



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on October 18, 2007 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on September 20, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on October 18, 2007.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **OCTOBER 18, 2007** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario.

PRESENT:

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

ABSENT:

Mr. David Miller, Mayor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P328. MOMENT OF SILENCE

The Board observed a moment of silence in memory of RCMP Constable Christopher John Worden of the Hay River Detachment in the Northwest Territories who died while on duty on October 07, 2007.

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TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P329. UNITED WAY CAMPAIGN - 2007

Superintendent Diane Gauthier, Leadership Chair, Toronto Police Service 2007 United Way Campaign, was in attendance and delivered a presentation to the Board regarding the Service's 2007 United Way Campaign.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P330. TRIENNIAL REPORT – SKILLS DEVELOPMENT AND LEARNING
PLAN**

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

Subject: TRIENNIAL REPORT - SKILLS DEVELOPMENT AND LEARNING PLAN

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its September 28, 2000 meeting, the Board requested that every three years the Chief of Police provide the Board with the Service Procedure which implements Adequacy Standards Regulation Policy A1-002 Skills Development and Learning Plan (Min. No. P416/2000 refers).

Discussion:

The Toronto Police Service (TPS) has had a Skills Development and Learning Plan in place since December 2000. The Plan is continually reviewed and updated by the Manager of Training and Development, Training and Education (T&E) Unit to ensure it remains consistent with changing legislation, policy, technology and workforce development needs. The plan was last received by the Board at its September 23, 2004 meeting (Min. No. P308/2004 refers).

The plan has been reviewed and amended to incorporate many of the recommendations made by Mr. Jeffrey Griffiths, Auditor General, City of Toronto in his report *Review of Police Training, Opportunities for Improvement, Toronto Police Service*. These changes are referenced within the plan in the revision history section. Attached for the information of the Board is the revised Skills Development and Learning Plan (Attachment 1).

Conclusion:

The revised version of the Skills Development Learning Plan incorporates current Legislation and key recommendations from the Auditor General's report on Training.

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

Superintendent Darren Smith, Training and Education Unit, was in attendance and provided a brief overview of the Skills Development and Learning Plan.

The Board approved the following Motion:

THAT the Board receive the foregoing report with the provision that the Chief of Police submit a further report outlining the various fees that the Service intends to charge for training services and that a By-Law be provided to the Board for approval before the fees are established.



Toronto Police Service

Skills Development and Learning Plan

In compliance with the Regulation on Adequate and Effective Police Services
(O.Reg. 3/99) Section 33

(Revised 2007.07.30)

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Revision History

Date of Revision	Summary of Revision	Person Responsible
2001-11-07	<ul style="list-style-type: none">• Updated to reflect Ministry accreditation granted to all required courses,• Training allocation priorities added,• Field Training updated to reflect current program,• Accreditation through knowledge and skills updated to reflect current practice,• First Aid/CPR re-certification added to Advanced Patrol Training	Charles Lawrence #87438 Manager of Training & Development
2004-08-16	<ul style="list-style-type: none">• Updated to incorporate former rules:<ul style="list-style-type: none">- 5.6.0 'First Aid Training'; and- 6.12.0 'Courses, Conferences, Seminars, Workshops'• Updated to include:<ul style="list-style-type: none">- Appendix A - Specific Training Requirements and Recommendations;- Appendix B - Training Development and Approval Procedure, T&E Policy #6;- Appendix C - Training Records, T&E Policy #7; and- Appendix D - Measures to Minimize Risk in Training non-Toronto Police Service.	Charles Lawrence #87438 Manager of Training & Development
2005-02-21	<ul style="list-style-type: none">• Ministry and TPS Accreditation added to Appendix A• TPS Accreditations added• Major Case Management updated	Charles Lawrence #87438 Manager of Training & Development

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>Amended to reflect the “Review of Police Training”, 2006 City of Toronto Audit Report on Training. Note that the numbers attached to each recommendation align with those of the aforementioned audit. Recommendations that have been incorporated into the text of the document follow:</p> <p>#1 The Chief of Police review the management structure of the training program at the Police Service in order to ensure that accountability and responsibility for the training program throughout the Police Service are clearly defined and, if considered appropriate, assigned to one individual. This individual should be at the appropriate command level, be capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of the training program.</p> <p>The Superintendent in charge of the T&E Unit is accountable and responsible for all training programs throughout the Service.</p> <p>#3 The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.</p> <p>All costs of training will be captured and reviewed by the Superintendent of T&E.</p>	F. Darren Smith Superintendent #2411 Training & Development

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#4 The Chief of Police ensure that the Toronto Police Service is in compliance with the Equipment and Use of Force Regulation of the Police Services Act. The training program at the Training and Education Unit be amended to accommodate legislative requirements.</p> <p>The Service is in compliance and the Skills Development and Learning Plan (SDLP) has been amended to reflect the twelve month interval.</p> <p>#7 The Chief of Police direct all Unit Commanders that under no circumstances should there be any contravention of the Policy (Policy 14-03) relating to coach officers. Only first class constables who are qualified and trained pursuant to Policy 14-03 should be assigned as coach officers.</p> <p>Only qualified and trained members will be assigned as coach officers.</p> <p>#8 The Chief of Police direct the Training and Education Unit to set up an internal control management information process to ensure that only qualified officers attend the coach officers course. Non-qualified officers not be permitted to attend the coaching course.</p> <p>Only members with the pre-requisites will qualify to attend coach officer training.</p> <p>#9 The Chief of Police determine, on an ongoing basis, the projected longer term requirements for trained police coach officers. The analysis takes into account those police officers who have received coach officer training but who are no longer eligible to perform coaching responsibilities. The Training and Education Unit be required to amend the number of training courses provided for coach officers in order to meet projected demands.</p> <p>Courses for Coach Officer training will be provided as required.</p>	F. Darren Smith Superintendent #2411 Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#15 The Chief of Police ensure that training is being provided for all high priority courses. Lower priority courses not be provided when there are shortfalls in meeting demands for high priority courses. Lower priority courses will be cancelled and high priority courses will be delivered as required.</p> <p>#16 The Chief of Police ensure that, wherever possible, Toronto police officer attendance at each Advanced Patrol Training Course is maximized taking into account operational requirements. Members must attend training when scheduled.</p> <p>#17 The Chief of Police review the content of the Advanced Patrol Training Course in order to ensure that the training provided is relevant and required on an annual basis. For non-mandatory training, consideration be given to providing such training either through an e-learning facility or by training sergeants at the divisions. E-learning has been included as a training strategy.</p> <p>#18 The Chief of Police ensure that Toronto police officers be permitted to attend training courses only if the required prerequisite qualifications have been met. Prerequisite qualifications include attendance at a prior course or a requirement that officers be at a certain rank within the Toronto Police Service. The Training and Education Unit be assigned responsibility to ensure that this takes place. The Superintendent of T&E will ensure that only those members meeting prerequisite qualifications are allowed to attend courses.</p>	F. Darren Smith Superintendent #2411 Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007-07-30	<p>#19 The Chief of Police direct that attendance by Toronto police officers for specific training be verified based on a predetermined approved demand. Toronto Police officers not be provided training in areas which are not relevant to their current and short-term future responsibilities. Criteria be established to determine the most appropriate time period for required training prior to an officer assuming the relevant responsibilities.</p> <p>The Superintendent of T&E will ensure that members receive training that is relevant to their current or short-term probable assignments.</p> <p>#20 The Chief of Police evaluate all training courses at the Toronto Police Service, including those courses delivered by the specialized units in order to ensure that the length and content of all such courses is appropriate. In particular, the Chief of Police review the scenes of crime officer training to determine the need and the value of the extensive field training provided by the Toronto Police Service.</p> <p>The Superintendent of T&E will ensure that all courses are evaluated and that the length of training is as appropriate</p>	F. Darren Smith Superintendent #2411 Training & Education

Date of Revision	Summary of Revision	Person Responsible
2007.07.30	<p>#29 The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for “refresher” training. Procedures be developed in regards to the evaluation of e-learning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere.</p> <p>E-learning is included as a training strategy and all courses will be monitored to ensure best practices.</p> <p>#30 The Chief of Police ensure that Toronto police officers who have been assigned instructional responsibilities have attended the required “train the trainer” courses or their equivalent.</p> <p>The Superintendent of T&E will ensure that instructors receive train-the-trainer courses.</p> <p>#38 The Chief of Police review the policy relating to the reimbursement of tuition fees for Toronto police officers attending university or college courses and direct that any reimbursement of tuition fees to Toronto police officers be restricted to those university or college courses directly related to the policing responsibilities of the officer.</p> <p>Reimbursement is restricted to courses directly related to policing responsibilities.</p>	F. Darren Smith Superintendent #2411 Training & Education

Rationale

Originally developed as a requirement of provincial Adequacy Standards legislation, the Service's Skills Development and Learning Plan has evolved as impacted by; new legislation, recommendations from external audits and reviews, and internal initiatives.

Section 33 of the Police Services Act Adequacy and Effectiveness Regulation (O. Reg. 3/99) requires every police service to have a skills development and learning plan that addresses:

- the plan's objectives;
- the implementation of a program to coach or mentor new officers;
- the development and maintenance of the knowledge, skills and abilities of members of the police force, including,
 - the police force's criminal investigators,
 - members of the police force who provide investigative support functions, (scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph and behavioural science).
 - members of a public order unit, and
 - members of the police force who provide any emergency response service referred to in sections 21 and 22 (tactical unit, hostage rescue team, major incident commanders, crisis negotiators, police explosive forced entry technicians, explosive disposal technicians, and preliminary perimeter control and containment).

The Adequacy and Effectiveness Regulation also requires that after January 1, 2001, members assigned to specific policing jobs listed in the regulation must:

- have completed required "training accredited by the Ministry of the Solicitor General", now the "Ministry of Community Safety and Correctional Services" (the "Ministry") or
- possess specified competencies (knowledge, skills and abilities) accredited by the Ministry.

to be selected for or remain in those jobs.

The jobs that require Ministry accreditation are:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Perimeter Control and Containment Teams (Note: These teams are not mandatory and the Toronto Police Service does not have such teams.)
- Scenes of Crime Officers
- Forensic Identification Officers

- Criminal Investigators
- Communicators/Dispatchers
- Communications Supervisors

Further provisions require every Chief of Police to ensure that:

- supervisors have the knowledge, skills and abilities to supervise (s. 10),
- court security personnel have the knowledge, skills and abilities to perform this function (s.16),
- police explosive forced entry technicians and explosive disposal technicians have and maintain the appropriate knowledge, skills and abilities for their work (s. 25).
- persons providing investigative support other than scenes of crime analysis or forensic identification have the knowledge, skills and abilities to provide that support (s. 14)
- members of its public order unit, have the appropriate knowledge, skills and abilities to provide the services of the public order unit (s. 19).
- that a person to whom a supervisor assigns an occurrence listed in the Criminal Investigation Management Plan (required by s. 11) whether or not a criminal investigator, has the knowledge, skills and abilities to investigate that type of occurrence (s, 11).

Other training is mandatory under the following provincial regulations or standards:

1. *Police Services Act Use of Force Regulation (R.R.O. 1990, Reg. 926)*

Members who may be required to use force on another person must successfully complete use of force re-qualification every twelve months. Members who are authorized to carry a firearm shall, at least once every twelve months, successfully complete firearms re-qualification. This training and re-qualification is integrated into the Crisis Resolution Officer Safety (CROS) Course and is also delivered as a stand-alone Use of Force course.

If other weapons are issued, officers must be trained in their safe use and successfully complete re-qualification training every twelve months.

2. *Police Services Act Suspect Apprehension Pursuit Regulation O. Reg. 546/99)*

Communicators/Dispatchers, Communication Supervisors and police officers must have Ministry accredited Suspect Apprehension Pursuit training.

3. *Ontario Major Case Management Regulation (O. Reg. 354/04)*

Investigators/case managers, multi-jurisdictional case managers, and software users must complete Ministry accredited training.

The following training or accreditation is mandatory under TPS Policy or Procedure:

1. *Police Vehicle Operations (Procedure 15-11):*

All members require a “blue card” and may require vehicle-specific training on the safe operation of a wide range of vehicles, including cars, motorcycles, trucks, trailers, buses, and bicycles.

2. *Specialist Criminal Investigators (TPS Criminal Investigation Management Plan and Procedures):*
 - Sexual Assault Criminal Investigators must be accredited. (Procedure 05–05)
 - Child Abuse Criminal Investigators must be accredited. (Procedure 05–06)
 - Domestic Violence Criminal Investigators must be accredited. (Procedure 05–04)
 - Drug Criminal Investigators must be accredited. (Procedure 05–30)
 - Level 2 Human Source Management handlers must be accredited. (Procedure 04–35)
3. *Policing and Diversity Training (Procedure 14-16):*

All police officers and other members must complete this training. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.
4. *Coach Officers (Procedure 14-03):*

They must complete the required course.
5. *Crisis Resolution Training:*

All police officers must complete this training which is integrated into the Advanced Patrol Training (APT) course.
6. *Ethics Training:*

All members of the Service will attend a course on ethics, integrity and corruption as per Judge Ferguson’s report. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.
7. *First Aid / CPR:*

Designated members must maintain current certification. It is integrated into the Advanced Patrol Training (APT) course and delivered as a stand-alone course.

In addition to the above listed police-specific training, the TPS is subject to other legislated training under workplace safety and similar legislation. In keeping with the Cardiac Safe City Program, training is required for the Automated External Defibrillator (AED) machine.

The Skills Development and Learning Plan’s Objectives

The Toronto Police Service SDLP’s objectives are to help ensure the highest quality police service for the citizens of Toronto by:

- describing the skills or training requirements for various positions within the Toronto Police Service; and
- assisting members and supervisors to get the skills development and learning opportunities they need to provide high-quality, safe, and effective police service.

The development and maintenance of the knowledge, skills and abilities of members of the police service is the duty of each member supported by supervisory and training staff and the skills development and learning system. The skills development and learning system makes use

of internal and external police training resources along with the broader educational sector, which includes community colleges, universities, training partnerships and flexible training delivery methods.

The skills development and learning system is a strategic and systematic training and staff development program, administered by the T&E Unit, based on risk management principles, legislated requirements and professional operational needs. Training, educational leaves of absence, developmental job laterals and other learning opportunities are only allocated to train members to do their job better, or develop them for future probable assignments. All staff development opportunities must support the goals of the TPS. Training will be provided for higher priority courses. Lower priority courses will not be provided when there are short falls in meeting demands for high priority courses. Members will not attend training in areas not relevant to their current and or short-term future responsibilities. Members are only permitted to attend training if the required pre-requisite qualifications have been met. Pre-requisites are clearly set out in the relevant Course Training Standard. Members shall attend training when scheduled.

The T&E Unit is accountable and responsible for all training programs throughout the Service, to provide leadership, to ensure and enforce appropriate management, compliance, integration of information technology support and financial controls in all areas of TPS training. Training will be delivered in the most cost effective manner. T&E will evaluate all training courses including those courses delivered by specialized units in order to ensure that the length and content of all such courses is appropriate. T&E will ensure that training methods reflect best practices and are the most cost effective available.

