early 2006 to oversee the overall management of the project. A request for proposal (RFP) was issued in April, 2006 for a dedicated project manager and senior developer. The project manager was hired in September 2006 and the senior developer was hired in November 2006. One of the first priorities for the project manager was to review and confirm the project cost estimates; and develop a project plan. A core project team consisting of Information Technology Services (ITS) and Video Services Unit (VSU) was established.

As one of the critical project initiation deliverables, the project charter was approved November 14, 2006. In line with the DVAM II business case, the project charter stated that the project goal was to implement a digital video asset management system that includes the acquisition, transportation and management of digital video assets over a secured network-based system.

#### Discussion:

To achieve this, a Request for Proposal (RFP) was issued by the Service (RFP #1080879-07). The RFP objective was to invite proposals from qualified vendors to provide the products and services required for the implementation of a Digital Video Evidence Asset Management System suitable for law enforcement.

The RFP was released to the public on January 17, 2007, with a closing date of March 1, 2007. Copies of the RFP were issued to a total of 35 companies located in both Canada and the United States. The RFP closed on March 8, 2007 after the provision of a 1 week extension.

A proponent information session was conducted on February 6, 2007 and it was attended by 23 representatives from 14 companies. By the proposal due date of March 8, 2007, 4 proposals were received. The received proposals required review by Toronto City Legal. One proposal was subsequently disqualified and a total of 3 proposals were provided to the DVAM II project team on March 28, 2007 for evaluation. The three proponents were ViewPointe Solutions Inc., TranTech Inc. and VisionMAX Solutions Inc.

A proposal evaluation committee was established with representatives from Video Services Unit and Information Technology Services; and the committee evaluated all 3 proposals. After the phase one proposal evaluation, the committee short-listed to 2 proponents: ViewPointe Solutions Inc. and TranTech Inc.

Proposals were assessed based on the following four primary criteria:

- (5) Record of Performance and Stability (20%)
- (6) Response to RFP Requirements (40%)
- (7) Proposed Approach and Project Plan (20%)
- (8) Proposed Solution Costs (20%)



Based on the above criteria, TranTech Inc. scored the highest in all categories and achieved a high overall score of 86.8%. We recommend the selection of this solution from TranTech Inc. A similar solution has been implemented in the Chicago Police Department and Metropolitan Police Department, Washington.

TranTech's proposal includes the perpetual, non-exclusive, royalty-free license to use:

- TranTech's software solution for the DVAM II location and central repository (Headquarters)
- Training and operations manual

Based on the cost of the solution provided by TranTech Inc., the information we have to-date and the cost estimates for all other required project components, including the central repository (Headquarters) server hardware, network upgrade, server system software, disk storage, and facilities wiring installation, the project is estimated to be completed within the approved funded budget. The project had a 2006 unspent capital funding of approximate \$2.1M which was carried forward to 2007. If this funding is not spent in 2007, there is the possibility of returning the funding back to the city and re-requesting it in the 2008-2012 Capital Program.

Conclusion:

In summary, the awarding of this contract will provide the Service with a solution to implement a digital video asset management system and realize the goals and objectives of DVAM II.

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 report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P251. SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW**

The Board was in receipt of the following report June 04, 2007 from Maria Ciani, Acting Director, Human Resources Management:

Subject: SUPPLEMENTARY LEGAL SERVICES FOR EMPLOYMENT AND  
LABOUR LAW

Recommendations:

It is recommended that:

- (1) The Board approve the selection of the law firm Hicks, Morley, Hamilton, Stewart & Storie LLP to provide supplementary legal services in the area of employment and labour law issues to the Toronto Police Services Board; and
- (2) The Board authorize the Chair to execute an agreement between the Board and the law firm of Hicks, Morley, Hamilton, Stewart & Storie LLP, for the period October 1, 2007 to September 30, 2012, subject to approval by the City Solicitor as to form.

Financial Implications:

Any financial implication relating to this recommendation has been included in the Toronto Police Service's Board 2007 operating budget. The fee schedule for Hicks, Morley, Hamilton, Stewart & Stories LLP is attached as Appendix "A".

Background/Purpose:

At its meeting on February 16, 2007, the Board approved the initiation of a Request for Proposal for Supplementary Legal Services for Employment and Labour Law process for the period of October 1, 2007 to September 30, 2012. At that time, the Board also approved a recommendation to waive its policy "Fees for External Legal Counsel" with respect to amounts that will be billed by the supplementary legal service contract holder (Board Min. P70/07 refers). A copy of the costs grid as set out in the Board's policy is located on Appendix "A" for information.

The purpose of this report is to advise the Board on the bids received and to recommend a successful bidder.

### Discussion:

A Request for Proposal was issued on March 9, 2007 (Request No. 1084120-07). The Board received two (2) proposals, one from Stringer, Brisbin, Humphrey Management Lawyers and one from the current provider, Hicks, Morley, Hamilton, Stewart & Storie LLP. Accordingly, a selection committee consisting of Dr. Alok Mukherjee, Chair, Police Services Board; Mr. William Gibson, Director, Human Resources Management; Ms. Maria Ciani, Manager, Labour Relations; and Mr. Albert Cohen, Solicitor, Toronto Legal Services Department, interviewed representatives from these firms on May 24, 2007. After careful deliberation, it was determined that the firm of Hicks, Morley, Hamilton, Stewart & Storie LLP is the most qualified due to their comprehensive experience in police services board employment and labour law practice.

It must be noted that Mr. Charles E. Humphrey of Stringer, Brisbin, Humphrey Management Lawyers faxed a letter to Mrs. Maria Ciani on May 24, 2007 to advise that "Given the current discussions regarding the current needs of the Board, particularly as they relate to collective bargaining, we have concluded we are not in a position at this time to meet the Board's needs. In our view it would be very difficult for any counsel not already familiar with the Board, and the Service, to provide the quality and depth of support the Board will require during collective bargaining. For these reasons, we wish to withdraw our proposal to provide legal services to the Board at this time."

### Conclusion:

Since 1976, Hicks, Morley, Hamilton, Stewart & Storie LLP has consistently provided high quality, timely and innovative legal services in all aspects of labour and employment law. In addition, this firm also provides specialized expertise in the areas of pension, benefits, compensation, workers' safety and insurance, occupational health and safety, job action, human rights and other issues which are specific and unique to the Toronto Police Service.

Ms. Maria Ciani, Acting Director, Human Resources Management, will be in attendance to answer any questions that the Board may have regarding this report.

**Ms. Maria Ciani, Acting Director, Human Resources Management, was in attendance and responded to question about this report.**

**The Board expressed its concern about the length of time that Hicks Morley Hamilton Stewart & Storie has been providing legal services to the Board and noted that other law firms may have been reluctant to submit a bid in the RFP process.**

**The Board also expressed concern at the proposed increase to hourly rates over the five year term of the contract contained in the Hicks Morley submission. The Board noted that the proposed increased rates would be considerably higher than the rates contained in the Board's cost grid under its policy governing Fees for External Legal Counsel.**

**The Board asked Mr. Albert Cohen, City of Toronto – Legal Services Division, for advice on a course of action given that Hicks Morley was the sole bidder in this RFP process.**

**The Board agreed to defer consideration of the foregoing report to its August 09, 2007 in-camera meeting and requested that Mr. Cohen provide the Board with options with regard to a new RFP process.**

**Professional Fees (before applicable GST)  
Hicks, Morley, Hamilton, Stewart & Storie LLP**

**Effective Date**

	<b>Oct. 1, 2007</b>	<b>Oct. 1, 2008</b>	<b>Oct. 1, 2009</b>	<b>Oct. 1, 2010</b>	<b>Oct. 1, 2011</b>
Lawyer *					
Senior Partner (over 15 years)	\$375	\$385	\$400	\$415	\$430
Partners (7-15 years)	\$280-\$365	\$290-\$375	\$300-\$390	\$310-\$405	\$320-\$420
Senior Associates	\$195-\$270	\$200-\$280	\$205-\$290	\$210-\$300	\$215-\$310
Junior Associate	\$170-\$185	\$175-\$190	\$180-\$195	\$185-\$200	\$190-\$205
Students	\$125	\$130	\$135	\$140	\$145

\*To be supplied on approval of new contract.

