



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 15, 2007 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the Regular Meeting held on October 18, 2007 and the Special Meeting held on November 05, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on November 15, 2007.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 15, 2007** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Ms. Judi Cohen, Member
Mr. Frank Di Giorgio, Councillor & Member
Mr. David Miller, Mayor & Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P347. MOMENT OF SILENCE

The Board observed a moment of silence in memory of Constable Douglas Scott of the RCMP – Kimmirut Detachment in Nunavut who was killed while on duty on November 05, 2007.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P348. INTRODUCTIONS

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

Mr. Paul Prno, Safety Planner & Program Coordinator
Superintendent James Ramer
Superintendent Richard Stubbings
Superintendent Jane Wilcox
Superintendent Earl Witty
Inspector Stu Eley
Sergeant Jeff Allington
Sergeant Jeff Attenborough
Sergeant Jack Crilly
Sergeant Mike Dicosola
Sergeant Andrew Gibson
Sergeant Brian James
Sergeant Kyle Kerr
Sergeant Andrew Kitchener
Sergeant Scott Lowe
Sergeant Michael McCulloch
Sergeant Chris Sargent
Sergeant Andrew Stinson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P349. RECOMMENDATION FOR AN ANNUAL GUN AUDIT

Mr. Harvey Simmons, Professor Emeritus – York University and the Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board recommending that the Toronto Police Service publish an annual gun audit that provides the public with relevant information about the guns that are recovered by the Toronto Police Service. Professor Simmons also provided a written submission, dated November 15, 2007, outlining specific examples of the information that should be released publicly regarding the guns. A copy of the written submission is appended to this Minute for information.

In response to Professor Simmons' deputation, Chief Blair advised that he would be willing to provide information that is currently available to the Board through the Service's annual report.

The Board received Professor Simmons' deputation and approved the following Motions:

- 1. THAT Chief Blair be asked to report annually to the Board with a compilation of statistics on gun use and seizures and that this information be included in the Service's Annual Report; and**
- 2. THAT the recommendations of the Toronto Police Accountability Coalition be referred to the Chief for his consideration in developing the structure for and information to be included in the report.**

To: Toronto Police Services Board
Subject: Gun audit
From: Harvey G. Simmons
Date: 15 November 2007

Every year there is an outcry against gun crime, with newspapers, readers and the media calling for action on guns. Some want handguns or even all guns including rifles and shotguns banned outright, others take a middle position and some reject all, or any further, controls.

But intelligent debate about gun control is hampered by lack of information about the characteristics of guns confiscated by the police. Occasionally, the press will tell us that such and such a percentage of guns used in crimes are stolen from private owners, or gun collectors, or bought on the black market or smuggled into the country or come from other sources.¹ However, it is important for this debate to get reliable, accurate figures on the characteristics of guns, and because the police play the key role in recovering guns, they can, and should, provide this information.²

We propose that the Police Services Board mandate the Toronto Police Services to publish an annual gun audit which would provide to the public all relevant information on guns recovered by the Toronto Police Service in the course of the year. The audit should contain the following kinds of information:

1. How many guns did the police recover during the year?
2. What kinds of guns were these--i.e. handguns (and if handguns, were they automatic, semi-automatic, single shot, and of what

¹ Jenkins, Jonathan, Lamberti, Rob, "50 hot guns hit street", Toronto Sun, September 13, 2005.

² See Daniel Antonowicz Consulting, "Firearms Recovered by Police: A Multi-Site Study," Canadian Firearms Centre, Department of Justice, Canada July 1997, http://www.cfc-cafc.gc.ca/pol-leg/res-eval/publications/1997/summaries/multi_sum_e.asp

calibre), rifles, shotguns, automatic weapons, or air guns, etc.?³
What is the name of the manufacturer?

3. How many and what percentage were obtained by:
 - a. theft from private gun collectors. In what city, province (state) and country was the collection located?
 - b. theft from private owners—residing where? Properly or improperly stored?
 - c. Purchased on the black market? Place of registration, manufacture or distribution?
 - d. Legal possession, i.e., the gun recovered was legally registered to the person who used the gun in a crime/incident which led to its confiscation.
 - e. Purchased from gun dealers, gun shops, etc. and where? In Ontario? Other provinces? In the U.S.—and if so from which States?
4. How many and what percentage of guns were unidentifiable, and for what reasons?
5. How many of these weapons were in the Canadian gun registry?
6. How many were smuggled into Canada, and from where?
7. In what type of incident were the guns used?

This may sound like a lot of information, but one assumes that the police gather it in the course of their activities or can otherwise obtain it so that collecting and providing gun information to the public should not cost a lot of money and would contribute substantially to the debate on guns. Moreover, the current debate on gun control would be improved if we had accurate information on the source and nature of these weapons.

If, for example, it turned out that a large number of guns which are confiscated have been stolen from otherwise secure private collections, this might indicate that even responsible gun owners cannot prevent guns from falling into the hands of thieves. In other

³ According to the Antonowicz study of guns recovered in Thunder Bay, Windsor, Hull, Quebec, Saint John, N.B., and Regina, Sask., a substantial number are air guns.

words, the only realistic way to prevent privately-owned guns from falling into the hands of criminals is to ban private ownership of guns.

Of course, one might alternatively argue that an individual's desire to own a gun should not be overridden in the name of public safety and that we should learn to accept the possibility that a certain number of privately owned guns will always be stolen.

Another example is that knowing what percentage of guns comes from U.S. rather than Canadian sources might help us to decide how much attention we want to focus on preventing U.S. guns from entering Canada, and how much attention we want to give to further regulation of domestically produced and/or purchased guns. Information about who manufactures confiscated guns, where they were purchased, etc. would also contribute to this kind of discussion.

We ask the Toronto Police Services to provide this information, first, because such information requested is not available elsewhere, and is unlikely to come from any single source outside the Toronto Police Services.⁴ Second, coming from the Toronto Police, an annual audit of this kind will have much more visibility, provoke more media attention, and contribute more substantially to the gun control debate than information from other sources.

We strongly urge the Police Services Board to act on our proposal.

Sincerely,

Harvey G. Simmons,
Professor Emeritus
York University
For the Toronto Police Accountability Coalition

⁴ A Google search produced a number of sources of information on guns and gun control, but no single, comprehensive source provided the type of information requested here.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P350. COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of the attached correspondence dated October 03, 2007 from Susanne Burkhardt, Scadding Court Community Centre, regarding the current status of the Community Education and Access to Police Complaints (CEAPC) Demonstration Project.

Mr. Kevin Lee, Scadding Court Community Centre, and Ms. Mary Birdsell, Justice for Children and Youth, were in attendance and delivered a deputation to the Board which included seven recommendations. A list of the recommendations is attached to this Minute for information.

The Board received the deputations and referred the list of recommendations to the Chair for appropriate action.



Board Administrator
Toronto Police Services Board
40 College Street
Toronto, Ontario M5G 2J3

October 3, 2007

To the Board Administrator:

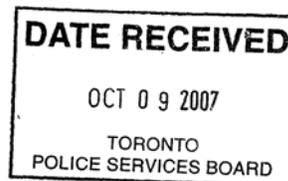
On behalf of the Community Education and Access to Police Complaints (CEAPC) Demonstration Project, which is comprised of 39 partner organizations across the City of Toronto, Susanne Burkhardt and I would like to do a presentation to the Police Services Board at its meeting on October 18, 2007.

The goal of this presentation will be to update the Board on the current status of the CEAPC Project, the future for this initiative and to present a list of recommendations that are based on the project's implementation, its learnings and its involvement in the legislative process of *Bill 103: An Act to establish an Independent Police Review Director and create a new public complaints process by amending the Police Services Act*

Should you have any questions about this request or my presentation, please feel free to contact myself or Kevin Lee, our Executive Director at 416-392-0335.

A handwritten signature in cursive script, appearing to read 'S. Burkhardt'.

Susanne Burkhardt, Director of Development



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**Recommendations to the Toronto Police Services Board
by the Community Education and Access
to Police Complaints Partnership (CEAPC)**

November 15, 2007

1. The Toronto Police Services continue their collaboration with the Community Education and Access to Police Complaints (CEAPC) initiative and participate in seeking funding to maintain project activities, which is to be administered by Scadding Court Community Centre (as has been done to date).
2. The Toronto Police Services Board and the Chief of Police communicate to the Attorney General and to the Independent Police Review Director (once in place), the necessity to continue to uphold and actively implement the principles and activities of the CEAPC initiative throughout the transition phase from the existing police complaints system to the new system set out in Bill 103.
3. The Toronto Police Services actively participate in a symposium hosted by the CEAPC partners, Scadding Court Community Centre and the City of Toronto Community Safety Secretariat. This symposium will bring together a range of community, professional and academic stakeholders and will focus on the development of the regulations for Ontario's new police complaints system.
4. The Professional Standards Department of the Toronto Police Services develop a strategy dedicated to effectively addressing and managing complaints brought forward by individuals with mental health issues.
5. That the CEAPC project learnings be shared with the Training Department of the Toronto Police Services.
6. The Toronto Police Services Board maintain and make public race-based statistics on police complaints made in Toronto.
7. That the Toronto Police Services creates an organizational culture which recognizes and communicates to all members of the organization that the complaints system is an important democratic mechanism which also provides valuable information and opportunities for organizational improvement and development.

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**#P351. SEMI-ANNUAL REPORT: DOMESTIC VIOLENCE STATISTICS:
JANUARY TO JUNE 2007**

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

Subject: DOMESTIC VIOLENCE SEMI-ANNUAL REPORT: JANUARY 1- JUNE 30,
2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

In February 2004, the Board received a report from the Chief of Police entitled "Response to Recommendations of the Community Safety Task Force." This report was held by the Board pending a meeting with all key stakeholders to review and assess the status of the core issues and recommendations raised in the report by the Woman Abuse Work Group (WAWG) of the City of Toronto.

On June 18, 2004, a meeting of the key stakeholders was held to review the report and provide status updates on the core issues and recommendations. Following this meeting, the Board at its meeting on June 21, 2004, approved the recommendations outlined in the report (Min. No. P208/04 refers).

The following recommendation contained in that report was specifically directed towards the Toronto Police Service:

Recommendation #3:

That the Board request from the Chief of Police, quarterly submissions of the Domestic Violence Quality Control Reports.

At its meeting of April 26, 2007, the Board approved a recommendation to revise the reporting schedule for Domestic Violence Quality Control Reports to be provided semi-annually accompanied by a short presentation (Min. No. P145/07 refers). This report will provide the

Board with a review of the first 2 quarters of statistical information from the Domestic Violence Quality Control Reports for the period of January to June 2007. The Service has been providing quarterly Domestic Violence Quality Control Reports to the Ministry of Community Safety and Correctional Services (MCSCS) since 2002. MCSCS, in junction with the the Service, has completed its review of the process for the purpose of enhancing the data reporting mechanism to accommodate new MCSCS data collection guidelines (Min. No. P233/05 refers). As a result, the statistical data required to complete the Domestic Violence Quality Control Report is now readily available. Appended to this report are the statistics for January to June 2007.

Discussion:

There have been 3 homicide cases reported involving 4 victims in 2007; compared to 9 cases with 11 victims in 2006. All of the homicide victims in 2007 were female. The first half of 2007 reported an increase in the number of occurrences where charges were laid, while the number of occurrences where no charges were laid has remained the same. The education and awareness campaign where the Service, Seneca College, Toronto District School Board, and the media partnered to encourage reporting, may be a contributing factor for this change. In 2007, the Service introduced a domestic violence offender compliance and victim contact component into the Toronto Anti-Violence Intervention Strategy (TAVIS). Divisional frontline officers are assigned to attend a number of addresses in their division where domestic violence court orders exist, to ascertain whether the offender is complying with the release conditions. This visit also allows the officers the opportunity to give added support to the victim. During the first half of 2007, this offender management initiative contributed to a significant increase in the number of charges related to failing to comply with court ordered release conditions. There were only 197 compliance charges in 2006 versus 273 in 2007.

Conclusion:

The Service is committed to community mobilization strategies, thereby actively engaging the violence against women (VAW) service providers and the greater community through ongoing education, public presentations and awareness campaigns, continued outreach, and progressive partnerships.

Effective policing is truly a partnership between the police and the community it serves. Complex social issues, such as relationship violence, cannot be dealt with solely through enforcement measures. The collaboration between law enforcement personnel, VAW service providers, education officials and corporate support, is key to the success of these initiatives.

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

Sergeant Lorna Kozmik, Domestic Violence Coordinator, was in attendance and updated the Board on the various community mobilization strategies that have been developed to raise awareness about domestic violence. Sergeant Kozmik also provided the Board with copies of the domestic violence newsletters for the summer and fall of 2007; copies on file in the Board office.

The Board inquired whether or not the Service could break down the domestic violence statistics by cultural group and then analyze the statistics to determine if there are any significant cultural issues that need to be addressed. The Board noted that similar information is provided in the Service's annual report on hate crimes. Chief Blair advised that the next semi-annual report would include some of the cultural initiatives that have been developed by the Service.

The Board received the foregoing report and the update by Sergeant Kozmik.

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE QUALITY CONTROL REPORT
JANUARY - JUNE
2006/2007 COMPARISONS

	2006		2007		2006	2007
	Male	Female	Male	Female	Total	Total
1. Domestic Occurrences						
(a) Total Number of Occurrences where charges were laid or warrants sought	N/A	N/A	N/A	N/A	2759	2901
(b) Number of accused where one party was charged	2497	359	2440	357	N/A	N/A
(c) Number of accused where both parties were charged	59	53	54	50	N/A	N/A
(d) Number of Occurrences where accused held for bail/show cause	M	M	M	M	N/A	N/A
(e) Number of occurrences where offences alleged but charges not laid	N/A	N/A	N/A	N/A	555	539
(f) Number of occurrences where no charges alleged	N/A	N/A	N/A	N/A	6433	6324
2. Reasons Charges Not Laid						
(a) No reasonable grounds	N/A	N/A	N/A	N/A	554	535
(b) Offender deceased	N/A	N/A	N/A	N/A	1	4
(c) Diplomatic Immunity	N/A	N/A	N/A	N/A	0	0
(d) Offender in foreign country	N/A	N/A	N/A	N/A	0	0
3. Type of Relationship Between Accused & Victim						
(a) Female victim – male accused	N/A	N/A	N/A	N/A	2471	2406
(b) Male victim – female accused	N/A	N/A	N/A	N/A	389	370
(c) Same sex male	N/A	N/A	N/A	N/A	85	89
(d) Same sex female	N/A	N/A	N/A	N/A	23	36

LEGEND

M – System does not generate these statistics
N/A – Not Applicable

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE QUALITY CONTROL REPORT
JANUARY - JUNE
2006/2007 COMPARISONS

4. Type of Charges Laid	2006		2007		2006	2007
	Male	Female	Male	Female	Total	Total
Assault						
(a) Common Assault	1852	282	1833	273	N/A	N/A
(b) Assault with Weapon or Cause Bodily Harm	434	107	365	119	N/A	N/A
(c) Aggravated Assault	15	5	23	6	N/A	N/A
Sexual Assault						
(a) Sexual Assault	58	0	63	1	N/A	N/A
(b) Sexual Assault with Weapon or Cause Bodily Harm	1	0	4	0	N/A	N/A
(c) Aggravated Sexual Assault	1	0	2	0	N/A	N/A
Breaches						
(a) Breach of Recognizance	95	3	118	10	N/A	N/A
(b) Breach of Undertaking	16	1	20	5	N/A	N/A
(c) Breach of Remand (CC-s.516 / CC-s.517)	0	0	0	0	N/A	N/A
(d) Breach of Peace Bond (CC-s.810)	9	2	6	0	N/A	N/A
(e) Breach of Probation / Parole	68	3	107	7	N/A	N/A
(f) Breach of Restraining Order <i>Family Act-s.46(2), Children's Reform Act-s.35(2), CC-s.515(4)</i>	0	0	0	0	N/A	N/A
Other Charges						
(a) Uttering Threats	665	30	616	64	N/A	N/A
(b) Criminal Harassment	225	27	203	19	N/A	N/A

LEGEND

M – System does not generate these statistics
N/A – Not Applicable

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE QUALITY CONTROL REPORT
JANUARY - JUNE
2006/2007 COMPARISONS

Other Charges (cont'd)	2006		2007		2006	2007
	Male	Female	Male	Female	Total	Total
(c) Mischief	119	19	129	25	N/A	N/A
(d) Attempted Murder	6	1	10	2	N/A	N/A
(e) Choking	27	0	15	1	N/A	N/A
(f) Forcible Confinement	71	0	81	1	N/A	N/A
(g) Firearms	6	1	6	1	N/A	N/A
(h) Other charges not listed above						
i. Weapons Dangerous C.C.	19	6	22	8	N/A	N/A
ii. Break & Enter C.C.	20	2	17	5	N/A	N/A
iii. Theft C.C.	32	1	40	5	N/A	N/A
iv. Forcible Entry C.C.	12	2	11	1	N/A	N/A
v. Total Other Charges	55	4	58	6	N/A	N/A
5. Weapons Used to Commit an Offence						
(a) Firearms	N/A	N/A	N/A	N/A	26	21
(b) Other weapon	N/A	N/A	N/A	N/A	559	518

LEGEND

M – System does not generate these statistics
N/A – Not Applicable

TORONTO POLICE SERVICE
DOMESTIC VIOLENCE QUALITY CONTROL REPORT
JANUARY - JUNE
2006/2007 COMPARISONS

	2006		2007		2006	2007
6. Previous Charges (Excluding Breaches)	Male	Female	Male	Female	Total	Total
Number of accused with previous charges relating to domestic violence	M	M	M	M	N/A	N/A
7. Domestic Violence Adult Homicides						
(a) Total Number of Domestic Violence adult homicide occurrences	N/A	N/A	N/A	N/A	9	3
(b) Number of domestic violence homicide adult victims	1	8	0	4	N/A	N/A
(c) Number of accused that had prior domestic violence charges involved in domestic violence homicides.	3	0	1	0	N/A	N/A
(d) Number of homicides involving the use of a weapon	N/A	N/A	N/A	N/A	7	2
8. Domestic Violence Related Child Homicides						
(a) Total number of domestic violence related child homicide occurrences	N/A	N/A	N/A	N/A	0	0
(b) Number of domestic violence related child homicide victims	1	1	0	0	N/A	N/A

LEGEND

M – System does not generate these statistics
N/A – Not Applicable

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P352. SEMI-ANNUAL REPORT: NEW TRAINING FACILITY – PROJECT
STATUS REPORT: JANUARY TO JUNE 2007**

The Board was in receipt of a copy of Minute No. P278/07 from the August 09, 2007 meeting containing a copy of a report dated July 19, 2007 from the Chief of Police regarding the new training facility. The July 19, 2007 report was originally considered by the Board on August 09, 2007 and then referred to the August 13, 2007 Budget Subcommittee meeting for further discussion. The report was not considered on August 13, 2007 due to limited time. It was subsequently referred back to the Board for consideration.