Unit commanders will ensure that the total cost of all training is summarized, accounted and budgeted for, including training provided by specialized units, divisional training sergeants, conferences and seminars.

The skills development and learning system includes:

- an ongoing systematic service-wide training needs assessment
- a training design and approval system to ensure that training needs are addressed by course offerings. All courses must be approved by the T&E Unit according to the direction as stipulated in Appendix B
- a comprehensive and consistent evaluation system for training programs. All training must be evaluated according to the process set out in Appendix B
- a reporting system to allow management to assess the quantity, value and relevance of all training initiatives. All courses must be on record with T&E Unit according to the process set out in Appendix C

Learning opportunities are allocated according to the following priorities:

Priority	Rationale
1	Required by law or TPS Standard
2	Required to ensure member or public safety
3	Training allowing member to perform current duties better, and is cost effective.
4	Training is desirable to develop member for future probable work assignment
5	Personal interest – anything else

Ministry Accreditation

The Toronto Police Service jobs listed in Appendix A that require Ministry accreditation are:

- Crisis Negotiators
- Major Incident Commanders
- Tactical Response Officers
- Hostage Rescue Teams
- Scenes of Crime Officers
- Forensic Identification Officers
- Criminal Investigators
- Communicators/Dispatchers
- Communications Supervisors

TPS Accreditation

Under the direction of the Superintendent of the T&E Unit, the Manager of Training and Development accredits TPS and non-Ministry accredited external training. Jobs requiring TPS accreditation are designated in Appendix A. The Manager of Training and Development is responsible for the development of any TPS Core Competencies to assist Unit commanders to ensure that members assigned to jobs with required skills or training other than those requiring Ministry accreditation have the knowledge, skills and abilities to carry out their roles.

Accreditation through Training

If a member has successfully completed a Ministry or TPS accredited training program, he or she is automatically accredited. Successful completion of training means that the member has met the training standards of the course as evaluated by the member and trainer(s) and the member is confident in his or her ability to apply the course material to their current or future job function.

TPS courses in the following areas have been granted Ministry accreditation:

- Crisis Negotiators
- Major Incident Commanders

- Tactical Response Officers
- Hostage Rescue Teams
- Scenes of Crime Officers
- Perimeter Control and Containment (The Toronto Police Service provides this training to other Ontario police services.)
- Criminal Investigators
- Communicators/Dispatchers
- Communications Supervisors
- Canadian Police College and Ontario Police College Forensic Identification Courses

Accreditation through Equivalent Qualifications and Skills

It may be possible for a member to be accredited by comparing the member's qualifications and skills with the Ministry or TPS Core Competencies for the function. It is important to note that some accreditations require the member to complete specific training. Appendix A specifies which accreditations require training, and which have equivalencies. The Manager of Training and Development is responsible for the development of any TPS accreditations and supporting Core Competencies. Where there is an equivalency, the accreditation process is as follows:

An experienced field manager with responsibility for the function or 'assessor' will compare the member's qualifications and skills to the Ministry or TPS Core Competencies, to decide if the member should be recommended to Training and Education for accreditation. Following this, the assessor will forward a TPS 649, to their Unit commander that states that the subject member's qualifications and skills have been compared with the core competencies and the member is recommended to be accredited. If the Unit commander concurs with this he/she should endorse the recommendation and forward it to the Manager of Training and Development, T&E Unit.

Upon receipt of the TPS 649, the Manager of Training and Development will:

- if the member is deemed to be qualified, add the accreditation to the appropriate area in the Human Resource Management System (HRMS), or
- if the member is not deemed to be qualified assist the member's Unit commander to arrange for the member to receive the necessary training.

TPS unit commanders and supervisors have the necessary access to HRMS to enable them to ensure that only accredited personnel are assigned to jobs requiring Ministry or TPS accreditation.

Courses, Conferences, Seminars and Workshops

Members must adhere to Procedure 14-36, "Participation in a Learning Opportunity". Service members attending courses, seminars or conferences other than at T& E are required to submit a written report within 14 days through their unit commander to the unit commander of T&E. Each report shall include an outline of the course content, the benefits derived by the member and to the TPS and a recommendation for future attendance.

Members may obtain reimbursement, to the extent of 50% of the cost of tuition/registration fees, for successfully completing an approved learning opportunity such as a course, conference, seminar or workshop. The learning opportunity must be directly related to the responsibilities of the member and be of benefit to the member's current assignment or intended to develop the member to carry out a future probable assignment with the TPS. The learning opportunity must be cost-effective and delivered by an institution approved by T&E. Where a learning opportunity is available in the Greater Toronto Area (GTA) and the member requests to take one outside of the GTA, the maximum reimbursement will be the lesser of 50% of the actual cost of tuition or 50% of the cost of a similar program delivered within the GTA.

Supervisors who are approved to participate in the TPS Leadership Development Program are eligible for 100% reimbursement of the cost of admission fees, tuition and books.

Members shall not be absent from duty at the expense of the TPS to attend learning opportunities reimbursed under this provision except when authorized by the Chief of Police. Supervisors may permit members to take time off to attend approved learning opportunities provided that the operation of their unit will not be adversely affected. Such time off shall be deducted from the member's accumulated lieu time.

The member must receive prior written approval to participate in the learning opportunity from their unit commander and the Superintendent of T&E. Application for reimbursement shall be made for each course or program, separately. When seeking reimbursement for a prior approved course or program, members will submit proof of successful completion and fees paid, to the T&E Unit within thirty days of receiving written notification of having successfully completed the learning opportunity. Application for reimbursement shall be made for each successfully completed course separately on the approved TPS form.

The TPS Program to Coach or Mentor New Officers

The TPS has a Police Recruit Field Training Program, described in TPS Procedure "14-03" (Coach Officers), to coach or mentor new officers. This is a process which is designed to produce competent and confident police officers to serve the community by providing law enforcement services in a safe and effective manner. T&E will ensure that only qualified officers attend the Coach Officer Course.

Recruit training begins with careful selection and orientation, and progresses through classroom, practical, and simulation training at the Ontario Police College and the T&E Unit. This training may be supplemented by assignments and other alternate learning opportunities including e-learning.

The Field Training Program continues the learning process by providing each new constable with the opportunity to apply the attitudes, skills and knowledge they have learned to actual policing situations under the guidance and direction of a trained coach officer. Each division has a training sergeant to be the liaison between the college and the concerned division.

In addition, the following process was implemented as of 2006.09.11:

All probationary (fourth-class) police officers shall work a minimum of one cycle in each of the community response (CRU) and traffic (TRU) functions. These deployments will take place after the ten-week field training program is complete. The officers will be placed with an experienced member of the CRU/TRU in order to get the full benefit of the work experience. Unit commanders will be responsible for ensuring that these deployments take place before the officers are reclassified to third class, and that the deployments are recorded in HRMS. The order (whether CRU or TRU deployment occurs first) is at the discretion of the unit commander.

An appropriate number of probationary officers will continue to be deployed permanently to Traffic Services. Probationary officers assigned to Traffic Services will be assigned to a division for the initial ten-week field training program and will be assigned to a divisional coach officer for that time. The Staff Planning Unit will detail each probationary Traffic Services officer to a division for that period.

When possible, divisional probationary officers will be assigned to Traffic Services for the “traffic” portion of their experience. This will be most effective when Traffic Services probationary officers are serving their field training period in the divisions. Securing positions at Traffic Services will be the joint responsibility of the divisional and traffic unit commanders and their administrative staff.

Probationary officers’ evaluations (after the ten-week field training program) will continue to be completed by the officers’ platoon supervisors. The platoon supervisors will be required to consult with the CRU, TRU and/or TSV supervisors responsible for them during the periods of deployment to community and traffic duties, and to reflect the comments of those supervisors on the appropriate appraisal form.

Scope of the SDLP

Internal training is provided by co-worker coaches, supervisors, unit trainers and staff from the T&E Unit. External training is provided by the Canadian and Ontario Police Colleges, Criminal Intelligence Service of Ontario (CISO), other law enforcement agencies and the broader educational sector. This will help ensure the development and maintenance of the knowledge, skills and abilities of members of the police force. All training assessment and standards are the responsibility of the T&E Unit. The required or recommended skills or training for various positions within the TPS are referenced in the attached Skills Development and Learning System - Specific Training Requirements and Accreditations. (Appendix A).

Appendix A

Specific Training Requirements and Accreditations

Description of Function	Required Training or Equivalent
Behavioural Science	The Ontario Provincial Police provides this investigative support.
Breath Analysis	Have the knowledge, skills and abilities to provide that support and meets the requirements to be designated as a “qualified technician” by the Attorney General pursuant to section 254 of the Criminal Code of Canada.
Booking Officers	Toronto Police Service Booking Officer Course.
Canine Tracking	Have the knowledge, skills and abilities to provide that support and has completed the Toronto Police Service Basic Canine Training Course.
Criminal Investigator <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service General Investigation Training delivered by Training and Education Unit; or • Ontario Police College General Investigative Techniques Course; or • Ontario Police College Criminal Investigation Course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Child Abuse Investigator <i>(TPS Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training.</p> <p>Training: Toronto Police Service Sexual Assault/Child Abuse Course.</p> <p>Equivalent: None.</p>
Civilian Supervisors	Toronto Police Service Supervisory Leadership Course.

<p>Coach Officer</p>	<p>Must meet Toronto Police Service standards.</p> <p>Training: Toronto Police Service Coach Officer Course or Ontario Police College Coach Officer Course.</p> <p>Equivalent: None.</p>
<p>Communicators/ Dispatchers <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Communicators/Dispatchers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Police Communications Operator Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Communication Supervisors <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Communication Supervisors through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Supervisor Systems Course which includes protocols and conflict resolution related to persons who may be emotionally disturbed, or may have a mental illness or developmental disability.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Court Security Officers</p>	<p>Toronto Police Service Court Officer training courses.</p>
<p>Crisis Negotiators <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Crisis Negotiators through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Crisis Negotiator and Refresher course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>

Crisis Resolution Training	Toronto Police Service Crisis Resolution training includes protocols, conflict resolution and use of force training related to persons who may be emotionally disturbed, or who may have a mental illness or developmental disability. This training is included in the Crisis Resolution Officer Safety (CROS) Course, Basic Constable Course and in the stand alone Use-of-Force course.
Domestic Violence Investigator <i>(TPS Accreditation)</i>	Must meet Ministry accreditation for Criminal Investigator plus the following training. Training: Ministry approved Domestic Violence Investigator Course delivered by Training and Education Unit. Equivalent: None.
Drug Investigator <i>(TPS Accreditation)</i>	Must meet Ministry accreditation for Criminal Investigator plus the following training or equivalent: Training: Ontario Police College Drug Investigation Course. Equivalent: Equivalent qualifications and skills as approved by the Toronto Police Service according to assessment process.
Electronic Interception	Have the knowledge, skills and abilities to provide that support.
Ethics	All members of the Service shall be required to attend a course on ethics, integrity and corruption. The course should include lectures on the forms, causes and prevention of serious police misconduct and corruption and recognized procedures that may be employed to detect and investigate same and deal with complaints of serious misconduct.
First Aid/CPR	Standard First Aid and Level “C” CPR training for divisional and traffic sergeants, constables, cadets, court officers, parking enforcement officers, summons servers, custodial officers, station duty operators, tow truck drivers and any other members as required by the Workplace Safety and Insurance Act.

<p>Forensic Identification <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Forensic Identification through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Ontario Police College Forensic Identification course; or • Canadian Police College Forensic Identification course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Hostage Rescue Teams <i>(Ministry Accreditation)</i></p>	<p>Must meet Ministry accreditation for Hostage Rescue Officers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Hostage Rescue course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
<p>Level 2 Human Source Handlers <i>(TPS Accreditation)</i></p>	<p>Must meet the Toronto Police Service Core Competencies for level 2 source handler.</p> <p>Training: Criminal Intelligence Service of Ontario (CISO) Human Source Development Course</p> <p>Equivalent: None</p>
<p>Major Case Primary Investigator</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>
<p>Major Case File Co-ordinator</p>	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course</p> <p>Equivalent: None.</p>

Major Incident Commanders <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Major Incident Commander through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Commander's Course – Hostage Barricaded Persons.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Multi-jurisdictional Major Case Manager	<p>Must meet Ministry accreditation for Criminal Investigator and the requirements set out in the standards contained in the Ontario Major Case Management Manual.</p> <p>Training: Ontario Major Case Management Course.</p> <p>Equivalent: None.</p>
Ontario Major Case Manager	<p>Must meet Ministry accreditation for Criminal Investigator plus the training O. Reg. 354/04 and the use of Powercase (Mandatory 2005.01.01 per PSA).</p> <p>Training: TPS Ontario Major Case Management Courses</p> <p>Equivalent: None.</p>
Perimeter Control and Containment Teams <i>(Ministry Accreditation)</i>	<p>The TPS does not have any Perimeter Control and Containment Teams as described in the Regulation.</p>
Physical Surveillance	<p>Have the knowledge, skills and abilities to provide that support.</p>
Police Explosive Forced Entry Technicians and Explosive Disposal Technicians	<p>Canadian Forces Explosive Ordinance Disposal Training plus Canadian Police College Basic Explosive Technicians course along with tri-annual re-certification. Canadian Police College Explosives Rescue Training.</p>
Police Officer Supervisors	<p>Toronto Police Service Supervisory Leadership Course.</p>
Policing and Diversity Training	<p>Toronto Police Service Uniform or Civilian Policing and Diversity training.</p>

Polygraph	Have the knowledge, skills and abilities to provide that support and has completed the Canadian Police College Polygraph course.
Public Order Unit	Toronto Police Service Public Order training courses.
Sexual Assault Criminal Investigator <i>(TPS Accreditation)</i>	<p>Must meet Ministry accreditation for Criminal Investigator plus the following training.</p> <p>Training: Toronto Police Service Sexual Assault Investigators Course (adult victims). Toronto Police Service Child Abuse Investigators Course (child victims) Note: The Sexual Assault Investigators Course is pre-requisite for the Child Abuse Investigators Course</p> <p>Equivalent: None.</p>
Scenes of Crime Analysis <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Scenes of Crime Officer through training or equivalent qualifications/skills.</p> <p>Training:</p> <ul style="list-style-type: none"> • Toronto Police Service Scenes of Crime Officer course; or • Ontario Police College Scenes of Crime Officer course. <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>
Suspect Apprehension Pursuit Training	Toronto Police Service Suspect Apprehension Pursuit course which is Ministry accredited.
Trainer Training	Instructional Techniques and Adult Education Facilitator training appropriate to their role.
Tactical Response Officers <i>(Ministry Accreditation)</i>	<p>Must meet Ministry accreditation for Tactical Response Officers through training or equivalent qualifications/skills.</p> <p>Training: Toronto Police Service Basic Tactical Orientation course.</p> <p>Equivalent: Equivalent qualifications and skills as approved by the Ministry according to assessment process.</p>

<p>Technical Collision Investigation And Reconstruction</p>	<p>Have the knowledge, skills and abilities to provide that support and meets the requirements for designation set out in the Toronto Police Service Traffic Services Collision Reconstruction Program – Operations Manual.</p>
<p>Use of Force Training</p>	<p>The Toronto Police Service Use of Force Re-qualification is conducted in compliance with R.O. 1990, Regulation 926, as amended. Every member of the Service who is authorized or required to use force shall, at least once every twelve months, successfully complete re-qualification training. This training is included in the Basic Constable Course, Court Officer Recruit Training, Special Constable Recruit Training, Use-of-Force re-qualification, Crisis Resolution Officer Safety (CROS) and all specialized firearms courses. In addition, every member of the Service who is authorized to carry a firearm or weapon shall, at least every twelve months, successfully complete training on the use of that firearm.</p> <p>When other weapons are issued to members, members must be trained in their safe use and successfully complete re-qualification training every twelve months.</p>
<p>Video And Photographic Surveillance</p>	<p>Have the knowledge, skills and abilities to provide that support.</p>

Appendix B

Training Development and Approval Procedure

To ensure that the training needs of all members are met in a cost-effective manner, the TPS will assess the need for and the value of every training activity. The following questions must be applied in any training plan.