**Board Policy – Fees for External Legal Counsel  
Costs Grid**

Law Clerks	Up to \$60.00 per hour
Student-at-law	Up to \$80.00 per hour
Lawyer (less than 10 years)	Up to \$225.00 per hour
Lawyer (10 or more but less than 20 years)	Up to \$300.00 per hour
Lawyer (20 years and over)	Up to \$350.00 per hour

(Reference: Min. No. P323/05)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P252. COMPUTER ASSISTED SCHEDULING OF COURTS SYSTEM  
REPLACEMENT – CONTRACT AWARD AND PROJECT STATUS**

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

Subject: COMPUTER ASSISTED SCHEDULING OF COURTS SYSTEM  
REPLACEMENT - CONTRACT AWARD AND PROJECT STATUS

Recommendations:

It is recommended that:

- (1) The Board approve MSS International Ltd. (MSS) as the vendor for the supply of professional services at an amount of \$689,000 (inclusive of tax) for the migration of the Computer Assisted Scheduling of Courts (CASC) system from the mainframe to a service oriented architecture; and
- (2) The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funds for this expenditure are available within the allocated amount for this project in the Service's approved 2007-2011 Capital program.

Background/Purpose:

The Toronto Police Service (TPS) has a critical legacy application, the CASC system, running on a Unisys mainframe. CASC is used by Toronto Courts (non-criminal courts), City of Toronto and TPS to schedule and manage police officers' court attendance. It was first implemented in 1986 using Unisys LINC case tool and COBOL languages.

At present, the mainframe CASC system is facing several challenges, including a decrease in available technical expertise, high operating costs and a need for increased flexibility. As an integral part of the Mainframe Decommissioning Strategy, the objective of this project is to transform the aging CASC system to a more service oriented architecture using newer technologies such as JAVA (J2EE), XML and DB2.

The decommissioning of the Mainframe will result in savings of approximately \$90,000 annually.

## Discussion:

In order to migrate to the newer technologies and platforms, two alternatives have been considered:

1. Re-write: To re-develop the CASC application from scratch would incur large overhead as requirements need to be re-validated with business users. In addition, re-development often introduces unfamiliar errors and very extensive testing is a must for this approach.
2. Source code and data transformation: Using automated migration tools to re-generate source code and data is a fast and cost-effective approach. Testing and re-training are much simpler as the functionality of the mainframe application remains intact.

The source code and data transformation is the preferred approach due to time, cost and risk considerations. This alternative allows the effort TPS invested over the years to be fully retained and at the same time, allows the Service to take advantage of the benefits the new technology platforms have to offer. By employing risk management strategies and making use of automated migration tools, source code and data transformation can be achieved in an efficient and safe manner.

To accomplish this objective, a Request for Proposal (RFP) (#1082775-07) was issued on February 19, 2007, with a closing date of March 23, 2007. A proponent meeting was held on March 8, 2007.

There were three respondents to the RFP:

- 1) Jade Software Corporation Ltd.;
- 2) Keous Solutions Inc.; and
- 3) MSS International Ltd.

The Jade Software Corporation Ltd. proposal did not meet the mandatory requirements. The remaining two responses were evaluated by a team comprised of members of the Information Technology units. The evaluation consisted of an assessment and scoring of each proponent's solution including the written responses, an information session and the proposed product's functions and features. The proposals were evaluated on the following criteria:

(1) Compliance with Specifications and Consistency with TPS Architecture (30%)

The selection committee was looking for a solution that meets the business needs of the Service, the robustness, reliability and continued support of the proponent's proposed solution, as well as architecture fit with TPS technology direction.

(2) Proponent's Record of Performance and Stability (30%)

The selection committee considered the proponent's ability to deliver the proposed solution and that the proponent had an industry-recognized level of competency. These factors were used as a measure of the supportability and reliability that TPS can expect from a bidder and its proposal.

(3) Proposed Approach and Project Plan (20%)

In this section the committee evaluated the proponent's proposed approach, project plan, deliverables, experience and capabilities of the proposed project team.

(4) Cost of the Proposed Solution (20%)

The selection committee evaluated the cost of the proponent's submissions in relation to each other.

The MSS proposal is based on a well-established suite of conversion products. MSS demonstrated an understanding of the proposal and the challenges facing TPS as we move towards an implementation of a service oriented architecture. Overall, MSS received the highest score and was the lowest bidder in terms of cost.

The RFP requested a Proof of Concept (POC) in a TPS test environment. The POC is intended to demonstrate certain aspects of the proposed solution, such as maintainability and sustainability. The selected proponent will install and test the POC at the TPS location at no cost to TPS. The results of the POC will dictate a Go/ No-Go decision for the project.

The project duration is estimated to be six to eight months, with a targeted implementation by the end of the first quarter of 2008.

The cost of the project, based on MSS bid, is summarized below:

Professional Services, conversion from Mainframe to AIX, training, implementation and project management:	\$470,000	
Professional Services, conversion from AIX COBOL to JAVA	\$150,000	
First year maintenance and support:	\$30,000	
PST	\$0	
GST	<u>\$39,000</u>	
Total MSS Cost		\$689,000

Servers and operating software for the replacement system will be acquired from the current vendor of record at an estimated cost of \$262,500. Therefore, at this time, the total capital cost of this project (net of GST rebate) is approximately \$912,500.

The annual maintenance and support of the replacement system is estimated at \$30,000 per year. The first year costs are included in the cost of the project. The maintenance cost in subsequent years will be included in the Service's Operating Budget requests for future years, commencing in 2009.



Conclusion:

The Service is taking steps to decommission its Unisys mainframe by migrating applications currently on the mainframe to a service oriented architecture. One of the main applications still on the mainframe is the CASC system. The Service's 2007-2011 Capital program includes a CASC system replacement project, and accordingly this report requests approval for the selection of MSS International Ltd. as a vendor for the migration of the CASC system to a service oriented architecture. MSS has demonstrated a suitable solution to fulfil the needs of the Service and achieved the highest overall score. They have the necessary resources to complete the project and have shown a commitment to the products offered. In order to reduce the risk to the Service, project implementation will not start until the Service is satisfied with the results of the proof of concept process.

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

**Ms. Katie Escudero, Information Technology Services, was in attendance and responded to questions about this report.**

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P253. MANULIFE FINANCIAL RENEWAL**

The Board was in receipt of the following report June 19, 2007 from Maria Ciani, Acting Director, Human Resources Management:

Subject: MANULIFE RENEWAL

Recommendation:

It is recommended that the Board approve the renewal of a three-year term with Manulife Financial as the sole source provider of its Administrative Services Only (ASO) and Insured Policy benefit provisions.

Financial Implications:

The proposed contract would result in administrative savings of approximately \$100,000, which will be reflected in the 2008 operating budget.

Background/Purpose:

Currently, Manulife Financial (Manulife) administers the Service's health, including semi-private insurance coverage, and dental benefits on an ASO basis, as well as our life insurance benefits. The current contract with Manulife expires on December 31, 2007. Under normal circumstances, we would request that the provision of these services beyond the year 2007 be put out for competitive tender. However, we are requesting to sole source to Manulife for the reasons outlined in this report.

Discussion:

Compensation and Benefits has negotiated enhanced new terms with Manulife for administering the Service's health, dental and life insurance benefits. Mercer Health and Benefits, our benefits consulting firm, conducted an independent review to compare the Service's current and proposed premium and expense charges with organizations of similar size and premium/cost level using information from its database. The review also included a comparison with the City of Toronto.

The results of the review clearly indicate that the expenses charged to the Service by Manulife are reasonable and in-line with other employee groups of comparable size. Mercer has indicated that the City of Toronto is not a direct comparator group with the Service because of the number of individuals it has in their benefit plan (approximately 30,000 for the City of Toronto versus approximately 12,200 for the Service). Nevertheless, Mercer did a comparison between these two groups and found that the expenses currently charged to the City by its insurance carrier (Manulife) are considerably less than what the Service pays. The following are some highlights of the review between these two municipal groups and other comparable-size organizations:

1) Premium Insurance Rate Comparison

The Service's current premium rate for basic life insurance is less than the City of Toronto's rate (\$0.20/\$1,000 for the City versus \$0.127/\$1,000 for the Service). Under the new negotiated terms, the current rate Manulife charges to the Service will remain in effect until the latter part of 2008. Mercer has indicated that the reason for the more favourable rate for the Service is the result of a better mortality experience due to its younger workforce, higher female participation and hiring practices.