The Board received the July 19, 2007 report at its meeting today.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON AUGUST 09, 2007**

**#P278 SEMI-ANNUAL REPORT: NEW TRAINING FACILITY: JANUARY TO
JUNE 2007**

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

Subject: TRAINING FACILITY – SEMI-ANNUAL PROJECT STATUS REPORT

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The New Training Facility is a capital project in the 2007-2011 Capital Program, budgeted in the amount of \$75.8M gross, and \$66.0M net of the anticipated Department of National Defence (DND) contribution.

At its meeting of July 10, 2006 (Min. No. P209/06 refers), the Toronto Police Service Board (Board) requested that it be provided with semi-annual status updates on the new training facility project with respect to necessary approvals, schedule and cost estimates. This report provides the Board with a status update for the period January 1, 2007 to June 30, 2007. The previous status report was provided in January 2007 (Min. No. P208/07 refers).

Discussion:

The Board, at its meeting of January 11, 2006 (Min. No. P7/06 refers) awarded the provision of Construction Management Services for the new Training Facility to Eastern Construction Company Limited (ECCL). This award allows ECCL to manage the construction of the project and provide input into the project design and specification development.

Subsequently, the Board at its meeting of July 10, 2006 (Min. No. P207/06 refers) awarded the provision of Construction Services for the new Training Facility to ECCL. This second award authorizes ECCL to award the various contracts to the recommended sub-contractors and pay for the services provided. Since the award of these two contracts, ECCL has been actively engaged in the construction of the new Training Facility for the Toronto Police Service (Service).

A status update on key components of the project is provided below.

Tenders and Bids:

- At the request of TPS, ECCL has finalized the pre-construction cost estimate for the construction portion of the project. The estimate identified the various sub-sections of the project and funding estimates were assigned to each sub-section.
- ECCL with TPS Facilities Management, City Facilities & Real Estate (F&RE) and TPS Purchasing Support Services' assistance has prepared the various tender document packages for issuance to the pre-qualified sub-contractors. The tender packages were structured in such a manner to take advantage of the various skill sets available in the marketplace. Activities of a similar nature were combined to increase the scope-of-work for the various sub-contractors and take advantage of economies of scale.
- The various submitted tender packages have been opened jointly by ECCL, TPS Facilities Management and City F&RE. The tenders for the most part were under the budget estimate. All the major sub-contracts have been awarded and currently the construction component of the project is approximately \$3.0M under the pre-construction budget estimate. However, the project is still in the early stages of construction and therefore will be subject to change orders. This combined with budget pressures in the non-construction components of the project could therefore impact the overall cost of the project.
- As part of the tender closing process, ECCL was able to clarify any issues with the low bidders before the contract award, and negotiate any post tender issues into the contract, therefore reducing potential future "extras."
- ECCL has executed the contracts with the various sub-contractors thereby assuming the role of "Constructor" and the associated liabilities.

Construction Activities and Schedule:

- Construction of the new training facility started on February 19, 2007, with a substantial completion date of November 6, 2008. As of June 30, 2007, the site services were 75% complete, excavations were 95% complete, and foundations were 75% complete (100% for the College building). ECCL is currently positioning the formwork to pour the ground floor of the main building.
- Labour disruptions in June by both the Operating Engineers and General Labour Union (Local 506) disrupted the progress of the project and have resulted in a delay claim from ECCL. However, the labour disruptions are now behind us and the project has regained its earlier momentum and is progressing well. ECCL has requested a seven-week time extension. The Service is considering this request in consultation with Shore Tilbe Irwin Architects and City F&RE. However, all efforts are being made to make up the lost time, and the impact of this delay on the project schedule and budget is currently being evaluated.

- Since the start of construction ECCL has used the provisions of the agreements to negotiate the costs associated with “extras” that have been identified. This has resulted in a number of cost avoidances related to excavation work, concrete crushing, etc. The “extras” to date have been less than \$400,000.00, funded from contingency.
- The LEED Silver certification process is underway. The project team with input from the LEED Consultant determined that a target of 36 points will be used as a benchmark. The LEED Silver required point range is 33-38 points.

Non-Construction Components:

- As with any new facility project, there are non-construction components to the project (e.g., furniture, workstations, equipment, security, etc.). At the time of budget development, the amount required for these items was estimated. A classroom model was established at C.O. Bick College for testing purposes and the cost estimate was primarily developed from that model. The estimate also assumed the use of the existing office furniture where possible. Now that a detailed design is available, Service staff are currently evaluating the plans for these components to determine any revisions to the original plan and related cost implications.

Monitoring and Control:

- Weekly scheduled Site Project Meetings are being held to discuss and resolve issues. These meetings are attended by ECCL, Shore Tilbe Irwin Architects, TPS Facilities Management, DND, City F&RE and other consultants and sub-contractors as required.
- Internal monthly meetings are held between Facilities Management, Budgeting & Control and Financial Management, to discuss any questions or concerns that have arisen during the period, so that any corrective action required can be taken.
- ECCL provides a Monthly Progress Report. The report includes a copy of the project schedule, a budget summary, activities completed/ongoing during the month, the activities planned for the next month and site photographs. A copy of this report is also provided to the Board office, for distribution to the Board members.

Matters of Note:

- The Daily Bread Food Bank neighbours the new Training Facility to the north. During the Site Plan approval process an issue arose with respect to rerouting the Food Bank sanitary line across the TPS Training Facility site. Discussions between the City of Toronto and the Daily Bread Food Bank have been ongoing. A Memorandum of Understanding (MOU) was executed between the parties to address site services and fencing. These requirements are estimated to cost approximately \$400,000.00, and will be spent on new site services (water, storm & sewage lines and connections) and right-of-way access through the Training Facility

site. This expenditure which was not anticipated will be funded from project contingency. This work is still ongoing at this time.

- The City of Toronto has still not issued a full Building Permit. It was understood that the permit would be issued following the execution of the MOU with the Daily Bread Food Bank. Shore Tilbe Irwin Architects are pursuing this issue with the City of Toronto Buildings Department. However, the City has issued partial permits for Site Services, Excavation, Foundation and Structural Steel erection. Additionally, the City has still not clarified its off-site requirement such as the various requested turning lanes. The lack of a full building permit is not affecting the progress of the construction at this time.
- The Department of National Defence (DND) situation remains uncertain. DND is attending some of the site meetings. However, they have not yet received formal approval from Treasury Board.
- Shore Tilbe Irwin Architects has submitted a claim for extra services. This issue is being addressed by TPS Facilities Management and Purchasing Support Services. Some funding was allocated to cover extra work (e.g., LEED requirements). However, the amount of the claim exceeds the funding allocation, and discussions on this matter are therefore continuing.

Conclusion:

The rate of progress on the new Training Facility Project is satisfactory. While construction is currently being projected by ECCL to be completed seven weeks behind schedule, every attempt is being made to make up for the lost time that resulted from the labour disputes. At the present time the project is anticipated to be completed on budget.

All issues that arise are being dealt with promptly during the weekly scheduled site project meetings. Those few issues that are lagging are not hampering the progress of the project. The Board will be apprised if any significant issues arise before the next status report.

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

The Board referred consideration of the foregoing report to the August 13, 2007 meeting of the Budget Subcommittee.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P353. TORONTO POLICE SERVICE INITIATIVES: “SUPPORT OUR
TROOPS” CAMPAIGN**

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

Subject: TORONTO POLICE SERVICE INITIATIVES: "SUPPORT OUR TROOPS"
CAMPAIGN

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

The Board at its meeting of July 10, 2007, received a report from Alok Mukherjee, Chair, Toronto Police Services Board entitled; City of Toronto's "Support Our Troops" Campaign as well as correspondence from City Council and Mr. Dave Wilson, President, Toronto Police Association expressing an interest in participating in the Toronto Police Service's (TPS) campaign to support Canadian military personnel. Following consideration of the report, the Board requested that the Chief of Police report on any initiatives that may be appropriate to recognize the work of Canadian military personnel (Min. No. P260/07 refers).

Discussion:

Superintendent Diane Gauthier of No. 32 Division is the Chief's representative to the Canadian Forces Liaison Council and works in continued partnership with the Canadian Forces (CF). She also works in partnership with the 53 active reservists and 190 former military members of varying ranks within the TPS who form the Toronto Police Military Association.

The following initiatives outline the Service's commitment and support to the men and women of the Canadian Forces.

- On June 5, 2006, members of the TPS Senior Officers' Organization supported and participated in the presentation of Veterans' Day watches to 500 veterans at Sunnybrook Hospital in the presence of many family members and friends. This special recognition on the 60th anniversary of Veterans' Day is the brainchild of 15 year old Laura Konkel, daughter of Staff Sergeant Chuck Konkel of the TPS.

- Hearing about the death of our Canadian Forces soldiers in Afghanistan, the desire of TPS members to do *something* to show our support began to swell. Many ideas were considered and the idea of having a special ceremony, in conjunction with Canada Day, was born. On June 29, 2006, the TPS held a ceremony to show support for the men and women of the CF. During the ceremony, Major General H.M. Petras, Chief - Reserves and Cadets, and Chief Blair officially exchanged flags. The event was videotaped and sent overseas for troops everywhere to see. For the month of July, all TPS police stations flew the CF Ensign to show support.
- TPS Traffic Services provides vehicle escorts for motorcades of soldiers who have made the ultimate sacrifice and are being repatriated to Canada. This very tangible and highly visible support of our Canadian Forces has significant meaning, not only to the soldiers' families, but to members of the TPS, members of other emergency services and the general public. Those who have taken part in or witnessed these events use words such as "heart wrenching" and "overwhelming" to describe how they felt. Extensive praise and appreciation for our participation has been received from the Canadian Forces.
- Sergeant Stu Kellock is currently a Tactical Training Officer at the C.O. Bick College. He is also a Reserve Force Captain and was selected by Land Force Central Area as a Casualty Repatriation Officer. He has been doing Casualty Repatriations for over two years. He was and currently is responsible for the organization of a repatriation from the time of the notification of the casualty. The arrival ceremony, transportation of family members, motorcade, coroner liaison and assistance and advice to mortuary services personnel are all included in the list of responsibilities of a Casualty Repatriation Officer. Most of the current process was developed by Sgt. Kellock in conjunction with the TPS and our outside partners.
- During the month of August of 2006, Detective Dave Needham (retired) of the Sex Crimes Unit launched a T-shirt campaign. As of January of this year, the campaign had raised \$4,000.00 to support the families of soldiers killed in action and assist soldiers who are wounded in action.
- On September 29, 2006, members of the TPS, including the Chief, participated in the "Support our Troops" rally at Yonge-Dundas Square.
- In October of 2006 Communications Operator Jude Bossert (86777), and her husband, Constable Dennis Bossert (4122), sent TPS Baseball Caps with "thank you" notes enclosed to the Provincial Reconstruction Team Military Police Platoon deployed in Afghanistan.
- In November of 2006, TPS Communications Operator Nancy Clark (86658) launched a campaign to send special care packages to the troops overseas.

- In December of 2006, the TPS launched a “We Support our Troops” post card campaign. Hundreds of post cards depicting representatives from all areas of the Service were distributed to our members to write messages of support to soldiers deployed across the globe.
- In January of 2007, Constable Dustin McGrath (9425) raised funds among his colleagues at 32 Division and produced hockey jerseys for the troops in Khandahar who have a ball hockey league.
- On August 24, 2007, members of the TPS, including Chief Blair, participated in the Red Friday Rally held at the Canadian National Exhibition.
- On September 15, 2007, members of 32 Division, the Mounted Unit and Police Dog Services supported the Toronto Military Family Resource Centre’s BBQ for CF families.
- St. John’s Rehabilitation Hospital often receives members of the CF who have been injured in the line of duty. The hospital is located in 32 Division and members there are setting up a support system for soldiers recuperating at St. John’s.
- On September 22, 2007, “Support the Troops” was the theme of the 125th Toronto Police Amateur Athletic Association’s Annual Police Games. Chief Blair, Brigadier General A.J. Howard, Commander of Land Force Central Area, and the top ten Canadian Idol finalists participated in the evening’s tribute to the Canadian Forces before a crowd of over 8,000 people. Other VIP’s in attendance were Mrs. Florence Parrott, Mr. Lawrence Moore, and Mr. James Eddie, all veterans who reside at Sunnybrook, and Mrs. Darlene Cushman, mother of CF Trooper Darryl Caswell who was killed in Afghanistan in June of 2007. The event was taped so it could be shared with troops deployed overseas. Brigadier General Howard presented the TPS with the Land Force Central Award Commendation “For their unwavering support to the Canadian Forces, and in particular, to the soldiers and families of Land Force Central Area.” The commendation recognizes the good supportive relationship between the TPS and the Canadian Forces.
- The TPS supports CF training at the National Defence – Peace Support Training Centre at Canadian Forces Base Kingston. Firearms seized by the TPS are legally transferred to the centre for training purposes on completion of all judicial needs and other requirements.
- TPS is on the Department of National Defence’s “Transition Assistance Program” web site as an employer of choice for personnel leaving the CF.
- The TPS is recognized by the Canadian Forces Liaison Council for support of the Service’s active reservists.

- The TPS has embarked on an investigation to ascertain the feasibility of providing additional benefit for those deploying on Task Force 03-08. (Land Force Central Area is the Command element for this Task Force Afghanistan Deployment). Members who wish time off for this deployment will be accommodated.
- The TPS continues to recognize the value of CF training to its serving Reservists by honouring the contractual obligation to provide two weeks unpaid leave for military training.
- Individual Unit and Sub-Unit Commanders provide support by allowing Reserve Force members to alter annual leave and lieu time off to accommodate military training.
- Serving CF members are allowed to place Training Records into their personal files.
- The TPS continues to recognize the sacrifice of Canadian Forces personnel both historic and current at its two annual Services of Remembrance. One in the lobby of Headquarters and the second with the War Veteran's Association at Yorkminster Baptist Church on or about November 11th each year.
- The CF and the TPS work together in planning and domestic emergency response. They also maintain ongoing operational liaison and participate jointly in training exercises and planning sessions.

Conclusion:

On August 24, 2007, Brigadier General A.J. Howard – Commander of Land Forces Central Area, visited Headquarters to personally deliver a banner thanking members of the TPS for their support. Our Service has been recognized and thanked for our support of the troops in many meaningful ways, on many different occasions. The Service will continue to work in partnership with the CF and will lend its support to the many men and women who are instrumental in contributing to the well-being of mankind.

I will be in attendance at the Board meeting to respond to any questions that the Board members may have in regards to 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 NOVEMBER 15, 2007**

**#P354. MOBILE CRISIS INTERVENTION TEAM (MCIT) – UPDATE FOR
BUDGET DISCUSSIONS**

The Board was in receipt of the following report October 22, 2007 from William Blair, Chief of Police:

Subject: MOBILE CRISIS INTERVENTION TEAM (MCIT) – UPDATE FOR BUDGET
DISCUSSIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of July 10, 2007, the Board viewed excerpts from a film entitled, “The Interventionists” produced by the National Film Board of Canada, showcasing the Toronto Police Service Mobile Crisis Intervention Team (MCIT) operating in 51 and 52 Divisions. The Board also received a presentation from Ms. Katerina Cizek, National Film Board of Canada, and Dr. Ian Dawe, Medical Director of the Psychiatric Emergency Services Program at St. Michael’s Hospital, about the value of the MCIT in responding to persons in emotional or mental health crises in the community. Both speakers praised the initiative and submitted the following recommendations:

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

As a result, the Board approved the following motion:

“THAT the Board approve the three recommendations in principle and that they be referred to Chief Blair for consideration and that he provide a report to the Board during the 2008 operating budget process with any recommendations that the Service may have for expanding the MCIT program in Toronto (Min. No. P227/07 refers).

Discussion:

The Service, together with three hospitals, currently supports three MCITs that serve seven police divisions. One team serves 51 and 52 Divisions and St. Michael’s Hospital; the second team serves 11 and 14 Divisions and St. Joseph’s Hospital; and the third team serves 41, 42 and 43 Divisions and the Scarborough Hospital.

For those areas not currently served by MCITs, the Service is discussing with the designated hospitals the feasibility of establishing such teams. If expansion is warranted, the teams can be deployed with existing staff and within the anticipated 2008 operating budget.

The Service provides trained and equipped police officers to staff the MCITs. The hospitals supply a mental health nurse to work alongside the police officer. The current policing costs are borne entirely by the Service within its operational budget. This includes the officers’ salaries, benefits and overtime, the officers’ personal equipment, the police vehicles, and teams’ office space and equipment.

The teams currently operate seven days a week from 13:00 to 23:00 hours. These hours of operation were established after a needs assessment determined that this was when the highest demand occurred. At this time, based on available information, there is no move to change the hours of operation.

Finally, the Training and Education Unit is considering how the film, “The Interventionists”, can be used within the Service to promote the use of MCITs where they are established. One consideration is to incorporate the film into an online e-learning format, to deliver training to front-line officers about responding to people with emotional and mental health problems generally.

Conclusion:

The Service is fully committed to maintaining the current MCITs and expanding the teams where feasible. The progress and timing of the expansion of the MCIT, then, depends more on the response from the applicable hospitals than any specific budget concern within the Service.

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 NOVEMBER 15, 2007**

**#P355. MOBILE CRISIS INTERVENTION TEAM (MCIT) – PARTNERSHIP
WITH ST. JOSEPH’S HEALTH CENTRE**

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

Subject: MOBILE CRISIS INTERVENTION TEAM (MCIT) - PARTNERSHIP WITH
ST. JOSEPH'S HEALTH CENTRE

Recommendation:

It is recommended that: the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with St. Joseph’s Health Centre, on behalf of the Board, for the Mobile Crisis Intervention Team (MCIT) for a term of two years commencing December 1, 2007, and ending November 30, 2009.

Financial Implications:

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

Background/Purpose:

At its meeting on November 17, 2005 (Min.No.P370/2005 refers), the Board approved the Services’ participation in a joint partnership with St. Joseph’s Health Centre Mobile Crisis Intervention Team (MCIT) to improve the response and provision of services to emotionally disturbed persons for a two year term commencing December 1, 2005 and ending November 30, 2007. The project involved the teaming of two constables, one from 11 and the other 14 Division, and an experienced mental health nurse from St. Joseph’s Health Centre operating out of a mobile unit within the boundaries of No. 11 and 14 Division between the hours of 1300 and 2300 hours, seven days a week. This report will provide an overview of the calls relating to Emotionally Disturbed Persons (EDP) investigations in 11 and 14 Divisions both before and after the implementation of the MCIT program and the quantitative and qualitative benefits to the Service and the community.