1. Which members need particular training?
2. To what extent do the members need the training?
3. To what extent did the members receive the training they needed when they needed it?
4. To what extent was the training adequate, effective, and appropriate?
5. To what extent was the training cost-effective?

Training resources must be used in a cost-effective manner consistent with TPS Priorities. To assist this process, the following *Training Business Case* will be used when developing any new training activity or significantly changing an existing one. Significant change includes any change that affects the financial or human resources required to deliver training, such as:

- the duration of a learning event;
- the content of a learning event;
- the class size;
- the instructor to student ratio; or
- equipment or materials used in delivering the activity.

The training business case will be submitted through the Unit Commander of the developing unit to the Superintendent of the T&E Unit for approval.

When the Training Approval Business Case has been approved, a new or revised Course Training Standard and Training Plan must be submitted to the T&E Unit for approval as soon as possible. The Training Activity Business Case, along with examples and templates of Training Standards and other forms are available on the TPS Intranet site under 'Unit Project Drives'. Select Training and then Course Training Standards to access the documents.

Course Training Standards:

A course training standard is a description of a course, including an outline of the material to be covered, the objectives to be attained, and the criteria that must be met.

The training standard includes:

- Basic descriptive information about the course;
- The purpose of the course;
- The targeted learner group;

- The quantity and quality of the subject matter being taught to the course participants;
- The measurement criteria by which the subject matter/course material will be evaluated; and
- The objectives to be achieved by course participants by the end of the training session.

Questions on how to complete the attached template can be directed to the T&E Unit.

Each heading must be completed in accordance with the instructions and samples provided. A sample document showing how each topic should be completed has been appended to this document. The samples are for the user's convenience only and must not be submitted with the completed documents. The summary form and syllabus are self-explanatory.

One copy of each section of the document is provided. It may be necessary for the user to copy sections where more than one is needed.

While each course will also have topic lesson plans, they are **not** required to be submitted to Training and Education. A copy of each topic lesson plan must be filed within each training section or unit and be available for review by the Training and Education Unit.

The following terminologies will be used when developing courses:

COURSE: Course name.

COURSE CODE: Assigned by the Co-ordinator, Training Certification & Records once course is approved.

RATIONALE: Explain the reasons for the training. If the training is required by law or by policy, include specific information and a copy of the provision. What service goal does this training help attain, or what risk does it help reduce?

LEARNER GROUP: Whom the training is intended for. Include rank, classification, job function, unit, etc. How many members needing training are included in the learner group?

DURATION: How long is the course? Specify hours, days or periods. If days or periods; specify length.

PRE-REQUISITES: Note any courses that need to be completed prior to this training, minimum rank, minimum service requirements, etc.

OBJECTIVES: A general description of the overall course objectives or what the learner will gain from taking the course.

DELIVERY METHOD: Classroom, Live Link, Rollcall, video, computer-based learning, etc.

EVALUATION STANDARDS: How are the students tested to ensure they meet the standard?

CLASS SIZE: What determines class size? Is it based on instructional method, classroom size, and equipment? How flexible is the class size? If possible, indicate the minimum and maximum number of students per class.

REFERENCES: (Required books or other reference material.)

RESOURCES REQUIRED: Vehicles, chalkboards, PowerPoint, video, flip charts, etc. Cost and budget implications, of all material and resources required.

INSTRUCTORS: Instructional and other staff required to support the training, field instructors, consultants, in house instructors. Specify cost for all external instructors.

Toronto Police Service Training Approval Business Case

Proposal for New Course **Proposal to Delete Course** **Proposal to Change Course**

<i>COURSE</i>	<i>SECTION</i>
LEARNER GROUP (<i>rank, position, function, etc.</i>)	NUMBER OF LEARNERS (<i>that require training, time limitations</i>)
EXTENT OF TRAINING REQUIRED (<i>basic, refresher, specialist or advanced, broad awareness or specific expertise, previous skills or training required to take course, etc.</i>)	
RATIONALE FOR TRAINING (<i>why training is required, summary of needs assessment, legal or policy requirements, problem being addressed, risk being reduced, etc.</i>)	
REASON FOR DELETION OR CHANGE (<i>why is the training being changed or deleted, summary of needs assessment, legal or policy requirements, problem being addressed, risk being reduced, etc.</i>)	
DESCRIBE HOW PROPOSED TRAINING ADDRESSES THE NEED (describe program objective, general description of proposed learning objectives)	
COURSE DURATION (hours or days 10 or 8 hr)	CLASS SIZE (<i>minimum to maximum</i>)
FORMAT (classroom, internet, LiveLink, train/trainer, decentralised training, correspondence, etc.)	LOCATION (<i>Charles O. Bick College, other locations, community colleges, field units, etc</i>)
HUMAN RESOURCES REQUIRED FOR DEVELOPMENT (<i>describe who will develop, i.e.: T & E staff, Service experts, consultants, costing, travel, outside agency, etc</i>)	
OTHER RESOURCES REQUIRED FOR DEVELOPMENT (<i>describe equipment, books, training for staff, costing estimates, etc.</i>)	
HUMAN RESOURCES REQUIRED FOR DELIVERY (<i>describe who will deliver, i.e.: T & E staff, Service experts, field trainers, consultants, costing estimates, instructor student ratio, etc.</i>)	
OTHER RESOURCES REQUIRED FOR DELIVERY (<i>describe equipment, materials, texts, videos, building modifications, software, purchasing and budgeting implications, etc.</i>)	
SECTION HEAD or UNIT COMMANDER	DATE

TRAINING MANAGER	DATE
T&E UNIT COMMANDER	DATE

EVALUATION STRATEGY:

How will the training be evaluated?

*All training should be evaluated on the Kirkpatrick Hierarchy of Evaluation. The four levels are: **REACTION, LEARNING, TRANSFER** and **IMPACT**.*

REACTION: Note how the learner's reactions to the training will be measured. Did the participants find the program positive and worthwhile? This question has many sub-parts relating to the training content, format, the approach taken by the facilitator, physical facilities, audio-visual aids, etc.

LEARNING: Did participants learn? Training focuses on increasing knowledge, enhancing skill, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit, in order to determine changes. Note the method to be used to establish that learning has taken place, e.g. pre/post test, exam or project.

TRANSFER: Did the learning translate into changed behaviours in the real world? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area of transfer that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the training itself but it may also be due to other variables. Note method to be used to determine whether or not a change in behaviour has occurred in the workplace.

IMPACT: Did the program have the desired impact? Assuming that the training program was intended to solve some organizational problem, this question asks, 'Was the problem solved?' Note the method to be used to determine whether or not the initial problem or reason for training has been addressed.

The four categories of evaluation are carried out at different times during and after the program:

- **Reaction:** occurs during and after the program.
- **Learning:** occurs prior to, during, and at the end of a training program.
- **Transfer:** occurs back in the 'real world' typically within six or eight weeks.
- **Impact:** cannot be measured for at least six months and may not occur for considerable time after the delivery of a program.

TORONTO POLICE SERVICE

COURSE TRAINING STANDARD



TRAINING AND EDUCATION

UNIT OR SECTION NAME INSERTED HERE

NAME OF COURSE INSERTED HERE

COURSE CODE NUMBER INSERTED HERE

COURSE TRAINING STANDARD APPROVAL

Course Co-ordinator:		
<i>Name:</i>	<i>Date:</i> 2007/	
<i>Unit:</i>	<i>Signature:</i>	

<i>Training & Education Unit – Section Head Approval</i> (Other Units leave blank)		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>
		2007/

<i>Training Records Co-ordinator Approval-T & E</i>		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>
Therese PAPINEAU #89796		2007/

<i>Training Manager Approval – T & E</i>		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>
Mr. Chuck LAWRENCE		2007/

<i>Training & Education Unit – Unit Commander</i>		
<i>Approved by:</i>	<i>Signature:</i>	<i>Date:</i>
Supt. F. Darren Smith #2411		2007/

<i>Accreditation (If Required)</i>	
ACCREDITATION REQUIRED	<i>Yes</i> <input type="checkbox"/> <i>No</i> <input type="checkbox"/>
<input type="checkbox"/> <i>Ministry</i>	<input type="checkbox"/> <i>Training & Education</i>
<input type="checkbox"/> <i>Canadian Coast Guard</i>	
<input type="checkbox"/> <i>Other (please specify)</i>	
Submitted By	Date
Accreditation Received	Date

COURSE OUTLINE

COURSE: COURSE TITLE HERE

RATIONALE:

LEARNER GROUP:

DURATION: **hours / day(s)**

PRE-REQUISITES:

OBJECTIVES: At the end of the course the student will

DELIVERY
METHOD:

EVALUATION

STANDARDS:

CLASS SIZE:

REFERENCES:

RESOURCES

REQUIRED:

INSTRUCTORS:

DATE PREPARED:

REVISION DATE:

PREPARED BY:

HUMAN RELATIONS TRAINING COMPONENTS

Human Relations Training (ethics / integrity and diversity) must be incorporated as important components in all training and continuing education courses provided by the TPS. The purpose of this form is to reference the extent to which human relations material is present within this course as either a Stand-alone Human Relations Topic or integrated within other Topic Outlines. It is recognized that it may not be feasible to include significant amounts of human relations material in highly technical and very short courses. In such courses, the goal of incorporating human relations may be met by trainers and course participants continually modelling the Toronto Police Service core values.

ETHICS / INTEGRITY

Not Feasible To Include Significant Ethics / Integrity Material In This Course

STAND-ALONE ETHICS / INTEGRITY TOPICS

TOPIC	DURATION	TAUGHT BY

TOPICS WHICH INCLUDE ETHICS / INTEGRITY

TOPIC	DURATION	BRIEF DESCRIPTION OF MATERIAL

DIVERSITY

Not Feasible To Include Significant Diversity Material In This Course

STAND-ALONE DIVERSITY TOPICS

TOPIC	DURATION	TAUGHT BY

TOPICS WHICH INCLUDE DIVERSITY

TOPIC	DURATION	BRIEF DESCRIPTION OF MATERIAL

<i>Reviewed by T & E Section Head - Human Relations Training</i>		
<i>Course Training Standard reviewed -appropriate level of Human Relations Training incorporated.</i>	<i>Signature:</i>	<i>Date:</i>
		YY.MM.DD

TORONTO POLICE SERVICE

COURSE TRAINING STANDARD

Revision History

Course Title:	BOLDED & CAPITALIZED
Date Course was first designed:	
Original Course Designer: (Name rank, number)	
Present Course Co-ordinator: (Name rank, number, section)	

Date of Revision:	Topic:	Summary of changes to topic:	Person responsible: (Name, rank, number)

--	--	--	--

COURSE CALENDAR DESCRIPTION

Program Name:			
Course Name:	BOLD & CAPITALIZED	Code: T?-00??	
Duration (Days): (Hours):	Class size:		
Candidates:			
Course Description:			
Standards:			
Topics:			
<ul style="list-style-type: none"> • • • • • • • • • 			
Pre-requisites:			

Dress:

Special notes:

Course Co-ordinator:

Phone: (416)

COURSE SYLLABUS

COURSE TITLE HERE

TIME	Day 1	Day 2
0730 - 0905		
Break		
0925 - 1100		
Lunch		
1200 - 1335		
Break		
1355 - 1530		

COURSE OUTLINE TEMPLATE

EVALUATION STRATEGY:

REACTION:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Learner's Expectations Met	♦
2.	Relevance to Learner's Job	♦
3.	Effectiveness of Instructional Method(s)	♦
4.	Overall Learning Satisfaction	♦

LEARNING:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Were Learning Outcomes Achieved	♦
2.	Critique	♦

TRANSFER:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Did skills translate to enhance performance	♦

IMPACT:

	<u>INFORMATION REQUIRED</u>	<u>METHODS OF EVALUATION</u>
1.	Is there evidence that this training has improved performance or safety	♦

TOPIC OUTLINE

COURSE NAME:

COURSE CODE: T?-0000

TOPIC NAME:

DURATION:

LEARNING OUTCOMES:

TEACHING POINTS:

- ◆
- ◆
- ◆
- ◆

EVALUATION STANDARD:

REFERENCES:

RESOURCES REQUIRED:

Appendix C

TRAINING RECORDS

The Skills Development and Learning Plan requires that training delivered by Units of the Service be described in a comprehensive Course Training Standard (CTS) which is approved by, and kept on file at, the Training and Education Unit.

At the completion of each course session, a report is completed by the Course co-ordinator. It is the responsibility of each unit to ensure that all “End of Course Reports” are submitted to Training and Education, Co-ordinator of Training Certification & Records.

The Toronto Police Service is required to maintain accurate training records. Upon completion of each course session, the course co-ordinator shall:

- Record all the participants have met all the course pre-requisites prior to enrolment
- Submit the End of Course Report (T&E01) within 10 days of the completion of the session, to the Co-ordinator of Training Certification & Records, that includes:
 - To what extent the course objective were met
 - Any recommendations for future sessions
 - Any feedback expressed by students
 - The HRMS Course Session Summary is correct indicating student enrolment, no shows, completes and incompletes
- If any non-TPS members attended ensure that the appropriate forms (T&E02 & T&E03) are submitted indicating if a fee was paid.