2) Comparison of Charges for Administering Life Insurance Claims

The Service's current expense for administration of basic life insurance, which will remain the same under the negotiated new terms, is higher than the City of Toronto. Before the end of the year, however, the Service will have a fully funded Claims Fluctuation Reserve which will result in the lowering of our current rate and the rate during the terms of the proposed contract. It must be noted that the Service's basic life administration charges are at the 'mid-point' when compared to the national average according to Mercer.

3) Comparison of Charges for Administering Health and Dental Expenses

Currently, the Service's health and dental expense charges are between 1 and 1.5 percent higher than the City of Toronto. From a market competitiveness perspective, the Service's current health and dental expense charges are well below the national average based on Mercer's "National Retention Database". Under the conditions of the negotiated new terms, however, the Manulife rates for administering health claims and out-of-country pooling coverage will decrease and this will likely put the Service in a more favourable market position.

Conclusion:

The lower claims administration for health benefits proposed by Manulife will reduce the Service's annual expenditures by approximately \$45,000 and the proposed reduction in the out-of-country health pooling costs between both ASO and Insured policies will further reduce expenditures by approximately \$53,000. These changes will result in a savings of approximately \$100,000 annually during the term of the proposed contract.

In 2006, the City of Toronto signed a five-year renewal contract with Manulife which concludes on December 31, 2010. Under this contract, the City of Toronto received a one-year only rate guarantee (renewable annually) for their renewal rate structure and retention charges and expenses until December 31, 2007. As the City of Toronto went to competitive bids for an insurance carrier early last year, we could not have gone to tender with them as our contract with Manulife does not expire until December 31, 2007. It would be more advantageous for the Service to remain with Manulife until 2010 and then go out for competitive bids with the City of Toronto at that time. In the interim, the Service has negotiated a three-year retention guarantee

on the Health and Dental ASO and Insured Benefits with Manulife. This ensures that there will be no rate increase for administering our benefits, except possibly for the life insurance premium rate, until December 31, 2010.

It is felt that the additional costs that the Service will incur through the tendering process, including preparation, evaluations and the cost of transferring (transition period) to a new carrier, make the current recommendation financially attractive. Transferring to a new carrier would be an exceptionally onerous process. The successful carrier would have to work closely with Compensation and Benefits for approximately three to six months prior to the effective date of the transfer to ensure that its systems accurately reflect each of the Service's Collective Agreements and the varying divisions within them. During the first few years with a new carrier, our members commonly encounter administration issues that must be resolved by Compensation and Benefits. It has only been within the last year that processes have been running relatively smoothly with Manulife. To transition to a new carrier at this point would likely be more disruptive to Compensation and Benefits and to the Service's membership. Furthermore, the costs involved in tendering would reduce any additional savings which may be achieved through the tendering process.

It must be noted that effective October 1<sup>st</sup>, 2007, the Service, in partnership with Manulife, will introduce a pay-direct drug card. This was negotiated in the last round of collective bargaining. Preparation for the introduction of this card began in March of this year and is not expected to conclude until late August. If the Service were to change to a new insurance carrier in January 2008, the results of all the efforts that have been undertaken to implement this would only last for three months. To repeat implementation of a pay-direct drug card with a new carrier at the beginning of next year would be untimely and would not be prudent from an employer and employee perspective.

Although Mercer has stated that it cannot guarantee that another insurer will not provide an attractive offer in order to obtain our business, its opinion also is that, if we were to go to tender, it is not likely that the Service would receive pricing that is much more competitive than the terms proposed by Manulife.

It is therefore recommended that the Board approve the renewal of the Service's contract with Manulife for an additional three years. At the conclusion of this renewal, we would go to tender with the City of Toronto and achieve even greater savings.

Maria Ciani, Acting Director, Human Resources Management, will be in attendance to answer any questions that the Board may have regarding this report.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P254. TORONTO POLICE SERVICES BOARD'S 25-YEAR WATCH  
PRESENTATION 2007**

The Board was in receipt of the following report June 20, 2007 from Alok Mukherjee, Chair:

Subject: THE TORONTO POLICE SERVICES BOARD'S 25-YEAR WATCH  
PRESENTATION - 2007

It is recommended that:

- (1) the Board approve an expenditure from the Board's Special Fund, not expected to exceed \$22,000.00 to cover the costs associated with hosting the Toronto Police Services Board's 25-Year watch presentations and luncheons; and
- (2) the Board approve an additional expenditure from the Board's Special Fund, not expected to exceed \$24,200.00 (excluding taxes), to cover the costs associated with the purchase of 220 watches from Universal Time Corporation.

Financial Implications:

The proposed recommendations, if approved, would result in an expenditure from the Special Fund, not expected to exceed \$49,000.00.

Background/Purpose:

It has been customary for the Toronto Police Services Board to host an annual event honouring members of the Toronto Police Service and the Toronto Police Service-Auxiliary Programs who have completed 25 years of employment or auxiliary service respectively. During the period from January 1, 2006 to December 31, 2006, the number of members achieving 25 years of service was 220.

Discussion:

This year's luncheon honouring recipients of 25-Year watches has been scheduled for Tuesday, September 25, 2007 at The Old Mill. The total cost associate with hosting this event, including a lunch, beverages and services, is not expected to exceed \$22,000.00.

### 25-Year Commemorative Watches:

A request for quotations was issued by Purchasing Support Services for 220 commemorative watches. The lowest bidder, Universal Time Corporation, was selected. The cost of the watches is \$110.00 each, excluding taxes, and a summary of the bids is appended to this report for information. Funds are available with the Board's Special Fund to cover this expenditure in accordance with the Board's Recognition Program.

### Conclusion:

It is therefore recommended that the Board approve an expenditure from the Board's Special Fund, not expected to exceed \$22,000.00 to cover the costs associated with hosting the Toronto Police Services Board's 25-Year watch presentations and luncheons. The board is also requested to approve an additional expenditure from the Board's Special Fund, not expected to exceed \$24,200.00 (excluding taxes), to cover the costs associated with the purchase of 220 watches from Universal Time Corporation.

**The Board approved the foregoing report.**

**SUMMARY SHEET**

**Quotation #1081981-07**

**Presentation Watches**

<b>QUANTITY</b>	<b>DESCRIPTION</b>	<b>Universal Time Corp.</b>	<b>Corona Jewellery</b>
<b>155</b>	<b>25 year Service Presentation Watches Male</b>	\$110.00 ea. \$17,050.00 net	\$115.00 ea. \$17,825.00 net
<b>65</b>	<b>Female Watches</b>	\$110.00 ea. \$7,150.00 net	\$115.00 ea. \$7,475.00 net
	<b>Total (including taxes)</b>	<b>\$27,588.00</b>	<b>\$28,842.00</b>
	<b>Watch Make &amp; Model Mens</b>	Pierre Laurent 33101	Rodania 8810.YY20
	<b>Female</b>	33102	2828.YY20
	<b>Warranty</b>	3 years	2 years
	<b>Delivery</b>	90 days	10-12 weeks

**QUOTATION AWARDED TO: Universal Time**

**APPROVED BY:**

**NOTE: 11 SUPPLIERS RECEIVED BIDS - 2 RESPONDED**

**PROJECTED EXPENDITURES**

**25 YEAR WATCH LUNCHEON**

**Tuesday, September 25<sup>th</sup>, 2007**

**Watches:**

220 (^) x \$110.00	\$24,200.00	
G.S.T. 6%	\$ 1,452.00	
P.S.T. 8%	<u>\$ 1,936.00</u>	<b>\$27,588.00</b>

**Guests:** (based on maximum attendance)

<b>Recipients (^) 220+ 1 guest = 440</b>
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**Luncheon:** (based on maximum attendance)

Lunch (^\$29.50 plate)	\$12,980.00	(\$29.50 x 440)	
P.S.T. Food	\$ 1,038.40	(\$12,980.00 x 8%)	
G.S.T. Food	\$ 778.80	(\$12,980.00 x 6%)	
Gratuity	\$ 1,947.00	(\$12,980.00 x 15%)	
G.S.T.	\$ 116.82	(\$1,947.00 x 6%)	
Wine (^ \$29.00/bottle)	\$ 3,190.00	(110 x \$29.00/bottle)	
P.S.T. Liquor	\$ 319.00	(\$3,190.00x 10%)	
G.S.T. Liquor	\$ 191.40	(\$3,190.00 x 6%)	
Gratuity	\$ 478.50	(\$3,190.00 x15%)	
G.S.T.	\$ 28.71	(\$ 478.50 x 6%)	
			<b>\$21,068.63</b>

***TOTAL* \$48,656.63 (approx.)**

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P255. VICTIM SERVICES PROGRAM – 2006 ANNUAL REPORT AND  
REQUEST FOR FUNDING FOR THE 2007 VICTIM SERVICES  
VOLUNTEER RECOGNITION EVENT**

The Board was in receipt of the following report June 05, 2007 from William Blair, Chief of Police:

Subject: VICTIM SERVICES PROGRAM – 2006 ANNUAL REPORT AND A  
REQUEST FOR FUNDING FOR THE 2007 VICTIM SERVICES  
VOLUNTEER RECOGNITION EVENT

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$5,000.00 from the Board's Special Fund to cover the costs associated with hosting a Volunteer Recognition Event for Victim Services volunteers.

