



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on May 17, 2007 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on April 26, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on May 17, 2007.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **MAY 17, 2007** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member

ABSENT:

Ms. Pam McConnell, Councillor & Vice-Chair
Ms. Judi Cohen, Member
Mr. David Miller, Mayor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Karlene Bennett, Acting Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P179. HUMAN RIGHTS PROJECT CHARTER – FRAMEWORK OF THE
RELATIONSHIP BETWEEN THE TORONTO POLICE SERVICES
BOARD, THE TORONTO POLICE SERVICE AND THE ONTARIO
HUMAN RIGHTS COMMISSION**

The Board was in receipt of the following report May 04, 2007 from Alok Mukherjee, Chair:

Subject: *Human Rights Project Charter* – Framework of the Relationship Between the Toronto Police Services Board, the Toronto Police Service and the Ontario Human Rights Commission

Recommendation:

It is recommended that the Board authorize the Chair and Chief of Police to execute the final version of the *Human Rights Project Charter* attached to this report.

Financial Implications:

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

Background:

At its meeting on March 22, 2007, the Board was in receipt of a report containing the framework of the relationship between the Ontario Human Rights Commission (“OHRC”), the Toronto Police Services Board (“TPSB”) and the Toronto Police Service (“TPS”). The framework was outlined in a document entitled *Human Rights Project Charter* (“*Charter*”) and it was approved by the Board subject to minor modifications that the Chief of Police and I were authorized to make to the text.

The Board also requested that the Chief of Police and I, in consultation with the Chief Commissioner of the OHRC, develop a communications plan to inform the community about the *Charter* (Min. No. P101/07 refers).

Discussion:

Following the March 22, 2007 meeting, the *Human Rights Project Charter* was revised and it is appended to this report so that the Board may authorize its execution.

The revised *Charter* is satisfactory to Chief Blair, Chief Commissioner Hall and me.

Conclusion:

It is recommended that the Board authorize Chief Blair and me to execute, on behalf of the TPSB and the TPS, the final version of the *Human Rights Project Charter* attached to this report. It is anticipated that Chief Commissioner Barbara Hall will be in attendance to execute the *Charter* on behalf of the OHRC.

Once the *Charter* has been formally executed, I will consult with Chief Blair and Chief Commissioner Hall on the development of a communications plan to inform the community about the *Charter*.

Ontario Human Rights Commission Chief Commissioner Barbara Hall addressed the Board with respect to the Charter.

The Board approved the foregoing report.

**Framework of relationship between
the Ontario Human Rights Commission (OHRC),
the Toronto Police Services Board (TPSB)
and the Toronto Police Service (TPS),**

Human Rights Project Charter

May 17, 2007

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I Project Charter Sign-off

The signatures below indicate acceptance of this project's charter and agreement to proceed with the implementation of the Project.



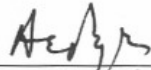
Barbara Hall
Chief Commissioner
Ontario Human Rights Commission
PROJECT SPONSOR

May 17, 2007
Date



William Blair
Chief of Police, Toronto Police Service
PROJECT SPONSOR

2007.05.17
Date



Alok Mukherjee
Chair, Toronto Police Services Board
PROJECT SPONSOR

2007.05.17
Date

1. Background

During the later part of 2005 and early 2006, the OHRC approached the TPS to include specific public interest remedies as part of the proposed settlement of a number of human rights complaints against the TPS. Specific remedies were proposed covering areas of concern including: policies and procedures; training; human resources; monitoring and accountability and public education.

In response, the TPS and TPSB indicated that organizational change initiatives aimed at protecting and promoting human rights and equity were already underway relating to these areas, and that the specific remedies being sought by the Commission were, in varying degrees, already being implemented.

A committee, composed of representatives of all three parties (OHRC, TPSB and the TPS) met during the spring and summer of 2006 to review change initiatives already underway at the TPS and to discuss possible avenues to resolve outstanding complaints.

It was proposed that a joint working group of the three parties be struck to both support the TPS's change initiatives and to satisfy the OHRC's need to ensure the process for change satisfies its public interest concerns. It was agreed that, although there is no requirement to do so, outstanding complaints may be settled with reference to this initiative.

2. Project Objective & Term

The Human Rights Project aims to provide time limited support to the TPSB and the TPS in their ongoing initiatives aimed at identifying and eliminating any possible discrimination in the hiring and employment of TPS members and in the delivery of services by the TPS. The work required to attain these objectives is described in this document as the "Project". The Project is for a term of no more than three years unless all three parties agree to extend the term beyond the three year term.

This Project Charter details the agreed upon relationship to be established between the three parties to fulfill these aims. It is acknowledged by all three parties that the Project Charter is a joint undertaking to address the issues identified in this Charter and is not an admission of liability as to those issues by either the TPSB or TPS as it relates to any past, present or future complaints or other legal proceedings against the TPS and TPSB

The Project is not intended to resolve individual complaints filed with the Commission. However, the Project will address the issue of public interest remedies in general.

The Project Charter recognizes the primacy of the Human Rights Code and in no way fetters the statutory powers and duties of the OHRC or fetters the responsibilities of the TPSB and the TPS in the exercise of their statutory duties.

3. Project Approach

The Project is supported at the highest levels of the three organizations with the Chief Commissioner of the OHRC, the Chair of the TPSB and the Chief of Police (TPS) acting as Project Sponsors.

The joint working group will attempt to achieve objectives by consensus. If consensus cannot be achieved, the issue will be referred to the Project Sponsors for their consideration. In the event that the Project Sponsors cannot reach consensus, the parties will agree to disagree on the particular issue and carry on with the rest of their work.

It is agreed that the TPSB and TPS are owners of their own change process. Both the TPSB and the TPS have statutory responsibilities that cannot be delegated to another authority and, in particular, the role of the Chair of the TPSB as a Project Sponsor shall not be construed as binding the TPSB.

The OHRC's role will be to provide advice to the TPSB and TPS regarding their ongoing change initiatives, assist in the development of target change objectives, and to report on the progress of the TPSB and the TPS in relation to these initiatives.

An initial list of agreed upon target change objectives is identified as Appendix A to this Charter. Over the course of the Project, amendments to the target change objectives may be appropriate. If all three Project Sponsors agree to a proposed amendment, revised target change objectives will be drafted and added to this Project Charter as Appendices.

The Project will be directed by a Project Sponsor's Committee made up of the OHRC, TPSB and TPS. The Project Sponsor's Committee will meet on a regular basis and will maintain the following features/functions:

- a. Involvement from the OHRC will include the Chief Commissioner and representatives from each of its three branches (i.e. Policy & Education, Mediation & Investigation and Legal)
- b. Involvement from the TPSB will include the Board Chair, a member of the Board, a TPSB staff member and Board Counsel.
- c. Involvement from the TPS will include the Chief of Police and other members as assigned.
- d. Meetings will be convened at least quarterly subject to change by agreement of the Project Sponsors.
- e. The meetings will be held regularly at the TPS headquarters, unless otherwise agreed.
- f. The TPS or TPSB will resource the meetings with staff responsible for meeting logistics and for keeping minutes.
- g. The OHRC, TPSB and the TPS will each assign individuals to a working group responsible for administering the Project. This working group will meet more frequently than the Project Sponsor Committee and will be responsible for identifying issues of concern, generating agendas and preparing background materials.

- h. The OHRC, TPSB and the TPS will each assign one person to facilitate ongoing communication.
- i. The TPSB and/or TPS will provide a formal update of change initiatives for each meeting.
- j. The OHRC will provide feedback and identify concerns related to the update and/or concerns related to human rights complaints at the OHRC and human rights policy concerns.
- k. Committees may be formed when needed. Individuals may also be assigned specific tasks when needed.
- l. The Project Sponsor's Committee will review the need for a continued relationship annually, with the first review to be completed by the end of July 2007.
- m. Given that sensitive matters are likely to be discussed, confidentiality shall be maintained with respect to all matters discussed at the meetings of both the Project Sponsor's Committee and the Working Group unless the parties agree otherwise and are legally entitled to disclose.

4. Reporting

The OHRC, TPSB and TPS will communicate their activities both within their organizations and to the general public.

- a. Detailed minutes will be distributed after each meeting in accordance with the following distribution list.

OHRC	TPS	TPSB
Chief Commissioner Hall	Chief William Blair	Alok Mukherjee, Chair
Senior Management Committee	Senior Management Team	TPSB Members
OHRC Commissioners	Counsel & Ethics and Equity Advisor	Counsel to PSB and Executive Director, PSB
OHRC Staff Representatives	Manager – Diversity Management Unit	

- b. An internal annual report will be developed jointly to review progress of the Project.
- c. The Chief of Police will report on progress to the TPSB annually.
- d. Special issue specific reports will be produced when appropriate.

5. Indicators of success (as determined by the joint working group)

Indicator	How measured?	When?
Human rights issues and concerns at TPS are identified and response plans are detailed and implemented	<ul style="list-style-type: none"> • The Project identifies and reports on issues, responses, and evaluation • Specific measures to be identified 	Progressively over 3 years
Specific human rights issues and concerns are addressed Including those identified in "target change objectives agreement" appended as Appendix A to this Charter	<ul style="list-style-type: none"> • Specific measures to be determined 	To be determined by Project
Human rights complaints processes are running effectively to address human rights concerns within the TPS	<ul style="list-style-type: none"> • Quantitative and qualitative measures of the effectiveness of the TPS internal and OHRC complaints processes indicate improvement • E.g. Complaints filed are dealt with in a timely and constructive fashion • E.g. Complaints filed indicate improvement in human rights environment • Specific measures to be determined 	Progressively over 3 years

Public confidence is developed in marginalized and alienated communities	<ul style="list-style-type: none"> • Public mood and perception assessments indicate improvements in mood and perception • Specific measures to be determined 	Progressively over 3 years
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6. Assumptions & Challenges

The parties understand the challenges inherent in this Project. For example, change has the potential to create resistance among both internal and external stakeholders. The parties recognize that perceived failure to respond to human rights concerns as a result of this Project has the real potential to further frustrate communities and groups alienated from the TPS.

The Project assumes the following:

- the parties will remain committed to the stated objectives;
- the parties will provide sufficient resources to achieve the Project's goal; and,
- the parties will commit to providing timely responses and approvals when required.

7. Project Resources & Organizational Structure

a. Project Sponsor's Committee members

- Project Sponsors: Chief Commissioner, OHRC
Chair, TPSB
Chief of Police, TPS
- Members: from each organization as assigned

b. Project Sponsor's Committee governance

- The Project Sponsor's Committee will meet quarterly, or as required, for the purpose of making decisions directing the progress of the Project
- Two Project Sponsors must be in attendance to have a quorum
- All parties agree that the use of alternates and/or acting members is discouraged due to the need for speedy decision-making and the sensitive nature of some issues

c. Working Group governance

- The Working Group will meet as frequently as required to provide the necessary information for consideration and decision of the Project Sponsor's Committee.
- The Working Group may seek the expertise of individuals within their respective organizations but outside of the Project Sponsor's Committee to advise on particular issues.

Appendix A - TARGET CHANGE OBJECTIVES

Overall Change Objectives

- The identification and elimination of any discrimination that may exist in employment policies of the Toronto Police Services Board ("TPSB") and the practices of the Toronto Police Service ("TPS") that may be contrary to the *Ontario Human Rights Code*.
- The identification and elimination of any discrimination that may exist in the provision of policing services by the TPS to the residents of the City of Toronto that may be contrary to the *Ontario Human Rights Code*.

Target Objectives

A. Recruitment, Selection, Promotion

Objectives:

- Support the ongoing efforts to recruit and hire qualified individuals reflective of the diversity in the City of Toronto with a respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.
- Promote qualified individuals within the TPS with the goal of developing a TPS workforce that is reflective and representative, at all levels, of the diversity in the City of Toronto.

Change Initiatives to Include:

- Review of existing recruitment and hiring practices and programs.
- Evaluation of whether existing recruitment and hiring practices and programs are appropriate measures to meet the desired goal of recruiting individuals reflective of the diversity in the City of Toronto with a respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.
- Where necessary, the further development and implementation of recruiting and hiring initiatives which will meet the desired goal of recruiting individuals reflective of the diversity in the City of Toronto with a

respect for human rights and due regard for the language skills, cultural competencies and community ties necessary to provide policing services equitably.

- Regular monitoring to assess whether recruiting and hiring initiatives are affecting the desired change/outcome. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.
- Review of existing criteria, policies and practices with respect to promotion of individuals within the TPS.
- Evaluation of whether existing criteria, policies and practices with respect to promotion encourages, facilitates and provides barrier-free access to advancement within the TPS for all qualified individuals from diverse backgrounds while recognizing their race, ancestry, colour, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same sex partnership status, family status and/or disability.
- Where necessary, the further development and implementation of initiatives that encourage, facilitate and provide barrier-free access to advancement for all qualified individuals without discrimination while recognizing their race, ancestry, colour, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same sex partnership status, family status and/or disability from diverse backgrounds within the TPS.
- Regular monitoring to assess whether the promotional initiatives are affecting the desired change/outcome. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.

B. Training

Objectives:

- TPS will continue to provide diversity training and engage in on-going professional development of all members of the Service with the goal of providing members with the skills and knowledge to provide policing services in a manner which is anti-racist, non-discriminatory, professional, respectful, tolerant, inclusive and ethno culturally sensitive.

- Training members of the TPS, to reinforce or enhance their understanding of what constitutes racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment, or any other violation of the Ontario *Human Rights Code*.

Change Initiatives to Include:

- Review and evaluation of all current training programs, materials and curriculum, provided to both new recruits and to current members of the Service to determine whether issues of equity and diversity are being addressed sufficiently.
- Where necessary, further evaluation of these programs, materials and curriculum as to whether issues of equity and diversity are being sufficiently addressed.
- Development and implementation of training and learning programs for new recruits addressing issues of racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment.
- Where necessary, further development and implementation of training and learning programs, to be provided on a regular and on-going basis, for current Service members addressing issues of racially biased policing, racial profiling, racial discrimination and harassment, disability discrimination and harassment.
- Regular monitoring of training programs to determine their effectiveness in meeting stated objectives. This monitoring will generally take the form of regular public reports to the TPSB by the Chief of Police. The OHRC will assess the effectiveness of this monitoring regime and make appropriate recommendations.

C. Accountability

Objectives:

- Specific accountability measures to ensure support for the change initiatives by all levels of management of the TPS.

Change Initiatives to Include:

- Identification by management personnel of individual goals and plans to meet the overall change objectives.

- Identification by management personnel of individual goals and plans to be met by members they supervise to meet overall change objectives.
- Development and implementation of specific, measurable and achievable performance indicators for all levels of management to measure support for, and compliance with, change initiatives.

D. Public Education

Objectives:

- To ensure that the public is aware of their rights and responsibilities when interacting with the TPS.

Change Initiatives to Include:

- Review of the TPS website to determine whether additional or further information should be posted on the site to ensure sufficient public awareness of individual rights and responsibilities.
- Consideration of the development and dissemination of a plain-language brochure containing information contained on the TPS website.

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#P180. ACKNOWLEDGEMENT OF AWARD OF ORDERS OF MERIT

The Board was in receipt of the following report May 02, 2007 from Alok Mukherjee, Chair:

Subject: ACKNOWLEDGMENT OF AWARD OF ORDERS OF MERIT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

The Order of Merit of the Police Forces, established in 2000, honours a career of exceptional service or distinctive merit displayed by the men and women of the Canadian Police Services, and recognizes their commitment to this country. The primary focus is on exceptional merit, contributions to policing and community development.

The Governor General will honour approximately eighty-six outstanding members of police services in Canada each year on the recommendation of the National Advisory Committee from nominations from the Regional Advisory Committee and the general public. The three levels of membership—Commander, Officer and Member—reflect long term outstanding service with varying degrees of responsibility.

Being appointed as an Officer of the Order (O.O.M.) recognizes "outstanding meritorious service in duties of responsibility over an extended period, usually at the regional or provincial level."

Being appointed as a Member of the Order (M.O.M.) recognizes "exceptional service or performance of duty over an extended period, usually at the local or regional/provincial level"

Discussion:

The Board has been advised that Chief William Blair has been appointed as an Officer of the Order of Merit (O.O.M.) and that Deputy Chief Anthony Warr and S/ Superintendents Richard Gauthier and Gary Grant have been named Members of the Order of Merit (M.O.M.). This is a great honour for each of these individuals. Membership in the Order is based on the highest

quality of citizenship, service to Canada, to the police profession, and to humanity at large. Through their activities, appointed individuals bring distinction to police services throughout Canada.

The awards will be presented to the recipients by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, at an investiture ceremony to be held in Ottawa on May 25, 2007 and it is hoped that the four recipients from the Toronto Police Service will be able to attend.

Conclusion:

I recommend that the Board receive the foregoing report and extend its congratulations to the four award recipients.

The Board received the foregoing report.

Subsequent to the Board meeting it was acknowledged that Deputy Chief Anthony Warr was appointed as an Officer of the Order of Merit (O.O.M.)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P181. INTRODUCTIONS

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

Mr. Enrico Pera, Senior Project Co-ordinator, Facilities Management
Mr. Chris Nielsen, Manager, Shop Operations, Fleet & Materials management
Staff Sergeant Alex Belgrade
Staff Sergeant Russ Cook
Staff Sergeant Karl Heilimo
Staff Sergeant Howard Page
Staff Sergeant Sonia Thomas
Detective Sergeant Cynthia Childs
Detective Sergeant Bill Vieira
Detective Sergeant Ray Zarb
Sergeant Richard Bobbis
Sergeant Paul Bois
Sergeant Christopher Burke
Sergeant Murray Campbell
Sergeant Blair Falkinson
Sergeant Kenny Ho
Sergeant Tim Jacob
Sergeant Jocelyn Karr
Sergeant Carol Klaza
Sergeant Jason Kraft
Sergeant Paul Krawczyk
Sergeant Mark Langlois
Sergeant Stephen Ruffino

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P182. FINAL REPORT OF THE HATE CRIMES COMMUNITY WORKING
GROUP: ADDRESSING HATE CRIME IN ONTARIO: STRATEGY,
RECOMMENDATIONS AND PRIORITIES FOR ACTION**

The Board was in receipt of the following report May 04, 2007 from Alok Mukherjee, Chair:

Subject: FINAL REPORT OF THE HATE CRIMES COMMUNITY WORKING
GROUP: *ADDRESSING HATE CRIME IN ONTARIO: STRATEGY,
RECOMMENDATIONS AND PRIORITIES FOR ACTION*

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

As a result of an increase in the number of hate crimes reported in Ontario during the past few years, the Attorney General of Ontario and the Minister of Community Safety and Correctional Services agreed to establish a working group to review the issue of hate crimes in Ontario. A Hate Crimes Community Working Group was subsequently appointed to:

advise the government on an overall strategy to address individual and community-based victimization and related issues arising from hate crime. The Working Group was also tasked with the responsibility of recommending ways to improve services for victims of hate crime and to prevent further victimization.