**TORONTO POLICE SERVICE
TRAINING & EDUCATION UNIT**
END OF COURSE SESSION REPORT

(to be completed no later than 10 days after the end date)

COURSE NAME			COURSE CODE			SESSION NUMBER		
START DAY			END DAY			COURSE CO-ORDINATOR		
YY	MM	DD	YY	MM	DD			
1. Did all participants meet the prerequisites of this course, prior to being enrolled?						Yes	No	
2. Were you able to successfully complete the objectives as laid out in the Course Training Standard for this Course? If no, explain						Yes	No	
3. What recommendations would you make for the future regarding the content or style of this course?								
4. From the feedback expressed by the participants what was the result of their needs and expectations? If not met, explain.						Exceeded	Met	Not Met
5. From the feedback expressed by the participants, what, if any, additional training should be planned? Explain:								
6. Has the HRMS "Course Session Summary" (<i>printed on the reverse of this form</i>) been checked by you for accuracy? Reflect this summary below:						Yes	No	
Number of students enrolled in this session								
Number of students that did not show (no show)								
Number of students that did not complete (incomplete)								

Number of students who successfully completed this session				
7. Did any non-TPS member attend this course? If yes, attach form T&E 02.		Yes	No	
8. Was a feature film VHS/DVD used? If yes, complete the following:		Yes	No	
Title of film:		Dated viewed:		
CERTIFIED CORRECT BY	SIGNATURE	YY	MM	DD
Course Co-ordinator:				
Section Head:				
Training Records Co-ordinator				

	<h1 style="margin: 0;">TORONTO POLICE SERVICE</h1> <h2 style="margin: 0;">TRAINING & EDUCATION UNIT</h2> <h3 style="margin: 0; color: red;">COMPLETION OF A COURSE BY NON-TPS PERSONNEL</h3> <p style="margin: 0;">This form is used in conjunction with the "End of Course Report" T&E 01</p>
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Note: All persons mentioned on this form must have received prior approval from the Unit Commander of T&E via "Application to Attend Training" Form T&E 03.

<i>COURSE NAME</i>	<i>COURSE CODE</i>	<i>SESSION NUMBER</i>

COURSE START DAY			COURSE END DAY			COURSE CO-ORDINATOR		
YY	MM	DD	YY	MM	DD			


THE FOLLOWING NON TPS PERSON(S) ATTENDED THIS COURSE:

	SURNAME	GIVEN 1	AGENCY	Employee # (if applicable)	FEE PAID	
					No charge	Amount
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

Additional names are attached on a separate sheet Yes No

(Circle one)

CERTIFIED CORRECT BY	SIGNATURE	YY	MM	DD
Course Co-ordinator:				
Section Head:				
Training Records Co-ordinator:				

	<h1 style="color: blue;">TORONTO POLICE SERVICE</h1> <h2 style="color: blue;">TRAINING & EDUCATION UNIT</h2> <h3 style="color: red;">APPLICATION TO ATTEND TPS TRAINING BY OUTSIDE AGENCY</h3>
---	--

<i>COURSE NAME</i>			<i>COURSE CODE</i>			<i>SESSION NUMBER</i>		
COURSE START DAY			COURSE END DAY			COURSE CO-ORDINATOR		
YY	MM	DD	YY	MM	DD			

THE FOLLOWING NON TPS PERSON(S) REQUEST TO ATTEND THE ABOVE COURSE:

	SURNAME	GIVEN 1	AGENCY*	Employee # (if applicable)	FEE PAID	
					No charge	Amount
1						
2						
3						
4						
5						

Additional names are attached on a separate sheet

Yes No

(Circle one)

***AGENCY INFORMATION**

Agency Name:						
Address:						
Province and Postal Code:						
Telephone Number			Fax Number			
Name of agency representative:						
Signature of agency representative:						
Date:						
APPROVED BY	SIGNATURE			YY	MM	DD
Unit Commander of Training & Education Unit:						

Distribution: Original to FMT, Accounts Receivable
Copy to T&E Group Leader

Appendix D

Measures to Minimize Risk

In Training Non-Toronto Police Service Members

The following measures are intended to minimize risk in providing training to members of other police services, or organizations. The most significant elements, in terms of mitigating exposure are:

- the creation of control mechanisms to ensure a systematic approach to the design and delivery of training programs;
- complete and accurate training records; and
- the use of a written agreement between the Toronto Police Service (TPS) and the other agencies to specify the scope and limitations of the training to be provided.

All outside requests for training must be in writing from the head of the agency directed to the Chief of Police. They must be approved by; the Unit commander of the unit delivering the training and Training and Education subject to the following criteria.

- The goals and values of the requesting agency must be consistent with the goals and values of the Toronto Police Service and the course rationale.
- The attendance at a course of a member of an outside agency must not cause any actual or anticipated disruption to the learning of the intended learner group.
- Attendance is subject to availability of space and/or resources with priority given to the training of Toronto Police Service members.

TRAINING AGREEMENTS

All agreements will be between the head of the receiving agency and the Toronto Police Service.

Scope and Limitation of Training

The TPS's responsibility is limited to delivering the training set out in the Course Training Standard (CTS) in a competent manner. The TPS will attempt to ensure that the CTS is current as of date of delivery but has no obligation to provide any future update material.

It is the responsibility of the receiving agency to review the CTS to ensure that the proposed training is adequate, effective and appropriate to meet the learning needs of their candidates. The learning and transfer of the material taught and competent performance of candidate's duties is the responsibility of the candidate and the receiving agency.

Course Participants

The receiving agency will ensure that the candidates' information concerning is provided to the TPS in a timely fashion. In the event a candidate cannot attend training, no substitution can be made without permission of the TPS. The attending students will agree to abide by all the rules and regulations governing students at the Toronto Police Service Training Facility. Failure to abide by these rules and regulations will result in termination of their privilege to attend.

Course participants will be evaluated solely on their ability to meet the learning objectives of the course, during the course. TPS trainers will not participate in any human resource process outside the scope of the training program such as selection, performance appraisal, and discipline. All such issues remain the responsibility of the receiving agency. Reports on participant performance during the training will be as set out in the evaluation strategy of the CTS. The reports will be provided to the head of the receiving agency only.

Fees for Training

In consultation with Financial Management, a standardized fee structure has been developed to include individuals attending training programs at Toronto Police Service facilities and for Service members to provide training to other organizations. Fees charged by Toronto Police Service for training will be in accordance with the schedule of fees of Training & Education. Training costs include instructor wages for preparation, travel time, and delivery, written training materials, transportation, meals and accommodation.

Travel time is based on specific collective agreement provisions for the Canadian Police College (8 hours) and the Ontario Police College (4 hours). For all other cases the actual travel time is used.

The Unit commander of the unit delivering the training; may waive all or part of the fees charged where there is a mutually beneficial sharing arrangement between the agency and the Toronto Police Service. All fees for training will be specified in the agreement.

Any tuition fees waved will be authorized in writing by the Unit Commander of Training & Education and the Manager of Training & Development.

Indemnification and Hold Harmless Provisions

The receiving agency agrees to hold harmless the TPS according to the above undertakings. The receiving agency agrees to indemnify the TPS for all costs including those arising from: attendance by TPS members at any proceeding, supplying copies of course materials, etc.

Agreements containing the above provisions will be necessary to cover every training situation.

Participant Attends an Approved TPS Training Event

This is where outsiders attend an approved course or conference run by the TPS and intended primarily for our own members. The CTS will already be on file at Training and Education. The agreement should take the form of an “Application to Attend Training” form signed by the candidate and the head of the receiving agency.

The TPS Delivers a Special Training Course for One or More Agencies

This is the situation where the TPS delivers an extra session of an approved course or designs and delivers a specially designed course. Either way, Training and Education must approve the course and the CTS will be on file at Training and Education. The agreement should be in the form of a contract between the receiving agency or agencies and the TPS. The agreement should also include the “Application to Attend Training” forms signed by the each candidate and the head of their agency.

The TPS Establishes a Training Partnership with an Outside Agency

This is the situation where the TPS enters into a partnership to share training resources or deliver a series of courses in conjunction with one or more agencies. The approval and records keeping processes for training delivered under the agreement should generally mirror the TPS training approval process and be specified in the agreement. The agreement should be in the form of a partnership agreement between the agency or agencies and the TPS. It should also include the “Application to Attend Training” forms signed by each candidate and the head of their agency.

Training and Education will retain a copy of any agreements and all Applications to Attend/Receive Training.

Training Reports

All course co-ordinators must complete and submit to Training and Education, an End of Course Report, which clearly identifies any non-TPS students in the class. The Training and Education Unit will record and report on the amount and quality of all training delivered by all units of the Service in the annual report on training programs which is submitted in the second quarter of each year. This report and the other measures will allow the Chief and the Board to monitor the extent of the Service’s role in providing training to members of other police services or organizations and the measures implemented to minimize risk.

All external participants’ information is captured on the T&E02 form.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P331. POLICY AMENDMENTS – SEXUAL ASSAULT INVESTIGATIONS

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

Subject: POLICY AMENDMENTS - SEXUAL ASSAULT INVESTIGATIONS

Recommendation:

It is recommended that: the Board receive this report.

Financial Implications:

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

Background/Purpose:

Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services, was created under the *Police Services Act* to provide provincial standards for the delivery of policing services in six core areas. One of the requirements of the Regulation is that there are policies and procedures in place with respect to sexual assault investigations.

The provisions of the Regulation make the Board responsible for establishing policy and the Chief of Police responsible for creating processes and procedures that set the Board policies into operation.

At its meeting of August 10, 2006, the Board approved policy TPSB LE-034, Sexual Assault Investigations (Min. No. P244/06 refers). The policy stipulates that with respect to sexual assault investigations the "Chief of Police shall:

a) develop and maintain procedures and processes that:

- i) require that investigations be undertaken in accordance with the Service's criminal investigation management plan;
- ii) require compliance with the procedures set out in the 'Ministry of Community Safety and Correctional Services' *Ontario Major Case Management Manual*;
- iii) address communication and dispatch, initial response and investigation relating to sexual assaults; and
- iv) address community communication.

- b) work, where possible, with hospitals and agencies which provide services to victims of sexual assault, including Sexual Assault Treatment Centres, Sexual Assault/Rape Crisis Centres and Victims Services, as well as the local Crown, to ensure a coordinated and effective response to victims of sexual assault; and
- c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance."

The Board policy also requires the Chief "to report every two years on the implementation of the policy and recommend amendments, if required."

Discussion:

The requirements under subsection (a) of the Board policy are currently reflected in Service procedure '05-05 *Sexual Assault*'. This procedure is under review by the Sexual Assault Steering Committee and the draft is in its final stage. It is anticipated that the amended version will be issued in the very near future.

As required under subsection (b) of the Board policy, a coordinated and effective response to victims of sexual assaults is currently being developed with the appropriate stakeholders.

The requirements under subsection (c) of the Board policy with respect to training issues are also before the Sexual Assault Steering Committee. It is anticipated that amendments to training courses offered at Charles O. Bick College (C.O. Bick) will address the concerns raised.

Conclusion:

Although this response is to a provincial audit, there is an on-going monitoring and review by the Sex Crimes Unit in conjunction with the Sexual Assault Steering Committee to ensure that the best practices to investigate sexual assaults are adopted and implemented.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P332. RULES REVIEW: REPEAL OF RULES AND APPROVAL OF BOARD
POLICIES**

The Board was in receipt of the following report September 28, 2007 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that:

- (1) The Board approve the Board policies appended to this report;
- (2) The Board repeal all Service rules appended to this report; and
- (3) The Board delete Board By-Law 99.

Financial Implications:

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

Background/Purpose:

The Board, in consultation with the Toronto Police Service, conducted a review of all the Board Rules with the objective of streamlining the regulatory environment within the Service. The review resulted in recommendations being made to repeal the Rules and replace them, where required, with Board policies and Service procedures.

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

A report was submitted to the Board at its November 28, 2006 meeting, with appendices of the current Rules and Board policies that resulted from the Rules review. The report sought the Board's approval to repeal the current Rules and approve the draft Board policies. However, the Board was advised at that meeting that the Chief, who had been given prior opportunity to review the draft policies, had recently submitted his comments to the Chair. The Board referred the report back to the Chair to be revised as may be necessary, in light of the comments provided by the Chief (Min. No. P357/06 refers).

The Chief reviewed the draft Board policies and provided his comments in writing which were included in a report considered at the March 22, 2007 Board meeting (Min. No. P108/07 refers). During the Board's consideration of the report, the Chief raised further concerns with respect to a number of draft Board policies. Subsequently, the Board approved the draft policies with the exception of policies identified in a list to be submitted by the Chief. The Board also directed that the Chair consult with the Chief regarding the policies on the list and that the Chair bring back the revised policies to the Board for approval.

Following the March 22, 2007 Board meeting, the Chief provided a memo to the Chair dated July 27, 2007 which identified eight of the 21 draft policies that were of concern to him. The Chief further noted that, of the eight draft policies, five were of particular concern. The eight policies identified by the Chief are Civilian Members, *Civilian Promotion and Appointments*, *Delegation of Appointments*, Re-Employment of Former Service Members as Consultants or on Contract, Release of Statistics, *Process for Requests for Legislative Change*, Uniform Promotions and Appointments, *Uniform, Working Attire and Equipment*. Italicized items indicate the five policies elaborated on in the Chief's memo, a copy of which is attached for your information.

Further consultation with the Chief resulted in revisions to four of the eight draft policies he identified. They are as follows: Civilian Promotion and Appointments, Delegation of Appointments, Process for Requests for Legislative Change and Uniform, Working Attire and Equipment. A report recommending approval of the eight draft policies was submitted to the Board for consideration at its meeting held on September 20, 2007. The report was withdrawn by the Chair with a request that a revised report be submitted to the October 2007 meeting (Min. No. P324/07 refers).

Amendments to the draft policies following the September Board meeting include deletion of the policy Process for Requests for Legislative Change. For ease of reference, amended policies have been grey-shaded with specific amendments underlined. The eight draft policies identified by the Chief were exempt from the policies approved by the Board at its March 22, 2007 meeting. Seven of the eight policies, appended to this report as appendix B, are being resubmitted to the Board for consideration.

Conclusion

It is recommended that the Rules, attached as appendix A, be repealed and the Board policies attached as appendix B, be approved. Further, the Board is responsible for establishing rules for the effective management of the Toronto Police Service through its By-Laws. Because the current rules established by By-Law 99 are being recommended for deletion, it is also recommended that By-Law 99 be deleted.