Financial Implications:

Funding to cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$5,000.00.

Background/Purpose:

This report is submitted at the direction of the Toronto Police Services Board (Min. No. P343/93 refers). Established in Toronto in 1990, to assist Toronto police officers and victims of crime, the Victim Services Program of Toronto (VSPT) has been incorporated with charitable non-profit status since December 1996. The VSPT operates 24 hours a day, 365 days a year and is affiliated with the Community Mobilization Unit.

Discussion:

Charitable Status

The VSPT, maintains its charitable status with Revenue Canada. The program continues to actively seek monetary contributions from individuals and corporations, for much needed financial resources to support the program. During the 2006 fiscal year (April 1, 2006 to March 31, 2007) the VSPT raised a total of \$112,307.00 in fundraising efforts.

## Eleventh Annual General Meeting

The VSPT Eleventh Annual General Meeting was held on Thursday, November 27, 2006. Board of Director elections were held and a total of 9 members were elected for the year 2006-2007. Currently, the Board of Directors has a total of 12 members, achieving its total membership capacity. The Twelfth Annual General Meeting is scheduled for Thursday, November 15, 2007.

## Personnel

The VSPT operates with 15 full-time staff including an Executive Director, Manager, 10 full-time Crisis Counsellors supported by 122 volunteers, and 1 full-time Volunteer Co-ordinator to manage the Victim Crisis Response Program. Additionally, the Domestic Violence Emergency Response System (DVERS) and the Support Link Program, under the auspices of VSPT, are managed and operated by 2 full-time program co-ordinators. It should be noted that the VSPT could not maintain the current level of service to the police and the community without the tremendous support received from 5 student placements and the dedicated volunteers who unselfishly donate their time to benefit others.

During 2006, Victim Services conducted 2 volunteer classes and a total of 52 personnel graduated. The volunteer program concentrates on recruiting persons who represent the many ethnic communities within Toronto. Currently, Victim Services staff and volunteers are able to provide support to victims in over 35 different languages.

## Victim Response Rates (Statistics)

Since 2001, the VSPT has been responding to a significant increase in demand for intervention and assistance with victims of crime. Not only has the demand increased in numbers, but also the nature of the crimes and the victims' circumstances have become increasingly more complex, requiring more specialized and longer-term interventions. In 2001, the total number of clients was 12,360 compared to 18,408 clients in 2006. The most significant increases between 2001 and 2006 were seen in some of the most complex victim situations, such as homicides, domestic violence and sexual assault. Domestic Violence Emergency Response System (DVERS) was used in 2,022 cases and the Support Link Program was utilized by victims in 2,026 cases.

## Financing

Since 1990, the Ministry of the Attorney General and the City of Toronto Community Services Grant Program have continued to provide flat-lined funding for the VSPT. Considerable "in kind" support for the program is provided by the Toronto Police Service. VSPT's resources are being seriously strained due to the fact that, in its 17 years of existence, they have been operating without an increase to their base funding. There is an immediate need for the VSPT to develop its capacity to fundraise to ensure the program's longevity.

## Victim Crisis Response Program

The Victim Crisis Response Program is the only program in Toronto specifically designed to provide immediate on-site crisis and trauma services for victims of crime, 24 hours per day, 365 days per year. A total of 10 Crisis Counsellors and 122 extensively trained community volunteers provide crisis intervention, assessment, counselling, support, referrals, linkages and advocacy services to over 16,000 victims annually. Approximately 98% of all referrals to this program are generated by members of the Toronto Police Service. Other referral sources include hospitals, shelters, community service agencies, self-referrals, and on occasion the Ontario Provincial Police.

The Victim Crisis Response Program hosts a police-dedicated phone line to ensure direct and prompt access to service for victims. Once a request for service has been received, the Crisis Team, comprised of 2 people, will depart to the victim's location. On location with the victim(s), the Crisis Team provides trauma/crisis counselling and emotional support. In addition, an assessment of the victim's immediate needs is conducted. The availability of this service enables front-line officers to clear the scene quickly and return to their primary responsibility of answering calls for service. A further assessment of short and long-term needs is completed during the follow-up process. The follow-up process begins as soon as the initial contact has ended. Follow-up service responsibilities include: a re-assessment; counselling; advocacy; locating/linking/coordinating services; and providing practical assistance, such as assistance in making funeral arrangements, contacting out-of-town relatives, finding shelter, etc. The existence of the Victim Crisis Response Program is consistent with the Toronto Police Service Priority of 'Community Safety and Satisfaction' in that victims receive assistance and referrals as needed.

## Domestic Emergency Response System (DVERS)

This program's mandate is to ensure the safety of individuals and their families who are at serious risk of bodily harm by an ex-partner. Victims are provided with an ADT personal alarm system, which is connected to their home telephone. The alarm is maintained on the victim's person at all times. Once activated, ADT automatically calls 9-1-1, where the victim's address is 'flagged' as a high-priority and police officers are dispatched immediately. As a support service to this program the following referral sources are available the Victim Crisis Response Program, the Toronto Police Service, women's shelters and a wide range of community based service providers and self-referrals.

Once a referral is made, the DVERS Program Co-ordinator conducts an eligibility assessment. After a victim is deemed eligible, the Co-ordinator assists the victim in their home to develop a comprehensive safety plan. Safety planning includes not only the victim's own safety, but the safety of the victim's children, other family members, friends, colleagues, etc. The Co-ordinator also provides ongoing case management services to approximately 250 clients each year. Case management includes assessments, counselling, monitoring, advocacy, referrals and co-ordination of services.

### Support Link

The Support Link Program is very similar to the DVERS program in terms of mandate and program operations. The main difference is that victims are not necessarily victims of domestic violence. The program provides 9-1-1 linked cell phones to victims who are at serious risk of bodily harm by a neighbour, a relative (son, brother, cousin, in-law, etc.), a colleague, a former friend or acquaintance. The Support Link Program Co-ordinator conducts eligibility assessments develops a comprehensive safety plan with victims, and provides ongoing case management services to approximately 250 victims per year.

### Volunteer Recognition

The Victim Services Volunteer Recognition Event for 2006 was held in Siegfried's Dining Room at George Brown College. The event was sponsored by the Toronto Police Services Board through a donation from the Special Fund (Min. No. P166/02 refers). Volunteers were recognized for their support to victims of crime and their unselfish commitment to the community. Approximately 155 volunteers were invited to the event and over 100 attended.

For the past several years, the Board has funded a Volunteer Recognition Event to demonstrate the Board's gratitude for the valuable contribution made by the volunteers of the Victim Services Program. The services provided by these volunteers is extremely valuable and merit recognition. Victim Services relies upon the Board's financial support when planning this worthwhile event.

The following table outlines the actual costs for the 2006 Volunteer Recognition Event. The proposed budget for this year's Volunteer Recognition Event has been estimated at 10% over the 2006 actual costs based upon information that has been received from caterers and suppliers, as well as an anticipated increase in the number of volunteers attending the event. (Min. No. P77/03 refers).