In December 2006, the Working Group submitted its report entitled *Addressing Hate Crime in Ontario: Strategy, Recommendations and Priorities for Action* to the Attorney General and Minister of Community Safety and Correctional Services. A copy of the Executive Summary and the List of Recommendations from the report are attached for information. Copies of the complete report have been circulated to Board members and can be accessed at the following provincial website: www.attorneygeneral.jus.gov.on.ca/english/about/pubs/hatecrimes/.

Discussion:

The Working Group, which consisted of ten members, including its Chair, Dr. Karen Mock, conducted extensive research and community consultation during its review of hate crimes in Ontario. The Working Group subsequently developed 81 recommendations covering the following eight areas:

- Definitions
- Aboriginal Peoples
- Communities
- Education and Training
- Victim Services
- Justice System
- Public Awareness and Social Marketing
- Implementation and Accountability

Dr. Mock and Ms. Venier-WingSang Wong, Ontario Victim Services Secretariat of the Ministry of the Attorney General, have been invited to deliver a brief presentation to the Board on the report as well as to indicate any actions that our Board can take with regard to the 81 recommendations contained in the report.

Conclusion:

It is recommended that the Board receive this report.

Dr. Karen Mock was in attendance and delivered a presentation to the Board.

The Board received the foregoing and recommended that the Chief examine internal and external methods of addressing hate crimes in light of the Hate Crimes Community Working Group report and consider ways to respond to the Working Group's recommendations.

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TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P183. REQUEST FOR A REPORT ON NEW MEASURES AND PROCEDURES
 TO FACILITATE THE CLOSURE OF BOOZE CANS MORE QUICKLY**

The Board was in receipt of the following report May 07, 2007 from Frank Di Giorgio, Councillor, City of Toronto:

The Board received the report and referred it to the Chief to review the issue in consultation with Councillor Di Giorgio.



COUNCILLOR FRANK DI GIORGIO
Ward 12 York South Weston



May 7, 2007

Dr. Alok Mukherjee, Chair
Toronto Police Services
40 College Street, 7th floor
Toronto, Ontario
M5G 2J3

Dear Dr. Mukherjee:

The proliferation of booze cans is a growing source of distress for citizens in the City of Toronto. These business enterprises locate in the heart of residential areas, they alter the quality of life of the neighbourhood and they disturb the rights of citizens to privacy of residential dwellings.

Booze cans provide a haven for a wide variety of unlawful activity, illegal drinking, drug dealing, prostitution, firearm offenses and acts of violence. These establishments are largely resented by residents who fear for their personal safety and who are reluctant to complain because of potential retaliation. Furthermore, residents feel powerless because laws that restrict Police from entering a private residence often leave officers feeling frustrated and unable to help. It appears officers can do little more than issue a warning to keep the peace which has little effect and disappears when the officers leave the scene.


The presence of a booze can in a neighbourhood over a prolonged period of time results in high anxiety for neighbours and repeated use of police resources. A local division typically receives numerous calls per booze can and countless resources are absorbed as each call has to be logged and police cruisers dispatched. In more critical situations involving a homicide the resources needed include Major crime units, Ambulance Department and many other departments. These enormous costs indicate that more innovative measures may be required to eliminate these nuisances from neighborhoods.

As a City Councillor, I am well aware of the alarm generated by booze cans. Fortunately, in my own Ward 12, I benefited from the hard work and dedication of officers in 12 Division in closing down a long standing booze can and restoring the confidence of residents. Detective Constables William Gagliardi and George Dzelalalja supported by unit inspector, David Marks were successful, after research and preparation, in laying mischief charges under the Criminal Code on the operators of these establishments.

I want to congratulate these officers who have risen to the challenge and committed themselves to restoring the confidence of our community by implementing a program that rids us of these problem situations. I am convinced that without the initiative demonstrated by Detective Constable William Gagliardi who has been awarded "Officer of the Month" based on this project, the successful elimination of the problem would not have occurred.

It is apparent that aggressive steps including enabling legislation may be necessary to eliminate these distasteful and dangerous business enterprises. Therefore, I am requesting that Chief Blair submit a report to the Police Services Board that outlines feasible new measures and procedures that may be used to facilitate the closure of booze cans in a more timely fashion. Furthermore, I would recommend that a pilot project be introduced in a district that contains 11, 12, 13, and 14 Division to examine the effectiveness of a more aggressive approach to shutting down highly problematic booze cans.

I thank you, Dr. Mukherjee on behalf of myself and my colleagues, Councillor Nunziata, Councillor Moscoe, Councillor Mihevic and Councillor Palacio for the support of the Police Services Board in exploring a comprehensive effort to improve the level of safety in our Communities.

Regards,

Councillor Frank Di Giorgio
York South-Weston, Ward 12

Attachment

“The cost of Booze cans to taxpayers in terms of neighbourhood destabilization and Police resources is enormous”.

In some cases, increased levels of violence have resulted in people getting shot and killed. Councillor's, Nunziata (June 3,2006 at 1806 Weston Road, one person shot dead), Mihevic (Feb.02,2006, 348 Atlas Avenue, 3 shot, one dead) and Moscoe, who represents wards that neighbour my own, have all experienced shootings at Booze Cans within the past year or so.

Residents and business owners continuously voice their concern with the large number of people, often numbering in the hundreds, which frequent these residences. People stay until all hours of the night engaging in inappropriate behavior such as drinking and urinating outdoors, smoking substances other than tobacco, blocking driveways and using foul language.

Many residents have young impressionable children and are concerned that this behavior will set a bad example for them as well as put them at risk of physical harm. In fact, many residents fearing retaliation and for their safety opt to move out of the area entirely. Reasonable people move out and leave a void that is usually filled by an undesirable criminal element. Once this trend begins, it is virtually impossible to stop or reverse.

Police resources needed to deal with a Booze Can will usually include undercover operations, major crime units and a large team of officers to raid the establishment. When a homicide takes place, the resources escalate to include the Fire Department, Ambulance Department, Police Primary Response Unit which usually means at least 20 officers to seal off the area and set up a perimeter, police dogs, an investigation team, homicide team and of course there will be court costs and the cost of incarcerating one or more people on a long term basis.

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**#P184. RESULTS OF THE AUDITOR GENERAL'S FOLLOW-UP ON
RECOMMENDATIONS ISSUED TO THE TORONTO POLICE
SERVICES BOARD**

The Board was in receipt of the following report April 02, 2007 from Jeffrey Griffiths, Auditor General, City of Toronto:

Subject: Results of the Auditor General's Follow-up on Recommendations Issued to the
Toronto Police Services Board

Purpose:

To report on the results of the Auditor General's follow-up on audit recommendations previously made to the Toronto Police Services Board.

Financial Implications and Impact Statement:

There is no financial impact resulting from the receipt of this report.

Recommendations:

It is recommended that this report be received for information.

Background:

The Auditor General's Office has implemented a formalized follow-up process to ensure that management has taken appropriate action to implement recommendations contained in our audit reports.

In accordance with the Auditor General's Work Plan, we have reviewed the status of audit recommendations made by the Auditor General (formerly City Auditor) to the Toronto Police Service between January 1, 2000 and December 31, 2005. This review was conducted in accordance with generally accepted government auditing standards and was designed to provide reasonable assurance that management has adequately implemented our audit recommendations.

The follow-up review process required management to provide the Auditor General with a written response on the status of each recommendation contained in our audit reports. For those recommendations noted as implemented, specific audit work was conducted by staff of the Auditor General's Office in order to ensure that management's assertions were accurate. Where

management indicated that a recommendation was not implemented, no follow-up work was performed by the Auditor General's Office.

In conducting this follow-up review, there are two specific projects which have been excluded from this process for the following reasons:

Review of the Investigation of Sexual Assaults – Toronto Police Service

In 1999, the Auditor General, formerly the City Auditor, issued a report entitled: "Review of the Investigation of Sexual Assaults – Toronto Police Service", which contained 57 recommendations. The Auditor General issued a follow-up report on the 57 recommendations to the Toronto Police Services Board in February 2005. This audit follow-up found the Toronto Police Service had not addressed all of the original audit recommendations. The Toronto Police Services Board requested the Auditor General to conduct a further follow-up audit on this matter within three years. Consequently, this follow-up work will be addressed as part of the Board's request.

Audit of the Toronto Police Services Public Complaints Process

The Auditor General conducted a review of the Toronto Police Services Public Complaints Process in 2002. This report contained 28 recommendations. In June 2004, the Ontario Government requested the Honourable Patrick J. Lesage QC to review the provincial system dealing with public complaints regarding the police. Patrick Lesage's final report was issued in April 2005. As a result of this report, the provincial government proposed Bill 103, "an Act to establish an Independent Police Review Director and Create a New Public Complaints Process by Amending the Police Services Act". This Bill received first reading in early 2006 and will create a new legislative framework for the public complaints process. As a result of this new legislation, the public complaints process will change significantly. In this context, there seemed to be little merit in ensuring that the audit recommendations contained in the 2002 report have been implemented.

Comments:

The results from this audit follow-up process will be included in a report to Audit Committee in June 2007. That report will incorporate the status of audit recommendations made to the City's Agencies, Boards and Commissions. In future, the Auditor General will follow-up and report on the status of outstanding audit recommendations made to City Agencies, Boards and Commissions on an annual basis.

The following table shows the results of our follow-up of audit recommendations for the Toronto Police Services Board:

Report Title and Date	Audit Recommendations	Fully Implemented	Not Fully Implemented	Not Applicable
Review of Parking Enforcement Unit (January 4, 2000)	27	26	-	1
Review of Controls Relating to Overtime and Premium Pay (January 6, 2000)	16	15	-	1
Vehicle Replacement Policy – Toronto Police (June 21, 2000)	3	-	-	3
Revenue Controls Review (January 8, 2002)	5	5	-	-
Enterprise Case and Occurrence Processing System (eCOPS) Project Review (April 29, 2005)	32	30	1	1
Total	83	76	1	6

A listing of audit recommendations implemented by the Toronto Police Service is included in Attachment 1. The one recommendation that is not fully implemented, together with management's comments and action plan, is listed in Attachment 2 and will be carried forward to the next follow-up review. Attachment 3 contains recommendations which we will not follow-up further as we consider them to be no longer relevant.

Conclusion:

The audit follow-up review found that the Toronto Police Service has implemented 76 of 77 applicable recommendations made by the City of Toronto Auditor General between January 1, 1999 and December 31, 2005.

Contact:

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The Board received the foregoing.

**Toronto Police Services Board
Audit Recommendations – Fully Implemented**

Report Title: Review of Parking Enforcement Unit, Toronto Police Service
Report Date: January 4, 2000

Recommendation:

- (1) the Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the results of the parking enforcement consolidation. The report should provide:
 - (a) a detailed analysis of the Parking Enforcement Unit's annual operating cost increase resulting from the consolidation;
 - (b) a comparison of the Parking Enforcement Unit's actual results with the projected financial and operational benefits included in the report which recommended the consolidation;
 - (c) any initiatives planned by the Parking Enforcement Unit to improve its operations and thereby reduce the annual cost of enforcement and optimize revenue to the City;
- (2) the Chief of Police review the current organizational structure of the Parking Enforcement Unit with a view to eliminating at least one level of management and the associated positions, reassess the number of area supervisors required, and report to the Policy and Finance Committee by September 30, 2000;
- (3) The Chief of Police report to the Policy and Finance Committee by September 30, 2000 on the progress of the civilianization of the Parking Enforcement Unit;
- (4) the Chief of Police review the administrative and support functions in the Parking Enforcement Unit with a view to rationalizing these services by re-deploying parking enforcement officers to direct enforcement duties and eliminating certain functions that could be more cost-effectively provided by the Toronto Police Service or the City, and report to the Policy and Finance Committee by September 30, 2000;
- (5) the Chief of Police report to the Policy and Finance Committee by September 30, 2000 on whether the current number of parking enforcement officers are sufficient to meet the enforcement requirements in the City, and the costs and benefits of any proposed changes in the unit's establishment, including the effect on total tag issuance;
- (6) the Parking Enforcement Unit review the level of enforcement activity during off-

peak periods with a view to reducing the number of officers assigned during these periods and re-deploying the officers to other times when there is greater demand for enforcement;

- (7) the Parking Enforcement Unit consider assigning certain officers in each platoon with the responsibility of handling service calls and complaints, on a rotating basis, and having the remaining officers dedicated to tag issuance;
- (8) the Parking Enforcement Unit review the level of tag issuance by platoon supervisors and confirm the platoon supervisors' responsibilities in this regard;
- (9) the Chief of Police review the requirement for parking enforcement officers to report to their respective office at the start of each shift, and report to the Policy and Finance Committee by September 30, 2000 on the need for this procedure and the costs and benefits of other alternatives;
- (10) the Chief of Police, in consultation with the City's Executive Director, Facilities and Real Estate, assess and develop an action plan with respect to the office space requirements of the Parking Enforcement Unit and report to the Policy and Finance Committee by September 30, 2000 on the cost of terminating the current leases and the options available to the unit, including the costs and benefits of operating out of one location. The office space assessment should be completed in the context of the City's space rationalization plan, taking into account the unit's operational requirements, optimal location and the estimated cost of other locations, including City-owned properties;
- (11) the Parking Enforcement Unit charge City Finance the annual rental cost of the First Appearance Facilities, and the 2000 budgets of both the Parking Enforcement Unit and Parking Tag Operations Unit of City Finance be adjusted accordingly;
- (12) the Parking Enforcement Unit enhance the performance review process, currently being developed for implementation in 2000, to include other performance indicators and benchmarking with other comparable organizations, that would further assist in measuring the benefits and effectiveness of the unit;
- (14) the Parking Enforcement Unit, in consultation with the appropriate City officials, expedite the drafting of a uniform by-law that consolidates all existing parking-related by-laws of the former area municipalities.
- (15) the City's Chief Financial Officer and Treasurer enhance the current quarterly parking tag report submitted to the Administration Committee to include information on the average number of parking enforcement officers deployed each month, average issuance per officer, non-processible rate (broken down between officer controllable and non-controllable) and the absenteeism rate for

the Parking Enforcement Unit; and that the unit provide the necessary information to City Finance in this regard;

- (16) the Parking Enforcement Unit establish an acceptable absenteeism rate and continue to monitor absenteeism in order to determine the effectiveness of the unit's absenteeism reduction initiatives and take any additional action required. In addition, the absenteeism rate should be compared periodically to other comparable organizations and jurisdictions;
- (17) the City's Executive Director, Human Resources, report to the Administration Committee by September 30, 2000 on a framework for reporting absenteeism across the corporation, which should include the development of appropriate definitions and reporting guidelines, to enable a meaningful comparison of absenteeism among the various departments, agencies, boards and commissions;
- (18) the Parking Enforcement Unit investigate the reasons for unmatched data between the City Parking Tag Management System and the Toronto Police Service Data Entry Control System and take appropriate action to ensure that the unit's Parking Information System contains a more accurate and complete record of parking tag information;
- (19) the Parking Enforcement Unit implement procedures to ensure that the parking tag information received from the City Parking Tag Management system is complete;
- (20) the Parking Enforcement Unit, in consultation with appropriate Toronto Police Service personnel, review the current overhead charges in detail and determine whether a more reasonable basis of allocation can be used to fairly reflect the actual costs of the services provided to the unit. Support for the basis of allocation should be documented in writing and reviewed annually, making appropriate changes as required;
- (21) Parking Enforcement and City Parking Tag Operations staff meet with potential hand-held ticket issuing equipment suppliers to explore possible solutions that would enable the paper used by hand-held ticket issuing equipment to be processed through the banking system;
- (22) the Chief of Police, in consultation with the City's Chief Financial Officer and Treasurer, prepare a complete cost benefit analysis and identify any issues with respect to the use of hand-held ticket issuing equipment by parking enforcement officers, and report to the Policy and Finance Committee by September 30, 2000;
- (23) the Parking Enforcement Unit develop a strategy to promote the use of certified municipal law enforcement agencies by property owners and develop appropriate policies and procedures to monitor the performance of these agencies;

- (24) the Parking Enforcement Unit expedite the finalization of the by-laws with respect to unifying parking enforcement activities on private property and defining the role and responsibilities of the Chief of Police in the Municipal Law Enforcement Officer Program, so that these by-laws are submitted to City Council for approval by September 30, 2000;
- (25) the Parking Enforcement Unit enhance the performance standards used by the unit to include the level of non-processible tags issued by municipal law enforcement officers;
- (26) the Parking Enforcement Unit develop an implementation plan with specific timelines to address the recommendations contained in this report, such that the resulting budgetary adjustments are incorporated and considered in the 2001 budget; and
- (27) this report be forwarded to the Toronto Police Services Board and that the board be requested to report back to the Policy and Finance Committee, by March 30, 2000, on its response to each of the recommendations contained in this report.