The Board approved the following Motions:

- 1. THAT the Board approve the foregoing report and receive the memorandum from the Chief;**
- 2. THAT the Chair develop a new policy that covers the collection and release of statistics for which the data is collected and provide it to the Board for approval; and**
- 3. THAT a By-Law be developed and submitted to the Board for approval with regard to repealing By-Law No. 99.**

RULES REVIEW
RULES TO BE DELETED

Rule Category	Rules	Topic
1.1.0	1.1.1 to 1.1.21	Definitions
2.1.0	2.1.1 to 2.1.5	Boundaries, Organization and Establishment
2.2.0	2.2.1 to 2.2.11	Rank Structure
2.3.0	2.3.1 to 2.3.3	Civilian Members
3.1.0	3.1.1 to 3.1.6	General Responsibilities (Service)
3.2.0	3.2.1 to 3.2.2	Chief of Police
3.3.0	3.3.1	Deputy Chief of Police
3.4.0	3.4.1	Chief Administrative Officer
3.5.0	3.5.1 to 3.5.15	Unit Commanders
3.6.0	3.6.1 to 3.6.14	Staff Sergeants and Detective Sergeants (General)
3.7.0	3.7.1 to 3.7.7	Staff Sergeants
3.8.0	3.8.1 to 3.8.5	Detective Sergeants
3.9.0	3.9.1 to 3.9.6	Sergeants and Detectives (General)
3.10.0	3.10.1 to 3.10.7	Sergeants
3.11.0	3.11.1	Detectives
3.12.0	3.12.1 to 3.12.7	Constables
3.13.0	3.13.1 to 3.13.3	Civilians - Permanent Employees
3.14.0	3.14.1 to 3.14.2	Civilians-Temporary, Co-Operative Education, Summer Help
3.15.0	3.15.1 to 3.15.18	Civilians Employed in a Uniformed Function
3.16.0	3.16.1 to 3.16.10	School Crossing Guards
3.17.0	3.17.1 to 3.17.30	Auxiliary Police
4.1.0	4.1.1 to 4.1.15	Awards
4.2.0	4.2.0 to 4.2.9	Conduct
4.3.0	4.3.0 to 4.3.9	Confidential Information
4.4.0	4.4.1 to 4.4.2	Litigation
4.5.0	4.5.0 to 4.5.8	Subscriptions, Solicitations, Discounts etc.
4.6.0	4.6.1 to 4.6.5	Firearms
4.7.0	4.7.1 to 4.7.6	Use of Force
4.8.0	4.8.1 to 4.8.4	Suspended Members
4.9.0	4.9.1 to 4.9.2	Retirements and Resignations
4.10.0	4.10.1 to 4.10.2	Respect and Courtesy
4.11.0	4.11.1 to 4.11.19	Uniform, Equipment and Personal Appearance
4.12.0	4.12.1 to 4.12.2	Court Attendance
4.13.0	4.13.1 to 4.13.11	Computerized Information Systems
4.14.0	4.14.1 to 4.14.10	Communication System
4.15.0	4.15.1 to 4.14.4	Memorandum Books
4.16.0	4.16.1 to 4.16.4	Leaving the Toronto Area on Police Business

4.17.0	4.17.1	Persons Requiring Medical Attention
4.18.0	4.18.1 to 4.18.6	Saluting
5.1.0	5.1.0 to 5.1.12	Police Buildings
5.2.0	5.2.1 to 5.2.2	Expenses
5.3.0	5.3.1 to 5.3.6	Orders, Instructions and Other Publications
5.4.0	5.4.1 to 5.4.7	Records and Reports
5.5.0	5.5.0 to 5.5.16	Operation of Vehicles
5.6.0	5.6.1	First Aid Training
5.7.0	5.7.1 to 5.7.12	Correspondence, Files and Internal Mail
5.8.0	5.8.1 to 5.8.5	Telephones
5.9.0	5.9.1 to 5.9.6	Emergencies
6.1.0	6.1.1 to 6.1.7	Secondary Activity
6.2.0	6.2.1 to 6.2.2	Pregnancy
6.3.0	6.3.1 to 6.3.6	Leaves of Absence
6.4.0	6.4.0 to 6.4. 4	Residence Rule
6.5.0	6.5.0 to 6.5.10	Sickness or Injury
6.6.0	6.6.0 to 6.6.10	Special Pay Duties
6.7.0	6.7.1 to 6.7.2	Police Promotions
6.8.0.	6.8.1.to 6.8.3	Civilian Promotions
6.9.0	6.9.1 to 6.9.4	Transfers and Secondments – Police Officer
6.10.0	6.10.1 to 6.10.2	Transfers and Secondments-Civilians
6.11.0	6.11.1	Family Status Change
6.12.0	6.12.1 to 6.12.5	Courses, Conferences, Seminars, Workshops
6.13.0	6.13.1 to 6.13.3	Escorts
6.14.0	6.14.1	Public Relations
7.1.0	7.1.1 to 7.1.2	General

A P P E N D I X B

TORONTO POLICE SERVICES BOARD POLICY AND DIRECTIONS

TPSB POL - XXX

Civilian Members

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority:

Board Authority: BM-####/yy

BOARD POLICY

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

1. Civilian members shall be classified in one of the following groups:
 - a. Permanent employees
 - b. Temporary employees
 - c. Co-operative education program employees
 - d. Seasonal employees.
2. All candidates for appointment to permanent and temporary civilian positions, except cadets and cadets-in-training, shall:
 - a. Take an Affirmation/Oath of Secrecy;
 - b. Meet any other requirements established by Human Resources Command.
3. For positions that, in the opinion of the medical advisor of Occupation Health and Safety, impose significant physical or psychological demands, candidates may be required to undergo a medical examination by or under the supervision of the medical advisor. The purpose of the assessment is to certify that a candidate is fit to perform the duties required. An examination shall not be conducted until after an offer of employment has been extended to the candidate.

REPORTING: •

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		Section 31(1)(c)

BOARD POLICIES:

Number	Name
POL	

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Civilian Promotions and Appointments

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

Board Authority: P49/01, P301/02,
C146/01

Board Authority: BM-####/yy

BOARD POLICY

The Board is responsible for the appointment, promotion and reclassification of members, including auxiliary members of the Service. Promotional practices shall promote and facilitate greater participation in, and greater access to, employment and promotion by members of diverse groups at all levels of the Service.

1. The Chief shall ensure that job descriptions for all civilian classifications are developed and maintained. Job descriptions shall reflect legitimate requirements and standards of the job and shall be evaluated on a continual basis to ensure that the requirements are *bona fide* and updated as appropriate.
2. The creation of new positions or new job descriptions must be approved by the Board.
3. Vacancies in the establishment for civilian positions of Class 5 and above in bargaining units A, B and C, with the exception of Station Duty Operators and newly created positions in the establishment in any of the civilian bargaining units shall be advertised in a job call throughout the Service.
 - a. Notices and advertisements for all vacant positions shall not contain unnecessary or discriminatory barriers that would screen out potential employees for reasons unrelated to qualifications, merit, or occupational requirements.
 - b. Station Duty Operators shall be governed by the transfer process outlined in the Memorandum of Understanding currently in place.
4. All appointments or promotions to a senior officer rank and excluded positions shall be submitted to the Board for approval on an individual basis.
5. Authority to appoint and promote civilian members of the Service, excluding senior officer ranks and excluded positions, shall be delegated to the Chair and Vice Chair of the Board.

REPORTING: • Annual report to the Board listing members of the Service that have been promoted

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		Section 31(1)(c)

BOARD POLICIES:

Number	Name
POL	Delegation of Appointments Race and Ethnocultural Equity Policy

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Delegation of Appointments

<input checked="" type="checkbox"/>	New	Board Authority:	33/99, 22/99, 583/94, 20/91
<input type="checkbox"/>	Amended	Board Authority:	
<input type="checkbox"/>	Reviewed – No Amendments		

BOARD POLICY

The Board is responsible for the appointment, promotion and reclassification of members, including auxiliary members, of the municipal police service. The Board is also authorized to appoint special constables as set out in sections 53 (1)(6) of the *Police Services Act*. Candidates for appointment as a police officer shall meet the conditions as prescribed by sections 43(1) and 45 of the *Police Services Act*, and any other conditions as established by the Board from time to time.

Delegation

1. Authority to appoint and promote members of the Service, excluding uniform and civilian senior officer ranks and excluded positions, shall be delegated to the Chair and Vice Chair of the Board.
 - Uniform senior officer ranks include:
 - Inspector
 - Staff Inspector
 - Superintendent
 - Staff Superintendent
 - Civilian senior officer ranks include:
 - Members as set out in Schedule “A” of the Civilian Senior Officers Collective Agreement
 - Civilian members known as Excluded Personnel.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		Section 31(1)(c)

BOARD POLICIES:

Number	Name

BOARD OFFICE PROCEDURES:

Number	Name

SERVICE PROCEDURES: Refer to service procedures.

TORONTO POLICE SERVICES BOARD POLICY AND DIRECTIONS

TPSB POL-XXX Re-Employment of Former Service Members as Consultants or on Contract

<input checked="" type="checkbox"/>	New	Board Authority: Min. No. 262/99
<input type="checkbox"/>	Amended	Board Authority: Min. No. 301/02, 150/04
<input type="checkbox"/>	Reviewed – No Amendments	

BOARD POLICY

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

1. Uniform and civilian members who have resigned from the Service may be eligible for temporary re-employment as a consultant or on contract.
2. The Chief of Police shall develop procedures governing the re-hiring of former Service members as consultants or on contract.
3. The re-hiring of former Service members as a consultant or on contract requires Board approval.

REPORTING: Annual

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act		31(1)(c)

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD POLICY AND DIRECTIONS

TPSB POL-XXX

Release of Statistics

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Amended
<input type="checkbox"/>	Reviewed – No Amendments

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

Board Authority:

BOARD POLICY

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

1. Members shall not release statistics relative to the race, colour, creed or sexual orientation of persons alleged to be involved in any form of criminal activity, except when directed by the Board.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended		31(1)(c)

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL - XXX

Uniform Promotions and Appointments

<input checked="" type="checkbox"/>	New	Board Authority: P444/00, P49/01, P301/02, C146/01
<input type="checkbox"/>	Amended	Board Authority: BM-####/yy
<input type="checkbox"/>	Reviewed – No Amendments	

BOARD POLICY

The Board is responsible for the promotion and appointment of members of the Service. Candidates for appointment as police officer shall meet the conditions as prescribed in sections 43(1) and 45 of the *Police Services Act* and any other conditions as approved by the Board from time to time.

Delegation

1. Police officers shall only be appointed by the Board. This responsibility may be delegated to the Chair and Vice Chair.

Promotions

2. The process of promoting all members of the Service shall be approved by the Board. All amendments to the promotional process shall be approved by the Board.
3. The Board, taking into account the recommendations of the Chief of Police, has the authority to approve promotions of police officers up to and including the rank of Staff Superintendent, in accordance with the process established by the Board.
4. The Chief of Police shall provide an annual report to the Board listing members of the Service that have been promoted.

REPORTING: • Annual

LEGISLATIVE REFERENCE: N/A

Act	Regulation	Section
Police Services Act		31(1)(c)

BOARD POLICIES:

Number	Name
POL XXX	Delegation of Appointments

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to Service Procedures Index.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB - XXX **Uniforms, Working Attire and Equipment**

<input type="checkbox"/>	New	Board Authority: BM 198/01
<input type="checkbox"/>	Amended	Board Authority:
<input type="checkbox"/>	Reviewed – No Amendments	

BOARD POLICY

It is the policy of the Toronto Police Services Board with respect to police uniforms that the Chief of Police shall develop procedures on the provision and use of standardized uniforms by the Service's uniformed police officers and civilian members.

Care and Control

All articles of uniform and equipment necessary for the performance of duty shall be provided by and remain the property of the Board.

It is the policy of the Toronto Police Services Board that the Chief of Police shall develop procedures for the management, care, control and storage of uniforms, clothing, property and equipment.

Working Attire and Dress

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

1. Establish a working attire that is professional and business-like for all Service members requiring uniforms, including volunteers; and
2. Determine the uniform of the day and standardized dress codes. The dress code will accommodate individuals and/or groups of individuals as may be required by the *Ontario Human Rights Code* or any other legal requirement.

Board

It is the policy of the Toronto Police Services Board that the Chief of Police shall consult with the Board prior to making any changes to the uniform, working attire or equipment of such significance or import as to alter the appearance of the uniform, working attire or equipment in the eyes of the community.

REPORTING:

LEGISLATIVE REFERENCE

Act	Regulation	Section
Police Services Act R.S.O. 1990 as amended	O. Reg. 3/99	31(1)(c) s. 35

BOARD POLICIES:

Number	Name
POL XXX	Adequacy Standards - A10 Police Uniforms

SERVICE PROCEDURES

Refer to Service Procedure Index.

INTERNAL CORRESPONDENCE

TPS 649
1998/011



TO: Dr. Alok Mukherjee FROM: Chief William Blair
Chair Chief of Police
Police Services Board DATE: 2007/07/27
YYYY/MM/DD

RE: Rules Review - Review of Draft Board Policies

At the March 22, 2007 Board meeting, the Board approved thirteen (13) of the twenty-one (21) draft Board Policies.

The following eight (8) draft Board Policies were not approved:

- **Civilian Promotions and Appointments**
- **Civilian Members**
- **Re-Employment of Former Service Members as Consultants or on Contract**
- **Uniform Promotions and Appointments**
- **Uniform, Working Attire and Equipment**
- **Delegation of Appointments**
- **Process for Requests for Legislative Change**
- **Release of Statistics**

At the same Board meeting, among the Motions approved by the Board was:

That, following consultation with the Chief regarding the policies in the list, the Chair bring back the revised policies for Board approval.

The eight (8) draft Board Policies have been reviewed. Of the eight (8) draft Policies, I have concerns regarding five (5) of them and have provided the following comments for your consideration:

Civilian Promotions and Appointments

This draft Board Policy proposes a change from the current process and would require a change to their current process for the Employment Unit to ensure compliance.

Item #4 of the draft Policy requires that all appointments or promotions to senior officer rank and excluded positions shall be submitted to the Board for approval on an **individual** basis. This is a change from the current process which requires only Unit Commander positions, second in command positions and other positions as determined by Human Resources to be approved on an individual basis.

Given the timeframes for securing a place on the Board agenda, requiring Board approval for these additional positions would most likely result in inevitable constraints for the hiring unit.

It is therefore recommended that the current process continue.

Delegation of Appointments

The same concern expressed in the "Civilian Promotions and Appointments" draft Policy applies here. That is, this draft Board Policy proposes a change from the current process and would therefore require the Employment Unit to change their current process to ensure compliance.

This draft Board Policy delegates the Chair and Vice-Chair authority to approve the appointment of members other than civilian senior officer positions, excluded personnel and all uniform senior officer positions. That is, Board approval on an individual basis would be required for all other positions for which authority has not been delegated. Currently, formal Board approval at a Board meeting is only required for fewer positions than what is contained in the proposed Policy. Currently, individual approval is only required for Unit Commander positions, second in charge positions and other positions as determined by Human Resources.

Given the timeframes for securing a place on the Board agenda, requiring Board approval for these additional positions on an individual basis would most likely result in inevitable constraints for the hiring unit.

It is therefore recommended that the current process continue.

Re-Employment of Former Service Members as Consultants or on Contract

This draft Board Policy proposes a change from current practice as it requires Board approval for the re-hiring of all former members as a consultant or on a contract basis.

Currently, former members re-hired as consultants, or on a contractual basis, do not require formal Board approval on a Board report as long as they have been separated from the Service for a minimum of one year (Board Minute #P150/04 refers). Although Board approval is not required, these members are presented on "appointment lists". Notwithstanding the foregoing, formal Board approval, requested through a Board report, is still required where a former member has not completed the one-year period criteria.

It is recommended that the current process continue.

Process for Requests for Legislative Change

The Service reviewed this draft Policy in 2004 and there were some concerns that are still relevant today. Although the draft Policy reflects Rule 5.7.6 currently governing this area, the Service is recommending a change to the current practice. That is, requesting a legislative change should not require Board approval.

In 2004, Legal Counsel gave the opinion that this policy was too restrictive for the following reasons:

- The Chief is well positioned to know what legislation is necessary to assist policing goals;
- The public expects that their Chief will speak out on issues of crime and public safety;
- The Chief is regularly consulted by politicians at all levels with respect to his opinions on issues affecting policing; and
- The CACP and the OACP regularly lobby for changes to legislation to improve the justice system and policing in general. Individual Chiefs should have the same opportunity to make their views known.