<u>Vendor</u>	<u>2006 Actual Cost(s)</u>	<u>Vendor</u>	<u>2007 Estimated Cost(s)</u>
Siegfried's Dining Room	3,622.35	George Brown College	\$3,985.00
Awards	\$210.28	D & G Trophies	\$231.28
Gifts for Volunteers	\$882.67	Gifts and Door Prizes (Varied)	\$971.00
Invitations & Annual Report Printing	\$604.20	The Fine Print	\$665.00
<b>TOTAL</b>	<b>\$5,319.50</b>		<b>\$5,852.00</b>
Funds Provided by the Police Services Board	\$5,000.00		\$5,000.00
<b>BALANCE</b>	<b>-\$319.50</b>		

The 2007 Volunteer Recognition Event is tentatively scheduled for Thursday, November 15, 2007. The itinerary for the evening includes a dinner to be followed by the presentation of the

Volunteer Awards. Members of the Police Services Board are always welcome and encouraged to attend.

Conclusion:

The VSPT provides an invaluable contribution, not only to the TPS, but also to the citizens of Toronto. The VSPT fulfills statutory obligation under the Police Services Act on behalf of the TPS in providing support to victims of crime. This partnership also provides significant benefits, as front-line officers and investigators alike are able to focus primarily on all relevant aspects of their investigations.

The Toronto Police Services Board recognizes the VSPT volunteers by way of a Volunteer Recognition Event. This is an excellent platform to acknowledge the valued contributions made by these volunteers. The VSPT is the only agency in Toronto providing immediate assistance for victims, its continued sustainability is of paramount importance.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions from Board members.

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P256. REQUEST FOR FUNDS – TORONTO POLICE SERVICE 2007  
CARIBANA KICK-OFF CELEBRATION AND CARIBANA FLOAT**

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

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2007  
CARIBANA KICK-OFF CELEBRATION AND CARIBANA FLOAT

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$4,000.00 from the Board's Special Fund to offset expenses related to the Toronto Police Service's Caribana Celebrations and the refurbishment of the Service's Caribana float.

Financial Implications:

Funding to cover the cost of the event and the float would be drawn from the Board's Special Fund and would not exceed \$4,000.00.

Background/Purpose:

The Service began celebrating and participating in Caribana in 1991. In June 1991, the Board approved an expenditure of \$26,357.50 from the Special Fund, for the purpose of creating a Police display on a float that participated in the 1991 Caribana Parade (Min. No. P475/91 refers).

The Service's participation in Caribana serves to increase awareness of the contributions of the Black community to Canadian culture. Additionally, it educates Service personnel and community members about the diversity within the Black community. The Service annually enters its Caribana float to join the many other beautiful and culturally diverse displays in the Caribana parade and to provide a visual demonstration of police and community members working together in a spirit of cooperation.

The annual Caribana Festival is one of the largest events held in Toronto and consistently attracts hundreds of thousands of people from many ethnic communities. In past years the Community Unity Alliance, an established umbrella organization of fourteen groups, has worked with the Service to promote community partnership. Members of the Community Unity Alliance have once again volunteered to assist the Service by refurbishing and decorating the Service's Caribana float.

Discussion:

This year, the Service will be hosting its Annual Caribana Ceremony in the main lobby of Police Headquarters on Friday, August 3, 2007 at 12:00 noon. This event will highlight the cultural heritage of the people of the Caribbean.

The Service's Caribana float will participate in the following events in 2007:

- Mini Caribana Parade at Yorkgate Mall on Saturday, July 21, 2007.
- Caribana Kick-Off at Toronto Police Headquarters on Friday, August 3, 2007.
- Caribana Parade on Saturday, August 4, 2007.

The following is the proposed budget for the Service's Caribana Kick-Off Celebration, and the refurbishment and equipping of the float.

National Anthem – Honorarium	\$ 50.00
Steel Pan Entertainment	\$ 150.00
Dance Performance Group	\$ 300.00
Refreshments	\$ 300.00
Caribana Poster for Presentation to Chief of Police	\$ 100.00
Renewal Materials for Float	\$ 500.00
Float Driver Honorarium	\$ 100.00
Sound Equipment Rental and Operation	\$ 2,500.00
TOTAL	\$ 4,000.00

The funds requested are to offset the expenses incurred to enhance the Service float and Caribana Celebrations, and are consistent with the Board's Special Fund criteria.

Conclusion:

The Service has been celebrating and participating in Caribana celebrations since 1991. Our participation in the various events and the parade is a great visual demonstration, to the hundreds of thousands of people who attend, of police and community members working together in the spirit of cooperation.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P257. DRAFT 2006 AUDITED FINANCIAL STATEMENTS OF THE BOARD  
SPECIAL FUND**

The Board was in receipt of the following report May 28, 2007 from Alok Mukherjee, Chair:

Subject: DRAFT 2006 AUDITED FINANCIAL STATEMENTS OF THE BOARD  
SPECIAL FUND

Recommendation:

It is recommended that:

1. the Board receive the 2006 Results of the Audit of the Financial Statements of the Board Special Fund; and
2. the Board approve the draft 2006 audited financial statements of the Board Special Fund.

Financial Implications:

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

Background/Purpose:

On an annual basis, the Toronto Police Service (TPS) prepares financial statements for the Board Special Fund. The financial statements represent the assets, liabilities and summary of operations for the fund for the fiscal year noted.

To ensure that the financial statements have integrity and can be relied upon, they are audited by the City's external auditor Ernst & Young LLP. The financial statements must be prepared in accordance with the generally accepted accounting principles as set by the Canadian Institute of Chartered Accountants' (CICA) Public Sector Accounting Board (PSAB).

The financial statements are comprised of the following individual items:

**Balance Sheet** - Provides a summary of the financial assets, liabilities and fund balance as at the end of the fiscal year.

**Statement of Operations and Change in Fund Balances** - Provides a summary of the source, allocation and use of monies flowing through the fund. The net gain or deficiency is important as it represents an addition to or a draw from the fund balance.



**Notes to the Financial Statements** - Provide information about the organization, the composition of the fund and the accounting policies used to prepare the statements. Notes are an integral part of financial statements.

Discussion:

Key highlights relating to the 2006 financial statements of the Board Special Fund are provided below:

- Due from the City of Toronto represents amounts owing to the Special Fund from the TPS. The balance has increased from 2005 in that an accrual was made for unclaimed monies awarded the Special Fund by the Ministry of the Attorney General. The monies were actually deposited into the Special Fund bank account in 2007. The revenue has actually been recorded in 2006 as part of the Unclaimed cash from Found and Evidence monies amount.
- The prepaid expense amount relates to the fee paid for the 2007 Ontario Association of Police Services Boards conference. The amount will be reallocated to expenses in 2007 in order to match the amount paid with the year the expense is actually incurred.
- Accounts payable includes the audit fee accrual for the 2006 audit. The fee has now been shown against the operations of the Special Fund rather than the Toronto Police Service.
- Conference expense relates to the conference and gala held to commemorate the 50<sup>th</sup> anniversary of the Board in 2006. Other expenses are reasonable compared to the 2005 year, as the Board sponsored a number of community and police relations events. All expenses were approved by the Board prior to being made.

*Management's role in the preparation of financial statements*

Management is responsible for adopting sound accounting policies, maintaining an adequate system of internal control and making fair representations in the financial statements. It is the responsibility of management to prepare the financial statements.

*Audits and the role of the external auditor*

An audit of financial statements is an independent review and examination of an organization's records and activities. Financial audits exist to ensure that the reported financial information fairly represents the organization's financial position and performance. A financial audit results in the publication of an independent opinion on whether or not the financial statements are relevant, accurate and complete.

An external audit is performed by an outside auditor who does not have any ties to the organization or its financial statements. The auditor examines the financial statements by performing the audit and reporting the results in accordance with generally accepted auditing standards. Based on the audit, the auditor can come to one of four conclusions:

- Unqualified – the audit is sound and no material deficiencies exist in the financial statements.

- Qualified – the auditor did not get a complete look at the audit or the statement does not completely satisfy the general accepted accounting principles.
- Disclaimer – the auditor could not form an opinion on the fairness of the financial statements.
- Adverse - the financial statements do not abide by generally accepted accounting principles.

The audited financial statements of the Board Special Fund contain a qualification relating to the completeness of revenues. The qualification means that the auditor's abilities to verify revenues were limited to the amounts recorded in the books of account of the fund. The auditors were not able to determine if any unrecorded revenue exists. The nature of the revenue gives rise to the qualification, not the surrounding internal controls or lack thereof.