**Report Title: Review of Controls Relating to Overtime and Premium Pay –
Toronto Police Service**

Report Date: January 6, 2000

Recommendation:

- (1) The City Auditor be required to determine the status of the study commissioned by the US National Institute of Justice relating to the use of Federal Funds provided to local law enforcement agencies for overtime. Any issues identified in this report which may be applicable to the administration of overtime at the Toronto Police Service be reported to the Audit Committee for consideration;
- (2) The design and impending implementation of the SAP financial information system including the design and implementation of any time and attendance accounting system at the Toronto Police Service incorporate appropriate levels of account detail in order to identify all individual components of overtime costs. Such detail to include an analysis of costs relating to officers attending criminal court and provincial court; lunch hours worked; officers utilizing the court elect option; officers attendance at special events; shift extensions and any other overtime cost component;
- (3) In order to ensure that the proposed SAP accounting system, as well as any time and attendance system fulfils management's requirements in identifying and controlling overtime costs, consideration be given to a review of the management information currently available at other major North American police services. Such a review would be beneficial in identifying and implementing best practices as well as ensuring that appropriate levels of detail are built into the financial information and the time and attendance reporting system during its

implementation;

- (4) The proposed implementation and integration of the SAP financial information system with the current PeopleSoft human resources/payroll system, as well as any development of a time and attendance reporting system be designed to address the internal control weaknesses in the court card administration system. Any design of the Court Card System ensure that:
- blank court cards not be accessible to staff
 - procedures are implemented to account for the numerical sequence of all court cards;
 - court cards are not processed until approved by supervisory staff;
 - court cards be compared to police witness requirement information at least on a test basis. The extent of the comparison be documented;
 - start times on court cards not be pre-printed by Court Clerks.
- (6) Appropriate exception and summary management information reports relating to court attendance be designed and produced centrally. The information to include details relating to:
- officers with more than one court appearance on the same day;
 - officers with an inordinate amount of overtime;
 - officers attending court off duty more than a specified number of times;
 - officers taking lieu time and attending court on the same day;
 - officers attending court while on vacation;
 - the number of officers attending as witnesses for the same case; and
 - the number of officers who attend court and actually testify as witnesses.
- Such reports be forwarded to the divisions on a timely basis in order to assist them in monitoring and controlling the costs of court attendance. Specific management direction be provided in regards to the review of such reports. Exceptions or transactions otherwise identified as being unusual should be followed up;
- (7) Statistics be maintained in relation to management information reports on a division by division basis in order to provide comparisons and identify best practices. In order for comparisons to be meaningful, it is important that such comparisons be made between divisions with similar level and type of case load;
- (8) Specific technology currently being developed to assist in the control of premium pay and overtime be evaluated in the context of the development and implementation of SAP and its integration with PeopleSoft, the court scheduling, and the time and attendance system;
- (9) All divisions and units be directed to review the Court Attended Reports on a monthly basis in order to monitor the incidence of court time incurred by officers.

The directive should include guidelines relating to the nature and extent of the review. Evidence of the review should be documented. Information which is inconsistent and unusual should be investigated;

- (10) The Court Card Tracking System report be prepared on a monthly basis and forwarded to the divisions for immediate follow-up. Repeated instances of officer error in recording their duty status on the court card be investigated by the Unit Commander and reviewed with the officer involved;
- (11) The divisions and units be directed to ensure that all shift changes are approved in writing by supervisory personnel and recorded on the time and attendance system. Depending on operational requirements, specific care be taken to ensure that any shift change does not result in an off duty court appearance;
- (12) The Toronto Police Service develop specific written objectives in regard to the deployment of officers at court. Such objectives to include an optimum balance between officer court attendance while on duty and court attendance while off duty. The monitoring of actual court costs with the predetermined objectives should be conducted on an ongoing basis;
- (13) The scheduling of court time relating to Provincial offences, where possible, attempt to incorporate into the Integrated Court Offences Network (ICON) court appearances in blocks of not less than four hours;
- (14) A service-wide initiative relating to the potential reduction of police witnesses be undertaken. Such an initiative be undertaken in consultation with the Regional Director of Crown Attorneys;
- (15) In connection with initiatives relating to the reduction of police witnesses, the Toronto Police Service identify those divisions who appear to be the most successful in addressing these issues. Best practices in this regard be implemented across the service; and
- (16) The Chief of Police be requested to give consideration to a review of the Court Elect provision of the Collective Agreement with a view to its eventual amendment or elimination. The costs of the Court Elect provision would be significantly reduced if its option was that of management rather than the officer.

Report Title: Revenue Controls Review – Toronto Police Service
Report Date: January 8, 2002

Recommendation:

- (2) the Chief of Police report to the May 2002 meeting of the Toronto Police Services Board on the corrective action taken to address the observations and recommendations in the report.

Report Title: Revenue Controls Review - Toronto Police Service
Report Date: January 8, 2002

Recommendation:

- (1) That the Chief of Police implement more stringent monitoring and collection processes over accounts receivable that remain outstanding 90 days and older, including that:
 - (a) paid duty small event customers be required to make advance payment to the Toronto Police Credit Union and/or secure payments by credit card authorization for administration fees, equipment rental and taxes, and that Unit Commanders be directed to withhold services until an outstanding account is settled;
 - (b) an annual procedure be implemented to obtain the appropriate approval required under the existing by-law to write-off older uncollectible accounts, including obtaining the recommendation from City Legal to authorize the write-off of uncollectable accounts; and
 - (c) a systematic process be established for the issuance of progressively stronger worded warning and collection letters for overdue accounts.
- (2) That the Chief of Police:
 - (a) ensure that staff deposit all cheques immediately upon receipt;
 - (b) review imprest accounts and adjust the size of each fund appropriately to accommodate both peak daily requirements and an allowance for the average time required to receive reimbursement from the City; and
 - (c) modify the cashier's database program to facilitate inclusion of debit card receipts in the daily cash report that is system generated.
- (3) That the Chief of Police issue a notice to all divisional units that all billable services provided to customers require the issuance of an invoice by Financial Management, and that authorized supporting detail for the preparation of each invoice must be received by accounts receivable staff within 15 days of the completion of the service.
- (4) That the Chief of Police request the City's Chief Financial Officer and Treasurer to resolve the current delays in the forwarding of "not sufficient funds" (NSF) cheques to the Toronto Police Service, to permit more timely follow-up and collection of outstanding accounts.

Report Title: **Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project Review**

Report Date: **April 29, 2005**

Recommendation:

- (2) the Chief of Police be requested to respond to the Toronto Police Services Board in regard to the implementation of the recommendations.

Report Title: **Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service**

Report Date: **April 29, 2005**

Recommendation:

- (1) In order to establish clear authority and responsibility for the management of all information technology projects, the Chief of Police ensure that uniform and consistent guidelines for the development of all information technology projects are clearly articulated. The uniform and consistent guidelines should, at a minimum, include the following requirements:
 - information technology projects be staffed and managed by experienced and proficient information technology professionals;
 - budgets (including staff time) should be complete, detailed and based on verifiable assumptions. Budgets for major projects should be reviewed and approved by an independent third party such as the Professional Standards – Quality Assurance Unit;
 - all expenditures be systematically tracked throughout the projects life cycle. Such expenditures should be reviewed and approved by an independent third party;
 - a baseline project schedule with detailed attainable milestones should be developed. Milestones should be reported on a regular basis and be subject to verification by an independent third party; and
 - users be included in the development of all functional requirements.
- (2) The Chief of Police ensure that future information technology projects include details on all potential development options, including the possibilities of outsourcing such activities.

- (3) The Chief of Police ensure the reporting to the Toronto Police Services Board is accurate and timely. Original budgets for all large scale technology projects should be approved by the Toronto Police Services Board. Any costs projected to be in excess of original budgets should be reported to the Toronto Police Services Board for approval on a timely basis and all such approval requests include a justification analysis.
- (4) The Chief of Police, by September 2005, report to the Toronto Police Services Board on the status of the implementation of recommendations contained in the Auditor General's report, entitled "Information Technology Service Unit Review – Toronto Police Service", December 2002, and the Auditor General's report entitled "Selection and Hiring of Professional and Consulting Service Review", dated June 19, 2001.
- (5) The Chief of Police give consideration to the development of a process where responses to individual audit recommendations are validated by an independent third party.
- (6) The Chief of Police and the City's Deputy City Manager and Chief Financial Officer develop an ongoing protocol and working relationship in order to ensure that:
 - technology developments do not occur in isolation from each other;
 - technology developments are in accordance with the long term objectives of both organizations; and
 - the purchase of any computer hardware and software is coordinated.
- (7) The Chief of Police ensure that the implementation of new information systems are not initiated until Privacy Assessment Impact evaluations are completed. The requirement for a Privacy Impact Assessment be mandatory in all business cases supporting systems development where personal information is involved and the costs relating thereto be an integral part of the project implementation costs.
- (8) The Chief Administrative Officer report periodically to the Chief of Police on major information technology projects and related information technology priorities. The reporting process should include at a minimum for each project:
 - a detailed description of the project;
 - progress to date;
 - budget and milestones;
 - return on investment; and
 - any related performance measures.

Consideration be given to providing this information to the Toronto Police Services Board.

- (9) The Chief of Police be requested to review and report on the course of action required to ensure that all major information technology systems developed by police services throughout Canada are developed on a coordinated and integrated basis.
- (10) The Chief of Police be required to report to the Toronto Services Board for its September 2005 meeting in connection with the implementation of all audit recommendations.

Report Title: **Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service**
Report Date: **April 29, 2005**

Recommendation:

- (1) In order to assist the information Technology Steering Committee to carry out its mandate the Director, Information Technology Services Unit should:
 - (a) review the size and composition of the committee relative to its mandate;
 - (b) provide committee members with an information technology delivery plan, that includes information on on-going work and projects, upcoming projects, technology life cycles, and other information considered meaningful to the effective operation of the committee;
 - (c) develop criteria to facilitate information technology decisions, including enhancements to existing systems and new projects;
 - (d) develop an investment decision making process for information technology solutions or projects that requires the Steering Committee to consider short and long term impacts, cross unit impacts, business justification, benefits to be realized, strategic contribution, and compliance with the Service's technology architecture and direction.
- (2) To establish accountability for IT projects and enhancements, mechanisms be developed to enable the measurement of benefits to be realized and deliverables to be achieved, and the business user be required to report to the Steering committee on the actual benefits achieved and explain, when applicable, shortcomings in realizing previously defined benefits.
- (3) The Information Technology Steering Committee meet on a regular basis (at least quarterly) and report to the Chief and Senior Command Service on a regular basis on the status of IT projects and enhancements.
- (4) In developing and updating the Information Technology Strategic Plan any

assumptions, on which such a plan is based, should be clearly stated to allow management the opportunity to validate such assumptions before approving the plan.

Report Title: **Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service**

Report Date: **April 29, 2005**

Recommendation:

- (1) All future reporting of consulting expenditures be based on actual expenditures incurred and not on the value of contracts awarded unless specifically requested by Council. In order to ensure that such reporting is accurate, all consulting costs reported to Council be reconciled to the City's financial information system by each Department. The Chief Administrative Officer be required to communicate to senior staff the recommended reporting requirement.
- (2) The Chief Financial Officer and Treasurer advise all departmental staff of the specific reporting requirements for consulting expenditures. In addition, the Chief Financial Officer and Treasurer emphasize the importance of the need to accurately analyze all consulting related invoices in order to ensure that such expenditures are recorded accurately in the financial information system. Departmental staff be required to review such accounts on a regular basis and make appropriate and timely accounting adjustments, where necessary.
- (3) The Chief Administrative Officer be required to add to the "Policy for the Selection and Hiring of Professional and Consulting Services" the following, "A justification analysis is required prior to the engagement of a consultant which outlines in general terms the costs and benefits of using a consultant, including reasons why the consulting study can not be conducted by internal staff, either in whole or in part."
- (4) The Chief Administrative Officer to report back on the dollar threshold above which departments are required to prepare detailed business cases prior to the hiring of consulting resources. Consideration be given to the development of a formalized template and/or checklist in order to assist staff in the development of a standard business case. The business case should be approved by each Commissioner and should be filed in the department for future management review and subsequent audit.
- (5) The Chief Administrative Officer take immediate steps to ensure that the engagement of all consulting services is made in accordance with the City's purchasing policies. Consultants not be engaged until the appropriate approvals have been obtained and a duly authorized purchase order is processed and recorded on the financial management information system.

- (6) The Chief Administrative Officer require the Commissioners to provide the appropriate information on existing consulting contracts so that purchase orders can be processed by the Purchasing Agent. The Purchasing Agent take the necessary steps to record such purchase orders on the financial information system. Any payments processed in excess of original contract amounts be identified and explanations obtained for such occurrences. The need to process such purchase orders in the future will not be required if proper procedures are followed.
- (7) The Chief Administrative Officer advise all Commissioners that in making sole source procurement decisions, clear justification, target completion date of the project, duration of the consulting engagement and estimated contract value be documented, properly authorized and, as required by City policy, be submitted to the Chief Administrative Officer and to the Purchasing Agent for issuance of a purchase order or contract. Where the justification does not meet the City criteria for sole sourcing, such contracts be subject to a competitive tender process in accordance with the City's purchasing policies.
- (8) The Commissioners take the necessary action to ensure that staff assigned to project management duties, especially where consultants are hired, have an appropriate combination of training and experience in project management and knowledge in the subject of the assignment, especially in the areas of developing clear and measurable deliverables, milestones and performance evaluation criteria.
- (9) The Chief Financial Officer and Treasurer advise staff that request for proposal documents should not contain information relating to the actual project budget.
- (10) The Commissioners be required to re-evaluate the administrative internal controls in their departments in order to ensure that invoices submitted by consultants are reviewed for reasonableness, proper supporting documentation and verified to the terms of the contract prior to authorization for payment. The review should also ensure that individuals approving invoices are in a position to assess whether the service has been rendered. In regard to reimbursable out of pocket expenses, consideration be given to including all such expenditures as part of the original contract price.
- (11) The Commissioners take the necessary steps to ensure that:
 - (a) measurable standards and acceptance criteria are included in contracts executed with consultants;
 - (b) regular, properly documented, meetings are held with consultants to ensure that the consultant is meeting contractual obligations and performing as required; and

- (c) upon completion of a project, the consultant's performance is documented and made available for review to relevant City staff, including the Purchasing Agent, when considering consultants for new projects.
- (13) The Chief Administrative Officer communicate to and remind each Commissioner of the policy relating to the hiring of former employees, either directly or indirectly, as consultants for a specified period of time after they participated in the employee separation program of the City.
- (14) The Chief Administrative Officer review the practice whereby individual consultants are required to contract with consulting firms for providing their services to the City rather than being engaged directly as individuals.
- (15) In view of the fact that the recommendations contained in this report may be relevant to the City's Agencies, Boards and Commissions, the General Manager of each of these entities be required to report to their respective Boards by August 31, 2001 on such recommendations and their applicability in relation to their operations. In addition, the respective Boards be requested to forward such reports to the City Audit Committee.
- (16) The Chief Administrative Officer be required to add to the "Policy for the Selection and Hiring of Professional Consulting Services" specific details relating to the consequences of non-compliance with the policy. The amendment to the policy be reported to the Administration Committee by August 31, 2001.

**Toronto Police Services Board
Audit Recommendations – Not Fully Implemented**

Report Title: Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service (Attachment 3)
Report Date: April 29, 2005

Recommendation:

	Management’s Comments and Action Plan/Time Frame
<p>(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:</p> <p>(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;</p> <p>(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</p> <p>(c) ensure that the continuous operation of critical management information systems is not dependant upon a single individual consultant.</p>	<p>(a) January 2007 There is an on-going process to develop business cases to justify increasing staffing levels.</p> <ul style="list-style-type: none"> • A business case was created by the Director of ITS on May 26, 2006 identifying specific skill shortages and justification for additional personnel from a top down perspective. This was presented to senior management for an increase in establishment for the 2007 budget process. • The ITS work plan for 2007 includes the development of a bottom up business case based on a detailed review of roles & responsibility & service levels that will be presented for consideration to Senior Mgmt. Scheduled completion: 4 th Quarter 2007 • Increased controls in place for 2007 on the funding for any consulting. <p>(b) October 2006 No longer applicable Since 2004 the use of consultants has been reduced. When consultants are required it is associated with a specific need for expertise or a skill, usually short term or related to a project. The need and the justification are explained in a business case.</p> <p>(c) Not applicable to TPS</p>

**Toronto Police Services Board
Audit Recommendations – Not Applicable**

Report Title: Review of Parking Enforcement Unit, Toronto Police Service
Report Date: January 4, 2000

Recommendation:

- (13) the Parking Enforcement Unit include the number of tags that are withdrawn upon officer request or replaced by another tag in calculating the non-processible rate, in order to better measure officer performance.

Report Title: Review of Controls Relating to Overtime and Premium Pay – Toronto Police Service
Report Date: January 6, 2000

Recommendation:

- (5) Any integration of the Court Card Administration System with the Integrated Justice System being developed by the Ministry of the Attorney General address the internal control weaknesses identified by the City Auditor.

Report Title: Vehicle Replacement Policy - Toronto Police Service
Report Date: June 21, 2000

Recommendation:

- (1) the amount of \$5.36 million requested by the Toronto Police Services Board in connection with the replacement of vehicles for the year 2000 be approved;
- (2) the Budget Advisory Committee give consideration to the adoption of a policy which provides for the replacement of marked police vehicles after 150,000 kilometres; and
- (3) in reviewing future budget requests the Budget Advisory Committee give consideration to the information contained in this report which indicates that the optimum annual budgetary requirement amount for police vehicles, which takes into account vehicle costs, disposition proceeds and maintenance costs, is in the range of \$7.2 million.

Report Title: **Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service (Attachment 3)**

Report Date: **April 29, 2005**

Recommendation:

- (17) The Chief Administrative Officer be required to report to the next meeting of the Administration Committee on the plans and timetable relating to the implementation of recommendations contained in this report.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P185. UPDATE ON THE IMPLEMENTATION OF THE AUDITOR
GENERAL'S RECOMMENDATIONS REGARDING TRAINING AND
REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORTS**

The Board was in receipt of the following report April 23, 2007 from William Blair, Chief of Police:

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

Recommendations:

It is recommended that:

- (1) the Board receive the following status update report; and
- (2) the Board approve three month extensions of time for the following items:

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.

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.

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.

Financial Implications:

There are no financial implications resulting from the receipt of this report.

Background/Purpose:

The City of Toronto Auditor General (AG) commenced his review of the Training Program in 2006. This review resulted in a final report presented to the Board on January 25, 2007 (Min. No. P53 refers). 39 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 AG's recommendations, 8 of which were directed to the Chief.

This Board report provides an update on the status of implementing the Board's Motions No.3, 4, 6, 7 and 12. The individual motions are identified within the report along with the corresponding update responses. This report further requests a 3 month extension of time in order to respond specifically to the Board's Motions No. 5, 9 and 10 as further analysis and consultations are required by the Service concerning the full implementation of these motions.

Discussion:

P53 Board Motion No. 3

THAT the use of force training be brought into compliance with the provincial legislation immediately and that the Chief of Police provide a report to the Board for its April 26, 2007, meeting identifying how the compliance will be ensured.

Response: Agree in part
Status: Ongoing

The Service will be fully compliant with this regulation by April 30, 2007. The Training and Education (T&E) Unit has revised the 2007 course calendar and training plan to ensure strict compliance during training year 2007 and thereafter. Due to the serious limitations of the existing training facilities, T&E has discontinued the former Advanced Patrol Training (APT) and Undercover Officer Tactical Safety Courses for the years 2007 to 2009 inclusive and replaced them with a newly designed annual 3 day program called Crisis Resolution Officer Safety Course (CROS). This program will include Use of Force Re-qualification, Officer Safety and Tactics, Crisis Resolution, Domestic Violence, Human Relations and Procedural updates. Once the new facility opens, T&E will be able to reinstate the Advanced Patrol Training (APT) and Undercover Officer Tactical Safety Courses for all officers.