It is therefore recommended that requesting a legislative change should not require Board approval.

Uniforms, Working Attire and Equipment

This current draft Policy under review replaces Board Policy TPSB A1-010. In my opinion, Item #3 of this new draft Policy should be deleted for the following three reasons.

Firstly, item #3 infringes on operational issues. It requires "...that the Chief of Police shall seek the approval of the Board for any significant changes to the prescribed working attire including uniforms".

Secondly, in addition to it being an operational issue, in my opinion, Board approval is not necessary as the Adequacy Standards Guidelines, Regulation 929 and the Clothing and Equipment Committee currently in place provide specific and detailed direction in this area already.

The importance of having proper processes in place in this area is well recognized. The uniform not only impacts on the image of the Service, but on officer and community safety. For this reason, there is a Clothing and Equipment Committee, chaired by the Deputy Chief of Divisional Policing Command, responsible for reviewing any proposed changes to the uniform. This joint management/Association Committee includes members from Occupational Health & Safety, Purchasing, Fleet and Materials Management. Other members are requested to attend specific meetings for their expertise as required. Once an item has been approved by this Committee, it goes before Command for authorization.

As well, Service Procedure 15-16 includes detailed listings of approved items of clothing and equipment, direction regarding care and control of issued items, court dress, summer dress and instructions as to the process to propose a change to the current dress standards.

The Service has a timely process in place with the proper safeguards to ensure that the Service image and safety are not compromised. I believe that Item #3 of the draft Policy should be deleted as there is adequate governance already in place.

Thirdly, changes resulting in costs exceeding my approval limit as designated by the "Delegation of Signing Authority and Limits" set in accordance with By-law 147 would go to the Board for approval as with any other item.

In addition, the term "significant change" contained in item #3 may cause some inconsistencies, depending on the reader's interpretation.

Of the Police Services canvassed regarding the approval required for making changes to their uniform, Halton, London, Ottawa and Niagara do not require Board approval. Peel is the only Service canvassed that requires approval for "significant" changes.

For these reasons, I am requesting that item #3 of the draft Board policy be deleted, removing the requirement for Board approval on decisions made regarding changes to the uniform.

Please do not hesitate to contact me if you require clarification or further discussion regarding this input.



William Blair
Chief of Police

Attachments

cc: Deputy Chief Jane Dick, Executive Command
Director, Kristina Kijewski, Corporate Services
Manager, Don Bevers, Corporate Planning

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P333. CIVILIAN GOVERNANCE TRAINING

The Board was in receipt of the following report September 27, 2007 from Alok Mukherjee, Chair:

Subject: CIVILIAN GOVERNANCE TRAINING

Recommendation:

It is recommended that:

1. The Board request that the Ministry of Community Safety and Correctional Services (the Ministry):
 - a. consider amending the Ontario Police College (OPC) training program to include a component on the legislative mandate and responsibilities of civilian governance in Ontario and that the Ministry consult with the Ontario Association of Police Boards (OAPSB) with respect to its development and delivery; and,
 - b. work with the Ministry of Training, Colleges and Universities to introduce a component on the theory, principles and history of civilian governance of policing in police foundations programs offered by Ontario colleges and universities;
2. The Board request OAPSB to support and advocate for this request to the Ministry; and
3. The Chief consider the feasibility of including a component on civilian governance in Toronto in the training of new recruits provided by the Training and Education Unit.

Financial Implications:

The financial implications associated with these recommendations are unknown at this time.

Background/Purpose:

To consider whether a civilian governance training component can be included in training provided to the new recruits of Toronto Police Service attending C.O. Bick College, and whether the Board should write to the Ministry requesting that it consider:

- (a) amending OPC training to include a component on civilian governance of policing; and

- (b) working with the Ministry of Training, Colleges and Universities to ensure that a component on this subject is included in the police foundations programs offered by colleges and universities.

Discussion:

Over the past two years, I have had occasion to interact with many police officers while attending and participating in ceremonial events, police events, police-community initiatives and a number of police “ride-alongs”. Those interactions have made me realize that there is a lack of knowledge about the Police Services Board and specifically about its governance role.

Research conducted by the Board staff has revealed that civilian governance is not included in the curriculum of post secondary institutions that offer police foundations program, nor is it included in the OPC curriculum.

In Ontario, the *Police Services Act* lays out the responsibilities of all police services boards. Section 31 of the *Act* states that the board “is responsible for the provision of adequate and effective police services” and shall, among other things, determine, in consultation with the Chief, the objectives and priorities of the service, establish policies for the effective management of the service, recruit and appoint the chief and any deputy chief, direct the chief and monitor his or her performance and establish guidelines for dealing with complaints.

The fact that the board assumes these responsibilities as a civilian oversight body means that it governs the police service *on behalf of* all members of the public. The board represents the city, the community and the public.

This is the cornerstone of policing in a democratic society. In such a society, the public should be able to decide the kind of policing they want, and to hold the police accountable. This is critical, if the principles of policing set out by Sir Robert Peel are to be implemented in the context of citizen-led or community-based policing as opposed to professional policing.

According to Peel’s second principle, “The ability of the police to perform their duties is dependent upon public approval of police actions.” And his seventh principle was that “Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.”

Civilian oversight mechanisms, such as a police services board, represent Peel’s seventh principle in action. As well, such a mechanism, if it is effective and working well, facilitates that “public approval of police actions” to which Peel’s second principle refers.

Through the policing objectives, priorities and policies that a board establishes, the community’s interests and needs are given expression. And by scrupulously following those policies in action, a police service gains public approval.

It is therefore essential that our officers have a clear understanding of civilian governance and its role in the way they perform their duties.

Conclusion:

The Board's role is an essential element in policing. Civilian governance of the police through its policies is one method of improving police community relations, reducing biased policing and increasing accountability of the police. Including a civilian governance training component will enhance officers' understanding of the Board's role and would serve as a reminder that not only are they accountable to the police service and the Chief, but also to the community they serve.

It is therefore recommended that:

1. The Board request that the Ministry of Community Safety and Correctional Services (the Ministry):
 - a. consider amending the Ontario Police College (OPC) training program to include a component on the legislative mandate and responsibilities of civilian governance in Ontario and that the Ministry consult with the Ontario Association of Police Boards (OAPSB) with respect to its development and delivery; and,
 - b. work with the Ministry of Training, Colleges and Universities to introduce a component on the theory, principles and history of civilian governance of policing in police foundations programs offered by Ontario colleges and universities;
2. The Board request OAPSB to support and advocate for this request to the Ministry; and
3. The Chief consider the feasibility of including a component on civilian governance in Toronto in the training of new recruits provided by the Training and Education Unit.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P334. RESPONSE TO A CITY OF TORONTO REQUEST FOR A REPORT -
STATUS OF THE IMPLEMENTATION OF THE HAND-HELD
PARKING DEVICES PROJECT – FINANCIAL AND OPERATIONAL
UPDATES**

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

Subject: STATUS OF THE IMPLEMENTATION OF THE HAND HELD PARKING
DEVICES PROJECT - FINANCIAL AND OPERATIONAL UPDATES

Recommendations:

It is recommended that:

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

Financial Implications:

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

This report provides the Board with an update on the approved capital project: Hand Held Parking Ticket Issuance Devices. The capital plan for this project was \$4.1M and the project was completed not only within the set budget, but below budget. The unused funds in the amount of \$0.31M were returned to the City of Toronto.

Background/Purpose:

At its meeting of December 8, 9 and 12, 2005, City Council made the following request to the Chief of Police.

Toronto Parking Enforcement Unit:

(180) the Police Chief, in consultation with the Deputy City Manager and Chief Financial Officer, report to the Administration Committee in 2006 on the status of the implementation of the Handheld Parking Devices Project.

Further at its meeting on April 20 and 23, 2007, the Council of the City of Toronto made the following request:

Parking Tag Enforcement and Operations:

(74) The Chair of Toronto Police Services Board, in consultation with the Deputy City Manager and Chief Financial Officer, report to the Budget Committee prior to the 2008 Operating Budget process on the operational and financial impacts of implementing the handheld parking devices.

At its meeting of September 26, 2006, the Board was in receipt of a status report providing information on the progress of implementing the Handheld Parking Devices Project. A copy of this report was forwarded to the City of Toronto – Administration Committee for their information (Min. No. P299/06 refers).

The purpose of this report is to provide additional information regarding the operational and financial impacts of implementing the handheld parking devices, pursuant to the above request from Toronto City Council.

Discussion:

At its meeting of March 8, 2005, the Board approved the acquisition of a Wireless Parking Ticket Issuance solution from Epic Data Inc. for the Toronto Police Service (TPS) - Parking Enforcement Unit (Min. No. P81/05 refers). Upon receiving this approval, the TPS acting on behalf of the Board and Epic Data Inc. engaged in contract negotiations. On December 21, 2005, an agreement was endorsed.

The project commenced in January 2006 and the delivery of project related hardware began at that time. As part of the assessment, planning and customization of the end-to-end solution, discussions occurred between the City of Toronto Revenue Services Division and the City's contracted banking services provider. Significant testing was undertaken with samples of the thermal print stock used to print the electronic Parking Infraction Notices. The print stock was found incompatible with bank processing, therefore the new electronic parking tickets would not be payable at financial institutions. As a result of this modification to the payment options available to customers, the City of Toronto introduced an on-line-web-payment portal while maintaining the existing payment options including; telephone payments, payments by mail or in person at Parking Tag First Appearance Facilities. These steps were undertaken to ensure that the previous levels of customer service delivery were maintained. A media release advising of this change in the payment options was prepared and released through the media.

The electronic ticketing solution "went live" for the first time on July 24, 2006, as a pilot initiative for a three week period with forty (40) front line officers assigned the handheld equipment and software to issue Parking Infraction Notices. At the conclusion of the documented field trial, these forty (40) officers continued to use the ticketing solution. This approach allowed them to gain greater experience in preparation for full implementation and to ensure knowledgeable peer assistance was available for new users during full implementation rollout, which was completed in October 2006. The system has a five (5) year hardware and software maintenance agreement that will expire on August 28, 2011. The maintenance agreement covers regular wear and tear of hand held devices and printers including officer-

induced damage. The warranty does not include hardware that is damaged beyond economical repair.

For reference purposes the solution has been named WiPS, the Wireless Parking System.

Financial and Operational Benefits

The City of Toronto Revenue Services staff have provided a preliminary report on the following three important benefits associated with the implementation of the hand held technology:

1. Budget Savings Through the Redeployment of Data-Entry Staff:

The implementation of wireless hand-held parking ticket issuance devices reduced the City's reliance on manual data entry resources. At present, 93% of the tickets issued are sent electronically to the city's Parking Tag Management System (PTMS). Traditional parking infraction books account for 7% of ticket issuance and are used by police officers and municipal law enforcement officers. In accordance with the initial business plan for this project, the reduction of ten data entry staff was achieved through a combination of staff attrition and re-deployment which realized a budget savings to the City of Toronto Parking Tag Operations budget in the amount of \$458,000.

2. Expedient Transfer of Data from TPS to the City's Parking Tag Management System:

Under the hand-written approach to ticket issuance, data entry staff are required to enter ticket information onto the City's Parking Tag Management System manually. With the manual process, City staff experienced a delay of three to five business days to receive the parking tag information. The electronic data transfer system provides updates to the data on an hourly basis, thereby providing the City of Toronto with the opportunity to respond to customer inquiries in a timely manner, resulting in higher levels of customer service and satisfaction.

3. Increased Processability of Parking Tickets:

Currently a small percentage (less than 1%) of all hand-written parking tickets cannot be processed due to the ticket being illegible or because of errors in the date, time or street address. As a result, these tickets are subsequently cancelled. The introduction of computerized, hand-held parking ticket issuance devices has eliminated these errors and has also eliminated illegible parking tickets; given that the hand-held devices:

- print the ticket in a computerized format;
- have an automatic date and time feature; and
- are pre-loaded with all City of Toronto street names and bylaws.

The implementation of these devices has increased the processability level for all parking infractions creating the potential for increased revenue through the payment of fines for offences for which the tickets would have previously been cancelled.

The City of Toronto Revenue Services - Parking Tag Operations will provide further information on the financial benefits and impacts of the implementation of the hand held technology in their Parking Tag Issuance Report at the end of 2007.

In addition to the benefits outlined above, the following are additional key operational benefits associated with the implementation of the hand held technology:

4. Increase In the Number of Stolen Vehicles Recovered:

The hand held system checks every vehicle licence plate which is entered for tag issuance against a stolen vehicles list. Other important information such as Amber Alerts can also be entered on a separate module within the system. During the period January 1 to July 31, 2006, a total of 373 stolen vehicles were recovered. During the same time period in 2007, the number increased to 457. This additional 84* vehicles recovered represents an increase of 22.5% in the number of stolen vehicles recovered.

** Project Streetsweeper, which is staffed by Parking Enforcement Officers and utilizes dedicated vehicles equipped with the AutoVu software, not the hand held system, is also contributing significantly to the number of stolen vehicles recovered. In order to fairly represent the impact of the hand held system on the recovery of stolen vehicles, the number of stolen vehicles recovered as a result of Project Streetsweeper has not been included in this figure.*

It is also worth noting that officers are locating stolen vehicles more quickly and are helping to generate arrests because stolen vehicles are being identified before they can be disposed of or abandoned. The hand held technology has enhanced the ability of parking enforcement officers to locate stolen and wanted vehicles; thereby contributing towards public safety.

5. Electronic Interface between the TPS and City of Toronto Revenue Services:

The hand held system interfaces with the City of Toronto Revenue Services to transmit and receive data. This includes the transfer of ticket data to the City's Parking Tag Management System (PTMS), the return of updates to parking ticket status and the transfer of copies of the Certificate of Parking Infraction (CPI) for court processing purposes. This process enhances the level of customer service to members of the public. Since its inception thirteen months ago, approximately 2.2 million parking tickets have been issued from the hand held system.

6. Electronic Interface between the TPS and the City of Toronto Transportation Services:

The hand held system also interfaces with the City of Toronto Transportation Services Residential and Temporary Parking Permit systems. Once a permit is issued, both over the counter and through city's web site, the permit data transfers into the hand held system at set time intervals throughout the day. Each time an officer enters a licence plate for tag issuance, a database check is conducted to verify if a valid permit has been issued to the licence plate for the zone or street in which the vehicle is parked. Officers may also search permits by entering the permit number in the "Parking Permits" module of the system. This feature enhances service delivery in relation to parking permits that are not properly displayed or completely visible.

7. Real Time Information Management – Reporting:

With the implementation of the hand held system, supervisors have access to real-time reporting for their officers, providing management staff with an additional tool to monitor staff deployment, performance and activities.