#### *Role of the Police Services Board*

The Police Service Board acts as both the audit committee and Board of Directors when reviewing and approving the audited financial statements. The Board is responsible for ensuring that management fulfills its responsibility for financial reporting. The audited financial statements should be reviewed by the Board before they are approved. The review should include discussions with the administration and external auditors of significant issues regarding accounting principles, practices, and adequacy of disclosure.

In the past, the Board was presented with the signed, audited financial statements for their information only. The auditors have asked that the Board approve the draft financial statements before they are finalized, signed and released. This practice is consistent with the submission of the City of Toronto's draft audited consolidated financial statements to the City Audit Committee and Toronto City Council.

#### Conclusion:

In the past, the Board received the signed, audited financial statements of the Special Fund, the Museum Reserve Fund and the Trust Funds. In discussion with the Ernst and Young auditors, it was determined that the Board should in fact approve the draft financial statements before they are finalized. Approving the statements is an important part of the Board's oversight role.

In addition, the Service has analyzed the need to continue the audit of the Museum Reserve Fund and Trust Funds. It is our opinion that these audits are not required as there is no legal requirement to provide separate statements and the balances and activities of these funds are examined as part of the consolidated audit function performed by Ernst and Young.

After discussions with the Chair, Toronto Police Services Board, it was determined that the Special Fund should continue to be audited by Ernst and Young as there is no other audit performed of the transactions affecting the fund. Proceeds into the Special Fund are to be used for items of public interest so it is important that an attest audit is performed to ensure that transactions are accurate and complete.

Ms. Diana Brouwer, Executive Director, Ernst & Young will be in attendance to answer any questions from the Board.

**Ms. Kathi Lavoie, Senior Audit Manager, Ernst & Young, was in attendance and responded to questions about this report.**

**The Board approved the foregoing report.**

Financial Statements

**City of Toronto Police Services Board  
Special Fund**

December 31, 2006

## AUDITORS' REPORT

To the Chair and Members of the  
City of Toronto Police Services Board

We have audited the balance sheet of the **City of Toronto Police Services Board Special Fund** as at December 31, 2006 and the statement of operations and change in fund balance for the year then ended. These financial statements are the responsibility of the Board's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Special Fund derives revenue from found and/or seized cash and/or goods, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our examination of this revenue was limited to the amounts recorded in the records of the Special Fund and we were unable to determine whether any adjustments for unrecorded revenue might be necessary within the statement of operations and change in fund balance.

In our opinion, except for the effect of adjustments, if any, which might have been required had we been able to satisfy ourselves with respect to the completeness of the revenue described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Special Fund as at December 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Toronto, Canada,  
February 28, 2007.

Chartered Accountants  
Licensed Public Accountants

**City of Toronto  
Police Services Board Special Fund**

**BALANCE SHEET**

As at December 31

	2006	2005
	\$	\$
<b>ASSETS</b>		
Cash	221,982	318,979
Due from City of Toronto <i>[note 4]</i>	718,184	64,003
Prepaid expenses	5,500	—
	<b>945,666</b>	<b>382,982</b>
<b>LIABILITIES AND FUND BALANCE</b>		
<b>Liabilities</b>		
Accounts payable	11,548	8,000
Auction house security deposit	25,000	25,000
<b>Total liabilities</b>	<b>36,548</b>	<b>33,000</b>
<b>Fund balance</b>	<b>909,118</b>	<b>349,982</b>
	<b>945,666</b>	<b>382,982</b>

*See accompanying notes*

**City of Toronto**  
**Police Services Board Special Fund**

**STATEMENT OF OPERATIONS AND  
CHANGE IN FUND BALANCE**

Year ended December 31

	2006	2005
	\$	\$
<b>REVENUE</b>		
Unclaimed cash from Found and Evidence	745,036	31,863
Proceeds from auction sale of unclaimed goods <i>[note 3]</i>	170,702	239,950
Interest	12,739	10,449
Other	3,448	341
	<b>931,925</b>	<b>282,603</b>
<b>EXPENSES</b>		
Board and Police Services relations	254,000	295,880
Police Services and community relations	48,709	44,236
Conference	33,884	—
Catering services	23,495	25,654
Audit fees	6,892	8,000
Other	5,390	7,950
Bank services	219	224
Donations	200	400
	<b>372,789</b>	<b>382,344</b>
<b>Excess of revenue over expenses (expenses over revenue)</b> <b>for the year</b>	<b>559,136</b>	<b>(99,741)</b>
Fund balance, beginning of year	349,982	449,723
<b>Fund balance, end of year</b>	<b>909,118</b>	<b>349,982</b>

*See accompanying notes*

## **1. PURPOSE OF THE SPECIAL FUND**

The expenditures made by the City of Toronto Police Services Board Special Fund [the "Special Fund"] are for items and initiatives which the City of Toronto Police Services Board [the "Board"] deem beneficial to policing in the City of Toronto.

The Special Fund is exempt from income taxes under Section 149(1) of the Income Tax Act (Canada).

## **2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are summarized below:

### **Fund accounting**

The Special Fund follows the deferral method of accounting.

### **Revenue recognition**

Revenues are recognized in the year received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

## **3. PROCEEDS FROM AUCTION SALE OF UNCLAIMED GOODS**

With respect to unclaimed goods in the possession of the Board, Section 132(2) of the Police Services Act states that "the chief of police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest".

## **4. RELATED PARTY TRANSACTIONS**

At December 31, 2006, \$718,184 [2005 - \$64,003] is due from the City of Toronto. Administrative staff of the Board provide administrative services for the Special Fund. The Board does not charge for these services.

## **5. FINANCIAL INSTRUMENTS**

The fair values of the Special Fund's financial instruments approximate their carrying values.



## **6. STATEMENT OF CASH FLOWS**

A separate statement of cash flows has not been presented since cash flows from operating, investing and financing activities are readily apparent from the other financial statements.

**Electronic version of the attachment not available at this time**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P258. LEGAL FEES – TORONTO POLICE SERVICES BOARD ATS NORMAN  
GARDNER – ENDING APRIL 30, 2007 AND MAY 31, 2007**

The Board was in receipt of the following report June 13, 2007 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO - POLICE SERVICES BOARD ATS NORM  
GARDNER

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amount of \$1,446.73.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2007 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Torys LLP for professional services rendered in connection with the above-noted matter. The attached account is for the month ending April 30, 2007, in the amount of \$1,446.73.

I have also appended a letter dated June 8, 2007, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of this invoice as it reasonable in my opinion.*"

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

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

**The Board was also in receipt of the following report June 22, 2007 from Alok Mukherjee,  
Chair:**

Subject: LEGAL FEES - TORONTO - POLICE SERVICES BOARD ATS NORM  
GARDNER

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amount of \$1,357.32.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2007 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Torys LLP for professional services rendered in connection with the above-noted matter. The attached account is for the month ending May 31, 2007, in the amount of \$1,357.32.

I have also appended a letter dated June 18, 2007, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of this invoice as it reasonable in my opinion.*"

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

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

**The Board approved the foregoing reports and noted that additional information regarding the legal fees was considered during the in-camera meeting (Min. No. 163/07 refers).**



Anna Kinastowski, B.A., LL.B.  
City Solicitor  
Legal Services  
Metro Hall, 26th Fl., Stn. 1260  
55 John Street  
Toronto, ON M5V 3C6  
Tel. 416-392-8047  
Fax 416-397-5624

Reply To: Albert H. Cohen  
Tel: 416-392-8041  
Fax: 416-397-5624  
E-Mail: acohen0@toronto.ca

File No. 8404-A60-4879.06

June 8, 2007

Delivered by Regular Mail

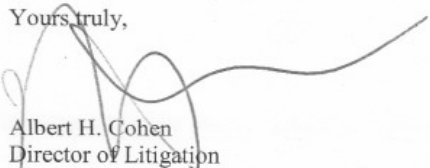
Ms. Joanne Campbell  
Executive Director  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Ms. Campbell:

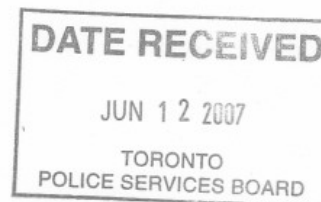
**Re: Toronto Police Services Board ats Norm Gardner**

Enclosed please find an account for services from Torys LLP. dated May 24, 2007, in the amount of \$1,446.73 with respect to the above referenced matter for the period ending April 30, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Yours truly,

  
Albert H. Cohen  
Director of Litigation

AHC:tt  
Encl.