Discussion:

The MCIT project was initiated in direct response to concerns that had been raised regarding police response to calls involving EDPs. Recommendations from the Coroner’s inquests into the deaths of Lester Donaldson and Edmund Yu highlighted a need for the police and mental health communities to work together. The first MCIT program began as a pilot project in November 2000 between 51 Division and St. Michael’s Hospital and was later expanded to include 11/14 Division and St. Joseph’s Health Centre.

In 2006, 14 Division apprehended 603 individuals and 11 Division apprehended 384 individuals who were found in a state of crisis and who were believed to be suffering from a mental disorder. The two divisions combined account for 30% of all EDP apprehensions in Central Field. Average wait times at different hospitals range, generally, from a low of 37 minutes to a high of 142 minutes; equating to a Service average of 70 minutes. This represents approximately 2,300 officer hours spent in 11/14 Division alone.

The figures outlined above, do not, however, present a complete picture of the cost impact and demand on resources in respect of calls for EDPs. In many circumstances a call for service involving an EDP is not captured as such. Instead, because situations are dynamic and callers are often unable to exactly define the nature of the complaint, a call may be identified as a “person berserk” or “threaten suicide” etc. The following charts provide a snapshot of calls that may have resulted in an EDP investigation both before and after the implementation of the MCIT program in 11/14 Division.

Summary for 2004 No. 11 and No. 14 Division Dispatched Calls					
Event Type	Dispatched Events		Hours Spent*		Average Minutes /Event
	No.11 Div	No. 14 Div	No.11 Div	No. 14 Div	Service Average
EDP	504	1211	1,635	3,930	194.7
Threaten Suicide	145	272	609	1,143	252.1
Overdose	93	178	307	588	198.1
Person Berserk	40	79	217	428	325.3
Attempt Suicide	32	67	196	411	367.7
Elopee	53	93	193	338	218.2
Jumper	6	6	87	87	874.6
Combined Total	2,779		10,169		

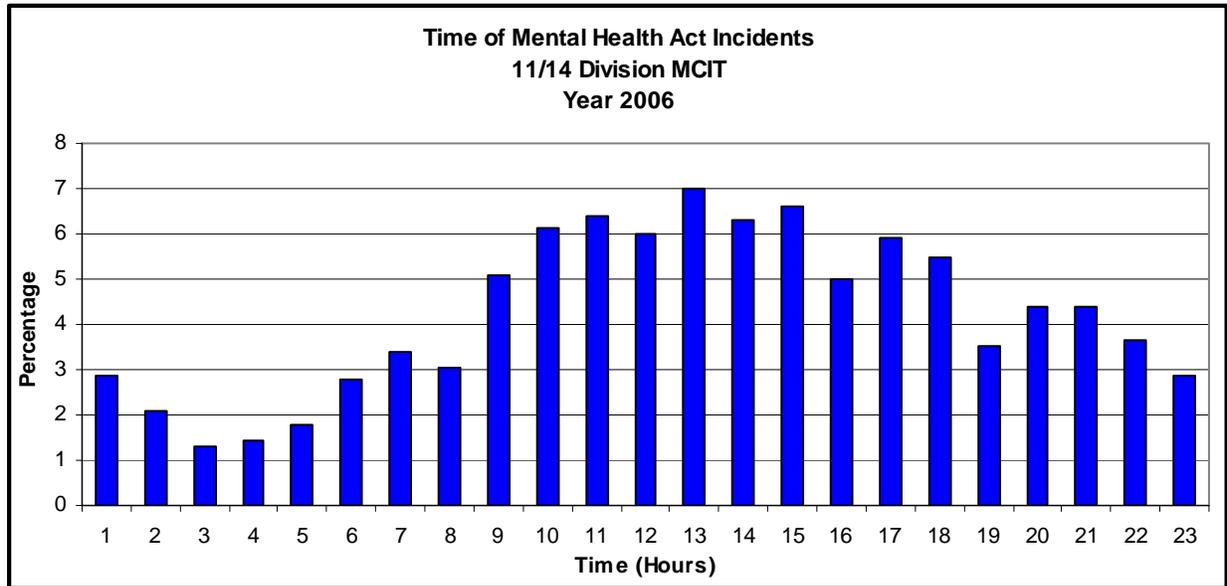
*Hours Spent must be doubled to achieve total number of “officer hours”.

Summary for 2006 No. 11 and No. 14 Division Dispatched Calls					
Event Type	Dispatched Events		Hours Spent		Average Minutes /Event
	No.11 Div	No. 14 Div	No.11 Div	No. 14 Div	Service Average
EDP	634	1248	1,767	3,509	194.7
Threaten Suicide	154	272	588	1,004	252.1
Overdose	97	174	258	524	198.1
Person Berserk	44	85	183	463	325.3
Attempt Suicide	43	61	215	370	367.7
Elopee	78	161	294	333	218.2
Jumper	7	6	103	287	874.6
Combined Total	3,064		9,898		

The availability of a unit such as the MCIT has had a major impact on the amount of time that Primary Response officers have spent on these type of calls. In 2004, prior to the implementation of the 11/14 Division MCIT, approximately 10,169 hours were spent in dealing with calls relating to an EDP investigation. However, in 2006 after the implementation of the 11/14 MCIT, total hours decreased to 9,898 while the number of dispatched calls increased by 10%. The following is a chart indicating the number of calls that have been dispatched from January 1st to October 1st, 2007. These statistics confirm that the length of time spent by officers on these types of calls continues to decline. This can be attributed to the presence of the MCIT program.

January 1 to October 1, 2007 No. 11 and No. 14 Division Dispatched Calls					
Event Type	Dispatched Events		Hours Spent		Average Minutes /Event
	No.11 Div	No. 14 Div	No.11 Div	No. 14 Div	Service Average
EDP	417	1009	1,157	2,774	194.7
Threaten Suicide	117	186	522	785	252.1
Overdose	65	108	251	384	198.1
Person Berserk	39	63	216	362	325.3
Attempt Suicide	39	45	250	263	367.7
Elopee	58	100	246	315	218.2
Jumper	4	7	41	298	874.6
Combined Total	2,257		7,864		

The MCIT continues to work from 1300 to 2300 hours each day, a period of time that responds to the highest percentage of EDP calls. The following graph shows the percentage of calls for incidents involving a *Mental Health Act* apprehension in 11/14 Division by time of day in year 2006.



The existing MCIT program has proven to be an undeniable success. Generally a minimum of two officers are dispatched to EDP calls, however, this program has one officer working with an experienced mental health nurse. The MCIT program allows mental health workers to effectively triage the individual at the scene leading to considerably shorter waiting periods upon attendance at the hospital. More generally, the community has benefited by freeing-up Primary Response Units to respond to other calls for service more quickly. Financial benefits of the 11/14 MCIT program are clearly demonstrated by the fact that although dispatched events have significantly increased, total hours involved has decreased.

Conclusion:

Based, in part, on the information gathered and conclusions reached in the above-mentioned report; it is recommended that the Service continue the MCIT program in 11 and 14 Divisions with St. Joseph's Health Centre.

Like the highly successful program operating in 51 Division with St. Michael's Hospital, a partnership with St. Joseph's Health Centre has provided numerous benefits to the community and the Service.

The proposed Memorandum of Understanding (MOU) between St. Joseph's Health Centre and the Toronto Police Services Board has been reviewed and approved as to form by the City Solicitor Mr. Jerome Wiley, Criminal and Corporate Counsel for the Toronto Police Service has also reviewed the MOU and is satisfied that the interests of the Service are protected. A copy of the MOU is attached hereto as Appendix "A".

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

The Board approved the foregoing report.

Appendix “A”

**MEMORANDUM OF UNDERSTANDING
WITH RESPECT TO
THE MOBILE CRISIS INTERVENTION TEAM**

BETWEEN:

TORONTO POLICE SERVICES BOARD

and

ST. JOSEPH’S HEALTH CENTRE, TORONTO

PREAMBLE

WHEREAS the Toronto Police Services Board (the “Board”) and St. Joseph’s Health Centre, Toronto (“St. Joseph’s”), in conjunction with the Ontario Ministry of Health and Long Term Care (the “Ministry”), have identified the need for an extended crisis intervention service for citizens of the City of Toronto suffering from acute illness who are unable or reluctant to utilize existing emergency services;

AND WHEREAS a community response team consisting of members of the St. Joseph’s mental health care unit teamed with members of the Toronto Police Service (the “Service”), hereinafter referred to as the Mobile Crisis Intervention Team (“MCIT”), has been developed to provide prompt assessment and needed support to the citizens of the City of Toronto;

AND WHEREAS the Service and St. Joseph’s may have in their respective possession information relating to members of the community that the MCIT may become involved with, disclosure of which information may be required to ensure a safe and effective response by the MCIT to emergent situations;

AND WHEREAS subsections 41(1.1) and (1.2) of the Ontario Police Services Act permits the Chief of the Service or his or her designate to disclose personal information for specified purposes and in accordance with Ontario Regulation 265/98 made under the Ontario Police Services Act;

AND WHEREAS section 35 of the Ontario Mental Health Act and Regulations, and the Personal Health Information Protection Act under the Ontario Public Hospitals Act impose restrictions on the collection, use and disclosure of patient information, with which restrictions St. Joseph’s is obligated to comply;

AND WHEREAS this Memorandum of Understanding (“MOU”) has been developed and executed by the Board, on behalf of the Service, and St. Joseph’s to set out the conditions and procedures for the operation of the MCIT and for the exchange of information between the Service and St. Joseph’s as it relates to the operation of the MCIT and also to ensure compliance with applicable laws;

NOW, THEREFORE, the parties hereby agree as follows:

Part 1 – Term and Termination

1. This MOU shall be for a term of two (2) years beginning on December 1, 2007 and ending on November 30, 2009.
2. This MOU may be renewed for further terms as the parties may agree to in writing.

3. This MOU may be terminated at any time by either party provided one (1) month's prior written notice is delivered to the other party in accordance with this MOU. Notwithstanding the foregoing, this MOU may be terminated without prior notice by either party if the other party causes a breach of security as a result of its improper use or disclosure of information.

Part 2 - Permitted Disclosure of Information

4. Each of the Service and St. Joseph's may provide the other with information as permitted by law and in accordance with this MOU. The parties acknowledge that each may, in their discretion, refuse to disclose any information in the interest of protecting the privacy of third parties or confidential informants, and to prevent any interference with, or disclosure of, law enforcement techniques.
5. The parties shall collect, disclose and use the information provided under this MOU only for the purposes specifically authorized herein, or as may otherwise be legally required.
6. Any records maintained by the Service in accordance with the provisions of the federal *Youth Criminal Justice Act* shall not be disclosed to St. Joseph's pursuant to this MOU unless otherwise permitted pursuant to that *Act*.
7. The parties undertake to apply their respective standards in accordance with applicable legislation, to the administrative, technical and physical safeguarding of personal information exchanged pursuant to this MOU.
8. The parties shall develop and implement any policies and practices necessary to ensure compliance with this MOU. Such policies and practices shall be developed collaboratively, in writing, between the parties.

Part 3 – Records

9. The parties agree that any records generated by the parties in implementing this MOU shall be the exclusive property of St. Joseph's and shall be retained by St. Joseph's. Notwithstanding the foregoing, the parties agree that any Service occurrence reports generated by the Service in relation to activities undertaken in furtherance of this MOU shall be the exclusive property of the Service and shall be maintained by the Service.
10. In the event that one of the parties receives a request for information with respect to a record in the possession of the other party, the recipient of such a request shall immediately refer the request to the other party, if legally permitted to do so.
11. Any request by third parties for disclosure of records shall be addressed by the party responsible for such records, as permitted by law.

12. Each party shall be responsible for any administrative costs it incurs as a result of its responding to requests from third parties for disclosure of information generated in accordance with this MOU.

Part 4 – Obligations of the Service

13. The Service shall make available two constables one each from 11 and 14 Divisions of the Service to the MCIT for the term of this MOU or any renewal term thereof. The two constables shall be dedicated to the MCIT on a full time basis, except when the Chief of the Service or his or her designate requires the constables to perform police duties in another capacity. Where practicable, the Service shall provide St. Joseph's with twenty-four (24) hours prior notice of such service disruption.
14. It is acknowledged that the duties assigned to the Service constables deployed to the MCIT shall be confined to police duties only, as defined in the Ontario *Police Services Act* and at common law, and also in accordance with Service Governance. The responsibilities assumed by the MCIT constables shall be subject to the approval of the Chief of the Service or his or her designate.
15. The Service constables deployed to the MCIT shall be qualified to perform the services required pursuant to this MOU and may not be deployed to the MCIT until such time as they have completed the five day Service training course on Crisis Resolution/Officer Safety.
16. The two constables deployed pursuant to this MOU shall be and remain employees of the Board and the Toronto Police Service Uniform Collective Agreement shall apply to the MCIT constables.
17. The Service acknowledges that the hours worked by the members of Service assigned to the MCIT will generally involve an evening or a night shift. The Service shall ensure that hours worked by the constables of the MCIT shall not exceed eighty (80) hours in a two (2) week cycle, subject to any approved overtime. In the event that the officers incur overtime, they shall notify the Officer-in-Charge of 11 or 14 Divisions depending where the officer is from as soon as practicable and request approval as may be required by unit policies.
18. Any misconduct by the constables deployed to the MCIT shall be addressed by the Service in its sole discretion, in accordance with Service Governance and the Ontario *Police Services Act*.
19. The Service shall be liable for the negligent acts or omissions of the constables assigned to the MCIT that occur while performing duties associated with the MCIT.

20. The Unit Commander of 11 and 14 Divisions or their designate shall act as the liaison officer with St. Joseph's. The liaison officer shall be responsible for engaging in regular communication with St. Joseph's on behalf of TPS, with respect to issues arising from this MOU, including but not limited to work performance and disciplinary procedures, as required, and to attend scheduled meetings, as required.
21. The MCIT program will be guided through a unit specific procedure as it pertains to the MCIT process and implementation. Unit procedures will be similar in size and scope and flow through the Service procedure 06-04, entitled "Emotionally Disturbed Persons".

Part 5 – Obligations of St. Joseph's

22. The provision of psychiatric nursing care shall be the responsibility of the mental health unit staff from St. Joseph's assigned to the MCIT.
23. It is acknowledged that the mental health unit staff assigned from St. Joseph's to the MCIT shall carry out their duties in accordance with:
 - a) the policies, by-laws, mission statement, values and procedures of St. Joseph's;
 - b) the requirements of any professional body or college of which they are members; and
 - c) shall be subject to the approval of the Vice President, Patient Programs St. Joseph's Health Centre, or his or her designate
24. The mental health unit staff assigned to the MCIT from St. Joseph's shall be and remain employees of St. Joseph's.
25. St. Joseph's acknowledges that the hours worked by the members of St. Joseph's assigned to the MCIT will generally involve an evening or a night shift. St. Joseph's shall ensure that hours worked by the mental health unit staff of the MCIT shall not exceed thirty-seven and a half (37.5) hours per week, subject to any approved overtime. Overtime incurred by the mental health unit staff shall be dealt with in accordance with St. Joseph's policies and procedures.
26. St. Joseph's shall be liable for the negligent acts or omissions of any of its staff assigned to the MCIT. The Chief of St. Joseph's Mental Health Service or his or her designate will act as the liaison officer with respect to work performance and disciplinary procedures, as required.

Part 6 – Operation of the MCIT

27. The MCIT constitutes a dedicated team responsible for responding to incoming calls for service. Referrals for MCIT's services may be received directly from field officers through 11 and or 14 Divisions and or the Toronto Police Service, Communications Services.
28. The MCIT will conduct community consultations on an ongoing basis in an effort to maintain a community perspective, including follow-up with mental illness client (*Survivor*) consultations.
29. The parties agree to use their best efforts to ensure that two constables and two mental health unit staff members are available for deployment to the MCIT at all times during the term of this MOU.
30. It is acknowledged that a two officer Primary Response Unit (PRU) will be dispatched to all potential emotionally disturbed person calls to assess potential safety issues, need for criminal charges and general suitability of the situation for the MCIT to attend, subject to the priorities determined by the Service, in its sole discretion.
31. Where multiple requests for service are received, the member of the MCIT from St. Joseph's shall be responsible for triaging and prioritising such calls to the best of their ability given available information.
32. It is acknowledged that in the event there are more requests than the MCIT can reasonably be expected to respond to in a timely manner, as determined solely by St. Joseph's, the PRU will be responsible for resolving any such event.
33. The mental health unit staff assigned to the MCIT will follow the instructions of the Service, including the constables assigned to the MCIT, with respect to any officer or citizen safety issues.
34. The constables assigned to the MCIT shall at all times be subject to the general supervision and direction of the Service during the performance of their duties, including any duties performed when deployed with the MCIT. Similarly, the mental health unit staff from St. Joseph's assigned to the MCIT shall at all times be subject to the general supervision of the Program Director, Mental Health Service and the Health Director, Crisis Service of St. Joseph's.
35. The constables assigned to the MCIT shall be supplied with an unmarked police vehicle equipped with a police radio, mobile workstation and screen, at the discretion of the Chief of the Service. The cost of the vehicle shall be solely borne by the Service, including any costs incurred in fuelling and servicing the vehicle to ensure it is safe for operation. Only Service personnel shall operate this vehicle and they shall do so in accordance with Service Governance with regard to Police Service Vehicle Operations.

36. The vehicle shall not be used for transportation of any persons arrested or detained pursuant to applicable sections of any federal, provincial or city statutes or by-laws unless so required due to emergent circumstances.
37. PRU officers shall transport persons taken into custody in accordance with Service Governance. It is understood that the constables assigned to the MCIT shall maintain, and be solely responsible for, the person in custody.

Part 7 – Insurance & Indemnity

38. Each party (the “Indemnifying Party”) shall indemnify and hold harmless the other party (the “Indemnified Party”) against any and all liabilities, claims, damages, amounts paid in settlement, losses, costs and expenses, including reasonable lawyers’ fees and court or arbitration costs which the Indemnified Party may incur as a result of the negligent acts or omissions of the Indemnifying Party or those for whom it is legally responsible.
39. Each party will include the other party as an additional insured on its general liability policy, with a policy limit of at least \$5 million per occurrence which policy shall, without limitation, include coverage for the negligent acts, errors or omissions made by the Indemnifying Party in connection with the performance of its obligations set out in this MOU.
40. Each party shall provide the other with proof of insurance that contains a provision whereby there shall be no reduction in coverage or policy limits without the express written consent of the other party.