P53 Board Motion No. 4

THAT, with respect to the issue of compliance with legislation, Service procedures and Board policies, the Chief of Police report to the Board for its April 26, 2007, meeting on what processes are in place to assess and ensure compliance as well as deal with non-compliance and how those processes can be strengthened.

Response: Agree
Status: Ongoing

The Chief of Police has directed all Service members to be fully cognizant of, 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.

Service Governance includes:

- Police Service Board Policies and By-laws;
- Toronto Police Service Collective Agreements;
- Standards of Conduct;
- Service Governance Definitions;
- Policy and Procedures Manual;
- Routine Orders;
- Specialized manuals issued by the Chief of Police;
- Unit operating procedures issued by their Unit Commander;
- CPIC messages; and
- Direction from a superior.

Role of Audit and Quality Assurance in Compliance with Legislation, Board Policies and Service Procedures

Management is responsible for maintaining and monitoring the system of internal controls. Consistent with this principle, Command officers and unit commanders are responsible for compliance with legislation, Board policies and Service procedures.

The Audit and Quality Assurance Unit is mandated by the Service to assist and support the governance and oversight functions of the Command by providing independent, objective assurance and advisory activities within the Service to promote risk management, value for money in Service delivery, compliance with legislation and regulations, and the stewardship of assets. Audit and Quality Assurance is not involved in the tracking of the implementation of Board policies and directions.

On a yearly basis, Audit and Quality Assurance conducts an audit risk assessment and presents a 3 Year Audit Workplan to the Command for approval. Every year, the entire workplan is reviewed and re-evaluated through the audit risk assessment process in order to add, delete or defer projects.

Each audit includes a component that verifies compliance with legislation and Service procedures relevant to the audit scope and objectives. Internal auditing methodology involves the selection of samples for review. Any deficiencies are identified and recommendations are made to the Command with appropriate corrective action.

Audit recommendations are assigned to the appropriate unit commanders together with a defined timeframe for implementation. On a quarterly basis, Audit and Quality Assurance follows up with unit commanders for an update on the status of the implementation of recommendations. A quarterly report is presented to the Command that summarises the status of all audit recommendations and highlights all outstanding audit recommendations by command area. This follow-up process assists senior management in taking appropriate and necessary corrective actions to ensure audit recommendations are implemented in a timely manner. This part of the

audit process achieves the objective of assisting management in fulfilling their governance and accountability roles.

Audit recommendations generated by external sources, such as the Ministry of Community Safety and Correctional Services, the Ontario Civilian Commission on Police Services (OCCPS) and the Auditor General's Office, are also part of the internal tracking system and updated on a quarterly basis.

The implementation status of recommendations from major external reviews, such as the one completed by the Auditor General related to Sexual Assault Investigation Processes, is reported to the Board by a separate Board report. In addition, on an annual basis, the Audit and Quality Assurance Unit submits a report to the Board outlining the status of all internal and external recommendations.

Role of Professional Standards in Compliance with Legislation, Board Policies and Service Procedures

The Risk Management Inspection Team is responsible for random on-site inspection; off-site inspection of management information systems; compliance tests on selected rules and procedures. Any deficiencies are then addressed as issues of discipline or training as required.

Random on-site inspections are conducted on all Service units for compliance with rules and procedures. A compliance report is generated and presented to the unit commander under review. The unit commander is then responsible for correcting the problems and reporting back to the team.

Random off-site inspections of management information systems include compliance testing with Service procedures related to Integraph Computer Assisted Dispatch (ICAD), Mobile Work Station (MWS) transmissions, Time Resource Management System (TRMS), Automated Vehicle Location System (AVLS), Criminal Information Processing System (CIPS) and Internet. The results of these inspections are also included in a compliance report to the unit commander as well as being reported in the bi-weekly Executive Dashboard Report.

Generally, these areas are identified through ongoing investigations by the Professional Standards, Investigative Unit. The inspection team then focuses on selected rules or procedures for compliance testing to determine the extent of non-compliance.

When non-compliance is identified through the inspections, the team will determine if this is training related or if discipline is required. Training can be done by the issuance of a Routine Order or lectures provided to the officers. Discipline can be dealt with by the unit commander at the unit level. In more serious situations, Police Services Act charges are recommended. If the non-compliance is serious and warrants further investigation, the Investigative Unit will be immediately notified to commence an investigation.

P53 Board Motion No. 6

THAT, on a ‘go forward’ basis: 6(a) the Chief of Police provide the Board with a report for its April 26, 2007, meeting containing a list of the conferences and/or seminars, which the Service has committed to host, sponsor or organize in 2007 and beyond, and that the report include the rationale for each of the events, estimated cost of staff and resource involvement, and expected benefits to the Service.

Response: Agree
Status: Ongoing

Conferences and Seminars

The following chart provides a list of the conferences/Seminars that the Service has committed to hosting, sponsoring or organizing in 2007.

Conference/Seminar	Date	Location	Estimated cost of staff and resources
Forensic Identification Conference	Feb 26-Mar 2 2007	Holiday Inn, Toronto	\$86,378
International Fugitive Investigators Conference	May 1-6 2007	Marriott Eaton Centre Hotel	\$86,050
International Fraud Investigators Conference	Dec 10-14 2007	Sheraton Centre Hotel	\$112,320
International Professional Standards Conference	Oct 29-31 2007	TBA	\$69,074
Toronto Arson Task Force Seminar	May 23-24 2007	Toronto Fire and EMS training Centre, Toronto	\$2,788
Annual Marine Security Symposium	Oct 10-12 2007	TBA	\$30,200
Annual Traffic Investigators Seminar	Nov 5-9 2007	C O Bick College	\$6,660

The rationale and benefits to the Service in relation to hosting, sponsoring or organizing the above noted conferences/seminars are identified in the following paragraphs;

Annual Forensic Identification Conference- Forensic Identification Services (FIS)

The Rationale

The Toronto Forensic Identification Educational Training Conference (TFIETC) is able to provide forensic identification officers, civilian fingerprint technicians and divisional scenes of

crime officers enhanced knowledge and training in the forensic field. This is achieved by working in partnership with the Centre of Forensic Sciences (CFS), inviting instructors from the Ontario Police College (OPC) as well as the Canadian Police College (CPC), and using nationally and internationally recognized forensic experts.

The training provided during the week long conference provides up-to-date training on new techniques and practical applications. The conference exposes delegates to all the disciplines in one location and is an effective and efficient way to train a large number of police officers and civilian members involved in forensics.

The Service has the largest municipal police forensic unit in the Province. As experts in the field, Service presenters provide material that increase the skills and knowledge of both Service and affiliated law enforcement agencies interested in continued training in Forensic evidence and best practices.

Benefits to the Service

This Conference provides members of the Service with an opportunity to upgrade their skills. This conference offers training to Service forensic identification officers, civilians and divisional scenes of crime officers in addition to delegates from outside organizations. Delegates not only receive lectures, they also have the opportunity to attend a number of hands on workshops on specific areas including photography and scene examination techniques presently used in the field.

The conference also enhances ongoing community partnerships. Through the partnership with the CFS, the Service is able to use experienced forensic scientists to assist with workshops geared towards proper recovery and submission of evidence. Delegates are also updated with respect to the changes in scientific practices and procedures that compliment their work in the field. The CFS also benefits from this conference as they are able to address a large number of officers and discuss issues resulting in a stronger partnership and better working relationship between the police and the CFS. The result of this is a consistent approach to crime solving. In addition to the partnership with CFS, the Service has established relationships with a number of Ontario universities which offer forensic programs. These universities send participants who have aspirations of entering the forensic field.

Annual International Fugitive Investigators Conference- Fugitive Squad

The Rationale

The International Fugitive Conference is hosted through a collaborative partnership between the United States Marshal Service (USMS) and this Service. The USMS provides financial resources to offset the cost of the Conference. Toronto appears to be a mecca for mostly United States (US) fugitives, due to our close proximity to the US, our multi-cultural makeup, and large population base. The Service is the only municipal police service with a dedicated fugitive unit and regularly arrests over 100 foreign sought fugitives per year. The conference provides a unique opportunity to foster multi-agency cooperation and continued learning and development

in an ever increasingly complex field of investigation.

Benefits to the Service

Foreign Fugitive Investigations have unique legal and operational considerations associated with them. This conference provides a forum for ongoing skills enhancement along with networking opportunities with international multi-jurisdictional law enforcement affiliates. Operational effectiveness, spanning international borders is the direct result of the partnership fortified through initiatives such as the International Fugitive Conference. A demonstration of that effectiveness was evident in the circumstances surrounding two cases. In the first, the Service was featured on the America's Most Wanted television program as the result of interagency cooperation facilitated through contacts during the conference. These efforts resulted in the timely arrest of 2 foreign fugitives. Secondly, the arrest of a Canadian fugitive by USMS and his return to Toronto was also the direct result of contacts and co-operation between law enforcement agencies.

International Fraud Investigator's Conference- Fraud Squad

The Rationale

The Conference provides a venue for the Service to provide fraud investigative training for a larger number of Service personnel. It provided an opportunity for us to demonstrate and provide evidence of best practices in fraud investigation techniques. This Conference was developed through cross-training, networking and partnerships with a large contingent of representatives from other public and private service agencies, other police services, and members of this Service. These partnerships facilitated the sharing of information that lead to enhanced knowledge and appreciation for the nature of multifaceted fraud investigations spanning institutions and geographical regions.

Benefits to the Service

The Service is a world-class leader in relation to fraud investigation, fraud prevention, and fraud deterrence. By hosting the conference in Toronto, we are able to train a large number of Service personnel at a cost much less than would be incurred by sending them to other conferences or training venues.

In addition to attracting a large number of delegates from other public and private sector agencies, and other police services, to Toronto, it is these external agencies which provide financial resources to offset operating costs of the conference through delegate fees and sponsorship (in excess of 95 %). We also utilize our annual conference facilities to take our required turn in hosting Greater Toronto Area (GTA) fraud managers meetings with our government, business, and other police service partners. Finally, the Unit Commander of the Fraud Squad, as the chair of the Toronto Strategic Partnership Mass Marketing Fraud management team, also utilizes this opportunity to host Joint Management Team meetings.

While there is a cost to the Service in terms of human resources to host a conference, the overall training benefits to the members of the Service far exceed these costs. Toronto is the economic centre of Canada, and it is imperative that the Service continue as a world-class leader in relation to fraud investigation, fraud prevention, and fraud deterrence, and the hosting of an annual conference assists us to maintain this goal.

International Professional Standards Conference-Professional Standards

Rationale

Among the many challenging issues facing police executives and professional standards investigators, few are as sensitive or challenging as corruption and misconduct among police officers. History has shown that such behaviour places the organization, the public and even individual police officers at risk.

Police Chiefs, senior police managers and practitioners find themselves under increased scrutiny when allegations of corruption arise within their organizations. Comprehensive oversight, supported by effective supervision, management systems and technology must reinforce continual vigilance to ensure that police organizations and their members can retain their integrity.

The Conference will demonstrate an impressive array of presentations on numerous themes critical to the organizational integrity of law enforcement agencies. Risk management, detection and prevention, and case studies continue to be the central themes of this annual conference.

Racially biased policing, use of force and custody conditions will be addressed in detail. Emerging legal trends, precedents and perspectives will be featured prominently by experts in the legal community. To that end, civil litigation, quality of professional standards investigations, confidentiality, personnel files, officer representation and prosecution will all be represented this year.

Benefits to the Service

Preserving the integrity of the Service and maintaining the trust and support of the public are paramount factors which enable the Service to work with the community to keep Toronto the best and safest place. This conference is a tremendous opportunity for the risk managers of the Service to gather, learn and improve their investigative and awareness skills and abilities. With the exception of the ethics training course that was offered to members in 2006, this is a one of a kind opportunity to expose people to current issues and trends related to values and ethics in policing.

The Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership and management. This highly regarded international conference is a fantastic opportunity for the Service to demonstrate our leadership, creativeness and professionalism on the world stage.

Annual Toronto Arson Task Force- (FIS)

Rationale

The Toronto Arson Task Force is a sub-committee of the Toronto Fire Service (TFS), under the direction of the fire Chief. It has been in existence for approximately 10 years. The committee is comprised of members from the TFS, the Service, the Office of the Fire Marshal (OFM), and investigators from major insurance companies.

The Toronto Arson Task Force's mandate is the training and education of emergency service personnel and the public relating to matters involving the crime of arson. The most effective method for disseminating information to all involved partners has been through an annual training session which is held at the Toronto Fire Academy. The seminar provides evidence of best practices in relation to criminal and civil investigation into arson related matters.

Benefits to the Service

The Service's involvement with this collaborative partnership ensures that specialized training to multi-agency participants is delivered in the most effective, coordinated and cost effective manner. This training is essential to Service members from front line officers to investigators. The seminar presentations provide lectures and practical applications that result in increased understanding for the nature and types of arson as well as criminal methods of operation.

Annual Marine Safety Symposium- Marine Unit (MU)

Rationale:

The maritime environment is unique and specialized. This symposium attracts both speakers and participants from around the globe and as such provides a venue for members of the international maritime law enforcement community to gather and discuss marine security issues.

The Service's MU is the largest of its kind in North America, and is the only unit within the Service that deals with policing an international border. The Service's MU is the only unit functioning on the Great Lakes year round and our expertise in this field is sought by agencies from around the world.

The symposium provides a forum for participants to liaise with other police and affiliated agencies from across Ontario and New York State. This venue provides participants with the opportunity to discuss training issues and best practices in the field of marine safety with all stakeholders and partners.

Benefits to the Service

Marine Safety occurrences require multiple agency mobilization to provide effective operational response to an event. The specialized nature of the marine environment requires high levels of skill and proficiency in multiple disciplines. The symposium bolsters existing law enforcement partnerships by providing for the sharing of information and intelligence with local, regional, federal and international agencies regarding best practices and interdiction trends. The symposium provides a benefit to the Service by providing to access specialized training opportunities and lectures that would otherwise not be available to members of this Service or other service providers.

Annual Traffic Investigators Seminar - Training and Education

Rationale

Traffic Safety is one of the Service's six priorities. The Service recognizes the need to enhance public awareness and traffic safety. Providing effective policing services requires the continual enhancement of training to officers. This seminar provides an opportunity to law enforcement traffic specialists to upgrade their skills and knowledge in a broad range of traffic investigative subjects.

Benefits to the Service

Benefits to members of the Service and other organizations include educational opportunities that enhance the skills and abilities of officers involved in traffic investigations. It also addresses an organizational need for risk management by ensuring officers are better equipped to do their jobs more efficiently through enhanced training. This opportunity provides officers with best practices in the field of investigating and prosecution of traffic related occurrences. The knowledge derived from this opportunity enhances their ability to provide professional effective evidence during judicial proceedings and addresses an organizational need for risk management. Effective use of these skills results in a minimization of risk to the organization against complaints and possible civil litigation.

By providing this training to external police services throughout the province, the Service is set apart as a leader in traffic safety.

P53 Board Motion No. 7

THAT the Chief of Police provide a report to the Board for its April 26, 2007 meeting on a new staffing model that addresses the recommendation of the Auditor General on coordinating training.

Response: Agree
Status: Ongoing

All Service training programs fall under the control of the Deputy Chief, Human Resource Command who entrusts the management and accountability of the T&E Unit to a Superintendent. The T&E Superintendent shall have all corporately-sponsored training and education under his direction. Course Training Standards (CTS) are being warehoused at the College. Nevertheless, certain mandated training interventions, for example hostage rescue training at the Emergency Task Force, are still operationally controlled there, given the need for content expertise and specialized equipment, with an administrative review capacity emerging from the T&E Superintendent.

P53 Board Motion No. 12

THAT the Chief of Police provide the Board with a comprehensive financial report on the extent and nature of the Service's involvement in the FBI National Conference hosted by the Service and that this report detail all donations received.

Response: Agree
Status: Complete

The FBI National Conference

The FBI National Academy Associates (FBINAA) is a non-profit international organization of senior law enforcement professionals. The organization is recognized globally, among government leaders, law enforcement agencies and communities, as the premier provider of law enforcement expertise, training, education and information. The hallmarks of the organization are the leadership, teamwork and encouragement of members, and the ability to anticipate and effectively respond to global and community law enforcement needs thus ensuring the safety of the citizens served.

The conference was hosted by the New York and Eastern Canada Chapter of the FBINAA and members of the Service form part of that Chapter. Toronto was awarded the privilege of hosting the 42nd Annual FBINAA National Training Conference and Law Enforcement Exposition in 2006.

The fiscal reporting of the FBINAA Conference is the responsibility of the FBINAA and has been reported for the 2006 event. An independent accounting firm in the United States conducted a review of their financial reporting. The results of that audit identified no irregularities.

Extent and nature of Service involvement

The Service had 3 dedicated officers involved in the host city's preparation, facilitation, promotion and sponsorship of the event during 2006. These salaried officers conducted the above noted activities during the course of their normal business activities which included other ongoing projects. The cost to the Service was a soft cost involved with salary time in promoting and administering the event. No additional costs were attached to their involvement in the

event. Numerous hours of off duty time was provided by many officers and civilians to ensure that the Service and Toronto, as the host city, were showcased.

Details of donations received by the Service for the event

A total amount of \$33,066 was derived as a direct result of new sponsorship revenue. This revenue was obtained from a total of 34 local sponsors. Of the total number of sponsors, 7 sponsors contributed an amount of \$1,500 or more. The remaining 27 local sponsors donated less than \$1,500 each.

A total of 12 Ontario Police Service Boards contributed a total of \$74,000. The Toronto Police Service Board provided \$50,000 from its Special Fund. The remaining \$24,000 was obtained through 11 other boards throughout the province demonstrating a multi-jurisdictional commitment to the event.

At its October 2006 Board meeting, the Board received a report (Min. No. P336/06 refers) on the 42nd Annual FBI National Academy Associates training conference held in Toronto from July 15-19, 2006. In this report the Service accounted for the \$50,000 advanced by the Board from its Special Fund.

Benefits to the Service

The training benefited the Service in many ways. The delegates who are Senior and Command Officers of the Service were in attendance and gained valuable information with regards to the topics offered. Additionally, Service members were invited by way of a routine order to attend the training. Over the course of 2 training days, 75 front-line officers attended sessions at no additional cost to the member or to the Service.