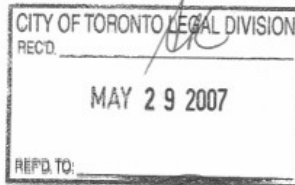
**TORYS** LLP  
NEW YORK TORONTO

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

Patricia D.S. Jackson  
Direct Tel. 416.865.7323  
tjackson@torys.com

TEL 416.865.0040  
FAX 416.865.7380

www.torys.com



May 24, 2007

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

Dear Mr. Cohen:

**Re: Toronto Police Services Board ats Norm Gardner**

I enclose our account for services rendered in connection with the above-noted matter for the period ending April 30, 2007, which I trust is satisfactory.

Yours very truly,

Trisha Jackson

PDSJ/fc  
Enclosure

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

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

TEL 416.865.0040  
FAX 416.865.7380

www.torys.com

All accounts  
are payable on receipt.

GST registration number  
R119420685

May 24, 2007

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

Attention: Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending April 30, 2007 as described on the attached Schedule.

Fee		\$1,362.05
<u>Disbursements Subject to GST</u>		
Copies	\$0.99	
Laser Printing	<u>1.80</u>	2.79
GST		<u>81.89</u>
TOTAL		<u>\$1,446.73</u>

TORYS LLP

Per: 

REF: 1143996/32032-2002

Please retain this copy  
for your files.

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



**Anna Kinastowski, B.A., LL.B.**  
City Solicitor  
Legal Services  
Metro Hall, 26th Fl., Stn. 1260  
55 John Street  
Toronto, ON M5V 3C6  
Tel. 416-392-8047  
Fax 416-397-5624

Reply To: Albert H. Cohen  
Tel: 416-392-8041  
Fax: 416-397-5624  
E-Mail: acohen0@toronto.ca

File No. 8404-A60-4879.06

June 18, 2007

**Delivered by Regular Mail**

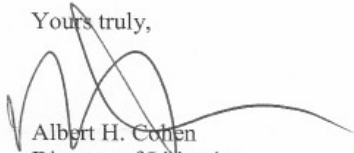
Ms. Joanne Campbell  
Executive Director  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Ms. Campbell:

**Re: Toronto Police Services Board ats Norm Gardner**

Enclosed please find an account for services from Torys LLP, dated June 13, 2007, in the amount of \$1,357.32 with respect to the above referenced matter for the period ending May 31, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Yours truly,



Albert H. Cohen  
Director of Litigation

AHC:tt  
Encl.





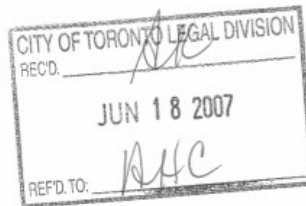
**TORYS** LLP  
NEW YORK TORONTO

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

Patricia D.S. Jackson  
Direct Tel. 416.865.7323  
tjackson@torys.com

TEL 416.865.0040  
FAX 416.865.7380

www.torys.com



June 13, 2007

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

Dear Mr. Cohen:

**Re: Toronto Police Services Board ats Norm Gardner**

I enclose our account for services rendered in connection with the above-noted matter for the period ending May 31, 2007, which I trust is satisfactory.

Yours very truly,

A handwritten signature in black ink, appearing to be "Trisha Jackson".

Trisha Jackson

PDSJ/fc  
Enclosure

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

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

TEL 416.865.0040  
FAX 416.865.7380

www.torys.com

All accounts  
are payable on receipt.

GST registration number  
R119420685

June 13, 2007

The Toronto Police Services Board  
Metro Hall  
25th Floor, Stn. 1260  
55 John Street  
Toronto, Ontario  
M5G 2J3

Attention: Mr. Albert Cohen

Re: Toronto Police Services Board ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending May 31, 2007 as described on the attached Schedule.

Fee		\$1,043.00
<u>Disbursements Subject to GST</u>		
Binding Charges	\$ 21.17	
Copies	167.49	
Courier	18.00	
Laser Printing	10.75	
On Line Research Charges - Quicklaw	<u>20.08</u>	237.49
GST		<u>76.83</u>
TOTAL		<u>\$1,357.32</u>

TORYS LLP

Per: 

REF: 1144833/32032-2002

Please retain this copy  
for your files.

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P259.           RESPONSE TO BOARD'S RECOMMENDATION REGARDING A HATE  
CRIMES WORKING GROUP TO MONITOR HATE/BIAS CRIMES  
THROUGHOUT THE PROVINCE**

The Board was in receipt of the attached correspondence dated June 06, 2007 from Michael Bryant, Attorney General, containing a response to the Board's earlier recommendation for a Working Group to monitor hate/bias crimes throughout the province.

**The Board received the correspondence from the Attorney General.**

Attorney General  
McMurtry-Scott Building  
720 Bay Street  
11th Floor  
Toronto ON M5G 2K1  
Tel: 416-326-4000  
Fax: 416-326-4016

Procureur général  
Édifice McMurtry-Scott  
720, rue Bay  
11<sup>e</sup> étage  
Toronto ON M5G 2K1  
Tél.: 416-326-4000  
Télééc.: 416-326-4016



Our Reference #: M07-02712

JUN 06 2007

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



Dear Mr. Mukherjee: *AloL*

Thank you for your letter dated April 10, 2007, in which you enclosed the *2006 Annual Hate/Bias Crime Statistical Report* produced by the Toronto Police Service (TPS).

I commend both the Toronto Police Services Board (TPSB) and the TPS for your excellent work in raising the profile of hate crimes and hate crimes incidents in the Toronto area.

Our government is committed to combating hate crimes, assisting victims of hate, and finding ways to prevent these acts. For this reason, in late 2005, the Honourable Monte Kwinter and I appointed the Hate Crimes Community Working Group (HCCWG) to provide advice on these issues. The Working Group's final report was released in December 2006. I understand that you provided the HCCWG with a very useful synopsis of developments in Toronto during the course of its deliberations.

In response to the report, we have established a Hate Crimes Review and Implementation Project involving senior level representatives from five provincial ministries. The mandate of this committee, which has an 18-month term, is to assess the recommendations made by the HCCWG and to assess how they might best be implemented.

...2/

In your letter you enclosed a motion, endorsed by the TPSB, which asks that the Ministry of the Attorney General establish a working group to monitor hate/bias crimes throughout the province.

Given the increasing profile of hate related activity in the province, I would like to propose that Ministry staff meet with representatives from your organization to more fully discuss your recommendation, and to determine whether we can work together to implement some of the Working Group's proposals.

On this basis, I have asked Mark Leach, Assistant Deputy Attorney General for my Ministry's Policy Division, and Lead for our hate crimes implementation project, to contact you to arrange a meeting.

Thank you again for writing.

Yours truly,



Michael Bryant  
Attorney General

- c: The Honourable Monte Kwinter, Minister of Community Safety  
and Correctional Services
- Murray Segal, Deputy Attorney General
- Deborah Newman, Deputy Minister, Ministry of Community Safety  
and Correctional Services
- Mark Leach, Assistant Deputy Attorney General, Policy Division

*Thank you Alsh!*

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P260. CITY OF TORONTO'S "SUPPORT OUR TROOPS" CAMPAIGN**

The Board was in receipt of the following report July 03, 2007 from Alok Mukherjee, Chair:

Subject: CITY OF TORONTO'S "SUPPORT OUR TROOPS" CAMPAIGN

Recommendation:

It is recommended that:

1. The Board receive the correspondence dated June 26, 2007 from the City Clerk forwarding City Council's motion with respect to the "Support our Troops" campaign,
2. The Board receive the correspondence dated June 22, 2007 from Toronto Police Association President Dave Wilson; and,
3. The Board request that the Chief of Police report on any initiatives that may be appropriate to recognize the work of Canadian military personnel.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

I am in receipt of correspondence from City Council and Toronto Police Association President Dave Wilson expressing interest in the Toronto Police Service's participation in a campaign to express support for Canadian military personnel (correspondence appended).

Discussion:

I recommend that the Board receive the correspondence appended to this report and that the Board request that the Chief of Police report on any initiatives that may be appropriate to recognize the work of Canadian military personnel.