Part 8 – Roles and Responsibilities

41. Each party has provided information to the other regarding their respective roles and responsibilities in conjunction with the MCIT and this MOU. Each party expressly agrees to continue to provide updated information to the other party relevant to the services of the MCIT on a continuing basis during the term and any renewal terms of this MOU.
42. The Service shall be responsible for ensuring that its constables receive annually required and/or legislated training.
43. St. Joseph’s shall be responsible for ensuring that its mental health unit staff maintain their discipline specific training (i.e. C.P.I., CPR.) and licensure in accordance with St. Joseph’s policies and procedures and also those of the professional regulatory bodies or colleges to which the staff belong.

Part 9 - General

44. The parties agree that this MOU is the complete agreement between the parties and replaces all prior communications related to the subject matter of this MOU.
45. This MOU may not be supplemented, modified or amended unless any such supplement, modification or amendment is executed in writing by the duly authorised representatives of the parties.
46. Neither party may assign or otherwise transfer this MOU or any of its rights or obligations hereunder without the prior written consent of the other party. Notwithstanding the foregoing, such consent will not be required if such assignment or transfer is to a wholly owned or controlled affiliate of a party or in connection with the sale of all or a substantial part of its assets or business of a party or in connection with a reorganisation or merger, provided that the assignee agrees in writing to be bound by the provisions of this MOU.
47. This Agreement shall inure to the benefit of and be binding upon the parties' successors and permitted assigns.
48. No waiver of any breach of any term or provision of this MOU will be effective or binding unless made in writing and signed by the party purporting to give the same and, unless otherwise provided in the written waiver, will be limited to the specific breach waived.
49. If any provision of this MOU is determined to be invalid or unenforceable in whole or in part, such invalidity or unenforceability will attach only to such provision or part thereof and the remaining part of such provision and all other provisions hereof will continue in full force and effect.
50. Notices under this MOU shall be in writing and delivered personally or by ordinary prepaid mail. Notices delivered by mail shall be deemed to have been received on the fourth business day after the date of mailing. In the event of an interruption in postal service, notice shall be given by personal delivery or by fax. Notices delivered by fax shall be deemed to have been received at the time of delivery or transmission, provided a transmission receipt is obtained. All correspondence and other notices related to the terms of this MOU shall be delivered as set forth below:

To: **Toronto Police Services Board**
c/o Executive Director
Toronto Police Service
40 College Street
Toronto, ON M5G 2J3
Fax: (416) 808-8082

To: **St. Joseph's Health Centre, Toronto**
c/o Administrative Director Mental Health
St. Joseph's Health Centre, Toronto
30 The Queensway,
Toronto, ON M6R 1B5
Fax: (416) 530-6513

51. Each of the parties shall from time to time execute and deliver such further documents and instruments and do acts and things as the other party may reasonably require to effectively carry out or better evidence or perfect the full intent and meaning of this MOU.
52. The parties are independent contractors, and no agency, partnership, joint venture, employee-employer, or franchiser-franchisee relationship is intended or created by this MOU. Neither party will make any warranties or representations on behalf of the other party.
53. Neither party will be liable for failure to perform one or more of its obligations under this MOU when such failure is due to a cause or causes beyond the reasonable control of such party.
54. This MOU shall be governed exclusively by the laws of the Province of Ontario and the laws of Canada applicable therein.
55. Each party agrees to comply, at its own expense, with all applicable laws, regulations, rules, ordinances, and orders regarding its activities related to this MOU.
56. This MOU may be executed in counterparts, each of which shall be deemed to be an original and if taken together shall be deemed to constitute one and the same document.

IN WITNESS WHEREOF, this MOU has been signed on behalf of the Toronto Police Services Board and St. Joseph's Health Centre by their duly authorized officers on the dates noted below:

Toronto Police Services Board

Per:

Signature

Witness

Name and Title (please print)

Date

St. Joseph's Health Centre, Toronto

Per:

Signature

Witness

Name and Title (please print)

Date

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P356. REPORT FROM THE PUBLIC ACCESS TO DISCIPLINARY
PROCEEDINGS WORKING GROUP**

The Board was in receipt of the following report October 31, 2007 from Pam McConnell, Vice-Chair:

Subject: REPORT FROM PUBLIC ACCESS TO DISCIPLINARY PROCEEDINGS
WORKING GROUP

Recommendation:

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

Financial Implications:

There are no financial implications arising out of this report.

Background/Purpose:

At its meeting of January 25, 2007, the Board received a deputation and a written submission regarding public access to disciplinary charges and tribunal hearings and approved the following Motion:

THAT the Board establish a sub-committee, including the Chief of Police or his designate, to review the deputants' submission as well as any legal obligations and policy implications, if any, and that the sub-committee report to the Board on any improvements that can be made to the public's access to Toronto Police Service disciplinary charges and tribunal hearings. (Min. No. P54/07 refers).

The Board also noted that the following persons offered to participate on the sub-committee: Ms. Judi Cohen, The Honourable Hugh Locke and Mr. Hamlin Grange. It was decided that I would chair the sub-committee and Mr. Albert Cohen would provide legal advice.

I have appended the relevant Board Minute, which outlines the issues the deputants raised with the Board.

Discussion:

The Working Group has met on a number of occasions to discuss the issue and on September 17, 2007, met to discuss alternatives to the current process. At that time, I put forward a proposal that the schedule of tribunal hearings be posted for a period of time greater than what the process

currently provides, ie. one week. In making its decision, the Working Group weighed many important factors: transparency, accessibility, public interest, convenience and the rights of the public, the media and officers appearing in the tribunal. It also examined practical considerations and the processes employed by the court system.

After reviewing all of these issues, the members of the Working Group agreed that the current process be modified, so that the schedule of tribunal hearings be posted two weeks in advance. It was also agreed that a line be added to the schedule which indicates that Public Information is the appropriate contact and provides a telephone number for inquiries.

The Chief has agreed to this change in the process.

Conclusion:

I believe that with this new modification, the Board and the Service will ensure greater accountability and transparency in relation to the Service's tribunal process, giving members of the media and members of the public access to tribunal hearings without unduly burdening the Service or jeopardizing the rights of officers facing charges under the *Police Services Act*.

Chair Alok Mukherjee advised the Board that Mr. Dave Seglins, CBC Radio-Canada, and Mr. Michael Hughes, Legal Counsel, CBC, had requested and opportunity to deliver a deputation with regard to the foregoing report. He further advised that Mr. Seglins was one of the four deputants when the issue of public access to disciplinary hearings was originally considered by the Board at its January 25, 2007 meeting.

Vice-Chair Pam McConnell indicated that she had intended to personally speak with each of the four deputants prior to today's meeting to advise them of the outcome of the Working Group's deliberations. Given that she did not have the opportunity to speak with them, Vice-Chair McConnell requested that the Board defer the foregoing report to the December meeting and indicated that she would contact each deputant prior to the December meeting.

Chair Mukherjee asked Mr. Seglins and Mr. Hughes if they would like to proceed with their scheduled deputation today or wait until the December meeting. Mr. Seglins and Mr. Hughes advised that they would proceed with the deputation today.

Mr. Seglins and Mr. Hughes provided a deputation to the Board. Mr. Seglins also provided a written submission; copy on file in the Board office.

cont...d

The Board approved the following Motions:

- 1. THAT the Board defer consideration of the foregoing report to the December 19, 2007 meeting so that the Vice-Chair can discuss the results of the Working Group's discussions with each of the four deputants from the January 25, 2007 meeting; and**
- 2. THAT Mr. Seglins and Mr. Hughes' depositions and the written submission be received and that the Board invite them to deliver further depositions if they wish when the Board considers the foregoing report at the December meeting.**

-- COPY --

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JANUARY 25, 2007**

**#P54. PUBLIC ACCESS TO TORONTO POLICE SERVICE DISCIPLINARY
CHARGES AND TRIBUNAL HEARINGS**

The Board was in receipt of correspondence dated October 18, 2006 from Dave Seglins, CBC Radio – Toronto, containing a request to deliver a deputation to the Board regarding public access to disciplinary charges and tribunal hearings. A copy of Mr. Seglins' correspondence is appended to this Minute for information.

The following persons were in attendance and delivered a joint deputation to the Board:

- Ms. Susan Marjetti, Regional Director of Radio, Southern Ontario CBC Radio;
- Mr. Dave Seglins, Reporter/Editor, CBC Radio;
- Mr. Daniel Henry, Senior Legal Counsel, CBC; and
- Mr. Gord Walsh, Managing Editor, Toronto Sun.

The deputants also provided a written submission which was prepared on behalf of the CBC, the Globe and Mail, the Toronto Star and the Toronto Sun; copy on file in the Board office.

The Board received the deputation and the written submission and approved the following Motion:

THAT the Board establish a sub-committee, including the Chief of Police or his designate, to review the deputants' submission as well as any legal obligations and policy implications, if any, and that the sub-committee report to the Board on any improvements that can be made to the public's access to Toronto Police Service disciplinary charges and tribunal hearings.

The Board noted that the following persons offered to participate on the sub-committee: Ms. Judi Cohen, The Honourable Hugh Locke and Mr. Hamlin Grange. Vice-Chair Pam McConnell will Chair the sub-committee and Mr. Albert Cohen will provide legal advice.

CBC  Radio-Canada

Dave Seglins
Reporter
CBC Radio, Toronto
(416) 205-5823
dave_seglins@cbc.ca

October 18th, 2006

Dr. Alok Mukherjee, Chair
All Members
Toronto Police Services Board

RE: Public access to Toronto Police Service disciplinary charges and tribunal hearings.

Dear Board Members,

It is out of pronounced frustration I ask for a chance to address you, and respectfully request you conduct a policy review of how the service discloses internal corruption charges laid under the Police Services Act.

In addition, I ask the TPSB to review and make recommendations on how the public and media are informed about upcoming PSA disciplinary hearings.

Background:

For many years, I have covered internal police hearings for CBC Radio. They are important quasi-judicial hearings where public officials (police officers) are tried and sanctioned for corruption, abuses and misconduct. They are important proceedings to ensure true transparency and accountability within the force.

This spring I made the following requests in writing (also see attached). To date, the Service has refused, even refusing a written reply or ANY explanation:

- 1) Notification of all future PSA charges (notices of hearing) laid against TPS officers.
- 2) Prompt access to copies of Notice of Hearing charge sheets (detailing the allegations) once they are properly served against the accused officer.
- 3) Advance notification of the monthly schedule of the Police Disciplinary Tribunal (which is already prepared and distributed internally).

Until this past spring, the service has been relatively cooperative in promptly answering requests for copies of PSA charge sheets (Notices of Hearing). I have long been able to pick up a phone and speak with then Staff Inspector George Cowley, head of Professional Standards Prosecution Services ... make a request, and promptly, within an hour or two, receive a copy of the charge sheets by fax or e-mail.

Recently, Mark Pugash of Corporate Communications informed me that Staff Superintendent Tony Corrie, head of Professional Standards, has implemented a new procedure ... making it much more difficult for the public or media to get access to PSA charges - let alone information about who stands charged, or when the cases are set for a hearing.

Mr. Pugash refused to supply me with a written description of the new procedure - other than to advise me that any time I want a copy of a charge sheet, I must physically attend police headquarters Corporate Communications to fill out a request form. His office will, then forward the request to Prosecution Services, and then later advise me (the requestor) to again attend police headquarters to personally pick up the sheet - once it is ready.

Mr. Pugash refused to guarantee any time table. He refused to send me a copy of the blank form via fax or e-mail. He refused to accept any requests by phone/fax or e-mail. He further refused to provide a written explanation of the new procedure or the rationale for it. Further, he refused to agree to send ANY notices of hearing ... unless I already knew and could supply the name of an accused officer.

How can this be? How can any member of the public hope to know which officers are facing what internal allegations - or when their hearings are - unless the force first supplies the information?

Even Toronto Police senior counsel, Legal Services, Mr. George Cowley agrees this is public information which should be disclosed. But some in the senior command have decided otherwise - thus failing, in my view, to fulfill the force's public duty to make this information available.

I ask you to review this as matter of POLICY and to make recommendations in your role as police overseers to ensure the most transparent and accountable process possible.

I welcome an opportunity to address you and any questions you might have.

A handwritten signature in black ink, appearing to be 'Sam' followed by a stylized surname.



"Dave Seglins"
<Dave_Seglins@cbc.ca
>
To:
cc:
Subject: Complaint Re: TPS Tribunal Openness
2007.01.11 14:43

Dear Police Service Board Members,

Please find attached recent correspondence related to my ongoing request for you to conduct a thorough policy review. I am hoping you will soon require the TPS to publicly release information when a police officer is charged under the PSA, and provide the public with adequate advance information so that interested parties can follow the public tribunal proceedings.

First attachment, is a letter recently received from the Toronto Police Chief's office, from Staff Inspector Dave Marks of Professional Standards. I find the response from the Chief's office misleading and wholly unsatisfactory. Members of the public and the media CAN NOT get any information in a timely manner about officers charged under the police act - without a name - and the service refuses to release those names. The suggestion we should attend police headquarters every week to compile a list of who is charged from the posted weekly tribunal schedules is impractical and purposely disingenuous.

The second letter attached is a reply from OCCOPS - which rejects my request for them to hear my complaint - referring me back, leaving it entirely to the Toronto Police Services Board to follow up on this matter.

Dr. Mukherjee recently declined to offer me a response to my complaint, indicating he awaited further reply from the Chief. I provide you the Chief's response to me, and the response from OCCOPS indicating that this matter now should most properly be considered by you and the board.

Again, I request an opportunity to appear before you to answer questions and to further elaborate on why the TPS's current failure to release basic information around the laying of PSA charges and tribunal hearings amounts to subverting the openness and accountability expected by the people of Toronto.

I look forward to your response.

ds

Dave Seglins

Reporter, CBC Radio Toronto
w 416-205-5823
c 416-949-4083

*** eSafe scanned this email for malicious content ***
*** IMPORTANT: Do not open attachments from unrecognized senders ***



Seglins.CBC.Jan07_1.doc Doc2.doc

Attachment 1

I have been directed by D/Chief Jane Dick to respond to your message to Dr. Mukherjee and the Toronto Police Services Board, specifically, "How is the public to know if an officer has been charged under the Police Services Act?"

Currently members of the public are informed of disciplinary charges through many means:

- As you know, the Toronto Police Service Tribunal posts, every Monday, the list of matters before the tribunal that week. Members of the public can check that list to determine who's charged with what offences.
- Any member of the public can request a copy of a Notice of Hearing and the Statement of Particulars for a particular officer through Public Information.
- The Statutory Powers Procedure Act requires public access to the hearings, with which we comply.
- A Divisional court ruling, *Toronto Star Newspapers Ltd. v. Kelly*, directs the Toronto Police Service to allow the public, in particular the media, access to the charging documents. We comply with that judgement.

To conclude, there are several ways by which the public can be informed of our discipline process.

Attachment 2

Ontario Civilian Commission
on Police Services
1st Floor
25 Grosvenor Street
Toronto ON M7A 1Y6

Commission civile des services
policiers de l'Ontario
1^{er} étage
25, rue Grosvenor
Toronto ON M7A 1Y6



Telephone/Téléphone: (416) 314-3004
Fax/Télécopieur: (416) 314-0198

January 11, 2007

Mr. Dave Seglins
CBC Radio, Toronto
dave_seglins@cbc.ca

Dear Mr. Seglins:

The Ontario Civilian Commission on Police Services is in receipt of your faxed correspondence, dated January 2, 2007. I am pleased to respond.

Public complaints are governed by Part V of the *Police Services Act*. Section 60(1) states "All complaints about the policies of or services provided by a municipal police force shall be referred to the chief of police and dealt with under section 61."

Section 61 requires that the chief of police review every complaint that is made about the policies of a police force and shall take any action, or no action, in response to the complaint. The chief shall then notify the complainant, in writing, of his or her disposition of the complaint and of the complainant's right to request that the board review the complaint if the complainant is not satisfied.

The Commission does not have any role to play in the review of policy complaints.

In order to more fully understand the process, I would encourage you to access our web site at www.occps.ca to read those sections of the *Police Services Act* that deal with policy complaints.

I trust this will be of assistance to you.

Yours truly,

Cathy E. Boxer-Byrd
Senior Advisor

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P357. RESULTS OF INVESTIGATION: CORRESPONDENCE FROM
FORMER CHAIR, MS. SUSAN ENG**

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

Subject: RESULTS OF INVESTIGATION: CORRESPONDENCE FROM MS. SUSAN
ENG

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 17, 2007, the Board received correspondence from Ms. Susan Eng, dated May 16, 2007, and requested that the Chief investigate the circulation of the purported intelligence report and report the results of the investigation to the Board (Min. No. P204/07 refers).

The purpose of this report is to provide the Board with the results of the internal investigation of the alleged "leak" of an intelligence document to the media.

Discussion:

In May of this year, a number of newspapers and radio stations reported on the "leak" of a Toronto Police Service Intelligence document regarding the investigation and surveillance of former Toronto Police Services Board Chair, Ms. Susan Eng.

I immediately ordered an investigation into the alleged leak of the document.

The investigation revealed the existence of a document that is substantially similar in content to the one reported on and that reflects the direct quotes earlier published in the media. Despite exhaustive efforts to create an audit trail, it was impossible to ascertain who had created or ever accessed the computer file in question.

Media reports suggested that the document in question was in the possession of CBC reporter Mr. Dave Seglins. Investigators contacted Mr. Seglins who did not personally return calls or speak with the investigators. Instead, his legal counsel contacted the investigators to advise that Mr. Seglins would not participate in the investigation and that he was no longer in possession of the document at issue.

Ms. Eng advised the investigators that she did not have a copy of the document, but the contents had been revealed to her by Mr. Seglins. Ms. Eng could not shed any light on the identity of the person who leaked the document.

Due to the fifteen year passage of time and the inability to establish an audit trail, it is impossible to verify if any current or past member of the Service accessed, reproduced or copied the document.

Conclusion:

Unfortunately, there are no other avenues of investigation available to the investigators and it appears that the identity of the person who leaked the document and the motive for doing so will never be ascertained.

I will be in attendance at the Board meeting to respond to any questions that the Board members may have in regards to this report.

The Board was also in receipt of correspondence dated November 14, 2007 from Avvy Yao-Yao Go, Clinic Director, Metro Toronto Chinese & Southeast Asian Legal Clinic, with regard to this matter. A copy of Ms. Go's correspondence is appended to this Minute for information.

Chair Mukherjee read a prepared statement on behalf of the Board with regard to Ms. Eng's concerns. A copy of the statement is also appended to this Minute for information.

The Board received the foregoing report and Ms. Go's correspondence. The Board requested Chair Mukherjee to respond publicly to Ms. Go's correspondence on behalf of the Board.

The Board also had a discussion regarding this matter during its in-camera meeting (Min. No. C299/07 refers).