8. Asset Maintenance Reporting from the Field:

The hand held devices allow officers on patrol to send electronic messages to Parking Enforcement Customer Service regarding asset maintenance. This includes reporting maintenance issues associated to pay and display machines and parking meters as well as missing, damaged, obstructed or missing signage. When a message is received in the system, it is automatically logged and TPS Parking Enforcement Customer Service personnel print a report and fax it to the appropriate city department or agency for action. Once the problem has been addressed the issue is closed in the system and the reporting officer is notified of the action taken.

Conclusion:

The introduction of the hand held technology has been extremely well received by the personnel assigned to the Parking Enforcement Unit. This technology has greatly improved the exchange of data between the TPS and the City's Parking Management System, resulting in a higher level of processability for all parking infraction notices as well as achieving the additional goal of providing enhanced service to the customer.

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.

Superintendent Wes Ryan and Mr. Maghfoor Chaudhry, Parking Enforcement Unit, were in attendance and responded to questions about this report.

The Board inquired whether or not the hand-held parking devices contained technology that could be expanded to permit parking enforcement officers to electronically record other reportable City maintenance issues, such as light standards that are not working.

The Board noted that a broader examination of the use and infrastructure of the hand-held parking devices in relation to other on-going City maintenance programs might provide the potential for further cost-recovery.

The Board received the foregoing and requested the Chief to provide a further report on the feasibility of broadening the use of the hand-held parking devices. The Board also agreed to forward copies of the foregoing report, and a note that the Chief has been asked to provide a further report, to the City of Toronto Executive Committee and the City of Toronto Budget Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P335. ARBITRATION AWARD – 2001 UNIFORM PROMOTIONAL
 PROCESSES GRIEVANCE**

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

Subject: ARBITRATION AWARD REGARDING THE 2001 UNIFORM
 PROMOTIONAL PROCESSES GRIEVANCE

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 Toronto Police Service (TPS) has recently received an Arbitration Award from Arbitrator Richard MacDowell in the above-noted matter. The hearing in this matter took 36 days which were scheduled between September 2002 and October 2006. The purpose of this report is to provide the Board with a brief summary of the Award.

Discussion:

The TPS ran promotional competitions commencing in April and November 2001. The purpose of these competitions was to create a list of candidates eligible for promotion to the ranks of Sergeant/Detective and Staff Sergeant/Detective Sergeant.

The Toronto Police Association (TPA) filed a grievance regarding the form and conduct of the promotional processes. The main issues in dispute were:

- 1) the perception in some Divisions that there was a “quota” being applied by the Unit Commander in awarding high marks to some but not others as related to their performance; and
- 2) the uncontested fact that a small number of preliminary scores awarded by two particular Unit Commanders were changed following discussions with their respective Staff Superintendents. The latter point (“interference by Staff Superintendents”) appears to have reinforced the former point (“quota”) in the minds of several grievors and the TPA leadership.

Arbitrator MacDowell determined that there was, in fact, no “quota system” although some uniformed members and the TPA leadership may have believed one existed. He also determined that the changes to preliminary scores by Staff Superintendents were proper in the circumstances.

The Award is generally supportive of the ability of the TPS to conduct promotional processes in the manner in which it sees fit. However, the Award did identify two specific instances in which the rules applied in the 2001 Promotional Processes violated the Collective Agreement. These violations have already been addressed by the Service on a “proactive” basis.

Conclusion:

A full copy of Arbitrator Richard MacDowell’s Award has been provided to the Board office for the information of the Board.

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

The Board received the foregoing report. The Board also considered a report on this matter during its in-camera meeting (Min. No. C239/07 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P336. QUARTERLY REPORT: COMPRESSED WORK WEEK SCHEDULING
COMMITTEE: MAY TO AUGUST 2007**

The Board was in receipt of the following report August 06, 2007 from William Blair, Chief of Police:

Subject: QUARTERLY STATUS REPORT: MAY 2007 TO AUGUST 2007
COMPRESSED WORK WEEK SCHEDULING COMMITTEE.

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

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

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

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

In May 2007, prior to delivering their final report, Strategic Direction advised that an anomaly existed in the survey data. This anomaly was explained and mathematically analyzed by Strategic Direction and it was their professional opinion that the survey data was sound and able to be included in their final report. The TPA and Board, however, reached an impasse on whether to include the survey data, as recommended by Strategic Direction, or to re-issue the survey to the members and recalculate new data.

The TPA and Board has since sent the impasse to mediation before the Honourable George Adams. The TPA and Board met in July 2007 and it was decided to move forward with the current survey data and have Strategic Direction present their final report in September 2007.

Conclusion:

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

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P337. RESPONSE TO BOARD'S POLICY "DON'T ASK, DON'T TELL"

The Board was in receipt of the attached correspondence dated September 07, 2007 from Stockwell Day, Minister of Public Safety, in response to the Board's "Don't Ask, Don't Tell" policy.

The Board received the foregoing correspondence and referred it to the Board's Working Group to consider during the Board's review of the "Don't Tell" component of the policy.

Minister of Public Safety

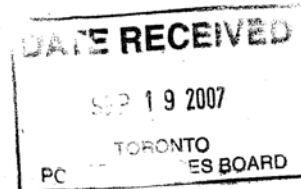


Ministre de la Sécurité publique

Ottawa, Canada K1A 0P8

SEP 07 2007

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



Dear Mr. Mukherjee:

The office of my colleague, the Honourable Diane Finley, Minister of Citizenship and Immigration, has forwarded to me your correspondence of April 10, 2007, concerning stay of removal orders for witnesses to crime who are without legal status in Canada.

The Government of Canada is committed to fulfilling its international obligations with respect to refugees and persons deserving protection. At the same time, it must uphold the legislative requirement to return persons who have no legal right to remain in Canada.

The Canada Border Services Agency (CBSA), not Citizenship and Immigration Canada (CIC), is responsible for the removals program which enforces immigration legislation. This distinction was made when immigration enforcement was transferred to the newly created CBSA in December 2003. The CBSA supports initiatives that encourage victims and witnesses to come forward and assist law enforcement efforts, while ensuring that CBSA national security and public safety priorities are met.

As outlined in the *Immigration and Refugee Protection Act* (IRPA), the CBSA has a legal obligation to remove a person who has been issued a removal order, and the order must be enforced as soon as reasonably practicable.

Canada

Removals are a vital part of a fair refugee determination system, and they protect the integrity of the immigration system as a whole. The CBSA is committed to the fair and equitable application of Canada's immigration laws.

In your correspondence, the Toronto Police Services Board requests that witnesses to crime without legal status in Canada not be removed until the completion of the criminal proceedings requiring their presence as witnesses.

The IRPA recognizes the need to work closely with the criminal justice system, and there are provisions in place to ensure that individuals who are material to a judicial proceeding in Canada will be allowed to remain in Canada. Under the IRPA, a removal order will be stayed if a person is issued a subpoena or summons to appear as a witness in criminal proceedings. If, however, there is no subpoena or summons issued, the removal order cannot be legally stayed, and the individual may be removed by the CBSA.

I appreciate the opportunity to address the concerns of the Toronto Police Services Board, and to clarify the CBSA's position in support of public safety.

Thank you again for writing on this important issue.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Stockwell Day". The signature is fluid and cursive, with a large, stylized "D" at the end.

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

c.c.: The Honourable Diane Finley, P.C., M.P.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P338. RESPONSE TO BOARD'S CONCERNS REGARDING GUN VIOLENCE
IN THE CITY OF TORONTO**

The Board was in receipt of the attached correspondence dated September 04, 2007 from Rob Nicholson, Minister of Justice and Attorney General for Canada, in response to the Board's concerns regarding gun violence.

The Board received the foregoing correspondence.

Minister of Justice
and Attorney General of Canada

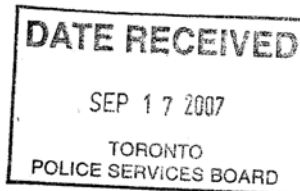


Ministre de la Justice
et procureur général du Canada

The Honourable / L'honorable Rob Nicholson, P.C., Q.C., M.P. / c.p., c.r., député
Ottawa, Canada K1A 0H8

SEP 4 . 2007

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



Dear Mr. Mukherjee:

Thank you for your correspondence concerning gun violence in the City of Toronto. I regret the delay in responding.

At the outset, I would like to assure you that Canada's New Government agrees that the proliferation of gun crimes must be addressed. We are dealing with these crimes through tough legislative measures, targeted law enforcement initiatives, and effective crime prevention activities. In order to tackle the gun crime problem that exists, not only in Toronto but in other Canadian cities as well, we have taken action in a number of areas.

In May 2006, soon after taking office, we introduced Bill C-10, *An Act to amend the Criminal Code (minimum penalties involving firearms)*, to increase the mandatory minimum penalties to address key elements of the guns and gangs problem. The Bill, which was passed by the House of Commons and is now before the Senate, focuses on the use of prohibited or restricted firearms in crimes, including handguns, and the commission of serious offences with a firearm in connection with a criminal organization, which includes a gang. The Bill also targets serious "non-use" offences such as firearm trafficking and smuggling, the theft of firearms through robberies and break-ins, and the illegal possession of prohibited or restricted firearms with ammunition. Furthermore, the Bill proposes that repeat offenders be subject to higher minimum penalties, 7 years for certain offences involving the actual use of a firearm, and 5 years for certain offences not involving the actual use of a firearm.

On November 23, 2006, the Government introduced Bill C-35, an *Act to amend the Criminal Code (reverse onus in bail hearings for firearm-related offences)*. Bill C-35, which was passed by the House of Commons and is now before the Senate, proposes that in serious cases involving firearms, the accused should be kept in custody before trial unless they can demonstrate to the court that their detention is not justified.

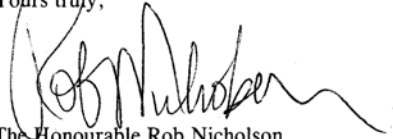
Canada

The Government has committed new resources to enhance the capacity of Canadian law enforcement to address key crime priorities, such as the illegal drug trade and gun crimes among others. Additional funding has been made available to support crime prevention for people involved in or at risk of involvement in guns, gangs, and drugs. I note that you have also addressed your letter to my colleague the Honourable Stockwell Day, Minister of Public Safety. He may be able to provide additional information about such initiatives, as well as the work Canada is doing with the United States of America to address cross-border crime problems such as gun crimes.

In response to your request about banning the use of all handguns, it should be noted that all handguns were classified as restricted in 1934. With the passage of Bill C-68 in 1995, short-barrelled handguns and handguns of .25 and .32 calibre were reclassified as prohibited. The Government has always recognized that there are legitimate purposes in Canada for the private ownership of handguns by properly screened and trained individuals, in particular sport target shooting and collecting. Stringent conditions are provided in the law with respect to those who can possess them. Banning all handguns is not going to eliminate the possibility that dangerous weapons will fall into the hands of dangerous people. Most people who intend to use firearms for a criminal purpose get them illegally.

Thank you again for taking the time to write about your concerns.

Yours truly,

A handwritten signature in black ink, appearing to read "Rob Nicholson", with a long, sweeping flourish extending to the right.

The Honourable Rob Nicholson

c.c.: The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P339. TORONTO POLICE SERVICE 2008-2012 CAPITAL PROGRAM
SUBMISSION – REVISED**

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

Subject: TORONTO POLICE SERVICE 2008-2012 CAPITAL PROGRAM
SUBMISSION – REVISED

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2008-2012 Capital Program (as summarized in Attachment B), with a 2008 net request of \$46.2 million (M) (excluding cash flow carry forwards from 2007) and a net total of \$154.7M for 2008-2012; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, and to the City Budget Committee.

Financial Implications:

The 2008-2012 Capital Program as submitted in this report, meets the City's revised debt target at a net total of \$154.7M for 2008-2012, an average of \$30.9M per year.

Background/Purpose:

The Board approved the Service's 2008-2012 Capital Program at its September 20, 2007 meeting at the net amount of \$45.6M for 2008 (excluding cash flow carry forwards from 2007) and a net total of \$154.1M for the five years 2008-2012, as detailed in Attachment A (Min. No. P308/07 refers).

The Board-approved budget exceeded the City's average debt target of \$32.7M for the years 2008-2011 by \$1.8M for the four years, and was below the City's 2012 debt target of \$23.9M by \$2.4M. In total, the Service's capital request was \$0.6M below the total five-year debt target provided.

Discussion:

The Chair of the Board and Service staff presented and discussed the Board-approved capital budget with the City Manager, the Deputy City Manager and Chief Financial Officer (CFO) at a meeting on September 25, 2007. At this meeting, City staff requested that the Service include an additional \$0.62M in 2008, to cover the Service's contribution (20%) to the City Fire and

Emergency Medical Services (EMS) Headquarters power supply project. The Service uses the Fire/EMS Headquarters facility as its 911 back-up call centre, and for special event coordination. To assist the Service in accommodating this City requirement, the City CFO agreed that the Service's capital target would be revised to reflect a five-year average debt target of \$30.9M. It should be noted that the total debt target for the five years has not changed, but the previous four-year average and fifth-year target have been averaged into one five-year target.

As a result, the Service's capital budget request has been modified (see Attachment B) to include the Service's share of the Fire & EMS Headquarters power supply project in 2008. In addition, to meet City debt targets, \$47,000 in the Service's State of Good Repair project in 2012 has been deferred to 2013.

Conclusion:

The revised 2008-2012 Capital Program at the net amount of \$46.2M in 2008, and \$154.7M for the five years maintains the Service's cash flow requirements, includes the Service's share of the power supply project at the Fire and EMS Headquarters, and meets the City's revised debt target of an average of \$30.9M per year.

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

The Board approved the foregoing report and agreed to forward a copy to the City Budget Committee for approval and to the Deputy City Manager and Chief Financial Officer for information.