Conclusion:

The Service continues to work diligently to implement the recommendations contained within the Auditor General Report. 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 and approved the request for an extension of time to submit the report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P186. ENVIRONMENTAL POLICY

The Board was in receipt of the following report May 03, 2007 from Alok Mukherjee, Chair:



TORONTO POLICE SERVICES BOARD REPORT



May 9, 2007

To: Members
Toronto Police Services Board

From: Alok Mukherjee
Chair

Subject: ENVIRONMENTAL POLICY

Recommendation:

It is recommended that the Board approve the appended policy.

Financial Implications:

The financial implications of implementing this policy are not known at this time.

Background:

At its meeting on February 16, 2007 the Board approved the development of an environmental policy which would be consistent with the City of Toronto *Green Guide* and *Green Development Standard 2006*. The Board further directed that the Chair and Chief develop a joint communication strategy to publicise the policy and encourage the participation of Service members, that the Chief report to the Board with an implementation action plan and that the Chair and Executive Director implement steps to make the Board's own operations more environmentally responsible (Board Minute P66/07 refers).

Discussion:

The appended policy reflects the objectives previously articulated in my report to the Board:

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

The policy further directs that the Chief of Police develop measures to assess the Service's performance in contributing to environmental sustainability and that, beginning in 2008, the Chief report annually on the effectiveness of the Service's environmental initiatives.

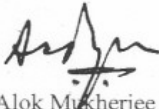
Conclusion:

Following the Board's approval of this policy, I will be working with the Chief to ensure it is communicated to Service members and the Chief will prepare an action/implementation plan to be provided to the Board for information.

I will continue to work to ensure that the Board's own processes contribute to environmental sustainability. To date, I have ensured that the Board's vehicle will be replaced with a hybrid vehicle. I also have initiated the development of a "members only" link on the Board's website which will greatly reduce the production of multiple copies of materials for Board members and will also reduce the number of deliveries made to Board members.

I will continue to keep Board members updated on these initiatives.

Respectfully submitted,



Alok Mukherjee
Chair

JEC/jec

A:\enviro_policy

The Board approved the attached policy.

TORONTO POLICE SERVICES BOARD POLICY AND DIRECTIONS

TPSB POL

Environmental Policy

<input checked="" type="checkbox"/>	New	Board Authority: BM###/yyyy.mm.dd
<input type="checkbox"/>	Amended	Board Authority: BM###/yyyy.mm.dd
<input type="checkbox"/>	Reviewed – No Amendments	yyyy.mm.dd

BOARD POLICY

The Toronto Police Services Board recognizes environmental protection as an important aspect of the delivery of policing services. The Toronto Police Services Board is committed to the provision of police services in a manner that ensures a safe and healthy workplace for the members of the Toronto Police Service and minimizes potential impact on the environment.

The Board will strive to continually improve its environmental performance by periodically reviewing this policy. In addition, the Board will review its own processes and will adopt environmentally responsible practices.

It is, therefore, the policy of the Toronto Police Services Board that the Chief of Police will:

1. in consultation with members of the Toronto Police Service and the appropriate officials of the City of Toronto develop procedures focusing on the following objectives: cleaner air, water conservation, better use of energy, conservation, and reduction in waste taking into account the Toronto Police Service’s mandate, budgetary considerations and employees’ safety,
2. promote environmental awareness among the members of the Toronto Police Service, by educating and informing Service members about environmental issues that may affect their work, in order to encourage them to work in an environmentally responsible manner,
3. reduce waste by ensuring that procurement procedures provide for re-use and recycling and by purchasing recycled, recyclable or re-furnished products and materials where these alternatives are available, economical, safe and suitable,
4. promote efficient use of materials and resources, particularly those that are non-renewable, throughout all Toronto Police Services facilities,
5. purchase and use environmentally responsible products that have been selected based on criteria including low toxicity or environmental hazard, durability, use of recycled materials, reduced energy and/or water consumption, reduced packaging and ability to be recycled, refilled or refurbished at end of life,

6. ensure that Service-coordinated outreach activities such as events, meetings and conferences are organized with environmental sustainability in mind; and,
7. strive to continually improve the Toronto Police Service's environmental performance by periodically reviewing appropriate Service procedures and practices and by developing appropriate performance objectives and measures.

REPORTING: report annually to the Board on the effectiveness of the Service's environmental performance and achievements.

LEGISLATIVE REFERENCE

Act	Regulation	Section

BOARD POLICY SUPERSEDED/OBSOLETED: BM###/yyyymm.dd

SERVICE PROCEDURES

Number	Name	Routine Order #

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P187. SEXUAL ASSAULT AUDIT STEERING COMMITTEE – NEW MEMBER

The Board was in receipt of the following report May 03, 2007 from Alok Mukherjee, Chair:

Subject: SEXUAL ASSAULT AUDIT STEERING COMMITTEE - NEW MEMBER

Recommendation:

It is recommended that the Board approve the selection of Ms. Wendy Komiotis to fill the vacant community member position on the Sexual Assault Audit Steering Committee, subject to her signing a letter of agreement, for a term to last until Ms. Amanda Dale resumes her membership on the Steering Committee.

Financial Implications:

Under letters of agreement signed with the community members of the Sexual Assault Audit Steering Committee, each is entitled to an annual maximum of \$1,250.00 (including taxes and expenses) in each year of their participation on the Steering Committee. Funds have already been allocated for this purpose in the Board's 2007 Operating Budget.

Background/Purpose:

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

At this time, the Board approved a number of motions, including the adoption of all 25 recommendations contained in the Auditor General's report. The Board also approved the establishment of a Steering Committee to provide expertise with respect to the implementation of the recommendations. The motion required the Board to "ensure that the Steering Committee also includes at least three senior officers from the Service and an equal number of women from the anti-violence community with knowledge of the audit process."

The Board posted an application seeking applicants to serve on the Steering Committee. At its meeting of April 7, 2005, the Board received a report which stated that three individuals had been selected as members of the Steering Committee: Beverly Bain, Amanda Dale and Peggy Gail DeHal-Ramson (Min. No. P148/05 refers). Each of these women has worked extensively in the women's anti-violence community and had participated in the original audit.

At that time, Jane Doe was named as a Special Advisor to the Steering Committee. It was the successful civil case of Jane Doe that led to Toronto City Council passing a motion requiring that the City Auditor conduct an audit regarding the handling of sexual assault cases by the Toronto Police Service. She served as a consultant to the audit and has been an extremely active member of the women's anti-violence community. At its meeting of October 14, 2005, the Board approved a report that recommended that Jane Doe's title be changed from that of "Special Advisor" to that of "community member" as this was seen to be a more appropriate description of her role on the Steering Committee. (Min. No. P324/05 refers).

Discussion:

The Steering Committee was recently informed that Ms. Amanda Dale would be taking a leave of absence from her job and would, therefore, no longer be able to act as a member of the Steering Committee at this time. The Board posted an application on its website seeking an applicant to fill the vacant community member position on the Steering Committee.

The Board has received an application from Ms. Wendy Komiotis, the Executive Director of the Metropolitan Action Committee on Violence against Women and Children (METRAC). Ms. Komiotis has more than 20 years of experience working in community-based organizations using an integrated feminist, anti-racism/anti-oppression framework, has been a teacher and community advocate and participated in the original audit process. A letter of interest from Ms. Komiotis (Appendix A), as well as a brief resume (Appendix B), are attached for your information.

With her background and experience, I believe that Ms. Komiotis would bring an extremely valuable perspective to the Steering Committee and I recommend that she be named as a community member, replacing Ms. Amanda Dale, for a term to last until Ms. Dale resumes her membership on the Steering Committee. It should be noted that this selection is contingent upon Ms. Komiotis signing a letter of agreement. This letter of agreement confirms participation on the Steering Committee as well as the terms and conditions for compensation as a Steering Committee member.

Conclusion:

Therefore, it is recommended that the Board approve the selection of Ms. Wendy Komiotis to fill the vacant community member position on the Sexual Assault Audit Steering Committee, subject to her signing a letter of agreement, for a term to last until Ms. Amanda Dale resumes her membership on the Steering Committee.

The Board approved the foregoing.

Appendix A

May 1st, 2007

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

Dear Dr. Mukherjee,

I would like to be considered for membership on the Toronto Police Sexual Assault Steering Committee (TPSASC).

As outlined in my resume, I have worked in women's services and community-based not-for-profit organizations for more than 20 years. I would bring a deep interest and long history of involvement in the issue of violence towards women, youth and children to the (TPSASC).

My grounding in the women's anti-violence movement and in community work has given me an appreciation for the critical role of the Toronto Police Sexual Assault Steering Committee in setting standards for policies and practices to enhance enforcement supports for women who have been raped or are at risk of being raped.

I would welcome the opportunity to work collaboratively with the Toronto Police Services, and other community members and organizations, to address issues of sexual assault and the implementation of the audit recommendations that affect the lives and safety of the diverse women of Toronto.

Thank you for your consideration.

Yours Sincerely,

Wendy Komiotis

Appendix B

BIOGRAPHY FOR WENDY KOMIOTIS

Wendy Komiotis is the Executive Director of Metropolitan Action Committee on Violence Against Women and Children (METRAC). She is an Adult Educator with more than 25 years experience in community-based services for women, youth and children. Her background includes: crisis counseling for women and children experiencing male violence; working in residential setting with newcomer immigrant young women dealing with settlement and family reunification issues; teaching with York Board of Education and with George Brown College; conducting health promotion and community development work with marginalized groups, and advocating with communities, including women who experienced poverty, homelessness, and various forms of violence. Through the years, Wendy has worked as a private consultant in Anti-Racism/Anti-Oppression training, a trainer with Across Boundaries Ethnoracial Mental Health Centre, the Director of Programs and Advocacy at Sistering and the Clinical Director at Parkdale Community Health Centre.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P188. TORONTO POLICE SERVICE – 2007 OPERATING BUDGET
VARIANCE REPORT AS AT MARCH 31, 2007 AND REQUEST TO
REVISE REPORTING SCHEDULE**

The Board was in receipt of the following report April 27, 2007 from William Blair, Chief of Police:

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

Recommendation:

It is recommended that the Board approve a revised reporting schedule for the operating budget variance; namely, that variance reports for months ending March, May, July and September be provided to the Board in May, July, September and November, respectively.

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, and to propose an annual schedule for variance reports to be provided to the Board.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$Ms)	Actual Expend. to Mar 31/07 (\$Ms)	Projected Year- End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Salaries & Benefits (incl. premium pay)	\$742.0	\$188.8	\$742.0	\$0.0
Non-Salary Expenditures	<u>\$92.2</u>	<u>\$12.9</u>	<u>\$92.2</u>	<u>\$0.0</u>
Total Gross	<u>\$834.2</u>	<u>\$201.7</u>	<u>\$834.2</u>	<u>\$0.0</u>
Revenue	<u>(\$47.6)</u>	<u>(\$14.6)</u>	<u>(\$47.6)</u>	<u>\$0.0</u>
Total	<u>\$786.6</u>	<u>\$187.1</u>	<u>\$786.6</u>	<u>(\$0.0)</u>
Unallocated Reduction	<u>(\$1.6)</u>		<u>(\$1.6)</u>	<u>\$0.0</u>
Net Total	<u>\$785.0</u>		<u>\$785.0</u>	<u>\$0.0</u>

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

As at March 31, 2007, no year-end variance is anticipated, although the \$1.6M unallocated reduction is still outstanding, and is addressed later in this report. Details of each expenditure category are discussed below.

Salaries & Benefits (including Premium Pay)

Uniform separations for 2007 are currently projected to be on budget at 250, compared to 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. At this point in time, no variance is projected as the pace of separations has decelerated. 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 and, at this time, no variance is projected.

Non-salary Expenditures

Expenditures in this category are projected to be on budget. 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. The Service continues to pursue grant funding opportunities. However, since grant funding is tied to specific expenditures, there is usually a zero net budget impact when funding is achieved.

\$1.6M Unspecified Budget Reduction

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. At this time, the \$1.6M reduction continues to be a pressure. However, all expenditures are being reviewed and managed, in an effort to stay within the budget approved by the Board and Council.

Variance Reporting Schedule

At present, the Service provides monthly variance reports to the Board (beginning with a March variance each year). In most instances, however, information does not change significantly from month to month, particularly in the early part of the year. It is therefore recommended that this schedule be adjusted, and the frequency of reporting reduced. Should intervening events significantly impact the projected variance, the Service would update the Board as soon as possible, regardless of the reporting schedule.

The proposed variance report schedule will not impact the operating budget preparation process as members of the Board Budget Sub-Committee are kept up to date on changes in projections during the budget review.

The recommended schedule for the operating variance report is as follows:

Variance Month Ending	Board Meeting
March 31 st	May
May 31 st	July
July 31 st	September
September 30 th	November
Year-end	February

It should be noted that due to the time required to analyze variance data, and internal and Board reporting deadlines, variance reports cannot be tabled to the Board until two months after month-end closing. It should also be noted that if the Board does not meet during a month when the operating budget variance report is scheduled to be tabled, then the Service would report to the next scheduled meeting.

Conclusion:

As at March 31, 2007, the Service is projecting to be within the Board-approved budget at year end. Expenditures and revenues will be closely monitored throughout the year, and any necessary action will be taken to ensure the Service remains within the approved 2007 net operating budget, including the \$1.6M unspecified budget reduction.

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

The Board received the report and approved the changes to the reporting dates.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P189. 2006 ANNUAL REPORT: PROFESSIONAL STANDARDS

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

Subject: PROFESSIONAL STANDARDS 2006 ANNUAL REPORT

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting of June 13, 1996, the Board approved the replacement of all previously submitted Professional Standards reports with a singular report to be submitted on a semi-annual basis (Board Minute 199/96 refers).

In keeping with this requirement, the Toronto Police Service Professional Standards 2006 Annual Report is appended to this report.

Discussion:

This report is designed to update the Toronto Police Services Board with annual information regarding the Professional Standards Information System, Public Complaints, Police Services Act charges, the Use of Force, Suspect Apprehension Pursuits and Awards to Service members.

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered in 2006.

Deputy Chief Jane Dick, Executive Command will be in attendance to answer any questions if required.

The Board received the foregoing. A copy of the full report is on file in the Board office.

EXECUTIVE SUMMARY

The Chief of Police reports to the Toronto Police Services Board on the following:

- Complaint Intake
 - Number, classification and disposition

- Conduct Complaints
 - Both serious and less serious

- Policy and Service Complaints
 - Number, classification and disposition

- Investigations
 - Serious or major matters of misconduct

- Prosecutions Services
 - Number of cases, trials, guilty pleas, cases withdrawn and time to trial

- Disciplinary Hearings Office
 - Number of cases, allegations and penalties

- Ontario Civilian Commission on Police Services (OCCPS) Reviews
 - Outcomes of matters reviewed

This annual report, produced by Professional Standards, Risk Management Unit, is designed to amalgamate all Professional Standards reporting requirements into a single report to facilitate comparisons, examination of trends, and to provide a comprehensive analysis of officer conduct and discipline. This report incorporates revisions to the appropriate sections, as required by the Toronto Police Services Board Policy Manual and subsequent Board motions.

This report illustrates statistical data from January to December, 2006. There are limits to the comparability of data between years due to reporting revisions.

Highlights

- In 2006, 67 Alert reports were generated from the Professional Standards Information System (PSIS). These reports were forwarded to Unit Commanders to aid in the early identification of atypical performance among Service members in an effort to ensure that the member's performance is consistent with the Service's Core Values.
- In 2006, a total of 661 public complaints were made about uniform Toronto Police Service members, a 14% decrease from 2005.
 - 468 (71%) complaints were investigated.
 - 457 complaints concerned officer conduct and 11 concerned the services and/or policies of the Toronto Police Service.
 - 193 (29%) complaints did not meet the criteria set out in the Police Services Act and therefore were not subject to investigation, an increase from 27% in 2005.
 - 60 (13%) complaints were classified as serious in nature, a decrease from 15% in the previous year.
 - 346 (74%) complaints were completed within 90 days, an increase from 73% in 2005.
- The Toronto Police Service received 83 new Civil Litigation cases in 2006, 6 less than in 2005.
- Prosecution Services initiated 59 new cases, 4 less than in 2005. The number of Police Service Act charges laid has increased 34%. Off duty incidents attributed to 44% of new cases, an increase of 7.5%.
- The Disciplinary Hearings office concluded 53 cases involving 124 charges in 2006, down from 58 cases in 2005. It should be noted that some cases concluded in 2006 were initiated in prior years.
- Use of Force incidents totalled 1,513, compared to 1,295 in 2005. A total of 2,264 Use of Force reports were submitted compared to 1,936 in 2005. The most common reason for Use of Force continues to be for the protection of the officer her/himself.
- In Use of Force incidents, 152 officers were injured in 2006 compared to 166 in 2005. Of these, 59 officers required medical attention compared to 61 in 2005.
- The Provincial Special Investigations Unit invoked its mandate to investigate 50 cases, up from 44 in 2005. Of these, 31 cases were concluded, 14 cases were withdrawn, and 5 cases are currently ongoing. No officers have been charged with any offence to date.
- Suspect Apprehension Pursuits were initiated on 227 occasions in 2006, a 30% increase from 2005.

- Personal injury occurred in 9% of initiated Suspect Apprehension Pursuits, a 6% decrease from 2005. In total, 21 persons were injured which included 1 third party pedestrian and 1 third party driver.

Members of the Toronto Police Service received 481 Service Awards, including 6 Merit Marks, 53 Commendations, 325 Teamwork Commendations, 18 Letters of Recognition and 79 Chief of Police Excellence Awards. In addition, the Toronto Police Service issued 90 awards to community members.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P190. 2006 ANNUAL REPORT: USE OF THE TORONTO POLICE SERVICE
IMAGE**

The Board was in receipt of the following report March 23, 2007 from William Blair, Chief of Police:

Subject: 2006 ANNUAL REPORT - USE OF THE TORONTO POLICE SERVICE
IMAGE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 16, 1998, the Board approved a report from the Chief of Police regarding a policy pertaining to request for the use of the Service Crest. (Min. No. 173/96 refers).

The Board approved the following Motion:

That the Board designate authority to the Chair of the Police Services Board to approve requests for the use of the Service image, with an annual report submitted to the Board by the Chief of Police listing all request for the use of the Service image.