法律援助中心 (服務華人及東南亞社區)

METRO TORONTO CHINESE & SOUTHEAST ASIAN LEGAL CLINIC

TRUNG TÂM HƯỚNG DẪN LUẬT PHÁP CÔNG ĐỒNG HOA-VIỆT-KHMER-LÀO

ຫ້ອງການໃຫ້ຄໍາແນະນໍາທາງກົດໝາຍສໍາຮັບຊາວຈີນແລະເອເຊີຍຕາວັນອອກສຽງໄດ້ໃນເຂດເສບພາບໂຕຮິງໂຕ

មជ្ឈមណ្ឌលផ្តល់ព័ត៌មានច្បាប់ ខ្មែរ ចិន វៀតណាម ឡាវ ក្រុមភូមិភាគអាស៊ី

A free community legal service funded by Ontario Legal Aid Plan

November 14, 2004

Toronto Police Services Board
40 College Street
Toronto, Ontario

Via Fax: (416) 808-8082

Attn: Members of the Toronto Police Services Board

Dear Board Members:

Re: Wiretapping of Members of Toronto Police Services Board

We received notice that the above noted matter will be discussed at the upcoming meeting of the Toronto Police Services Board (TPSB) on November 15, 2007. We are unable to attend the meeting and would therefore like to request that this letter be placed before the Board for its consideration when it deliberates on this issue.

At the May 17, 2007 meeting of TPSB, the undersigned expressed the deepest concern on behalf of the Metro Toronto Chinese & Southeast Asian Legal Clinic about the fact that police officers began wiretapping and conducting surveillance on a close friend of Susan Eng, the former Chair of the TPSB, just days after she was sworn in as Chair. As stated then, we find this deeply troubling given that the TPSB is still the only civilian oversight body for the police in this city. Members of this body are entrusted by the public to hold police accountable for their actions. In our view, the fact that members of this Board may have become targets of police surveillance is an affront to the whole principle of civilian oversight of police.

We made a number of recommendations the Board at the time to address our concerns, namely:

- a. Immediately initiate a full scale investigation into the alleged police surveillance activities concerning Ms. Eng;
- b. Initiate an investigation as to whether or not other members of the Toronto Police Services Board have been subject to such similar activities;
- c. If the investigation confirms that such activities have indeed been carried out, immediately take disciplinary measures against those individuals involved who are still members of Toronto Police Services, and decide if criminal charges should be laid;

- d. Refer the matter to the Attorney General's office and to the Premier's Office for a decision as to whether further action should be taken against those former officers who are no longer in the employ of the Board, but may be in the employ of the provincial government; and finally
- e. Immediately establish protocols to prevent any such abuse of power and invasion of privacy from happening in the future.

In the end, the only step that the TPSB was prepared to take was to investigate the source of the leak of the document in question. We recall the unfortunate comment made at the time by the Board Chair, Dr. Alok Mukhjee, that no further action was necessary because the Board currently enjoys a "harmonious" relationship with the Chief of Police.

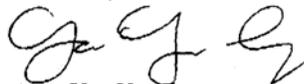
With all due respect, the principle of police accountability does not stand or fall because of the personalities involved. The mandate of TPSB is to ensure effective and meaningful oversight of the police. Having a good relationship with the chief does not negate that fundamental obligation on the part of the Board. If anything, more – not fewer – accountability measures should be in place when the relationship between the Board and the chief is good, as police accountability must not only be done, but also be seen to be done.

If what happened to Ms. Eng were an isolated incident, then the Board's half hearted efforts to determine how the leak took place and what should be done about it is at least understandable – if not justifiable. But the fact the matter is, there have been other instances of unwarranted police wiretapping or surveillance on civilians, including the incident involving Mr. Alan Heisey, also a former Chair of TPSB.

Given the summary dismissal by the TPSB of our concerns, we cannot help but wonder if the harmonious relationship between the Board and the Chief has in any way influenced the former's decision to not investigate the actual wrongdoing, let alone putting in place any protocols to ensure that similar breach of code of conduct will not happen again. Given the TPSB's lack of action, the public is now left with nothing but blind faith that members of our police will not repeat the same indiscretion in the future. For a body that has a legislated mandate to oversee the largest police force in Canada, such a lame response is simply not good enough and suggests a lack of appreciation for the need to ensure the public trust.

We therefore once again urge the TPSB to fulfil its mandate by responding to this serious incident appropriately and effectively.

Yours truly,



Avvy Yao-Yao Go
Clinic Director
Barrister & Solicitor



Toronto Police Services Board

www.torontopoliceboard.on.ca

For immediate release

Thursday November 15, 2007

Statement from the Toronto Police Services Board regarding Concerns of Susan Eng

Allegations have been made that the former Chair of Toronto Police Services Board, Ms. Susan Eng, was the subject of surveillance by the Toronto Police Service during her term as Chair from 1991 to 1995. The Board takes this allegation very seriously because it believes that the Board's ability to carry out its responsibilities free from any fear or intimidation is paramount for public confidence.

As a result, the Board has enquired into the circumstances underlying the allegations. Based on its enquiries, the Board is satisfied that Ms. Eng was never the subject of a judicial authorization obtained by the Toronto Police Service for the interception of private communications. The Board further believes that Ms. Eng's concerns, when raised, were treated seriously and investigated thoroughly.

It should be noted that there is a legal process that must be followed when the police engage in surveillance. The Board recognizes that this matter has raised some important questions. As here, and on other occasions where similar concerns have been raised by Board members, the concerns have been fully investigated and reported back publicly to the Board.

The Board has reviewed all of these cases and has satisfied itself that they have been resolved appropriately.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P358. RESPONSE TO REQUEST FOR A REVIEW OF A COMPLAINT ABOUT
THE SERVICE PROVIDED BY THE TORONTO POLICE SERVICE
(FILE NO. 2007-EXT-0192) – DESTRUCTION OF FINGERPRINTS AND
PHOTOGRAPHS**

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

Subject: REQUEST FOR REVIEW OF A COMPLAINT ABOUT THE SERVICE
 PROVIDED BY THE TORONTO POLICE SERVICE (FILE 2007-EXT-0192)

Recommendations:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

According to records maintained by the Toronto Police Service, the complainant was arrested and charged with Theft Under \$5,000 on April 4, 1997 and again on August 5, 1997. As a result of those arrests, the complainant was fingerprinted and photographed pursuant to the *Identification of Criminals Act (R.S., 1985, c. I-1)*. Both of these charges were subsequently withdrawn in court.

The Toronto Police Service received a letter dated March 13, 2007, from the complainant which read in part:

“I am requesting destruction of fingerprints and photographs of me, taken for charges that were withdrawn in 1997.”

Records Management Services was assigned to respond. Records Management Services - Information Access had carriage of the matter. In a letter dated March 23, 2007, the complainant was advised in part:

"We are unable to comply with your request for fingerprint/photograph destruction. Board Minute #454 of July 17, 1969 states, Fingerprints and photographs concerning withdrawn or dismissed charges against first offenders shall be expunged from the files of the Toronto Police when a request is received in writing.

Please note that you do not meet the above requirement."

The Toronto Police Service received a letter dated April 17, 2007, from the complainant which read in part:

"I am complaining about the Toronto Police policy which does not allow the destruction of more than one sets (sic) of fingerprints of non-conviction cases. I have tried several times within ten years to have my criminal records destroyed and was advised that it is under review.

I would like to continue my studies in a health care program in the fall of 2007, but I am not able to get a clear police record check for the practical placement curriculum of the program. Also in the past I have not been able to volunteer at certain agencies.

I would like for my case to considered (sic), to have my criminal records sealed."

The Chief's Decision and Reason:

The complaint was assigned to Professional Standards – Complaints Administration for designation. The complaint was determined to be a policy complaint and was forwarded to Corporate Planning for investigation and response.

The complaint was investigated and a Report of Investigation prepared and forwarded to the complainant.

In a letter dated July 23, 2007, the complainant was advised in part:

"After reviewing the facts of this case, I concur with the investigators findings. The issue of the destruction of fingerprint records is governed by the Police Services Board policy. Board Minute #454 of July 17, 1969 clearly articulates the Board's Policy in regards to fingerprint retention. In this case the Board policy was followed by Toronto Police Service personnel and as such, no further action is to be taken in regards to your complaint."

Complainant's Request for Review:

The Toronto Police Services Board received correspondence from the complainant dated July 31, 2007, which read in part:

"This is in regards to my complaint that was sent in April 2007 regarding policy on destruction of fingerprints. I have been charged twice in 1997 and fingerprinted twice. I have requested several times within ten years that my records be destroyed. I have also contacted Pardon and Purge services and was advised that I have to contact the Toronto Police Services to destroy my records.

I am not able to obtain a clear police clearance, and would like to do my clinical component of the nursing program I am in.

I would like to request a review of this complaint by the Board."

Legislative Requirements:

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

i. Toronto Police Services Board Policy

Board Minute No. 454 of July 17, 1969, requires that fingerprints and photographs concerning withdrawn or dismissed charges against first offenders shall be expunged from the files of the Toronto Police when a request is received in writing.

ii. Provincial Municipal Act

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

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

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

iv. Police Reference Check Program

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

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

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

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

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

Further, the Board at its meeting of September 20, 2007, considered a report from the Chief of Police entitled "Proposed Policy Governing the Destruction of Adult Photographs, Fingerprints and Criminal History". The recommendation stemming from this report has a direct bearing on this request for review.

Conclusion:

The Toronto Police Service has a duty to maintain records in accordance with prescribed legislation, the Record Retention Schedule and Toronto Police Services Board Policy as a result of Board Minute No. 454 of July 17, 1969.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

The Board approved the following Motions:

- 1. THAT the Board concur with the Chief's decision that no further action be taken with respect to the complaint; and**
- 2. THAT the complainant be notified that, since the time that the complaint was reviewed by the Chief of Police, the policy respecting destruction of records has been amended and that the complainant has the opportunity to re-submit the request for record destruction for consideration under the amended policy.**

A separate report containing a copy of the Report of Investigation was considered during the in-camera meeting (Min. No. C271/07 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P359. DIVISIONAL REVIEW – STATUS UPDATE

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

Subject: DIVISIONAL REVIEW – STATUS UPDATE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

To be determined, during the testing phase, commencing January 2008 at No. 22 Division and No. 55 Division.

Background/Purpose:

At its meeting of May 18, 2006, the Board received a report from the Chief entitled “Increasing Foot and Bicycle Patrols”, that a Divisional Review process had been initiated. (Min. No. P149/06 refers).

Further, at its meeting of November 28, 2006, the Board received a second report from the Chief entitled “Divisional Review Team – Status Update (Min. No. P373/06 refers).

The Board was advised of the status of the review, the methodology to obtain the information and the emerging trends disclosed by the review.

Discussion:

The Divisional Review Team has completed the review of No. 55 Division as of May 2007 and has received approval from the Command to pilot various recommendations that pertain to structure, staffing and workload for civilian and uniform personnel.

The goal of the pilot implementation team is to:

- Evaluate the structure of personnel allocated to No. 55 Division as it relates to community mobilization and determine the most efficient, effective and economical ways to deliver police services to the community in accordance with legislative requirements and the 2006-08 Service Priorities.
- Ensure the potential recommendations are conducive to Service wide application.

The analysis and recommendations for the pilot have been compiled based on information received from officers during the review and includes information, ideas and recommendations to address the team goal related to the following:

- Staffing, Deployment and Structure
- Communication Strategies
- Training, Development & Accreditation
- Crime Reporting and Quality Control/Risk Management

The pilots will be run in 2008 in 22 and 55 Divisions to test the recommendations, to determine the benefits if any and to achieve the goals as described above. It will also evaluate the impact of the anticipated Compressed Work Week pilot.

Conclusion:

This report provides an update on the Divisional Review process.

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer any questions that may arise.

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 NOVEMBER 15, 2007**

**#P360. AUDIT OF THE PROPERTY AND EVIDENCE MANAGEMENT UNIT –
GENERAL WAREHOUSE**

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

Subject: **AUDIT OF THE PROPERTY AND EVIDENCE MANAGEMENT UNIT -
GENERAL WAREHOUSE**

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 property and evidence control and the related collection, handling, preservation, documentation and analysis of physical evidence.

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-020, Collection, Preservation and Control of Evidence and Property (Min. No. P244/06 refers). One requirement of this policy is that the Chief of Police “shall ensure that an annual audit of the property/evidence held by the Service is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board.” On December 13, 2006, Service Procedure 09-01, Property-General, was updated to include the requirement that the Unit Commander – Audit & Quality Assurance Unit “shall ensure that an audit of property/evidence held by the Service is conducted annually and that the results of the audit are reported to the Toronto Police Services Board.”

Discussion:

In 2006, Audit & Quality Assurance (A & QA) conducted a review of the General Warehouse area of the Property & Evidence Management Unit (PEMU). The purpose of the review was to:

- ensure that Federal and Provincial legislation, Board policy and Service procedures are being adhered to with respect to the seizure, storage and disposition of general property;
- ensure efficient and timely logging, tracking, storage and maintenance of general property;
- ensure the completeness and accuracy of general property records;
- ensure that adequate and sufficient documentation related to property is being completed and maintained;
- determine whether property is being disposed of in a timely fashion; and
- ensure special handling of currency and valuables due to their susceptibility to theft or misappropriation.

The scope of the review included examination and analysis of the flow of general property from the time it comes into the possession of the Service to its final disposition.

Also examined were the main systems used to record and track general property found and seized by Service staff, the Property and Evidence Management System (PEMS) and the Automated Control of Evidence system (ACE).

Conclusion:

Overall, A & QA determined that the Service is in compliance with the relevant sections of the *Police Services Act* and Provincial Regulations. The Service is not in compliance with the requirement that necessitates the Service to enter into a local protocol with the Crown on the retention and release of evidence. Mr. Jerome Wiley, Criminal & Corporate Counsel to the Chief, is liaising with the Ministry of the Attorney General on this matter.

Due to very large volumes of property and limited staffing at PEMU, the Service is in restricted compliance with the Guideline and Board Policy requirement that an inventory count be conducted every time a PEMU staff member is transferred or replaced. To mitigate any risks that may arise due to non-compliance, PEMU management has established a system of internal control checks along with an annual review of the property management function by A & QA. The Ministry of Community Safety and Correctional Services is aware of the methodology employed by the Service and it appears to meet Ministry requirements as they have not commented on it in either of their two audits of the Service conducted in 2001 and 2005.

A & QA made a number of operational recommendations regarding the collection, handling, preservation, documentation and analysis of property/evidence, all of which were accepted by the Command. Many of the recommendations have already been implemented by the Service and the remainder are in the process of being addressed.

A & QA is satisfied that PEMU's property records are accurate and complete and that property is stored in the correct locations according to procedure.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P361. DEVELOPMENT OF CRITERIA FOR THE RELEASE OF TORONTO
POLICE SERVICE PROCEDURES**

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

Subject: DEVELOPMENT OF CRITERIA FOR THE RELEASE OF TORONTO
POLICE SERVICE PROCEDURES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

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

On April 5, 2007, a meeting took place between members of the Toronto Police Services Board and members of the Toronto Police Service.

At its July 10, 2007, meeting the Board received a report from the Chief of Police outlining the substance of this meeting and further information in regards to the release of Service procedures and approved the following Motion:

THAT the Board receive the foregoing report and request Chief Blair to provide a more comprehensive report to the September Board meeting on what specific criteria will be used to determine the procedures or parts of procedures that will be made public, who will be responsible for identifying the procedures or parts of procedures that will be made public, and the timetable for beginning to implement this process (Min. No. P230/07 refers).

Discussion:

It was agreed at the April 5, 2007, meeting that the *Freedom of Information of Privacy Act* (Section 8) criteria listed in the Board Report received at the November 28, 2006, meeting (Min. No. P372/06 refers) is comprehensive in addressing the areas of concern with regard to the public release, in whole or in part, of Service procedures and, therefore, no additional criteria are required.

Corporate Planning, in consultation with the Freedom of Information unit, Legal Services and subject matter experts, will be responsible for identifying the procedures or parts of procedures that will be made public.

Corporate Planning is presently in the process of completing a review of all Service procedures to comply with a recommendation contained in the October 2005 "Report on the Inspection of the Toronto Police Service" by the Ministry of Community Safety and Correctional Services. In early 2008, a full content review of each procedure will begin that will include a component designed to extract information of benefit to the public within the release criteria. This information will then be placed into a condensed document, relating to each procedure, for posting on the Internet.

Conclusion:

It is estimated that this review and editing process, including ongoing procedural amendments, will be completed within three years. It is anticipated that the condensed Priority 1 and Priority 2 procedures will be completed and posted within the first year.

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

The Board received the foregoing report.

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P362. SEMI-ANNUAL REPORT: PROFESSIONAL STANDARDS:
JANUARY TO JUNE 2007**

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

Subject: PROFESSIONAL STANDARDS 2007 SEMI-ANNUAL REPORT

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:

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

In keeping with this requirement, the Toronto Police Service Professional Standards 2007 Semi-Annual Report is appended to this report.

Discussion:

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

Conclusion:

In summary, this report provides the Board with an overview of the statistics gathered between January and June, 2007.

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

The Board received the foregoing report. A copy of the Professional Standards semi-annual report is on file in the Board office.

EXECUTIVE SUMMARY

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

- Complaint Intake
 - Number, classification and disposition
- Conduct Complaints
 - Both serious and less serious
- Policy and Service Complaints
 - Number, classification and disposition
- Investigations
 - Serious or major matters of misconduct
- Prosecutions Services
 - Number of cases, trials, guilty pleas, cases withdrawn and time to trial
- Disciplinary Hearings Office
 - Number of cases, allegations and penalties
- Ontario Civilian Commission on Police Services (OCCPS) Reviews
 - Outcomes of matters reviewed

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

This report illustrates statistical data from January to June, 2007. There are limits to the comparability of data between years due to reporting revisions.

Highlights

- During the first half of 2007, 18 Alert reports were forwarded to Unit Commanders that were generated from the Professional Standards Information System (PSIS). These reports were forwarded to aid in the early identification of performance among Service members that may be inconsistent with the Core Values of the Toronto Police Service.
- In the first six months of 2007, a total of 341 public complaints were made about uniform Toronto Police Service members, a 4.3% increase from 2006, and a 13.2% decrease from 2005.
 - 201 (59%) complaints were investigated.
 - 195 complaints concerned officer conduct and 6 concerned the services and/or policies of the Toronto Police Service.