2008-2012 CAPITAL BUDGET REQUEST, AS APPROVED BY THE BOARD ON SEPTEMBER 20, 2007 (\$000s)

Attachment A

Proj. #	Project Name	Plan to end of 2007	2007 Carry forward	2008-2012 Request					2008-2012 Proj. Total	2013-2017 Proj. Total	Total Project Cost
				2008	2009	2010	2011	2012			
Facility Projects											
1	New training Facility (Replacement of C.O. Bick College)	32,069.0		38,863.0	5,072.4	0.0	0.0	0.0	43,735.4	0.0	75,804.4
2	11 Division - Central Lockup	0.0		365.6	7,398.0	11,957.0	5,754.3	0.0	25,474.9	0.0	25,474.9
3	14 Division - Central Lockup	0.0	0.0	0.0	591.0	10,561.0	14,257.3	5,388.8	30,797.8	0.0	30,797.8
4	Intelligence / Special Investigations Facility	1,000.0	500.0	765.0	2,800.0	0.0	0.0	0.0	3,565.0	0.0	4,565.0
5	Property & Evidence Management Storage	258.0		0.0	0.0	0.0	0.0	1,155.0	1,155.0	21,541.0	22,954.0
6	Long Term Facility Plan	0.0		0.0	0.0	0.0	0.0	0.0	0.0	77,121.9	77,121.9
7	54 Division (includes land)	0.0		0.0	0.0	0.0	0.0	5,500.0	5,500.0	31,000.7	36,500.7
8	41 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	0.0	40,334.3	40,334.3
Information Technology Projects											
9	Geocoding	457.0	457.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	457.0
10	PCANS	927.0	827.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	927.0
11	Automated Vehicle Location System Expansion	1,185.0		405.0	0.0	0.0	0.0	0.0	405.0	0.0	1,590.0
12	HRMS upgrade and additional functionality	750.0	0.0	0.0	0.0	0.0	0.0	265.0	265.0	0.0	1,015.0
13	TRMS upgrade and additional functionality	2,453.0	-120.0	1,195.0	0.0	0.0	0.0	0.0	1,195.0	0.0	3,648.0
14	In - Car Camera	1,662.0	144.0	2,300.0	2,300.0	2,400.0	0.0	0.0	7,000.0	0.0	8,662.0
15	Digital Video Asset Management II	2,350.0		2,015.0	1,300.0	0.0	0.0	0.0	3,315.0	0.0	5,665.0
16	Data Warehouse Establishment	0.0		0.0	0.0	0.0	0.0	1,500.0	1,500.0	5,014.0	6,514.0
17	Electronic Document Management	0.0		0.0	0.0	0.0	0.0	500.0	500.0	0.0	500.0
18	Record Management System Replacement	0.0		0.0	0.0	0.0	0.0	4,000.0	4,000.0	4,000.0	8,000.0
19	Disaster Recovery Site	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Replacements / Maintenance / Equipment											
20	State-of-Good-Repair - Police	12,430.0		1,800.0	1,800.0	2,000.0	2,500.0	2,600.0	10,700.0	13,000.0	36,130.0
21	Facility Security	3,145.0		515.0	0.0	0.0	0.0	0.0	515.0	0.0	3,660.0
22	Fuel Management System	0.0		0.0	0.0	0.0	0.0	600.0	600.0	0.0	600.0
23	Radio Replacement	10,684.9		0.0	0.0	7,440.8	11,400.0	0.0	18,940.8	0.0	29,525.7
Total Capital Budget Request		69,370.9	1,808.0	48,023.6	21,261.4	34,358.8	33,911.6	21,508.6	159,063.9	192,011.9	420,446.8
Other than debt expenditure (Draw from Reserve)											
24	Vehicle and Equipment Replacement	20,197.0		5,033.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	25,165.0	70,527.0
25	Workstation, Laptop, Printer - Lifecycle plan	11,399.0		3,774.0	4,785.0	4,816.0	3,774.0	3,774.0	20,923.0	20,922.2	53,244.2
26	Servers - Lifecycle Plan	4,506.0		2,810.0	2,910.0	3,010.0	3,120.0	3,230.0	15,080.0	17,180.0	36,766.0
27	IT business resumption- Lifecycle Plan	6,923.0		0.0	0.0	1,590.0	1,640.0	1,700.0	4,930.0	9,050.0	20,903.0
28	Mobile Workstations	0.0		7,970.0	0.0	0.0	0.0	7,970.0	15,940.0	7,970.0	23,910.0
29	Network Equipment	0.0		1,800.0	970.0	480.0	500.0	520.0	4,070.0	4,810.0	8,880.0
30	Locker Replacement	550.0		550.0	550.0	550.0	0.0	0.0	1,650.0	0.0	2,200.0
31	Furniture Replacement	0.0		750.0	750.0	750.0	750.0	750.0	3,750.0	3,750.0	7,500.0
32	Radio Replacement	0.0		4,000.0	2,000.0	0.0	0.0	0.0	6,000.0	0.0	6,000.0
Total - Other than debt expenditure		43,575.0	0.0	26,487.0	16,998.0	16,229.0	14,817.0	22,977.0	97,508.0	88,647.2	229,730.2
Land Acquisition Reserve Fund (LARF)											
33	14 Division	5,950.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,950.0
34	11 Division	8,700.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,700.0
Total Land Request		14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14,650.0
Total Gross Request		127,595.9	1,808.0	74,510.6	38,259.4	50,587.8	48,728.6	44,485.6	256,571.9	280,659.1	664,827.0
Total - Other than debt expenditure		-43,575.0	0.0	-26,487.0	-16,998.0	-16,229.0	-14,817.0	-22,977.0	-97,508.0	-88,647.2	-229,730.2
Total Land Request		-14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-14,650.0
Funding from Department of National Defence		-4,916.0	0.0	-2,458.0	-2,458.0	0.0	0.0	0.0	-4,916.0	0.0	-9,832.0
Total Net Request		64,454.9	1,808.0	45,565.6	18,803.4	34,358.8	33,911.6	21,508.6	154,147.9	192,011.9	410,614.8
Target				32,700.0	32,700.0	32,700.0	32,700.0	32,700.0			
Variance to Target				12,865.6	-13,896.6	1,658.8	1,211.6	-11,191.4			
2008-2012 Average								30,829.6			

REVISED 2008-2012 CAPITAL BUDGET REQUEST (\$000s)

Attachment B

Proj. #	Project Name	Plan	2007	2008-2012 Request					2008-2012	2013-2017	Total Project Cost
		to end of 2007	Carry forward	2008	2009	2010	2011	2012	Proj. Total	Proj. Total	
Facility Projects											
1	New training Facility (Replacement of C.O. Bick College)	32,069.0		38,863.0	5,072.4	0.0	0.0	0.0	43,735.4	0.0	75,804.4
2	11 Division - Central Lockup	0.0		365.6	7,398.0	11,957.0	5,754.3	0.0	25,474.9	0.0	25,474.9
3	14 Division - Central Lockup	0.0	0.0	0.0	591.0	10,561.0	14,257.3	5,388.6	30,797.8	0.0	30,797.8
4	Intelligence / Special Investigations Facility	1,000.0	500.0	765.0	2,800.0	0.0	0.0	0.0	3,565.0	0.0	4,565.0
5	Property & Evidence Management Storage	258.0		0.0	0.0	0.0	0.0	1,155.0	1,155.0	21,541.0	22,954.0
6	Long Term Facility Plan	0.0		0.0	0.0	0.0	0.0	0.0	0.0	77,121.9	77,121.9
7	54 Division (includes land)	0.0		0.0	0.0	0.0	0.0	5,500.0	5,500.0	31,000.7	36,500.7
8	41 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	0.0	40,334.3	40,334.3
Information Technology Projects											
9	Geocoding	457.0	457.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	457.0
10	PCANS	927.0	827.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	927.0
11	Automated Vehicle Location System Expansion	1,185.0		405.0	0.0	0.0	0.0	0.0	405.0	0.0	1,590.0
12	HRMS upgrade and additional functionality	750.0	0.0	0.0	0.0	0.0	0.0	265.0	265.0	0.0	1,015.0
13	TRMS upgrade and additional functionality	2,463.0	-120.0	1,195.0	0.0	0.0	0.0	0.0	1,195.0	0.0	3,648.0
14	In - Car Camera	1,662.0	144.0	2,300.0	2,300.0	2,400.0	0.0	0.0	7,000.0	0.0	8,662.0
15	Digital Video Asset Management II	2,350.0		2,015.0	1,300.0	0.0	0.0	0.0	3,315.0	0.0	5,665.0
16	Data Warehouse Establishment	0.0		0.0	0.0	0.0	0.0	1,500.0	1,500.0	5,014.0	6,514.0
17	Electronic Document Management	0.0		0.0	0.0	0.0	0.0	500.0	500.0	0.0	500.0
18	Record Management System Replacement	0.0		0.0	0.0	0.0	0.0	4,000.0	4,000.0	4,000.0	8,000.0
19	Disaster Recovery Site	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Replacements / Maintenance / Equipment											
20	State-of-Good-Repair - Police	12,430.0		1,800.0	1,800.0	2,000.0	2,500.0	2,553.0	10,653.0	13,047.0	36,130.0
21	Facility Security	3,145.0		515.0	0.0	0.0	0.0	0.0	515.0	0.0	3,680.0
22	Fuel Management System	0.0		0.0	0.0	0.0	0.0	600.0	600.0	0.0	600.0
23	Power Supply - Fire/EMS/TPS	0.0		618.0	0.0	0.0	0.0	0.0	618.0	0.0	618.0
24	Radio Replacement	10,684.9		0.0	0.0	7,440.8	11,400.0	0.0	18,840.8	0.0	29,525.7
Total Capital Budget Request		69,370.9	1,808.0	48,641.6	21,261.4	34,358.8	33,911.6	21,461.6	159,634.9	192,058.9	421,064.8
Other than debt expenditure (Draw from Reserve)											
25	Vehicle and Equipment Replacement	20,197.0		5,033.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	25,165.0	70,527.0
26	Workstation, Laptop, Printer - Lifecycle plan	11,399.0		3,774.0	4,785.0	4,816.0	3,774.0	3,774.0	20,923.0	20,922.2	53,244.2
27	Servers - Lifecycle Plan	4,506.0		2,810.0	2,910.0	3,010.0	3,120.0	3,230.0	15,080.0	17,180.0	36,766.0
28	IT business resumption- Lifecycle Plan	6,923.0		0.0	0.0	1,590.0	1,640.0	1,700.0	4,930.0	9,050.0	20,903.0
29	Mobile Workstations	0.0		7,970.0	0.0	0.0	0.0	7,970.0	15,940.0	7,970.0	23,910.0
30	Network Equipment	0.0		1,800.0	970.0	490.0	500.0	520.0	4,070.0	4,610.0	8,680.0
31	Locker Replacement	550.0		550.0	550.0	550.0	0.0	0.0	1,650.0	0.0	2,200.0
32	Furniture Replacement	0.0		750.0	750.0	750.0	750.0	750.0	3,750.0	3,750.0	7,500.0
33	Radio Replacement	0.0		4,000.0	2,000.0	0.0	0.0	0.0	6,000.0	0.0	6,000.0
Total - Other than debt expenditure		43,575.0	0.0	26,487.0	16,998.0	16,229.0	14,817.0	22,977.0	97,508.0	88,647.2	229,730.2
Land Acquisition Reserve Fund (LARF)											
34	14 Division	5,950.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,950.0
34	11 Division	8,700.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,700.0
Total Land Request		14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14,650.0
Total Gross Request		127,595.9	1,808.0	75,128.6	38,259.4	50,587.8	48,728.6	44,438.6	257,142.9	280,706.1	665,445.0
Total - Other than debt expenditure		-43,575.0	0.0	-26,487.0	-16,998.0	-16,229.0	-14,817.0	-22,977.0	-97,508.0	-88,647.2	-229,730.2
Total Land Request		-14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-14,650.0
Funding from Department of National Defence		-4,916.0	0.0	-2,458.0	-2,458.0	0.0	0.0	0.0	-4,916.0	0.0	-9,832.0
Total Net Request		64,454.9	1,808.0	46,183.6	18,803.4	34,358.8	33,911.6	21,461.6	154,718.9	192,058.9	411,232.8
Target											
Variance to Target				13,483.6	-13,896.6	1,658.8	1,211.6	-2,457.4			
2008-2012 Average								30,943.8			
2008-2012 Average Target								30,943.8			

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P340. LEGAL FEES – TORONTO POLICE SERVICES BOARD – CIVIL
ACTION INVOLVING MR. NORMAN GARDNER**

The Board was in receipt of the following report October 16, 2007 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amount of \$1,376.26.

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 August 31, 2007, in the amount of \$1,376.26.

I have also appended a letter dated September 26, 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 report. A separate report regarding this matter was also considered during the in-camera meeting (Min. No. C250/07 refers).



Anna Kinastowski, B.A., LL.B.
City Solicitor
Legal Services
Metro Hall, 26th Fl., Stn. 1260
55 John Street
Toronto, ON M5V 3C6
Tel. 416-392-8047
Fax 416-397-5624

Reply To: Albert H. Cohen
Tel: 416-392-8041
Fax: 416-397-5624
E-Mail: acohen0@toronto.ca

File No. 8404-A60-4879.06

September 26, 2007

Delivered by Regular Mail

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

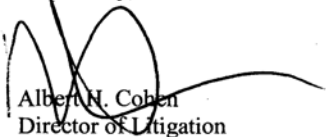
Dear Ms. Campbell:

Re: Toronto Police Services Board ats Norm Gardner

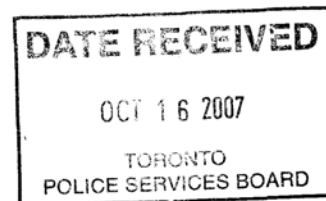
Enclosed please find account REF: 1150332/32032-2002 dated September 21, 2007 from Torys LLP for the period ending August 31, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Also enclosed please find a letter from Torys LLP with respect to the outstanding accounts. This letter was received in our office on October 1, 2007 and is forwarded to you for your information and any necessary action.

Yours truly,


Albert H. Cohen
Director of Litigation

AHC:tt
Encl.



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

September 21, 2007

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

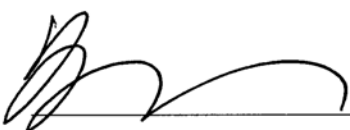
Attention: Albert Cohen

Re: Toronto Police Services Board ats. Norm Gardner

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

Fee		\$1,225.00
<u>Disbursements Subject to GST</u>		
Copies	\$0.81	
Laser Printing	6.55	
Laser Printing-Colour	<u>66.00</u>	73.36
GST		<u>77.90</u>
TOTAL		<u>\$1,376.26</u>

TORYS LLP

Per: 

REF: 1150332/32032-2002

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.

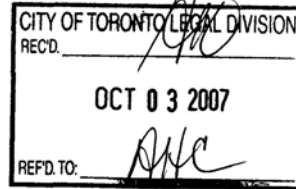
TORYS LLP
NEW YORK TORONTO

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



September 26, 2007

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

Dear Mr. Cohen:

Re: Toronto Police Services Board ats Norm Gardner

I enclose our account for services rendered in connection with the above-noted matter for the period ending August 31, 2007, which I trust is satisfactory.

Yours very truly,

A handwritten signature in black ink, appearing to read "Trisha Jackson".

Trisha Jackson

PDSJ/fc
Enclosure

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

**#P341. APPOINTMENT – ACTING VICE-CHAIR DURING THE PERIOD
BETWEEN OCTOBER 25, 2007 AND NOVEMBER 14, 2007, INCLUSIVE**

The Board was in receipt of the following report October 15, 2007 from Alok Mukherjee, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
OCTOBER 25, 2007 and NOVEMBER 14, 2007, INCLUSIVE

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between October 25, 2007 and November 14, 2007, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

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

Background/Purpose:

I have been advised by Councillor Pam McConnell, Vice-Chair, that she will not be available to perform the duties of Vice-Chair of the Toronto Police Services Board during the period between October 25, 2007 and November 14, 2007, inclusive.

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

Conclusion:

It is, therefore, recommended that the Board appoint one member who is available during that period of time to perform the duties of Acting Vice-Chair of the Board.

The Board received the foregoing report and appointed The Honourable Hugh Locke, Q.C., to the position of Acting Vice-Chair during the period of time noted above.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P342. IN-CAMERA MEETING – OCTOBER 18, 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:

PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 18, 2007**

#P343. ADJOURNMENT

Alok Mukherjee
Chair