Discussion:

A chronological listing of all request submitted for the period of January 1, 2006 to December 31, 2006, is appended to this report.

A total of five (5) requests were received, all of which were approved.

Conclusion:

In summary, this report provides the Board with summary of all requests for the use of the Service image in the year of 2006.

Staff Sergeant Stu Eley, Acting Executive Officer, Office of the Chief of Police will be in attendance to respond to any questions, if required.

The Board received the foregoing.

**CENTRAL DIRECTORY
USE OF THE SERVICE IMAGE: 2006**

External Requester	Internal Requester	Purpose	Decision & Date
	Deputy Chief Kim Derry, Divisional Policing Command	Use of the Service image on promotional material and printed Positive Ticket Jackets to support of this initiative.	Approved by: Toronto Police Services Board on February 15, 2006 (Min. No. P67 refers).
Mr. Jeff Allen, Emergency Vehicles Owners & Operators Association		Use of the Service image on a restored 1988 Plymouth police display car.	Approved by: Chair, Toronto Police Services Board on January 20, 2006.
Ontario Veterinary College ('OVC')		Use of the Service image on a poster being developed by the Ontario Veterinary College in support of the Brigadier Memorial Fund.	Approved by: Chair, Toronto Police Services Board on April 3, 2006.
Chartered Institute of Management Accounts (CIMA)		Use of the Service image on an invitation card being developed by the CIMA in support of its 2006 Annual Community Cricket Tournament.	Approved by: Chair, Toronto Police Services Board on May 1, 2006.
	Keith Forde, Deputy Chief of Police, Human Resources Command	Use of the Service image to be used solely on the 2007 Black History Month Legacy Poster being developed by Mr. Small.	Approved by: Chair, Toronto Police Services Board on November 8, 2006.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P191. 2006 ANNUAL REPORT: SOLE AND SINGLE SOURCE PURCHASES

The Board was in receipt of the following report April 02, 2007 from William Blair, Chief of Police:

Subject: SOLE AND SINGLE SOURCE PURCHASES – 2006 ANNUAL REPORT

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 Board, at its meeting of January 25, 2007, approved amendments to the Financial Control By-law No. 147. Within the approved amendments was a requirement to report annually on all sole and single source purchases over \$10,000.00 in the preceding year (Min. No. P18/07 refers). This report responds to that requirement.

Discussion:

Sole and single source purchases are used for: emergency situations; proprietary rights; to match existing equipment; health and safety concerns; time constraints; scarcity of supply in the market; and to avoid violating warranties and guarantees where service is required. In these cases, the award is made to a specific vendor without going through a competitive process.

In accordance with the Service's Purchasing and Expenditure Procedures, a request is submitted to the Service's Purchasing Support Services (PSS) unit with justification to retain a vendor as a sole or single source. If the justification is acceptable to the Manager, PSS and the purchase meets the above criteria, the request is processed.

The following tables summarize the sole and single source purchases over \$10,000 that occurred in 2006.

Sole Source

The sole source purchases identified in the table below were made based on proprietary rights/trademark.

Vendor	Value of Purchase Order Issued in 2006 (\$)
Motorola Canada Ltd.	7,649,603.00
Workbrain Inc.	2,127,766.60
Attachmate Canada Ltd.	105,418.18
Telus Integrated	104,280.00
Digital Intelligence	113,540.00
Ram Power Systems	78,400.00
Hewlett Packard Canada	50,116.50
B&L Associates Inc.	32,724.00
Opnet Technologies	46,930.00
DMTI Spatial Inc.	22,500.00
Verint Technology	21,510.30
Eastern Marine Systems	20,275.92
Q-Data Inc.	19,296.00
Epic Data Inc.	15,523.20
Data 911 Systems	14,267.25
A.J. Stone Company	13,462.50
Google Inc.	12,925.00
Virage	12,925.00
Interfax Systems	11,900.00
OPS Centre	11,068.97
Software Techniques	10,740.00
Avotus Corp.	10,652.00
TOTAL	10,505,824.42

Single Source

Single source purchases are made based on time constraints, emergency requirements, to match existing equipment and to maintain continuity of services, where necessary, on projects. The single source purchases in the table below were made for time constraint reasons.

Vendor	Value of Purchase Order Issued in 2006 (\$)
Workbrain Inc.	249,829.06
J. Cafiso Renovations	23,500.00
Hugh Russell	12,925.00
Police Ordnance Co. Inc.	11,370.00
Lenczner, Slaght, Royce	10,092.94
TOTAL	307,717.00

The above sole and single source purchases represent a total of 33 purchase orders or 6% of the total number of purchase orders greater than \$10,000 issued by the Service in 2006.

Conclusion:

The Service's purchasing procedures require that goods/services be obtained through a competitive process. However, there are situations where goods/services must be single or sole sourced. These types of procurements are managed through a formal procedure that is overseen by the Manager, PSS, and that requires proper justification and approval before a commitment is made. To further increase the transparency of this process, this report provides the Board with a list of sole and single source purchase orders over \$10,000 that were issued in 2006.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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**#P192. SEMI-ANNUAL REPORT: GRANT APPLICATIONS AND
CONTRACTS: OCTOBER 2006 TO MARCH 2007**

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

Subject: SEMI-ANNUAL REPORT: OCTOBER 1, 2006 TO MARCH 31, 2007 -
GRANT APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained in this report. All active grants noted in this report are accounted for in the 2007 Operating Budget. If the grant application noted in Appendix A is approved and the funds are provided to the Toronto Police Service, there will be no net financial impact to the Service as the funds will cover the costs incurred as a result of the grant program.

Background/Purpose:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers). The Board also agreed that a report would be provided on a semi-annual basis, summarizing all applications and contracts signed by the Chair (Min. Nos. P66/02 and P145/05 refer).

Discussion:

During the current reporting period, October 1, 2006 to March 31, 2007, the Chair of the Police Services Board signed one grant application. No grant contracts were signed during the period. Appendix A provides the details of grant application signed and submitted.

As at March 31, 2007, the Toronto Police Service had a total of seven active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M annually)
- Public Education and Crime Eradication Initiative (\$0.27M - one-time funding)

- Safer Communities – 1,000 Officers Partnership Program (estimate \$8.2M in 2007, will annualize to \$8.8M in 2008)
- Toronto Anti-Violence Intervention Strategy (\$5.0M - one-time funding)
- Closed Circuit Television (\$2.0M - one-time funding)
- Bridge Financing for Guns and Gangs Initiatives (\$0.5M - one-time funding)
- Funding to Combat Child Pornography (\$0.3M - one-time funding)

Conclusion:

This report provides the Board with information on the one grant application (Reduce Impaired Driving Program) signed by the Chair, during six month period ending March 31, 2007, as well as the active grants in place as at the same date.

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

Appendix A

New Grant Application
October 1, 2006 to March 31, 2007

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
Reduce Impaired Driving Program (R.I.D.E.) <ul style="list-style-type: none"> • The Chair signed the application for funding for the 2007/2008 R.I.D.E. program in March 2007. 	\$245,846	April 1, 2007 to February 28, 2008	Application submitted to Ministry of Community Safety and Correctional Services and notification of approved amount is likely to be received spring 2007. Anticipate approval of approximately \$90,000.

The Board received the foregoing.

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**#P193. PRE-QUALIFIED LIST OF SUPPLIERS FOR POLICE RELATED I/T
PROFESSIONAL SERVICES**

The Board was in receipt of the following report April 18, 2007 from William Blair, Chief of Police:

Subject: PRE-QUALIFIED LIST OF SUPPLIERS FOR POLICE RELATED I/T
PROFESSIONAL SERVICES

Recommendation(s):

It is recommended that:

- (1) The Board approve Ajilon Consulting; MTS Allstream Inc.; Advanced Recruitment Consultants Inc.; CNC Global Limited; Eagle Professional Resources Inc.; Fujitsu Consulting (Canada) Inc.; Ian Martin Limited; RIS, Inc.; Shore Consulting Group; Unnicon; and Visiphor Corporation, as pre-qualified vendors for information technology related professional services;
- (2) The Board enter into a non-exclusive agreement with each of the vendors listed in Recommendation #1 for the information technology related professional services outlined in Appendix A for each such vendor, for the period June 1, 2007 to May 31, 2010, with an option to renew for two one-year periods, on terms and conditions satisfactory to the Chief Administrative Officer or his designate and in a form satisfactory to the City Solicitor; and
- (3) Board approval be obtained to exercise the two one-year options.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Funds required for the acquisition of information technology professional services will be requested in the appropriate capital project or annual operating budget. All contracts awarded to the pre-qualified vendors will be approved in accordance with the requirements of the Board's Financial By-law No. 147, as amended.

Background/Purpose:

On July 27, 2006, Toronto Police Service (TPS) Purchasing Support Services issued Request for Proposal (RFP) #1070317-06 for Police Related Information Technology (I/T) Professional Consulting Services Pre-Qualified Vendor Lists, to thirty-nine (39) vendors.

The RFP invited vendors to submit proposals by September 7, 2006, to provide information technology professional services for all or any of fourteen (14) defined services (see Appendix A), for a period of three (3) years with two optional one-year extensions. Information Technology Services and Purchasing Support Services will review service requirements, the marketplace and vendor performance, and will submit a request to the Board for approval only if an extension is being recommended.

The purpose of issuing the RFP and developing a pre-qualified list of a minimum of ten (10) vendors, is to provide the timely acquisition of information technology professional services at a competitive cost for project and operational consulting. This process will also:

- reduce the administrative costs associated with repeated procurement calls; and
- improve the turnaround time to acquire needed temporary contract resources.

Both the City of Toronto and the Toronto Transit Commission have similar processes.

Discussion:

The RFP process required vendors to meet mandatory and submission requirements in order to proceed to the evaluation phase. Eighteen (18) proposals were received in response to the RFP. Of the eighteen (18) proposals, one (1) was a No Bid, and six (6) did not meet the requirements of the RFP.

Eleven (11) proposals qualified for the final phase of evaluation and were scored against the following evaluation criteria:

Evaluation Criteria	Weight
Proponent's experience	20%
Proponent's capability and capacity	30%
Proponent's references and reference projects	20%
Proponent's quality process	30%
Total	100%

Based on the evaluation, all eleven (11) vendors are recommended for inclusion in the pre-qualified vendors list.

Appendix A identifies the recommended vendors for the Pre-Qualified List with the professional services that they may, if the award is approved, quote on to provide resources to TPS.

As professional services are required, a Request for Service will be issued through TPS Purchasing Support Services to the pre-qualified vendors eligible to bid on that service. The Request for Service will provide qualified vendors with:

- a description of the professional service(s) required;
- a statement of work including, if appropriate, a component for the transfer of skills;
- a list of deliverables; and
- a timetable for the work.

The qualified vendors will be requested to:

- propose an appropriately skilled resource(s) to provide the service(s); and
- bid a cost for the service(s).

The selection of the vendor will be based on the lowest cost proposal meeting the specifications of the Request for Service and any contracts will be awarded in accordance with the requirements of Board Financial By-law No. 147, as amended.

Conclusion:

A pre-qualified list of vendors facilitates the process of acquiring information technology professional services for projects and operational needs, in a timely and efficient manner. As a result of a request for proposal process completed by TPS for this purpose, a list of eleven (11) vendors is being recommended to the Board, to provide services for a period of three (3) years beginning June 1, 2007 to May 31, 2010, with two optional one-year extensions.

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

The Board approved the foregoing.

Appendix A

The following table outlines the recommended Vendors for the Pre-Qualified List by service:

<i>Vendors</i>	Defined Services														<i>Roles Bid by each Vendor</i>
	Business Analyst	Testing/Quality Assurance Analyst	Project Manager	Application Architect	Technology Architect	Programmer / Developer	Information Architect	Technical Writer	Business Transformation Specialist	IT Governance / ITIL Analyst	Network Architecture / Specialist	Security Specialist	Desktop Support Analyst / Specialist	Radio & Electronics Technician	
Ajilon Consulting	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14
MTS Allstream Inc.	1	1	1	1	1	1	1	1	1	1	1	1			12
Advanced Recruitment Consultants Inc.	1	1	1	1	1	1	1	1	1	1	1	1	1		13
CNC Global Limited	1	1	1	1	1	1	1	1	1	1	1	1	1		13
Eagle Professional Resources Inc.	1	1	1	1	1	1	1	1	1	1	1	1	1		13
Fujitsu Consulting (Canada) Inc	1	1	1	1	1	1	1	1	1	1	1	1	1		13
Ian Martin Limited	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14
RIS, Inc.	1	1	1			1				1			1		6
Shore Consulting Group	1	1		1	1		1	1							6
Unnicon			1												1
Visiphor Corporation	1	1	1	1	1	1			1		1	1			9
# of Vendors for	10	10	10	9	9	9	8	8	8	8	8	8	7	2	

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#P194. VENDOR OF RECORD – HANDYMAN SERVICES

The Board was in receipt of the following report April 27, 2007 from William Blair, Chief of Police:

Subject: HANDYMAN SERVICES - VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve Amaida Construction Limited as the Vendor of Record for the provision of handyman services for the period July 1, 2007 to December 31, 2010.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Funding for handyman services is included in the Service's annual operating budget.

The average estimated annual expenditure for handyman services is \$100,000.

Background/Purpose:

The Toronto Police Service (TPS) has maintained a Vendor of Record for the provision of handyman services. This practice allows the Service to get necessary work done in an expedient manner.

Amaida Construction Limited is the current supplier of handyman services to the TPS. The current contract with Amaida Construction Limited expires on June 30, 2007. As a result, a competitive purchasing process was commenced to establish a new contract.

Discussion:

On February 27, 2007, the Purchasing Support Services Unit issued a Request for Proposal (RFP) #1079634-07 to select a Vendor of Record for the provision of handyman services. The RFP closed on March 9, 2007 and the TPS received three (3) responses. The respondents were: Amaida Construction Limited; J. Cafiso Renovations Limited and Kramer Incorporated.

The submissions were subsequently reviewed by the members of the evaluation committee, using the following evaluation criteria:

- Vendors experience with past projects of a similar nature;
- Qualifications of assigned personnel;
- Evaluation of the information provided in relation to the work required;
- Vendor's compliance with Workers' Safety & Insurance Board requirements;
- Vendor's compliance with financial requirements; and
- Evaluation of reference letters provided by the Vendor.

The committee's evaluation resulted in Amaida Construction Limited scoring the highest and being recommended as the Vendor of Record.

Conclusion:

The TPS requires the services of a handyman to perform work that by its nature is too small to tender. The use of a handyman also allows a quick response for emergency repairs. The work performed includes: damage repairs; occupational health and safety related work; minor repairs; and small painting jobs. The establishment of a Vendor of Record provides the Service with the ability to access the required services when needed and at a pre-determined rate. This results in a more efficient and effective delivery of service.

The Service conducted a competitive process to establish a Vendor of Record. As a result of that process, it is recommended that Amaida Construction Limited be approved as the Vendor of Record for the provision of handyman services.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P195. VENDOR OF RECORD – ELECTRICAL SERVICES

The Board was in receipt of the following report April 27, 2007 from William Blair, Chief of Police:

Subject: ELECTRICAL SERVICES – VENDOR OF RECORD

Recommendation:

It is recommended that the Board approve F. A. Clarke Electric Limited as the Vendor of Record for the provision of electrical services for the period July 1, 2007 to December 31, 2010.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Funding for electrical services is included in the Service's annual operating budget and capital state-of-good-repair project.

The average estimated annual expenditure for electrical services is \$140,000.

Background/Purpose:

The Toronto Police Service (TPS) has maintained a Vendor of Record for the provision of electrical services. This is a common industry practice and allows the Service to get necessary electrical work done in an expedient manner.

F.A. Clarke Electric Limited is the current supplier of these services to the TPS. The contract with F.A. Clarke Electric Limited expired on September 30, 2006. The Service recommended, and the Board approved (Min. No. P345/06 refers), not to exercise the option on the contract and continue on a month to month basis until a competitive process could be completed. As a result, a competitive purchasing process was commenced to establish a new contract.

Discussion:

On February 8, 2007, the Service's Purchasing Support Services unit issued a Request for Proposal (RFP) #1079633-07 to select a Vendor of Record for the provision of electrical services. The RFP closed on March 1, 2007 and the TPS received four (4) responses. The respondents were: Alltech Electrical Limited; Brothers & Wright Electric Limited; F.A. Clarke Electric Limited; and Vantage Electric Limited.

The submissions were subsequently reviewed by the members of the evaluation committee, using the following evaluation criteria:

- Vendors experience with past projects of a similar nature;
- Qualifications of assigned personnel;
- Evaluation of the information provided in relation to the work required;
- Vendor's compliance with Workers' Safety & Insurance Board requirements;
- Vendor's compliance with financial requirements; and
- Evaluation of reference letters provided by the Vendor.

The committee's evaluation resulted in F.A. Clarke Electric Limited scoring the highest and being recommended as the Vendor of Record.

Conclusion:

The TPS requires that a qualified electrical contractor be available to perform necessary electrical work that cannot be tendered due to time constraints or, because of its nature, cannot be adequately specified. Examples of such work include: the relocation of electrical outlets/switches; failures requiring immediate attention; and emergency repairs. The establishment of a Vendor of Record provides the Service with the ability to access the required electrical services when needed and at pre-determined rates. This results in a more efficient and effective delivery of service.

The Service conducted a competitive process to establish a Vendor of Record. As a result of that process, it is recommended that F.A. Clarke Electrical Limited be approved as the Vendor of Record for the provision of electrical services.

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P196. RECOMMENDATIONS TO DISPENSE WITH THE SERVICES OF
PROBATIONARY CONSTABLES**

The Board was in receipt of the following report May 03, 2007 from Maria Ciani, Manager of Labour Relations:

Subject: RECOMMENDATIONS TO DISPENSE WITH THE SERVICES OF
PROBATIONARY CONSTABLES

Recommendation:

It is recommended that:

- (1) The Board request the Chief of Police to develop a Service Procedure specific to probationary constables, including the following provisions:
 - (a) a requirement for supervisors to develop a work plan for probationary constables who exhibit a deficiency in their work performance and an action plan for improving their performance,
 - (b) a requirement for a full review of all probationary constables following the completion of their 5th compressed work week cycle as a 4th class constable, and
 - (c) a requirement for the submission of appropriate documentation in a timely manner where it is proposed that the services of a probationary constable be dispensed with;
- (2) The Board request the Chief of Police to conduct a review of the coach officer program, and make such changes as may be required to ensure that probationary constables receive the support they need and any performance concerns are identified and properly documented at an early stage;
- (3) The Board request the Chief of Police to ensure that the assignment of management representatives to the Standing Committee on Probationary Constables takes into account the organizational need for diversity;
- (4) The Board approve probationary constables being given the opportunity to make a written submission to the Probationary Constables Committee prior to their vote, and that a copy be provided to the Chief of Police and included in any recommendation to the Board to terminate the services of the probationary constable; and

- (5) The Board approve Labour Relations vetting all documents pertaining to the termination of a probationary constable, including any report to the Board recommending termination of a probationary constable.