- 140 (41%) complaints did not meet the criteria set out in the Police Services Act and therefore were not subject to investigation, an increase of 8% from 2006.
 - 15 (4.4%) complaints were classified as serious in nature, a decrease of 3.9% from the previous year.
 - 201 (79.7%) of concluded complaints were completed within 90 days, an increase of 19.1% from the first half of 2006.
- The Toronto Police Service received 38 new Civil Litigation cases in the first half of 2007, 4 less than in 2006.
 - Prosecution Services initiated 25 new cases, 6 less than in the first six months of 2006. The number of Police Services Act charges laid has decreased 27.3%. Off duty incidents attributed to 68.0% of new cases, an increase of 7.0%.
 - The Disciplinary Hearings office concluded 28 cases involving 68 charges between January and June, 2007, down from 29 cases in 2006. It should be noted that some cases concluded in the first six months of 2007 were initiated in prior years.
 - Use of Force incidents totalled 727 compared to 810 in the first half of 2006. A total of 1,026 Use of Force reports were submitted compared to 1,213 during the same time period in 2006. The most common reason for Use of Force continues to be for the protection of the officer her/himself.
 - In Use of Force incidents, 53 officers were injured between January and June, 2007, compared to 66 in 2006. Of these, 24 officers required medical attention compared to 19 in 2006.
 - The Provincial Special Investigations Unit invoked its mandate to investigate 30 cases, up from 19 in 2006. Of these, 17 cases were concluded, 4 cases were withdrawn, and 9 cases are currently ongoing. No officers have been charged with any offence to date.
 - Suspect Apprehension Pursuits were initiated on 80 occasions in the first half of 2007, a 27.3% decrease from 2006.
 - Personal injury occurred in 7.5% of initiated Suspect Apprehension Pursuits, a 0.2% increase from the first six months of 2006. In total, 6 persons were injured which included 1 third party driver.
 - Members of the Toronto Police Service received 240 Service Awards, including 3 Merit Marks, 16 Commendations, 187 Teamwork Commendations, 9 Letters of Recognition and 25 Chief of Police Excellence Awards. In addition, the Toronto Police Service issued 66 Community Member awards.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P363. ANNUAL REPORT 2007 – REORGANIZATION OF CORPORATE
INFORMATION SERVICES**

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

Subject: ANNUAL REPORT 2007: REORGANIZATION OF CORPORATE
INFORMATION SERVICES

Recommendation:

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

Financial Implications:

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

Background/Purpose:

In 1996, in conjunction with a program review of the former Records and Information Security (RIS) unit, the Toronto Police Service commenced the Occurrence Re-engineering Project which encompassed the development of a new records management system known as the Enterprise Case and Occurrence Processing System (eCOPS). RIS was eventually renamed Corporate Information Services and currently operates as Records Management Services. Records Management Services (RMS) has two distinct sub-units - Operations and Information Access.

The following year, upon completion of the program review, the Board approved a motion that the Chief of Police will provide an annual report to the Board outlining the status of staffing changes within RMS and the progress of the Occurrence Re-engineering Project (Min. No. P107/97 refers).

Discussion:

The Occurrence Re-engineering Project involved a technological restructuring of the manner in which occurrence related data is collected and ultimately disseminated to police officers. Subsequent to exploring the development of a common records management system among various police agencies, a decision was made that the Service would embark on creating its own stand-alone system (eCOPS) designed to eliminate duplicate and triplicate data entry, as well as the labour intensive coding and classification work performed by clerical staff (Min. No. P339/03 refers).

It was intended that with the implementation of the new streamlined, automated, integrated records management system, a total of 139 clerical positions would be eliminated from the RMS staff complement. This projected downsizing was eventually reduced to 70 positions as eCOPS did not deliver the functionality originally anticipated. (Min. No. P329/04 refers). RMS – Operations achieved its authorized strength of 70 (from the initial authorized strength of 140) by year-end 2004 (Min. No. P400/04 refers).

At its December 16, 2004 meeting, the Board approved the proposed organizational structure for RMS, to become effective January 1, 2005, as well as the new job descriptions and classifications to support the restructuring of the management team and application management and administration (CPIC and eCOPS) in the new decentralized data entry environment (Min. No. P400/04 refers).

Stabilization of Positions Under the New Organizational Structure

In preparation for the downsizing within RMS, a number of positions (74 in total) were back-filled with temporary personnel on a long-term basis in order to minimize the potential outplacement of permanent staff as the downsizing progressed. As of October 14, 2005, the total complement of temporary staff for both Operations and Information Access combined was 42 (Min. No. P336/05 refers).

In October 2006, the combined complement of temporary staff in Operations and Information Access had been reduced to 22 (Min. No. P343/06 refers). Twelve (12) temporary clerks assigned to cost recovery areas within the Records Release sub-unit have since been made permanent, as it has been recognized that these positions are required to meet established workload requirements and revenue generating projects that will be continued for the foreseeable future (Min. No. P409/05 refers). The additional twelve permanent positions increase the authorized unit staffing to 162 full-time personnel, 70 of whom are assigned to RMS – Operations and 92 to RMS – Information Access. The few temporary staff members currently assigned to the unit (9 as of the date of this report) are back-filling positions of those members on long-term sick leave, maternity leave, or career development opportunities.

Selection processes to appoint successful candidates as permanent members are now complete, which has stabilized labour turnover and reduced the corresponding training demands and impact on production.

As labour turnover has stabilized, management personnel have turned their focus to professional development and succession planning strategies to expand the skill sets of permanent members and prepare the unit for the attrition of senior members as they approach retirement.

Restructuring of Platoons Within RMS – Operations

RMS – Operations platoons have also recently been restructured to balance the expertise and competencies of remaining staff more evenly across the various shifts.

Relocation of RMS – Information Access, Freedom of Information Unit

The Freedom of Information Unit has been relocated within Police Headquarters to be in close proximity to RMS, which facilitates prompt, on-going access and communications amongst supervisory and management personnel, as well as contributing to a supportive environment and ease of information exchange within RMS – Information Access.

Conclusion:

The reorganization of Records Management Services and stabilization of personnel is now complete which concludes the impact of Occurrence Re-engineering on staffing within the unit.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P364. TORONTO POLICE SERVICE AUXILIARY PROGRAM –
ADMINISTRATIVE RESPONSIBILITIES**

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

Subject: TORONTO POLICE SERVICE AUXILIARY PROGRAM –
ADMINISTRATIVE RESPONSIBILITIES

Recommendation:

It is recommended that the Board approve the administrative enhancements to the Toronto Police Service Auxiliary Manual.

Financial Implications:

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

Background/Purpose:

The Toronto Police Service Auxiliary Program is a vital component of the Service's community mobilization strategy. The Auxiliary Program utilizes the talents and abilities of the specially trained auxiliary police officers who have volunteered from the diverse communities of Toronto.

The Auxiliary Program assists the Service in fulfilling its crime prevention obligations mandated under the *Police Services Act (PSA)*. Their visible presence in the community, continued assistance, and support of policing activities has been identified as an integral component, "Delivery of Service", of the 2006-2008 Service Priorities.

In January 2005, the Unit Commander of the then Community Programs Unit, which included Service and Auxiliary members, initiated a review of the Auxiliary Program which included the development of a Toronto Police Service Auxiliary Manual that would accomplish the following:

- Create a document to incorporate all the directions of the Service since 1996 related to Auxiliaries;
- Uniformly standardize policies and procedures to reflect the current policies and procedures of the Service;
- Clearly define the role and responsibilities of the Auxiliary Executive;
- Address the operational requirements of the Auxiliary Program from the perspective of Unit/Divisional Commanders, Community Response Managers (CRU), and Auxiliary members;

- Address the need to include community mobilization principles into the Auxiliary Program to fulfil increased demand for crime prevention programs and activities; and
- Meet the changing needs of the Service's Auxiliary Program into the twenty-first century.

The review team developed a comprehensive questionnaire which sought input on key auxiliary issues such as equipment, promotion, training, and general duties, from Unit Commanders, CRU Managers and Auxiliary members of all ranks with various years of experience.

The review team also sought clarification and guidance from internal units, such as Legal Services, Human Resources, Corporate Planning, and Professional Standards.

The Auxiliary Manual, used in conjunction with the PSA and Service Governance, includes, but is not limited to the following:

- A promotional and discipline process for Auxiliary members that will mirror current Service procedures;
- A clear, concise mandate and Service Procedure (14-20) for the Auxiliary Program, which will support the Mission Statement, Vision Statement and Core Values of the Service;
- Improved efficiencies in the reporting structure for Auxiliary Senior Officers;
- Term limitations and specific duties associated to the Auxiliary executive ranks (Staff Superintendent and Superintendent); and
- Appointments, terminations and training.

At its meeting of March 22, 2007, the Board received a report on the "Administration of the Toronto Police Service Auxiliary Program." Inspector Nick Memme, Community Mobilization Unit (CMU); Staff Sergeant Steve Clarke, Staff Planning; and Auxiliary Staff Superintendent Ben Lau were in attendance and delivered a presentation to the Board on the Auxiliary Program. The Board approved the following motion (Min. No P100/07 refers):

"THAT the Board receive the presentation and refer the report to the Chair and Chief to work with the Board and Service staff to further clarify the administrative responsibilities related to the Auxiliary Program and report back to the Board."

Discussion:

As a result of the aforementioned motion, Board and Service staff worked collaboratively in reviewing and enhancing a number of administrative areas of the Auxiliary Manual. The due diligence of both the Board and Service staff resulted in enhancements to the following areas of the Auxiliary Manual:

Appointment

- In accordance with Section 52(1) of the PSA, the authority to appoint Auxiliary members resides with the Board, subject to the approval of the Ministry of Community Safety and Correctional Services;

- Upon an Auxiliary member signing an offer of appointment, the Service shall generate a Board appointment list to recommend their appointment to the Auxiliary Program; and
- The Service will provide the Board with a copy of the Auxiliary appointment list along with copies of the Oath of Office and Oath of Secrecy.

Termination of Appointment

- Auxiliary members retiring or resigning from the Auxiliary Program are governed by Service Procedure 14-14, (Termination of Employment);
- CRU Managers shall ensure that Auxiliary members resigning or retiring from the Auxiliary program are provided the opportunity for an exit interview;
- To assist in tracking the reasons for members leaving the program, information will be recorded by the interviewer on a Termination / Retirement form (TPS771), including whether or not they would be recommended as an Auxiliary member in the future;
- The Auxiliary Co-ordinator, CMU, upon being notified of a resignation or retirement, or death of an Auxiliary member via a TPS771, will ensure that the appropriate entries are made on the Human Resources Management System;
- The Auxiliary Co-ordinator will forward the TPS771 to Human Resources – Employee Records for further processing;
- The Auxiliary Co-ordinator will prepare a Board report indicating the number of resignations and retirements to be processed through the Deputy Chief, Human Resources Command, for forwarding to the Board; and
- The Board will provide the Ministry, with written notice of the termination of appointment in accordance with Section 52(2) of the PSA.

Suspension of Appointment

- The authority to suspend an Auxiliary member resides with the Board. Section 52(2) of the PSA directs that if a Board suspends an Auxiliary member of a police force, it shall promptly give the Ministry of Community Safety and Correctional Services written notice of the suspension; and
- Once the suspension of an Auxiliary member has been confirmed by the Chief of Police, the Service will provide a report in writing to the Board outlining the circumstances for the suspension.

Termination

- The authority to terminate the appointment of an Auxiliary member resides with the Board. Section 52(2) of the PSA, directs that if a police services board terminates the appointment of an Auxiliary member of a police service, it shall promptly give the Ministry of Community Safety and Correctional Services written notice of the termination; and
- When a decision has been made by the Service to terminate the appointment of an Auxiliary member, the Service will provide a report to the Board detailing the recommendation to terminate the appointment.

The purpose of these enhancements is to:

- Streamline the process; and
- Have the administrative process similar to that which is being utilized by the Special Constable process.

These administrative enhancements also ensure that the Service remains well-positioned in ensuring the ongoing safety and security of all community members by ensuring an effective, efficient, and operational process of the Auxiliary Program.

These enhancements, which have been reviewed and agreed upon by Board and Service staff, are reflected in the Toronto Police Service Auxiliary Program Manual, revised July 2007 (see Appendix A).

Conclusion:

The revised Auxiliary Manual closely aligns the contributions of the Auxiliary Program with the priorities and goals of the Service together with the needs of the greater community. It also provides and incorporates leading edge principles of community mobilization and crime prevention with a clear mandate, direction of purpose, responsibilities and accountability for Auxiliary members in the context of providing an effective, efficient, and economical support service to units and divisions across the Service in keeping with one of the 2006-2008 Service Priorities: "Delivery of Service."

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

The Board approved the foregoing report. A copy of the Auxiliary Manual is on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P365. ANNUAL REPORT 2007 – HEALTHY WORKPLACE INITIATIVES

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

Subject: HEALTHY WORKPLACE INITIATIVE

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:

At its meeting on November 28, 2006, the Board received a presentation by Ms. Denise Balch, President, Connex Health, on the results of the Connex Health Risk and Productivity Assessment (HRA) report that was prepared for the Toronto Police Service (Min. No. P354/06 refers). The Board adopted the following motion at that meeting.

THAT, given the demonstrated relationship of health and wellness to productivity, cost of policing and employees' personal well-being, the Board request the Chief to implement a targeted approach to workplace health, and report annually to the Board on the results of his initiatives.

This report is submitted in response to that motion and will identify health and wellness initiatives which have been undertaken by the Service during the period of January 1, 2007 to September 30, 2007.

Discussion:

In 2002, the Service adopted the National Quality Institute (NQI) road map to a healthy workplace. The criteria created jointly by the NQI and Health Canada are the premier strategy followed by many top organizations in Canada. It provides for an integrated and strategic approach for achieving a healthy workplace and employer recognition excellence awards program.

In January 2003, wellness programming began in response to the top issues identified by a group health benefits study. The analysis identified cardiovascular disease, hypertension, diabetes, stress, obesity and nutrition as the major risk factors for our members. It was determined that more data from the membership on individual health risks and productivity was needed to better manage these risks. In the latter part of 2005, the Service engaged the services of Connex Health, an Ontario based firm, to provide a confidential on-line health risk assessment survey for members. The survey results provided specific health risk indicators in several key areas. This led to the creation of a three-year operational plan, which began in 2007 and is further discussed below.

The following is a summary of the activities undertaken up to September 30, 2007.

Executive Wellness Team (EWT)

The EWT currently consists of the Director, Human Resources Management, Chair; Manager, Compensation & Benefits; Manager, Occupational Health & Safety; Wellness Coordinator; and the President of Connex Health. The mandate of this team was to develop an operational plan and an operating budget and submit them to the Global Wellness Committee (GWC) for approval; prepare Request for Proposals (RFP's), as required; and oversee execution of the strategy through the GWC and its subcommittees. These objectives have been completed. Communications between the EWT and the various committees to measure progress have been ongoing. Eventually, this team will be dissolved and any outstanding responsibility will be taken over by the GWC.

Global Wellness Committee/Sub-committees

In January 2007, the GWC was re-organized from an advisory committee into a working committee with sub-committees, to facilitate implementation of the three-year operational plan and report back on the measurements. Connex Health facilitated a one-day training program for new members who had been chosen by the Executive Team to more completely represent the Service's organizational structure. The working sub-committees are NQI, Organizational Health and Training, as well as Programming and Communications. The GWC meets quarterly and the sub-committees report to the GWC.

Healthy Workplace Progressive Excellence Program Awards (HWPEP)

An application for Level 1 of the NQI's HWPEP was submitted earlier in the year. Level 1 is demonstrated by leadership commitment that focuses on a supportive management approach based on needs, joint responsibility, the inter-dependency of health and the need for assessment, as well as the evaluation and continuous improvement of the workplace. Line management must demonstrate and reinforce leadership commitment.

The Service recently received correspondence from the Chair of the Adjudication, Mr. John Perry of NQI, congratulating our organization for its commendable submission and achievement of Level 1 certification. The Service is currently making an application for Level 2. This level involves planning and commitment of financial, human and other resources for the overall healthy workplace strategy and related programs.

Healthy-Living Clinics

In 2006, the participation of the Service in a pilot study for Cardio-Metabolic Disease (cardiovascular and late onset diabetes), which would be facilitated through Connex Health, was approved. The pilot project was conducted by Connex Health and Sanofi (a pharmaceutical company). The pilot project took place at 32 Division, 41 Division, Forensic Identification Services, Court Services and Traffic Services. As of September 2007, all twenty-four scheduled screening clinics have been delivered to participating units.

Approximately 1,000 members were eligible to attend and about 400 have taken advantage of the clinics. The clinics included individual risk assessments, blood screening for cholesterol, blood glucose, blood pressure testing and determining body composition. Members were provided with lifestyle counselling, referrals to physicians, if appropriate, and invited to participate in lifestyle programming. One makeup screening clinic is being planned for October for members who missed the other clinics. Programs currently in place include nutrition and fitness.

Aggregate data from these clinics is currently being tabulated in a database and results will be available in early 2008. The data from these clinics is being captured for the first time, even though similar services have been provided for the membership since 2004. There is also an undertaking to provide a fitness resource for Occupational Health and Safety to deploy a strategic fitness plan for all members in 2008 and thereafter.

Organizational Health and Wellness Training

Part of the challenge of becoming a healthy workplace is to address the organizational health and culture. The Service took on this challenge in 2006 when they measured the Business Health Culture Index (BHCI) in the HRA survey and began the HWPEP awards under NQI. The results of the survey showed that the Service was very close to healthy levels overall but when the results were broken down into organizational pillars (headed by either a Staff Superintendent or Director); there was clear evidence that some pillars were below the healthy standard. In the operational plan, it was decided to address those units with low BHCI scores and meetings were commenced with management and employees where areas of opportunity for improvement would be identified.

Information Technology Services, Finance and Administration, Executive Command, Detective Services and Operational Services have undergone organizational health training in 2006 and 2007. A final report and implementation plan has been given to senior management of the applicable units and support will be provided to decide on the recommendations and an action plan for each unit. To date, Information Technology Services and Finance and Administration

have started to implement the recommendations made in the report provided by Connex Health. The other units will be starting their organizational health meetings in the near future.

Organizational health training, an ongoing initiative, to facilitate incorporating wellness into front-line officer training and management training, is part of the Organizational Health and Training sub-committee's mandate for 2007 and onward.

Nutritional Counselling, Weight Loss Clinics, Presentations and Fair

The HRA survey identified nutrition, obesity, shift-work and stress as risk factors for members. These issues required a comprehensive nutrition, weight loss and information program which the Wellness Coordinator, together with the services of a registered nutritionist, have begun. The three-tiered program, which began in 2006, involves comprehensive nutrition education in the form of individual consultations for members, on-site healthy-eating programs (eight-weeks) and field presentations at units on healthy eating for shift workers.

To date, approximately 100 members have had individual consultations for nutrition, 200 members have participated in the eight-week healthy eating programs and approximately 45 field presentations have been completed since the latter part of 2006.