**The Board approved the foregoing report.**



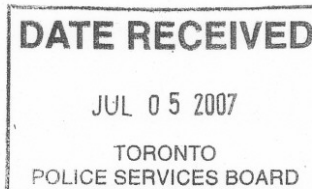
City Clerk's Office  
City Hall, 12th Floor West  
100 Queen Street West  
Toronto, Ontario M5H 2N2

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

Ref: 2007-10-M75

June 26, 2007

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



Dear Dr. Mukherjee:

City Council on June 19, 20 and 22, 2007, adopted, as amended, the following motion:

**M75**      **Extension of the "Support Our Troops" Campaign**  
*Moved by Councillor Nunziata, seconded by Councillor Ootes*

**SUMMARY:**

Since 2002, members of the Canadian military have been deployed to Afghanistan to serve our country in a military mission. For almost a year, Emergency Medical Services vehicles, as well as Fire Services vehicles, have been displaying a yellow ribbon as part of the "Support Our Troops" Campaign, signifying support for our troops abroad.

Recently, it has been brought to the attention of the public that orders have been given to have the yellow ribbons on service vehicles removed by September 4, 2007. This has led to an influx of calls from residents of the City of Toronto, both veterans and non-veterans alike, who are appalled by the City's decision to cease showing support of Canada's military members through this campaign.

The Yellow Ribbon represents a visible show of support for military members and their families, and it also represents the hope for a safe and speedy return from overseas deployment. For this reason, it is imperative that City Council vote to continue the "Support Our Troops" Campaign.

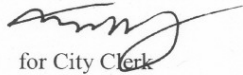
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**RECOMMENDATION:**

1. City Council move to extend the "Support Our Troops" campaign to show support for all military personnel and their families and for the safe return of our troops, and that the campaign also include the Toronto Police Service, if they wish.

Council also had before it a communication (June 20, 2007) from Margaret Gordon (M75.1).

Yours truly,



for City Clerk

M. Toft/cd

Attachment

Sent to: Fire Chief, Toronto Fire Services  
Chief and General Manager, Emergency Medical Services  
Chair, Toronto Police Services Board

c. Ms. Margaret Gordon





**TORONTO  
POLICE  
ASSOCIATION**

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

Telephone  
(416) 491-4301  
Facsimile  
(416) 494-4948  
www.tpa.ca

**Dave Wilson**  
*President*

**Douglas Corrigan**  
*Vice President*

**Rick Perry**  
*Director  
Legal Services*

**Larry Molyneaux**  
*Director  
Member Benefits*

**Thomas Froude**  
*Director Civilian  
Administrative Services*

**Edward Costa**  
*Director  
Civilian Field Services*

**Mike Abbott**  
*Director Uniform  
Administrative Services*

**George Tucker**  
*Director  
Uniform Field Services*

**Tim Zayack**  
*Director  
Uniform Field Services*

June 22, 2007

Dr. A. Mukherjee, Chair  
Toronto Police Services Board  
40 College Street  
Toronto, ON M5G 2J3

Dear Dr. Mukherjee:

This letter is in support of Mayor Miller's decision to allow police vehicles to display *Support Our Troops* decals. We believe the Mayor and the supportive councillors made the right choice.

As you know, the Association has a strong kinship with the men and women who protect our country. For that reason, the TPA Board of Directors, on behalf of its 8,000 uniform and civilian members, agreed to pay the cost of printing *Support our Troops* decals for Toronto police vehicles.

We look forward to discussing with you this initiative and possible time lines for distribution. We see this as an opportunity to work together to show support for our troops.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Dave Wilson  
President

DW:hb

c. Chief Blair, TPS



**WE PROTECT THOSE WHO PROTECT OTHERS**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P261. HUMAN RIGHTS PROJECT CHARTER – BOARD REPRESENTATIVES  
ON THE WORKING GROUP**

The Board was in receipt of the following report July 03, 2007 from Alok Mukherjee, Chair:

Subject: HUMAN RIGHTS PROJECT CHARTER - BOARD REPRESENTATIVES ON  
THE WORKING GROUP

Recommendation:

It is recommended that, with respect to the Working Group created by the Human Rights Project Charter, the Board be represented by one Board member, namely Mr. Hamlin Grange, one member of the Toronto Police Services Board's staff and one representative of the City of Toronto Legal Department.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

At its meeting on May 17, 2007 the Board approved entering into a Human Rights Project Charter (Board Minute P179/07 refers). The Human Rights Project is intended to provide support the Toronto Police Services Board and the Toronto Police Service in our ongoing initiatives aimed at identifying and eliminating any possible discrimination in the hiring and employment of Toronto Police Service members and in the delivery of policing services.

Discussion:

The Human Rights Project is directed by a Project Sponsors' Committee comprised of the Chief Commissioner of the Ontario Human Rights Commission (OHRC), Chair of the Toronto Police Services Board (TPSB) and the Chief of Police.

To support the Project Sponsors' Committee, the Charter establishes that a Working Group will also be created. Representatives of the Ontario Human Rights Commission, the Toronto Police Services Board and the Toronto Police Service will "...assign individuals to a working group responsible for administering the Project. This working group.....will be responsible for identifying issues of concern, generating agendas and preparing background materials" in advance of the Project Sponsors' Committee meetings.

The Toronto Police Service has completed some preparatory work and, as a result, the parties are now ready to convene the first meeting of the Working Group. It is therefore necessary for the Board to determine its representation on the Working Group.

Conclusion:

I recommend that the Board assign three representatives to the Working Group, as follows:

- 1 Board Member – Mr. Hamlin Grange
- 1 Board Staff Member
- 1 representative of the City of Toronto Legal Department

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P262. LEGAL FEES – TORONTO POLICE SERVICES BOARD SUBMISSION  
TO OCCPS**

The Board was in receipt of the following report July 03, 2007 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Lenczner Slaght Royce Smith Griffin LLP, in the amount of \$217.57.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2007 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP for professional services rendered in connection with the above-noted matter. The attached account is for the period January 1, 2007 to May 31, 2007, in the amount of \$217.57.

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

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

**The Board approved the foregoing report and noted that additional information regarding the legal fees was considered during the in-camera meeting (Min. No. 173/07 refers).**

LENCZNER SLAGHT ROYCE  
SMITH GRIFFIN LLP  
BARRISTERS

Direct Line: (416) 865-3096  
E-mail: tcurry@litigate.com

June 15, 2007

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

Dear Mr. Mukherjee:

**Re: Toronto Police Services Association**

Enclosed herewith please find our account for services rendered with respect to the above-noted matter during the period January 1 to May 31, 2007 which I trust you will find satisfactory. Should you have any questions, please feel free to give me a call.

Yours very truly,

J. Thomas Curry

:dh  
Enc.



LENCZNER SLAGHT ROYCE  
SMITH GRIFFIN LLP  
BARRISTERS

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

14 June 2007  
Our file #: 36298  
**INVOICE NO. 69078**

**Re: v. Toronto Police Services Association**

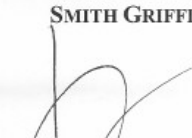
TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from January 1, 2007 to May 31, 2007:

TO OUR FEE		\$200.00
<b><u>DISBURSEMENTS</u></b>		
May 15/07	Fax	
May 16/07	Fax 4168088082	
May 31/07	Fax 4169292192	
May 31/07	Fax 4168088082	
<b><u>DISBURSEMENTS SUMMARY</u></b>		
Fax		5.25 T
TOTAL DISBURSEMENTS		<u>\$5.25</u>
TOTAL FEES AND DISBURSEMENTS		\$205.25
<b><u>TOTAL TAXES</u></b>		
G.S.T. on fees		12.00



G.S.T. on disbursements	.32	
G.S.T. (Registration #: R133780817)		<u>12.32</u>
TOTAL BILL		\$217.57
TOTAL DUE AND OWING UPON RECEIPT		<u>\$217.57</u>

**LENCZNER SLAGHT ROYCE  
SMITH GRIFFIN LLP**



J. Thomas Curry  
E.&O.E.

**ACCOUNTS DUE WHEN RENDERED.** In accordance with Section 33 of the *Solicitors Act*, interest will be charged at the rate of 4.5% per annum on unpaid fees, charges and disbursements, calculated from a date that is one month after this statement is delivered.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON JULY 10, 2007**

**#P263. IN-CAMERA MEETING – JULY 10, 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 JULY 10, 2007**

**#P264.       ADJOURNMENT**

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Alok Mukherjee  
Chair