Financial Implications:

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

Background/Purpose:

At its meeting on March 22, 2007, the Board requested that the Manager of Labour Relations submit a report to the Board's April 26, 2007 meeting reviewing the current legislative and collective agreement provisions governing probationary constables, the current administrative processes, including those of the Standing Committee on Probationary Constables, and provide any appropriate recommendations for changes to the current administrative processes. (Min. No. P135/07 refers). This report is in response to that request.

Discussion:

The following outlines the current legislative and Collective Agreement issues regarding the Memoranda of Understanding pertaining to Probationary Constables as contained within the Uniform Collective Agreement between the Toronto Police Services Board and the Toronto Police Association.

The probationary period for a police constable is prescribed by Section 44(1) of the *Police Services Act*. That provision mandates a one-year probationary period, commencing on the date a member is sworn in as a police constable.

The purpose of a probationary period, in the police context, has been described as follows in the Ontario Human Rights Board of Inquiry case of *Daniels v. Hamilton-Wentworth Police Services Board*:

Probation is, by definition, a testing period to give an employer the opportunity to ascertain suitability as an employee. Suitability can include certain standards of performance, character, judgement and anything else that an employer considers as related to the job to be done. A probationary employee is on trial during probation to prove his/her suitability as an employee. It is within the employer's right to release an employee who is not considered likely to meet the standards of performance required by the organization.

There is a duty of 'fairness' that is applied to the decision to terminate the employment of a probationary police constable. That duty was succinctly set out by the Supreme Court in the 1979 case of *Nicholson v. Haldimand-Norfolk (Region) Board of Commissioners of Police*. In that case, the majority determined the following procedural requirements had to be met prior to the termination of a probationary police constable:

1. The member had to receive notice of the recommendation to terminate;
2. The Board must provide legally proper reasons for the proposed termination;
3. The member be afforded adequate opportunity to respond prior to the decision to terminate; and
4. The Board must render its' decision in good faith.

The decision in Nicholson has been imported into Section 44(3) of the *Police Services Act*, which reads:

A board may terminate a police officer's employment at any time during his or her probationary period but, before doing so, shall give the police officer reasonable opportunity to reply, orally or in writing, as the board may determine.

The Statute states that it is for the Board to determine whether the member's opportunity to reply shall be "orally or in writing". However, a number of cases suggest that where the credibility of the officer is the central issue lying behind the recommendation to dismiss (e.g. where the member is being dismissed for deceit), the Board may be legally obliged to provide the member with an opportunity to reply orally. This does *not* mean that the member is entitled to any form of hearing where witnesses would be sworn, cross examined, etc. Rather, in such cases, the member may simply be entitled to a "personal audience" before the Board.

The *Police Services Act* contemplates a streamlined, administrative approach to probationary dismissals, suggesting that rarely will there be a right to an "oral reply". Having said that, provided that the provision of such an oral opportunity will not be unwieldy, the Board can permit such oral replies in cases where credibility issues arise, simply in order to avoid the legal uncertainty noted above.

A police constable is entitled to a summary of the allegations/reasons for the request of his/her termination that are sufficiently particularized so that he/she will be able to meaningfully respond to the request. He/she is not entitled to the level of 'disclosure' that a defendant in a criminal trial would be entitled to, as there are no penal consequences that can flow from a Board decision to terminate. The nature of the dispute is the continuation of the employment relationship not a criminal prosecution.

As set out above, the purpose of a probationary period is to test an employee's suitability to remain a police officer. Put another way, it is an extension of the hiring/recruitment process. In that regard, it is important to note that the *Police Services Act*, at Section 43(1) includes the following as criteria for hiring a police constable:

43(1) No person shall be appointed as a police officer unless he or she,

.....

(c) Is physically and mentally able to perform the duties of the position, having regard to his or her own safety and the safety of members of the public, and,

.....

(d) Is of good moral character and habits.

In addition to the above duties on a Board regarding who is hired as a police officer, there is judicial authority that supports the position that any employer who engages individuals that exercise legal authority over others, has a duty in law to thoroughly assess the suitability of candidates. If the employer of this category of employee fails in that duty, they will be held liable (*G.B.R. v. Hollett and the Queen* [1995] N.S.J. No. 328, Nova Scotia Supreme Court).

The current Uniform Collective Agreement contains specific provisions touching on the issue of terminating probationary employees. The specific provision is attached to this report as Appendix "A". This contractual provision mandates a joint, Standing Committee on Probationary Constables that reviews Service recommendations to terminate probationary police officers, after reviewing the "*entire employment record of the constable*". Its function is to determine if there is a "*reasonable and proper basis for the recommendation to terminate*". The Committee is made up of three appointees from management and three from the Toronto Police Association. (TPA). While the Committee is not, strictly speaking, involved in an appeal of the Service recommendation, it can nevertheless play an important role in the decision-making process. If the Committee agrees with the Service's recommendation or if the Committee is equally divided, the recommendation proceeds to the Board for determination. In the former case, where there is majority support for the recommendation, the TPA agrees to take no further action on behalf of the member. In the latter case, where there is a three/three split, the "respective positions of the Committee members" are to be forwarded to the Board, to be considered by the Board in determining the issue. If, however, a majority of the Committee votes *against* the Service's recommendation, "no further action shall be taken to terminate the Probationary Constable".

Notwithstanding the above provisions of the Collective Agreement, the following practice has developed between the parties regarding the 'work-process' of the Probationary Constable process:

1. Probationary Constables are provided with a coach officer for the first 10 weeks of the member's probationary period.
2. Probationary Constables receive ongoing evaluations during their probationary period.
3. If the probationary constable is unsatisfactory in his/her performance the member receives written notification that Service will make a recommendation to the Board that his/her services be dispensed with.
4. The member must elect if he/she wishes to have the request reviewed by the Standing Committee on Probationary Constables.
5. If the member so elects for a review by the Committee, Labour Relations puts together a 'brief' which includes the information provided by the Unit/Service regarding the issue(s) touching on the request to terminate and, the entire employment record of the officer.
6. The Committee meets to review the brief, and any other documents the member may have provided to the TPA, to determine if there is a "reasonable and proper basis for the recommendation to terminate the probationary constable".
7. If the Committee agrees by majority vote that there was a reasonable and proper basis to terminate, the request will go to the Board in due course for their determination.
8. If the Committee does not reach a majority decision for termination, the 'brief' is forwarded to the Board along with the Minute from the Committee meeting, which

simply reflects that the Committee was unable to come to a majority decision that the officer should be dismissed.

9. The TPA usually provides the member with outside counsel who will take an active role in the Board meeting where the Services' termination request will be determined.

The above-noted process has been in place for a long time. It should be noted that there has not been any formal notice by the TPA of any concerns with the manner in which this process is currently being administered. They have also not requested any changes to this article in negotiations.

Nothing contained in the Collective Agreement, or the practices of the parties, have an impact on a probationary constable's rights under the *Act* to make representations to the Board prior to it making a decision to terminate his/her employment. Those rights are statutory in nature and cannot be strengthened or abrogated in any way by the parties via a Collective Agreement.

Overlaying the entire Collective Agreement process and practices of the parties regarding termination of probationary police officers is Part VIII (Labour Relations) of the *Police Services Act*. In that Part, Section 126 places significant restrictions on what a Board and a Police Association can agree to, in contract, regarding the "working conditions" of police officers in so far as those working conditions may be determined by specific provisions of the *Police Services Act*, including the section on Probationary Constables (Section 44). Section 126 effectively precludes bargaining on "working conditions" which are prescribed by Section 44, as well as other sections. Thus, the Board and the TPA are not, for example, permitted to agree upon a probationary period which is either longer or shorter than the twelve-month period established in Subsection 44(1).

This leads to the conclusion that the Board and the TPA cannot agree to extend the probationary period as a possible remedy or outcome when faced with a request that a probationary officer be terminated. Nor can a probationary police constable, on his/her own accord, "contract out" of the provisions of the *Act* that mandate the length of the probationary period.

However, to the extent that Section 44 does not set out specific rules, the parties are free to supplement it through collective bargaining. Specifically, to the extent Section 44 does not dictate the *process* to be followed in reaching decisions on probationary constables, it is permissible for the parties to determine this through bargaining.

Thus, the negotiated *process* of involving a Joint Committee to review proposed terminations of probationers would appear to be permissible, since the negotiated *process* does not appear either to limit or amplify the provisions of Section 44.

Given the Board's request for specific recommendations that would ensure that this process is equitable and transparent, the Manager, Labour Relations met with senior officers from Divisional Policing Command to review the probationary constable program. This consultation resulted in agreement that there should be a review of the coach officer program to ensure that it continues to meet the needs of the Service. This review should include an examination of the performance evaluation tool used to assess probationary constables, as well as identify the

number of coach officers required for each divisional platoon. It is recommended that the Board request the Chief of Police to conduct a review of the coach officer program and make changes as may be required to ensure that probationary constables receive the support they need and any performance concerns are identified and properly documented at an early stage.

One of the challenges that the Service has been facing is early identification of performance issues of probationary constables. Timely intervention by management at an early stage is very important. A work plan should be developed by the supervisors and approved by the unit commander to ensure that any deficiencies in performance are clearly identified and an action plan for improvement must be provided to the probationary constable. The affected member should acknowledge and sign both the work and action plans. The Staff Superintendent should be notified, in writing, if a probationary constable does not meet the performance standards after the first ten weeks of his/her probationary period. Furthermore, a complete review of probationary constable's performance should be conducted at the conclusion of the 5th compressed work week cycle, which is equivalent to approximately a six month time period. If by this deadline, performance continues to be at an unacceptable level, the unit commander should make a recommendation to terminate the constable. This six months timeframe is seen as a suitable period of time for a probationary constable to meet an acceptable level of performance. In view of the foregoing, it is recommended that the Board request the Chief of Police to develop a Service Procedure pertaining to probationary constables, including the following provisions:

- a requirement for supervisors to develop a work plan for probationary constables who exhibit a deficiency in their work performance and an action plan for improving their performance;
- a requirement for a full review of all probationary constables following the completion of their first six months as a 4th class constable; and
- a requirement for the submission of appropriate documentation in a timely manner where it is proposed that the services of a probationary constable be dispensed with.

The composition of the Standing Committee on Probationary Constables should be examined to ascertain whether it reflects the diversity of its workforce. Having members on this committee of different cultural backgrounds would provide a better understanding of the challenges faced by probationary constables which are brought forward to this committee for review. In examining all pertinent information related to a recommendation to terminate the services of a probationary constable, the Probationary Constables Committee should also have available to them information from the member in question. To that end, it is recommended that the Board approve giving probationary constables an opportunity to provide a written submission to the Standing Committee on Probationary Constables prior to their vote, a copy of which is to be provided to the Chief of Police and included in any recommendation to the Board to terminate the services of the probationary constable.

Finally, it is recommended that the Board approve Labour Relations vetting all materials, including a copy of the draft Board report recommending termination of a probationary constable prior to it being provided to the Board. Labour Relations will conduct a full review including, where necessary, meeting with the appropriate parties to ensure that the Board's requirements for an equitable and transparent process have been met.

Conclusion:

Ms. Maria Ciani, Manager, Labour Relations, will be in attendance to answer any questions the Board may have in regard to this report.

The Board approved the foregoing.

**MEMORANDA OF UNDERSTANDING MADE THIS 7th DAY OF DECEMBER, 2005
BETWEEN THE TORONTO POLICE SERVICES BOARD AND THE TORONTO
POLICE ASSOCIATION CONCERNING MEMBERS COVERED BY THE UNIFORM
COLLECTIVE AGREEMENT.**

PROBATIONARY CONSTABLES

1. Where a recommendation is made to dispense with the services of a Probationary Constable during his/her probationary period as defined in the Police Services Act, the following procedure shall be used:
 - (a) The recommendation shall be discussed with the Probationary Constable and he/she shall be given seventy-two hours (exclusive of Saturday or Sunday) during which time he/she may confer with an Association representative and dispute the recommendation and he/she shall be so informed in writing. During that time an Association representative may also meet with the appropriate senior official to discuss the matter. If the Probationary Constable decides not to dispute the recommendation it shall be forwarded in the ordinary course to the Board to be acted upon as the Board deems appropriate. The above time limit may be extended by written agreement of the Parties.
 - (b) If the Probationary Constable disputes the recommendation he/she shall so notify the Association and the Probationary Constable's Unit Commander.
 - (c) A Committee shall be formed known as the Standing Committee on Probationary Constables and shall be comprised of three members selected by the Chief of Police and three members selected by the Association, two of whom shall be members in a full time office of the Association.
 - (d) In those cases where a Probationary Constable disputes the recommendation made to terminate his/her services the entire employment record of the Constable shall be placed before the Committee which shall consider whether there was a reasonable and proper basis for the recommendation to terminate. If a majority of the Committee is satisfied that there is a reasonable and proper basis for the recommendation for termination of the Probationary Constable, no further action shall be taken by the Association on behalf of the Constable. If a majority of the Committee is not so satisfied, then no further action shall be taken to terminate the Probationary Constable. However, the Committee may review its decision upon new or additional information becoming available.
 - (e) In the event the Committee is unable to reach a majority decision, the respective positions of the Committee members shall be forwarded to the Board and be considered by it when the recommendation to terminate the Probationary

Constable is placed before the Board for its determination. In addition, the Probationary Constable and/or his/her representatives may make oral (in addition to written, if the Association wishes) representations to the Board according to the Board's procedures prior to the Board making its decision.

- (f) The Chief of Police may provide information or other assistance to the Committee in addition to the Constable's employment record.
2. In the current negotiations the Board and the Association have disagreed whether a Probationary Constable has or should have the right to contest his termination at arbitration under the Collective Agreement or the Police Services Act.
 3. Without prejudice to the rights of the Association with respect to Probationary Constables terminated prior to the effective date of this Memorandum of Understanding, the Parties have agreed, on a trial basis, to the procedure utilizing the Standing Committee on Probationary Constables set out in this Memorandum of Understanding.
 4. During the term of this Collective Agreement, the Association undertakes that the termination of a Probationary Constable will not be taken to arbitration and this provision will remain in effect as provided under Section 129(1) of The Police Services Act and shall not continue thereafter unless agreed to by the Parties. However, if the Parties dispute its extension, the Party proposing such extension shall bear the onus of establishing the efficacy of the Committee system.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P197. SPECIAL CONSTABLES: TORONTO TRANSIT COMMISSION: RE-
APPOINTMENTS**

The Board was in receipt of the following report April 27, 2007 from William Blair, Chief of Police:

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

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

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

LARIVIERE, Joseph Richard

Discussion:

The TTC special constables are appointed to enforce the Criminal Code of Canada, Controlled

Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act on TTC property situated within the boundaries of the City of Toronto.

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

The TTC has advised that the individual satisfies all the criteria as set out in the agreement between the Board and the TTC for re-appointment as a special constable.

Conclusion:

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

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

The Board approved the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P198. THE "25 AND OUT" ENFORCEMENT REVIEW

The Board was in receipt of the following report March 27, 2007 from William Blair, Chief of Police:

Subject: THE '25 AND OUT' ENFORCEMENT REVIEW

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:

On January 25, 2007, the Board received correspondence dated January 24, 2007 from Mr. John Sewell, Toronto Police Accountability Coalition, in regard to the '25 and Out' Program. The Board referred the foregoing to the Chief of Police along with a request that the Chief provide the Board with public and confidential reports, as appropriate, with regard to this matter. (Min. No. C40/06 refers)

Discussion:

On Friday, May 6, 2005, two officers from No. 23 Division became involved in an investigation related to an allegation that a person with a gun was outside a residence and that this male was going to retaliate against police this night for a previous drug arrest.

The conduct of the officers involved in the investigation gave rise to an internal investigation by Professional Standards and subsequent Police Services Act charges were laid.

On November 1 and 2, 2006, a hearing was held before Superintendent Neale Tweedy. At the trial the officers testified to the existence of a '25 and Out' enforcement program that was in place at No. 23 Division. The testimony identified that officers were assigned to traffic enforcement during their shift and when they had issued 25 traffic tickets they were permitted to leave work without taking time off. A review of the evidence as stated in the tribunal was conducted immediately.

The program was not a division wide project but a platoon initiative. The platoon Staff Sergeant took over command of the platoon in March 2005, and discovered a need to focus resources on improved work performance productivity and measures. The Staff Sergeant decided that “team building” through Platoon initiatives would be a helpful, motivational mechanism to increase productivity and morale and a variety of techniques were used to achieve this. The platoon level initiatives included Plainclothes Detail, Priority Beat Enforcement Detail and a Highway Traffic Act Detail. These initiatives were in line with the Service Priorities of Drug Enforcement, Community Customer Service and Traffic Safety. These initiatives were performed on a voluntary basis and commenced in April 2005. In August 2005, when the Unit Commander, Superintendent Ron Taverner, became aware that officers were being permitted to leave work after issuing 25 traffic tickets, it was immediately stopped.

Traffic Safety is a Service Priority and police resources are continually directed towards traffic enforcement. No policing resources were diverted from major crime activity during this initiative. This area of the city has seen increased levels of major crime enforcement and a strong community outreach program in concert with a number of community partners. Significant inroads have been made in the Jamestown area to build partnerships.

Further, in support of all traffic related initiatives the focused enforcement of our officers in No. 23 Division has produced a decrease in collisions from 5360 in 2001 to 3612 in 2005. That is, 1748 fewer collisions involving our citizens. Similarly, enforcement programs are consistently carried out by the Toronto Police Service (i.e. Aggressive Driving, Overtaking School Buses, Red Lights and Stop Signs and R.I.D.E Spot checks.)

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P199. LEGAL FEES – CIVIL ACTION – TORONTO POLICE SERVICES
BOARD ATTS. MR. NORMAN GARDNER**

The Board was in receipt of the following report May 07, 2007 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amount of \$6,978.09.

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 March 31, 2007, in the amount of \$6,978.09.