Progress is measured subjectively and objectively by weight, waist/hip ratio, improvement in energy levels, mental clarity, stress reduction and sleep. Anticipated long-term benefits include reduced absenteeism, improved health statistics and reduced health care costs. As previously indicated, aggregate data from these clinics is currently being tabulated and results will be available in early 2008.

In addition, Wellness presentations have been provided to Executives from the Toronto Police Association. A presentation to newly promoted inspectors on nutrition, fitness and healthy lifestyle took place on October 4, 2007 at Humber College. A Wellness Fair for all Service members is planned and tentatively scheduled for January 2008 in the lobby and Auditorium at Police Headquarters. At this event, the NQI Award of Excellence is expected to be presented to Command. Discussions are currently underway.

The second and third year of the operational plan, that is 2008 and 2009, will include healthy-living screening, nutrition, stress, fitness, shift work and work life balance. Organizational health management sessions for units with low BHCI scores that began in 2007, will continue and integration of health and wellness initiatives into everyday business activities will also continue to be a priority.

Conclusion:

The next annual update report will be presented to the Board at its meeting in November 2008 and will cover the period of October 1, 2007 to September 30, 2008.

Deputy Chief Keith Forde, Human Resources Command, will be in attendance to respond to any questions the Board may have in regard to 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 NOVEMBER 15, 2007**

#P366. CHILD CARE IN THE WORKPLACE – STATUS UPDATE

The Board was in receipt of the following report October 22, 2007 from William Blair, Chief of Police:

Subject: STATUS UPDATE ON CHILD CARE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications

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

Background/Purpose:

At its meeting on April 26, 2007, the Board received a report on the results of the childcare needs assessment survey (Min. No. P152/07 refers). The Board was advised at that time that a consultant would be engaged to assist the Service in determining the direction to take to meet the childcare needs of its members.

The purpose of this report is to provide the Board with a status update on the selection of a childcare consulting firm and an update on the emergency/back-up childcare pilot project.

Discussion:

A Request for Proposal (RFP) was issued by Purchasing Support Services on May 17, 2007 with a closing date of June 11, 2007. The purpose of the RFP was to engage the services of a qualified consultant with the expertise and experience in a broad spectrum of childcare issues to further explore the various childcare options available and to recommend viable options, including short and long-term strategies, on how the Service should proceed in implementing a corporate childcare program. The three consulting firms who submitted their bid in response to the RFP were: Sue Hunter and Associates, Work-Life Harmony Enterprises and Bright Horizons Canada. All three proposals were reviewed against the evaluation process, which consisted of: vendors experience and qualifications; completeness of Proposal; the vendors method of approach in providing the deliverables; vendors work plan; and the vendors pricing.

On July 18, 2007, Work-Life Harmony Enterprises was selected as the successful firm as a result of scoring the highest points in the evaluation process. The president of Work-Life Harmony Enterprises, Ms. Nora Spinks, has over 25 years experience in childcare, with a focus in the past

20 years on employer-supported childcare and consulting with employers on creating supportive and effective work environments by offering work-life programs, policies and practices. Ms. Spinks has worked with hundreds of organizations in the private, public and volunteer sectors and is a recognized authority on the issue of childcare.

Several meetings have been held with the consultants from Work-Life Harmony Enterprises and information has been provided to them.

To-date, the consultants have reviewed the results of our Childcare Needs Assessment Survey and conducted an audit of childcare services available to members in and around the Greater Toronto Area to determine the availability of services after regular childcare hours of 7:00 am – 6:00 pm. The consultants have also been in contact with other police services across Canada (Calgary, Vancouver and Ottawa) to ascertain how they have met the childcare needs of their members.

Currently, the consultants are working on the development of interview protocols for childcare focus group sessions that will be held at Police Headquarters, in the near future, with selected members. They are also in the process of reviewing all internal and external resources available to Service members and will be contacting other Emergency Medical Services in Toronto to assess levels of interest for potential partnering or collaboration.

A preliminary report detailing their findings will be provided to Compensation and Benefits by mid October 2007.

Update on Emergency/backup Childcare Pilot Project.

The emergency/backup childcare pilot project was implemented on March 27, 2007. Routine Order No. 2007.03.16-0379 provided members with further information on the pilot project, including the necessary forms to be completed and advised them of Information Sessions which were held at Headquarters on March 27. Also, during the months of May and June, presentations by Compensation and Benefits were provided to the Communications Centre staff during their weekly training sessions.

On August 10, 2007, an Internal Correspondence was forwarded to Unit Commanders, along with “Emergency Childcare” posters, to further remind members of this pilot project.

To-date, twenty-one members have registered for this program, but none have utilized this service.

Conclusion:

In summary, this report highlights our progress to date with the selected childcare consultants, as well as a status update on the emergency/backup childcare pilot project.

The consultant's final report with recommendations is due by the end of 2007. The next update on childcare will be made available to the Board during the first quarter of 2008. This will allow Compensation and Benefits sufficient time to review the consultant's final report and recommendations and prepare a report for the Board.

Deputy Chief Keith Forde, Human Resources Command, will be available to answer any questions 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 NOVEMBER 15, 2007**

#P367. SCHOOL CROSSING GUARDS – SALARY AND BENEFITS REVIEW

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

Subject: SCHOOL CROSSING GUARD SALARY REVIEW

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:

At its meeting on September 20, 2007, the Board approved a 3% increase to the hourly rate of pay for school crossing guards, effective September 1, 2007. In the motion, the Board requested that the Chief of Police conduct a review of school crossing guards' working conditions and remuneration and that this review include a survey of other jurisdictions (Min. No. C210/07 refers).

Discussion:

The 3% increase approved, effective September 1, 2007, resulted in the following hourly rates for school crossing guards in Toronto:

<u>Seniority</u>	<u>Hourly Rate</u>
1 st year	\$10.68
2 nd year	\$11.68
3 rd year	\$12.68
25+ years	\$12.95

School crossing guards receive a minimum of 3 hours of pay per day. In addition, they receive 4% vacation pay and 12% transportation allowance.

Unlike Toronto, surrounding jurisdictions provide a flat hourly rate for school crossing guards, regardless of their seniority, as outlined below.

<u>Jurisdiction</u>	<u>Hourly Rate</u>	
Whitby	\$11.48	minimum 3 hours pay
St. Catharines	\$10.70	minimum 2.5 hours pay
Oakville	\$10.84	
Halton	\$14.28	
Alliston	\$11.15	
Brampton	\$12.90	minimum 3 hours pay
Niagara Falls	\$10.30	minimum 3 hours pay
Markham	\$13.50	maximum 2 hours pay
Aurora	\$12.88	maximum 2 hours pay
<u>Average Hourly Rate</u>	\$12.01 + 4% vacation pay	

In addition to the hourly wage, the jurisdictions surveyed provide a “Stop” sign, vest and rainwear. Toronto provides these items, as well as a Yukon winter hat, a summer pith helmet, a winter parka and gloves. Toronto is also the only jurisdiction of those surveyed that provides a 12% transportation allowance.

Conclusion:

In summary, Toronto’s school crossing guards are receiving a competitive remuneration. The average hourly rate of the jurisdictions surveyed is \$12.01 plus 4% vacation pay. Toronto provides a progressive salary grid where, at the beginning of the third year of service, school crossing guards receive \$12.68 per hour, plus 4% vacation pay and a 12% transportation allowance. It must be noted that two thirds of our school crossing guards have over 3 years of service. In addition, our school crossing guards enjoy the benefit of the additional clothing allotment.

Ms. Maria Ciani, Acting Director, Human Resources Management, will be in attendance to answer any questions 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 NOVEMBER 15, 2007**

**#P368. NEW JOB DESCRIPTION – QUALITY CONTROL CLERK, PROPERTY
AND EVIDENCE MANAGEMENT UNIT**

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

Subject: NEW JOB DESCRIPTION - QUALITY CONTROL CLERK

Recommendation:

It is recommended that the Board approve the new civilian job description and classification for the position of Quality Control Clerk (A06093) within the Property and Evidence Management unit.

Financial Implications:

A vacant class A05 position is being deleted in order to create this new position. The total additional annualized cost for the recommended establishment change will be \$3,806 and 2007 costs will be funded through gapping from the currently vacant position. Funding for the annualized costs will be included in the 2008 and future budget requests.

Background/Purpose:

The Property and Evidence Management Unit is responsible for the efficient processing, tracking, storage, maintenance and disposal of all evidentiary and found items (property). The unit safeguards the integrity of this property by ensuring the chain of custody is maintained and continuity is not compromised, from the moment of collection to the ultimate disposition. To this extent, the unit must ensure compliance with all Federal and Provincial legislation, including the Provincial Adequacy Standards Act and the Police Services Act of Ontario, which govern the processing and disposal of items seized by police officers.

Members of Property and Evidence Management have access to the actual physical property itself and to the database in which the property is recorded and tracked, namely, the Property and Evidence Management System (PEMS). Given the limited resources and the nature of the work, segregating records administration from access to the physical property is not feasible.

The importance of monitoring the integrity of the database and the inventory on a continuous basis cannot be underestimated. The data input, database changes, re-location and the disposal/release of property must be monitored on a full-time basis. This role is critical from a risk management perspective since the inventory database contains general property particulars, but also other sensitive information. The potential risks associated with seizures and

submissions were clearly defined in the report entitled “Review and Recommendations Concerning Various Aspects of Police Misconduct” authored by Mr. Justice Ferguson.

Discussion:

In 2006, members of the Audit and Quality Assurance Unit conducted an audit of the Property and Evidence Management Unit – Warehouse section in accordance with Policing Standards Guideline LE-020 and Board Policy TPSB LE-020. Pursuant to the audit findings, the following recommendation was put forth and subsequently approved by the Executive Review Committee:

Recommendation 4

“That the Unit Commander, Property and Evidence Management Unit, in conjunction with Human Resources, work on establishing a Quality Control Clerk position in order to mitigate the risk associated with lack of proper segregation of duties and to exercise control over input from remote locations.”

It must also be noted that the Property and Evidence Management System (PEMS) was implemented in the Gun and Gang Task Force on February 20, 2007 and is scheduled to be implemented in Forensic Identification Services in the 3rd quarter of 2007. The establishment of a Quality Control Clerk position is vital to ensure risk management issues associated with data entry at satellite locations are adequately addressed.

To this end, Compensation and Benefits has developed a job description for this position and has subsequently evaluated it within the Service’s job evaluation plan. It has been determined to be a class A06 (35 hour) within the Unit “A” Collective Agreement. This classification carries a current salary range of \$45,665 to \$51,415 per annum, effective January 1, 2007.

Conclusion:

It is hereby recommended, therefore, that the Board approve the attached new job description for the position of Quality Control Clerk (A06093). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the respective Collective Agreement, and the position will be staffed in accordance with the established procedure.

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

The Board approved the foregoing report.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 355

Pay Class A6

JOB TITLE:	Quality Control Clerk	JOB NO.:	A06093		
BRANCH:	Corporate Services	SUPERSEDES:	New		
UNIT:	Property & Evidence Management	HOURS OF WORK:	35	SHIFTS:	
SECTION:	Property & Evidence	NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Unit Commander, PEMU	DATE PREPARED:	20 July 2007		

SUMMARY OF FUNCTION: Responsible for monitoring the Property and Evidence Management database with respect to the accuracy and integrity of all information; conducts quality control reviews and identifies inaccuracies and/or non-compliance with TPS best business practices.

DIRECTION EXERCISED: Provides guidance to TPS personnel with respect to data quality control and required procedures.

MACHINES & EQUIPMENT USED: Standard TPS workstations, associated software/computer applications and any other office related equipment which may be required.

DUTIES AND RESPONSIBILITIES:

1. Examine and review the quality of information entered in various operational Toronto Police Service applications to ensure accuracy and compliance with TPS business practices.
2. Generate and forward to Unit Commanders or supervisory staff, listings requiring corrections or changes to ensure compliance with procedural policies related to the entry of data on various TPS computer systems.
3. Identify inaccuracies in data and incidents of non-compliance with TPS business practices related to data entry procedures; generate and forward reports to the appropriate supervisory staff.
4. Compile statistical information on the incident of errors in data and non-compliance with Service business practices
5. Generate ad hoc computer reports for the purpose of extracting specific data required for conducting quality control reviews.
6. Create reports using graphical illustrations for analysis by PEMU supervisors.
7. Make recommendations for improvement on issues directly related to quality control.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 355
Pay Class A6

JOB TITLE:	Quality Control Clerk	JOB NO.:	A06093		
BRANCH:	Corporate Services	SUPERSEDES:	New		
UNIT:	Property & Evidence Management	HOURS OF WORK:	35	SHIFTS:	
SECTION:	Property & Evidence	NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Unit Commander, PEMU	DATE PREPARED:	20 July 2007		

DUTIES AND RESPONSIBILITIES: (cont'd)

8. Facilitate the reconciliation of physical inventory and the corresponding database records.
9. Act as a liaison between PEMU, Forensic Identification Services, and the Gun and Gang Task Force for training needs in matters regarding procedural changes.
10. Maintain up-to-date knowledge of federal and provincial legislation, and Service policies governing the seizure, retention, and disposal of evidence and found property.
11. Perform typical duties inherent to the position.

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The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P369. ARBITRATION AWARD – TERMINATION GRIEVANCE REGARDING
OFF-DUTY CONDUCT RESULTING IN A CRIMINAL CHARGE**

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

Subject: ARBITRATION AWARD - TERMINATION GRIEVANCE REGARDING
OFF-DUTY CONDUCT RESULTING IN A CRIMINAL CHARGE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on September 23, 2004, the Board terminated a member for cause (Min. No. C149/04 refers). The member had a significant disciplinary record, including a 1-day suspension, a 15-day suspension and a 3-month suspension coupled with a permanent demotion. The culminating incident, which resulted in his termination, was for an off-duty incident in which the member was arrested and charged with the Criminal Code offence of Communication for the Purpose of Prostitution.

The Toronto Police Association filed a grievance claiming wrongful dismissal.

Discussion:

Six days of hearings into this matter were conducted between June 21, 2006 to June 21, 2007 before Arbitrator R. O. MacDowell. Arbitrator MacDowell was satisfied that the Board had just cause to terminate the member and issued an Award dismissing the grievance on August 14, 2007.

Conclusion:

It is recommended that the Board receive this report. A copy of the Arbitration Award and full details regarding this grievance have been provided to the Board in a separate report to be considered during its confidential meeting.

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

The Board received the foregoing report. A separate report containing a copy of the Arbitration Award was considered during the in-camera meeting (Min. No. C267/07 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P370. APPOINTMENT – ACTING VICE-CHAIR DURING THE PERIOD
BETWEEN DECEMBER 21, 2007 AND JANUARY 01, 2008, INCLUSIVE**

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

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
DECEMBER 21, 2007 AND JANUARY 01, 2008, INCLUSIVE

Recommendation:

It is recommended that the Board appoint a member to act as Acting Vice-Chair during the period between December 21, 2007 and January 01, 2008, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Background:

Given that I will not be available to fulfil the responsibilities of Chair during the period between December 21, 2007 and January 01, 2008, inclusive, Councillor Pam McConnell, Vice-Chair, will assume those responsibilities on my behalf during that period of time.

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.

I am recommending that the Board appoint a member to act as Acting Vice-Chair during the period of time noted above.

The Board received the foregoing report and appointed The Honourable Hugh Locke, Q.C., as 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 NOVEMBER 15, 2007**

**#P371. TORONTO POLICE SERVICES BOARD – 2008 OPERATING BUDGET
SUBMISSION**

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

Subject: 2008 OPERATING BUDGET SUBMISSION FOR THE TORONTO POLICE SERVICES BOARD

Recommendations:

It is recommended:

- (1) THAT the Board approve a 2008 net operating budget request of \$2,233,900; and
- (2) THAT the Board forward a copy of this report to the City of Toronto Deputy City Manager and Chief Financial Officer, and to the City of Toronto Budget Committee for information.

Financial Implications:

The Toronto Police Services Board's 2008 net operating budget submission is \$2,233,900. This represents a 0.4% decrease over the 2007 budget.

Background/Purpose:

In accordance with Section 39(1) of the Police Services Act, the Board is required to:

...submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, (a) to maintain the police force and provide it with equipment and facilities; and (b) to pay the expenses of the board's operation other than the remuneration of board members.

This report addresses part (b) of the above noted; however, it has been the practice of the Board to include the remuneration of board members in its budget request.

The following is a summary of the 2008 operating budget request (in thousands).

Salaries/Benefits	\$801,300
Supplies/Equipment	11,400
Services	<u>1,421,200</u>
TOTAL NET REQUEST	\$2,233,900
2007 Budget	\$2,238,300

Salaries/Benefits

The budget request includes funds to maintain the Board's full staff complement of 7. In addition, funds are included for the salary of a full time Board Chair and honouraria and per diem payments for the citizen appointees to the Board, per City of Toronto policy.

Supplies/ Equipment

There is a reduction of \$1,600 in this account area.

Services

Within this account grouping there is a decrease over the 2007 budget of \$24,500. The decrease is primarily due to changes in the amounts budgeted for professional services. Key elements of the professional services accounts area are detailed below:

\$700,000 for Labour Relations legal advice and Independent Legal Advice

This amount is unchanged from 2007. This budget is required to deal with the complexity and number of anticipated grievances, arbitration and other labour relations proceedings in 2008. From time to time, the Board may require legal advice independent of the advice provided by City Legal and of the labour relations legal advice provided by our contracted labour relations legal firm Hicks Morley. It is very difficult to establish a budget in this area as the Board cannot necessarily forecast legal proceeding such as civil claims or inquests.

\$600,000 for City Legal chargeback

This amount is unchanged from 2007. City Council has directed that the costs of work performed by the City Legal Department be charged back to the Police Services Board. City Legal provides day to day legal advice to the Board, including policy development, contract management and may represent the Board in civil actions, human rights complaints, at Coroner's inquests and at various inquiries. City Staff have submitted billings for the first 2 quarters of 2007 in the amount of \$293,968.14. As of the date of this report, the full year cost for 2007 is not known.

Sexual Assault Steering Committee

In 2005, the Board created the Sexual Assault Steering Committee to advise on the implementation of the recommendations in the Auditor General's report entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service". The Board also approved providing remuneration to the community members of the Steering Committee (Min. P34.05 and P199/06 refer). In 2007, the Board budgeted \$30,000. It is anticipated that the Steering Committee will have completed its work by the end of 2007 and that this initiative will be determined to be completed; therefore, no consulting funds have been included in the 2008 budget for this initiative.