I recommend that the Board approve payment of this account from the Board's operating budget. I have also appended a letter dated April 30, 2007, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of this invoice as it is 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.



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

April 30, 2007

Delivered by Regular Mail

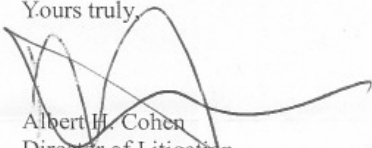
Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. Campbell:

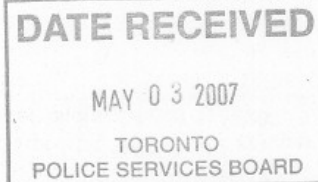
Re: Toronto Police Services Board ats Norm Gardner

Enclosed please find an account for services from Torys LLP. dated April 19, 2007, in the amount of \$6,978.09 with respect to the above referenced matter for the period ending March 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

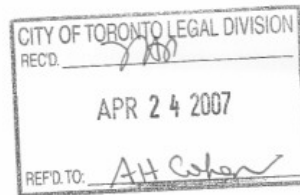
Patricia D.S. Jackson
Direct Tel. 416.865.7323
tjackson@torys.com

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

April 19, 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 at Norm Gardner

I enclose our account for services rendered in connection with the above-noted matter for the period ending March 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

April 18, 2007

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

Attention: Mr. Albert Cohen

Re: Toronto Police Services Board ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending March 31, 2007 as described on
the attached Schedule.

Fee		\$6,271.50
<u>Disbursements Subject to GST</u>		
Binding Charges	\$12.07	
Copies	86.40	
Laser Printing	14.05	
On-Line Research Cost - Quicklaw	20.08	
Process Servers	<u>179.00</u>	311.60
GST		<u>394.99</u>
TOTAL		<u>\$6,978.09</u>

TORYS LLP

Per: 

REF: 1141953/32032-2002

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 MAY 17, 2007**

**#P200. REQUEST FOR FUNDS: 2ND ANNUAL MICHAEL THOMPSON GOLF
CLASSIC**

The Board was in receipt of the following report April 24, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS – 2ND ANNUAL MICHAEL THOMPSON CHARITY
GOLF CLASSIC

Recommendation:

It is recommended that Board approve an expenditure from the Special Fund, in an amount not to exceed \$900.00 to sponsor the 2nd Annual Michael Thompson Charity Golf Classic.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by the amount of \$900.00.

Background/Purpose:

I am in receipt of correspondence from Councillor Michael Thompson requesting sponsorship for the 2nd Annual Michael Thompson Charity Golf Classic.

Last year the Michael Thompson Charity Golf Classic raised \$50,000.00 in support of Sickle Cell Ontario, the Ontario Black History Society and other community based initiatives working with disadvantaged youth in troubled neighbourhoods.

The 2nd Annual Michael Thompson Charity Golf Classic is aiming to raise funds for Canadian Crime Victim Foundation, Stand Up Scarborough and Project Engagement. This year's event will be held on June 18, 2007 at the Royal Ashburn Golf Club.

The sponsorship of this event will be consistent with the Board's practice of supporting community-based initiatives.

I, therefore, recommend that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$900.00 to sponsor the 2nd Annual Michael Thompson Charity Golf Classic.

The Board amended the recommendation to indicate that the Board approve an expenditure not to exceed \$1,800.00 to sponsor two foursomes in the tournament and that one foursome be provided to the Chief of Police.



Scarborough Centre
Ward 37

Michael Thompson *City Councillor*

He gets things done!

Dear Friends:

I would like to invite you to attend the second annual Michael Thompson Charity Golf Classic on June 18 at the Royal Ashburn Golf Club. Last year, our first golf tournament brought people together to enjoy a day in the country, make new friends, share a meal, and most important of all, raise a little money for people who need our help.

Thanks to your participation last year's event raised \$50,000. We were able to give donations to Sickle Cell Ontario, the Ontario Black History Society, and through our Project Engagement initiative, to community-based initiatives working with disadvantaged youth in troubled neighbourhoods. This year, our goal is to raise funds for Canadian Crime Victim Foundation (CCVF), Stand Up Scarborough and Project Engagement.

Canadian Crime Victim Association is a strong advocate on behalf of equal rights for crime victims. The Foundation provides victim-centered services designed to remove linguistic, financial, physical, social or cultural barriers and provide equal access for people of all abilities. Joe and Jonathan Wamback, the founders of the foundation, will be with us to participate in the day's activities.

Stand Up Scarborough is an initiative founded several years ago by Betty Carr, Managing Editor of the Scarborough Mirror, and other local business leaders to encourage, highlight and celebrate Scarborough's beauty and diversity as well as its social, cultural, intellectual and artistic achievement. My office has always strongly supported this initiative and Betty will be at the tournament.

Last year's tournament was an unqualified success, and we expect this year's event will be even better. As before, we have invited a long list of heavyweight celebrities and politicians to participate, and expect to provide you with an opportunity to network as well as play golf. We are honoured that once again, federal Finance Minister Jim Flaherty has agreed to participate.

I hope you will once again join me, my team and our celebrity guests at this event. Your participation, and your sponsorship, will go a long way to bring health and opportunity to the youth of our city.

See you at Royal Ashburn.

Michael Thompson

Councillor Michael Thompson

City Hall, 100 Queen Street West, Suite B-24, Toronto ON M5H 2H2

councillor_thompson@toronto.ca tel: 416-397-9274 fax: 416-397-9280

Councillor Michael Thompson

City Hall, 100 Queen Street West, Suite B-24, Toronto ON M5H 2H2
councillor_thompson@toronto.ca tel: 416-397-9274 fax: 416-397-9280

Project Engagement... was founded by Councillor Michael Thompson with an ambitious goal – to bring concerned people from the private, public and volunteer sectors to reshape troubled GTA communities from the ground up - child-by-child, street-by-street, neighbourhood-by-neighbourhood. Because children are raised by communities, not just parents, everyone has a role to play:

- Business, to bring to the table its economic, social and political power, as well as jobs, training and other resources,
- Religious groups, which have a great deal of influence in troubled neighbourhoods where a high percentage of at risk young people reside,
- Sports organizations, which provide a positive, charismatic outlet for youthful energy, while at the same time building character, teamwork and mutual respect,
- Community-based resources such as schools, community centres, parks and playing fields, to provide venues and tools on which to build needed programs.

These, and other sectors, are providing the alternative activities, role models and mentoring children need to grow into well-balanced adults. Project Engagement is a non-governmental organization built on voluntary effort, personal commitment and direct participation. It depends on people who are passionate about helping our kids, and dedicated to creating opportunities for them to succeed.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P201. QUARTERLY REPORT: BOARD'S SPECIAL FUND: JANUARY TO
MARCH 2007**

The Board was in receipt of the following report May 07, 2007 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JANUARY - MARCH 2007

Recommendation:

It is recommended that: the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for their information.

Background/Purpose:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2007 January 01 to 2007 March 31.

As at 2007 March 31, the balance in the Special Fund was \$904,283. During the first quarter, the Special Fund recorded receipts of \$34,164 and disbursements of \$32,935. There has been a net increase of \$1,229 against the December 31, 2006 fund balance of \$903,053.

During the first quarter of 2007, deposits were made into the Special Fund bank account for November and December, 2006 auction proceeds. These deposits have already been reflected in the 2006 fund balance. The January auction proceeds were deposited and will be reported in the second quarter of 2007. Auction proceeds as a result of the agreement made between the Property and Evidence Management Unit of the Service and Rite Auction Limited will continue to be made in 2007. A 40% commission rate will continue to apply.

Funds expended include a contribution for Black History month and TPS Auxiliary Police Program for 50th Anniversary.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2007:

- Futures Program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009. For 2007, the Board approved an allocation of \$30,000 to Literature for Life and \$27,960 to Nathaniel Dett Chorale.
- Community Police Liaison Committees - \$1,000 for each CPLC and consultative committee

- Awards for Service Members, Civilian Citations
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)
- Recognition of Board Members who complete their appointments
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

The Board received the foregoing.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2007 FIRST QUARTER RESULTS WITH INITIAL PROJECTIONS									
PARTICULARS	2007							2006	COMMENTS
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31/07	APR 01 TO JUN 30/07	JUL 01 TO SEPT 30/07	OCT 01 TO DEC 31/07	JAN 01 TO DEC 31/07 TOTALS	ACTUAL	
BALANCE FORWARD	903,053	903,053	903,053	904,283	904,283	904,283	903,053	349,983	2007 projections are based on 2006 actual results. The adjusted projection is based on the results to date as at the quarter.
REVENUE									
PROCEEDS FROM AUCTIONS	300,000	300,000	63,418	0	0	0	63,418	291,503	Auctions proceeds are now regularly received and deposited into the Special Fund. Commission is set at 40% based on the agreement with Rite Auctions.
LESS OVERHEAD COST	(120,000)	(120,000)	(40,506)	0	0	0	(40,506)	(126,866)	
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
UNCLAIMED MONEY	50,000	50,000	8,457	0	0	0	8,457	745,036	One-time unclaimed cash of \$663,593 was received in 2006.
LESS RETURN OF UNCLAIMED MONEY	0	0	0	0	0	0	0	0	
INTEREST	12,500	12,500	2,536	0	0	0	2,536	12,739	Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation.
LESS ACTIVITY FEE	(280)	(280)	(13)	0	0	0	(13)	(219)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	0	0	0	
SEIZED LIQUOR CONTAINERS	3,500	3,500	273	0	0	0	273	3,447	
OTHER	0	0	0	0	0	0	0	0	
TOTAL REVENUE	245,620	245,620	34,165	0	0	0	34,165	925,640	
BALANCE FORWARD BEFORE EXPENSES	1,148,673	1,148,673	937,218	904,283	904,283	904,283	937,218	1,275,623	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
DISBURSEMENTS									
SPONSORSHIP									
SERVICE									
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	0	0	0	0	5,500	
CPLC & COMM. OUTREACH ASSIST	29,000	29,000	0	0	0	0	0	22,427	
TPAAA ASSISTANCE	400	400	400	0	0	0	400	0	
UNITED WAY	8,000	8,000	0	0	0	0	0	8,000	
CHIEF'S CEREMONIAL UNIT	0	0	0	0	0	0	0	0	
AUXILIARY POLICE PROGRAM	27,000	27,000	27,000	0	0	0	27,000	0	
OTHER	20,000	20,000	0	0	0	0	0	20,251	
COMMUNITY									
CARIBANA	0	0	0	0	0	0	0	0	
RACE RELATIONS	0	0	0	0	0	0	0	0	
VICTIM SERVICES PROGRAM	0	0	0	0	0	0	0	5,000	
BLACK CREEK COMM.HEALTH CTR	0	0	0	0	0	0	0	10,000	
SCAARP - SAFE WALK PROGRAM	0	0	0	0	0	0	0	10,000	
YOUTH ADVISORY GROUP	100,000	100,000	0	0	0	0	0	2,000	
BLACK HISTORY MONTH	2,000	2,000	3,500	0	0	0	3,500	2,000	
VARIOUS ORGANIZATIONS	50,000	50,000	0	0	0	0	0	168,822	
RECOGNITION OF SERVICE MEMBERS									
AWARDS	35,000	35,000	0	0	0	0	0	32,627	Service member award ceremonies occur several times during the year.
CATERING	20,000	20,000	0	0	0	0	0	16,167	
RECOGNITION OF CIVILIANS									
AWARDS	16,000	16,000	0	0	0	0	0	16,082	Award and recognition ceremonies occur several times during the year.
CATERING	7,000	7,000	0	0	0	0	0	7,328	
RECOGNITION OF BOARD MEMBERS									
AWARDS	52	52	52	0	0	0	52	0	
CATERING	2,000	2,000	1,632	0	0	0	1,632	0	
CONFERENCES									
BOARD									
COMM. POLICE LIAISON COMMITTEES	7,000	7,000	0	0	0	0	0	6,400	
CDN ASS'N OF POLICE SERVICES BRDS	0	0	0	0	0	0	0	0	Board approved \$24,900 conference attendance be funded by Board operating budget.
OTHER	0	0	0	0	0	0	0	27,484	
DONATIONS									
IN MEMORIAM	500	500	200	0	0	0	200	100	
OTHER	500	500	0	0	0	0	0	100	
DINNER TICKETS (RETIREMENTS/OTHERS)	5,000	5,000	150	0	0	0	150	5,390	
OTHER	8,000	8,000	0	0	0	0	0	6,892	
TOTAL DISBURSEMENTS	342,952	342,952	32,935	0	0	0	32,935	372,570	
SPECIAL FUND BALANCE	805,721	805,721	904,283	904,283	904,283	904,283	904,283	903,053	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P202. LETTER OF APPRECIATION: FUNDS FOR THE 2007 WORLD
POLICE AND FIRE GAMES**

The Board was in receipt of the following report April 19, 2007 from Michael Cannon, President, Toronto Police Amateur Athletic Association:

The Board received the foregoing.



**TORONTO POLICE AMATEUR
ATHLETIC ASSOCIATION**

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

April 19, 2007

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

Dear Dr. Mukherjee:

On behalf of the members of the TPAAA I would like to thank you for your support of the athletes who attended the 2007 World Police and Fire Games in Adelaide Australia. The athletes who participated won many medals and overall conducted themselves in a very professional and sportsmanlike manner.

It was a very proud moment for the Toronto spectators when the Toronto team entered the stadium holding the Toronto Police and Canadian flags.

Please accept the enclosed token of thanks from the athletes along with their sincere appreciation of your support.

Sincerely,

Michael Cannon
President
Toronto Police Amateur Athletic Association

DATE RECEIVED

APR 23 2007

TORONTO
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P203. WITNESSES TO CRIME WITHOUT LEGAL STATUS IN CANADA

The Board was in receipt of the following report April 19, 2007 from Suzanne Quirouet, Ministerial Enquiries Division, Citizenship and Immigration:

The Board received the foregoing.



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

APR 19 2007

OTTAWA
K1A 1L1

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

Dear Mr. Mukherjee:

I am replying to your letter of April 10, 2007, addressed to the Honourable Diane Finley, Minister of Citizenship and Immigration, concerning the Witnesses to Crime Without Legal Status in Canada.

As this issue falls within the responsibilities of the Honourable Stockwell Day, Minister of Public Safety Canada, I have forwarded your correspondence to his office for consideration.

Yours sincerely,

Suzanne Quirouet
Chief, Tracking Unit
Ministerial Enquiries Division

cc: The Honourable Stockwell Day, P.C., M.P.

DATE RECEIVED

APR 23 2007

TORONTO
POLICE SERVICES BOARD

Canada

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P204. CORRESPONDENCE FROM MS. SUSAN ENG

The Board was in receipt of the following correspondence from Ms. Susan Eng dated May 16, 2007.

Ms. Avy Go Director of the Metropolitan Toronto Chinese and South East Asian Legal Clinic made a deputation to the Board.

The Board received Ms. Eng's correspondence and requested that the Chief investigate the circulation of the purported intelligence report and report the results of the investigation to the Board.

Susan Eng

BARRISTER AND SOLICITOR

Tel: [416] 960-0312

May 16, 2007

Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street 7th floor
Toronto, Ontario M5G 2J3

By fax to: 416-808-8082

Dear Dr. Mukherjee:

It has come to my attention that a document purporting to be a copy of a confidential intelligence report has been leaked to the CBC and possibly other media outlets. The contents are tied to an allegation regarding Julian Fantino contained in a Statement of Claim filed by police officer Robert Correa against the Board and others.

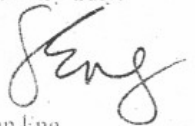
CBC Radio reported on the contents of the leaked document this morning which make it clear that I was the target of the surveillance during the time I was Chair of the Board.

Given the circumstances, both the allegation in the Statement of Claim and even the authenticity of the leaked document are highly suspect. Nonetheless, the apparently persistent attempts by some parties to get these allegations discussed in the media may discredit the police service and smear individuals who have nothing at all to do with what might be a personal feud involving the officers named in the Statement of Claim. At the very least, the Board should be concerned with allegations that there was illegal and improper surveillance of any member of the Board, whether by a rogue officer or one acting on orders, and reassure the public that such allegations of abuse of power and invasion of privacy will not go unanswered.

With respect, the Board should take the necessary steps to:

1. investigate the circulation of a purported confidential intelligence report
2. if the document is authentic, determine whether any disciplinary or criminal charges are warranted; and
3. reassure the members of the Board and the public that protocols are in place to prevent any such abuse of power and invasion of privacy.

Yours very truly,



Susan Eng

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TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

**#P205. NOMINATION OF CHAIR ALOK MUKHERJEE TO BOARD OF
DIRECTORS OF THE CANADIAN ASSOCIATION OF POLICE
BOARDS (CAPB)**

The Board was in receipt of the following report May 10, 2007 from Alok Mukherjee, Chair:

Subject: NOMINATION OF CHAIR ALOK MUKHERJEE TO BOARD OF
DIRECTORS OF THE CANADIAN ASSOCIATION OF POLICE BOARDS
(CAPB)

Recommendation:

It is recommended that the Board approve the nomination of Alok Mukherjee to a one year term on the Board of Directors for CAPB.

Financial Implications:

The Board of Directors of CAPB conduct most of their meetings via teleconference however, there will be a requirement to travel to Ottawa one or two times in 2007/2008. Through the re-allocation of funds approved for conference attendance, the costs will be absorbed in the Board's operating budget.

Background/Purpose:

The Canadian Association of Police Boards (CAPB) is the only national organization dedicated to excellence in police governance in Canada.. The Toronto Police Services Board has been a member of CAPB since its inception in 1989.

CAPB represents more than 75 municipal police boards and commissions across Canada that together employ in excess of 35,000 police personnel - approximately three-quarters of the municipal police personnel in Canada and works to achieve the highest standards as the national voice of civilian oversight of municipal police of our goals is to become the credible and leading national voice advocating for civilian police governance in Canada..

Discussion:

I recommend that the Board approve the nomination of Chair Alok Mukherjee to the Board of CAPB. This linkage between Toronto and CAPB is especially important since we are hosting the CAPB Annual Conference in August, 2008.

The cost to our Board will be minimal and can be absorbed in the existing budget.

Conclusion:

The Board of Directors will be elected at the CAPB's Annual Conference and Annual General meeting this August in Calgary.

The Board approved the foregoing.

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TORONTO POLICE SERVICES BOARD HELD ON MAY 17, 2007**

#P206. IN-CAMERA MEETING – MAY 17, 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
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member

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#P207. ADJOURNMENT

Alok Mukherjee
Chair