\$15,000 for “Funding for Success” initiative

In 2005, the Board approved entering into a partnership, known as “Funding for Success”, with several other GTA police services boards. The proposal requires a multi-year commitment of funds from each participating police board to contribute to a pool of funds intended to advance the ability of the Boards to deliver police service in as cost-effective a manner as possible. The objective of the proposal is to develop concrete measures to allow Boards to respond strategically and tactically to the increase of costs in the police sector through measures such as: collective bargaining strategies, pooling of resources to more efficiently deliver services, and introducing or mitigating the impact of new legislation at both the provincial and federal level. A first report, designed to better prepare the Board for collective bargaining was delivered to the Board. It is anticipated that this initiative will continue in 2008.

\$10,000 for Communications Advice

The budget request includes this amount in the event that specialized communication assistance is required by the Board or in the event that Board members wish communications or media relation training.

Conclusion:

The Board’s 2008 operating budget request represents a 0.4% decrease over the 2007 budget.

The Board approved the foregoing report and will forward copies to the Deputy City Manager and Chief Financial Officer 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 NOVEMBER 15, 2007**

**#P372. CAFETERIA SERVICES – POLICE HEADQUARTERS AND C.O. BICK
COLLEGE**

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

Subject: CAFETERIA SERVICES – POLICE HEADQUARTERS AND C.O. BICK
COLLEGE

Recommendation:

It is recommended that the Board approve extending the current cafeteria services arrangement with Compass Group Canada from January 1, 2008 to September 30, 2009, under the current terms and conditions.

Financial Implications:

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

Background/Purpose:

At its meeting on September 20, 2007, in considering a confidential report on a potential property acquisition, the Board requested that "... the Chief of Police provide a report on any analysis of the Service's space requirements, including the need for a cafeteria ..." (Min. No. C207/07 refers).

This report responds to the Board's request regarding the cafeteria. Information on an analysis of the Service's space requirements is the subject of a separate report that is scheduled to be submitted to the Board's December 2007 meeting.

Discussion:

Compass Group Canada (Compass) provides cafeteria services at Toronto Police Service Headquarters (HQ) and C.O. Bick College. The Service provides the space and equipment for Compass to operate the cafeteria and receives a fixed monthly amount from Compass. The amount received by the Service is maintained in an account, and is used to maintain and/or upgrade the cafeteria equipment. However, the cost of any repairs or replacement of equipment that is caused from negligence by Compass staff is the responsibility of Compass.

Cafeteria services have been provided at HQ and C.O. Bick College since the opening of these facilities. The Service has not experienced any significant problems with the services provided and has not incurred any significant equipment issues. Cafeteria prices are set by a food services committee (comprised of Service and Compass staff), and the Service must agree to the amounts set. The prices are competitive with neighbouring eating establishments.

Need for Cafeteria Services at HQ and C.O. Bick College:

There are over 800 TPS staff members that work at HQ. The cafeteria provides a convenient and affordable place to acquire food and beverages. The cafeteria also provides food and beverage services for meetings and community events (day and evening). The cafeteria at C.O. Bick College provides service for the permanent staff working in the facility as well as police recruits (during their training) and attendees for the various training courses. The cafeteria allows the trainees to remain on-site during training. Based on the foregoing, the Service has determined that cafeteria services at HQ and C.O. Bick College are required and should be maintained.

It should be noted, however, that the eating area in the cafeteria at HQ is being reduced by about 1700 sq. ft. (from 4000 sq. ft. to 2300 sq. ft.), as part of the Service's HQ reconfiguration initiative, to help accommodate a section of the Human Resources Employment unit which is being relocated from leased space at 30 College Street.

Extension of Current Cafeteria Services Agreement:

The cafeteria services contract with Compass, for the HQ and C.O. Bick College facilities, expired on June 30, 2007. Due to an on-going property tax issue, which has now been resolved, the Service delayed the issuance of a request for proposal (RFP) for a food services provider, and requested Compass to extend the cafeteria services until December 31, 2007, on the same terms and conditions that existed prior to June 30, 2007. Compass agreed to this extension.

The Service has further reviewed its intention to issue a RFP for cafeteria services at this time. Given that Compass is the current provider for both HQ and C.O. Bick College and that the new training facility is scheduled for occupancy in 2009, it would be wise to defer the issuance of the RFP so that the operational requirements of the cafeteria in the new training facility can be taken into account in the RFP document. It would also allow the Service to further review its cafeteria arrangements at both facilities, and incorporate any revisions in the RFP. Deferring the RFP would require that the current agreement with Compass be extended to September 30, 2009, the anticipated move-in date for the new training facility.

Conclusion:

The Service has considered the need for cafeteria services at HQ and the C.O. Bick College and determined that both cafeterias should be maintained. Since the Service will be moving into the new training facility in 2009, it would be appropriate to defer the issuance of a RFP for the cafeteria services at both HQ and the new training facility, and extend the current agreement with Compass until September 30, 2009.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P373. TORONTO POLICE SERVICE WASTE DIVERSION PROGRAM –
UPDATE**

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

Subject: TORONTO POLICE SERVICE WASTE DIVERSION PROGRAM - UPDATE

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's General Manager, Solid Waste Management Services.

Financial Implications:

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

Background/Purpose:

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

In response to this request, the Toronto Police Service (TPS) worked with City Facilities & Real Estate (F&RE) staff as they are responsible for the removal of waste products from TPS facilities, and a report was provided to the Board at its meeting of February 16, 2007 (Min. No. P79/07 refers).

This report provides a status update on the implementation of the TPS Waste Diversion Program and the 2006 year-end results.

Discussion:

No Waste Recycling Program

In July 2004, City Council passed a recommendation that F&RE's No Waste Recycling Program be adopted as the standard in all City office workplaces. Since the adoption of the recommendation, TPS Facilities Management staff and the F&RE's Waste Diversion Coordinator have worked closely to test and develop a program that will meet the operational needs of the TPS. The No Waste Recycling Program is essentially intended for eight hour, typical office type operations. TPS facilities, for the most part operate 24/7 and many of our facilities cannot be described as a typical office environment.

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

The TPS's No Waste Recycling Program was introduced into 51D, with the cooperation of the Unit Commander, in mid 2005. As a result of this program, City custodial staff no longer empty desk-side garbage containers. TPS staff put their garbage and recyclables into centralised containers. City staff then empty the centralized containers into larger garbage and recycling totes for removal from the office area to the waste pick-up area. A follow-up audit of 51D conducted in late 2006 showed that the garbage output has been reduced to 36 kg./day or 13,140 kg. annually, a reduction of over 10,000 kg. (44%). Confidential material continues to be placed in the confidential containers and is then shredded and recycled through a separate program.

2006 Waste Diversion Results

In 2006, TPS facilities generated 312,769 kg. of recyclables, 616,582 kg. of garbage and 168,261 kg. of confidential material (also recycled). The TPS diverted 44% of its waste in 2006 which exceeded the City's objective of 40%. In 2006, of the 33 TPS facilities measured, 15 exceeded 50% in waste diversion. The highest rated front-line facility was 23D with a diversion rate of 75%. The full implementation of the TPS's No Waste Recycling Program in 2007 should continue to improve the rate of diversion.

In December 2006, TPS Facilities Management advised F&RE to continue with the rollout of the program to all TPS facilities where possible and practical. The rollout of the program has now been completed in all TPS facilities except for our leased facilities. However, there are some facilities (old buildings and those without elevators) where a modified program was implemented as the physical layout dictated special accommodations.

In order to further enhance the program, TPS Facilities Management determined that the provision of desktop recycling trays (or a similar bin) would be effective. Currently, only HQ has this type of tray. The implementation of the desktop recycling trays TPS-wide will be accommodated once funding has been identified.

The City's F&RE's Waste Diversion Coordinator will continue to monitor the program to ensure ongoing compliance and improvement. The 2007 waste diversion target is 60% and the ultimate goal is 70% by 2010. The 2007 diversion statistics should be available in mid-2008.

Food Waste Recycling Program

The TPS has requested F&RE to provide a Food Waste Recycling Program. However, F&RE has advised that this program will not be available until 2009. Therefore, there is no change in the status of this initiative from the previous report.

Other Initiatives

The TPS is also investigating the implementation of a battery recycling program. The current practice is to dispose of used batteries in the regular garbage. This program would involve the collection of used general type batteries in a central unit location. These batteries would then be sent for recycling.

Conclusion:

The TPS's No Waste Recycling Program has been successfully implemented. Currently the TPS is ahead of the waste diversion targets established by F&RE. The TPS's current challenge is to reach the next target level of 60% by the end of 2007. Continued improvements will be accomplished with the assistance of the City's F&RE's Waste Diversion Coordinator, TPS Unit Commanders and staff.

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

The Board received the foregoing and agreed to forward a copy to the City's General Manager, Solid Waste Management Services, for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P374. SEMI-ANNUAL REPORT: GRANT APPLICATIONS & CONTRACTS:
APRIL TO SEPTEMBER 2007**

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

Subject: SEMI-ANNUAL REPORT: APRIL 1, 2007 TO SEPTEMBER 30, 2007 -
GRANT APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Discussion:

During the current reporting period, April 1, 2007 to September 30, 2007, the Chair of the Police Services Board signed four (4) grant applications and four (4) grant contracts. Appendix A provides the details of grant applications signed and submitted and Appendix B provides the details of new grants awarded.

As at September 30, 2007, the Toronto Police Service had a total of eight active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M annually)
- Safer Communities – 1,000 Officers Partnership Program (estimate \$8.2M in 2007, will annualize to \$8.8M)
- Toronto Anti-Violence Intervention Strategy (\$5.0M - one-time funding)
- Closed Circuit Television (\$2.0M - one-time funding)
- A Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$1.1M – one-time funding)
- Bridge Financing for Guns and Gangs Initiatives (\$0.5M - one-time funding)
- Funding to Combat Child Pornography (\$0.3M - one-time funding)
- R.I.D.E. Grant Program (\$0.087M annual funding)

Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the six month period ending September 30, 2007, as well as the active grants in place as at the same date.

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

The Board received the foregoing report.

New Grant Applications
April 1, 2007 to September 30, 2007

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
<p>Youth in Policing Initiative</p> <ul style="list-style-type: none"> A program to provide summer employment opportunities for youth who reside in at-risk communities. 	\$345,500	April 1, 2007 to February 28, 2008	The Chair signed the application for funding for the 2007 grant program in May 2007 and the application was submitted to the Ministry of Children and Youth Services. See Appendix B regarding contract for approved funding amount.
<p>Victim Safety Project</p> <ul style="list-style-type: none"> Grant funding to help to meet the needs of victims and to enhance identification /monitoring of high risk offenders. 	\$310,600	Unknown	The Chair signed three (3) applications for funding under the 2007/2008 grant program in September 2007. Applications were submitted to Ministry of Community Safety and Correctional Services and notification of approved amount is anticipated for November 2007. If approved, each grant program will have a maximum term of 18 months.

New Grants Awarded
April 1, 2007 to September 30, 2007

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
<p>A Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet</p> <ul style="list-style-type: none"> Funding to coordinate the increased identification of victims, to provide support services to victims of child internet sexual abuse and exploitation and to assist in preventing the cycle of recurring victimization. 	\$1,062,345	August 1, 2006 to March 31, 2008	The contract was signed by the Chair in April 2007. Contract was drafted by the Ministry of Community Safety & Correctional Services with retroactive start date.
<p>Youth in Policing Initiative</p> <ul style="list-style-type: none"> A program to provide summer employment opportunities for youth who reside in at-risk communities. 	\$345,500	Contract In effect until terminated	The contract was signed by the Chair in August 2007.
<p>2007/2008 R.I.D.E. Grant Program</p> <ul style="list-style-type: none"> Annual program to enhance existing R.I.D.E. (Reduce Impaired Driving Everywhere) initiatives. 	\$87,097	April 1, 2007 to February 28, 2008	The contract was signed by the Chair in September 2007.
<p>Community Policing Partnership Program</p> <ul style="list-style-type: none"> Continuation of funding received since 1998 to maintain increase in front-line operational policing presence. 	\$7,530,000	April 1, 2007 to March 31, 2009	The contract was signed by the Chair in September 2007.
<p>Toronto Anti-Violence Intervention Strategy (TAVIS)</p> <ul style="list-style-type: none"> Funding to renew the existing anti-violence intervention strategy and to help create an additional intelligence-led rapid response team that will focus on reducing violent incidents and increasing community safety in Toronto's entertainment district. 	\$5,000,000	No specified term	TAVIS grant funds were extended to the Toronto Police Service as a continuation of the existing TAVIS grant, which expired June 30, 2007. Contract was not necessary for the renewal of the grant.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P375. ANNUAL REPORT 2007: TORONTO POLICE SERVICE –
ENVIRONMENTAL PERFORMANCE REPORT**

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

Subject: TORONTO POLICE SERVICE - ANNUAL ENVIRONMENTAL
PERFORMANCE REPORT

Recommendations:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board forward a copy of this report to the City's Parks and Environment Committee.

Financial Implications:

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

Background/Purpose:

At its meeting of May 17, 2007, the Board approved its Environmental Policy (Min. No. P186/07 refers). One of the policy requirements is that the Chief report "annually to the Board on the effectiveness of the Service's environmental performance and achievements".

This is the Service's first annual Environmental Report and provides information on environmental initiatives that have and are being undertaken.

Discussion:

Historically, the Toronto Police Service's (TPS) environmental initiatives were, for the most part, facility related. However, more recently these initiatives have been expanded to other areas (e.g. Fleet and Materials Management, Information Technology Services, etc.) of the TPS.

Historical Initiatives Taken:

Since the late 1990's, the TPS in partnership with City Facilities & Real Estate (F&RE), has endeavoured to address environmental issues, and the following facility initiatives have been accomplished:

- Roof insulation has been upgraded to current standards where possible and practical in older TPS buildings. As a result, the energy efficiencies of the buildings were enhanced and the insulation complies with current environmental standards.
- Most TPS buildings have had their Heating Ventilation and Air Conditioning (HVAC) and control systems upgraded/replaced over the past ten years. All replacement equipment complies with current energy and environmental standards.
- Most TPS buildings have had their heating boilers, domestic hot water boilers, cooling towers, pumps, etc. replaced in the past ten years. All replacement equipment is high-efficiency, and heat reclaim systems have been installed where possible and practical.
- Building envelope upgrades have been completed in most TPS buildings. In some instances, new windows and exterior doors were installed and in most buildings windows and doors were weather proofed through a re-caulking program.
- The TPS cooperated with the City's F&RE in the Rose Technology Retrofit Program. This program replaced all the older mercury based light ballasts with high-efficiency electronic units and upgraded all the building lighting systems to up-to-date standards. The program also replaced many of the existing electrical motors in our buildings with more efficient units and upgraded/modernized the Building Automation Systems (BAS) which controls the mechanical operations of the facilities.

Current Initiatives:

During the past five years, the TPS has constructed three new facilities: 51 Division; 43 Division; and 23 Division. Facilities Management (FCM) in cooperation with F&RE ensured that all City and industry standards were either met or exceeded. Many of the technical requirements of the Leadership in Energy and Environmental Design (LEED) Program are incorporated into the design of all three facilities. However, application for certification by the Green Council of Canada was not made, as the facilities were not designed to achieve LEED certification.

The recent adoption of the LEED Silver Standard by the Board provides a clear direction for the future design/construction of TPS facilities. This policy has already had an effect on the new TPS Training Facility and will be incorporated into the design/construction of the new 11 and 14 Division facilities. The current LEED Program establishes an environmental standard. Continuing technological changes could surpass the LEED standard and therefore, the Service will review and incorporate (if beneficial and cost effective) any new technological advancements in its future projects.

The Service's new training facility, scheduled to be completed in 2009, includes many environmentally responsible and energy efficient components, specifically:

- Geothermal heating/cooling thereby reducing the requirement for fossil fuel;
- Green/reflective roof technology reducing heating/cooling requirements;
- Heat reclaim technology in the firearms training range further reducing heating requirements;
- Upgraded insulation;
- Indirect lighting systems, reducing energy consumption and increasing occupant comfort;
- Energy efficient equipment throughout; and
- Compliance with LEED Silver requirements regarding recycling, use of native materials, landscaping, etc.

TPS initiatives in other areas include the following:

- Fleet Management is currently testing a number of hybrid and smaller vehicles in order to improve fuel efficiency and emissions;
- Information Technology Services (ITS) has recently converted all Cathode Ray Tube (CRT) computer monitors to Thin Film Transistor (TFT) monitors. This technology consumes approximately 50% less power and heat dissipation is also reduced by about 50% (based on published specifications). Although it is difficult to quantify the exact savings attributed to the implementation of flat screen monitors, the hydro cost for Police Headquarters is projected to be \$100,000 less than the 2006 cost. The flat screen monitors would have contributed to this savings. The CRTs also provide a better working environment for staff and require less desktop space;
- ITS will also be incorporating "greening" initiatives (e.g. more energy efficient cooling systems) in the expansion of the current computer room at Headquarters, and will be exploring the feasibility of further "greening" the computer rooms in 2008;
- FCM is working with F&RE on the conversion of TPS Headquarters to the deep lake cooling system projected to be completed by mid-2008, and which is expected to reduce hydro costs;
- FCM is working with F&RE on the next generation of energy conservation including the introduction of occupancy sensors and LED lighting;
- FCM in conjunction with F&RE is field testing new hand dryer technology to determine if this is more cost effective than the use of paper towels;

- FCM and F&RE have implemented a Waste Diversion Program in TPS facilities. This program diverted 44% of the Service's waste in 2006, exceeding the City's target of 40% - half of the facilities achieved 50% waste diversion; and
- A Routine Order was issued early in 2007 to promote awareness, across the Service, of the Waste Diversion Program and the pending environmental policy (Routine Order No. 2007.03.05-0298 refers). It also encouraged staff to reduce the use of paper, by double siding of photocopies and printing, limiting presentation handouts and limiting printing unless necessary. In 2007, the Service is projecting the number of photocopies to be 25 million compared to over 30 million a couple of years ago (a \$50,000 estimated savings).
- The Service is exploring the implementation of electronic disclosure to the Crown Attorneys which, if fully implemented, will further reduce the number of photocopies.

Conclusion:

This is the Service's first annual environmental report, in accordance with the Board's environmental policy that was approved at its May 2007 meeting.

Over the years the Service has taken various action to become more energy efficient and environmentally responsible. Many of the Service's environmental initiatives are implemented by and or involve City F&RE staff, and a close and effective working relationship has been established in this regard.

The Service will continue to work with City staff to identify and examine opportunities that will benefit the environment and potentially also save money. In some cases, the potential opportunities identified may involve upfront expenditures in order to achieve future cost and or environmental benefits. Each initiative will therefore be evaluated taking into account the funds required to implement the initiative, the environmental benefits, any cost savings, and operational considerations.

To this end, in addition to constructing new facilities to LEED standards, facility renovations and retrofits will be completed with business requirements, fiscal responsibility and environmental objectives in mind. The Service will also continue to work on making its vehicle fleet more fuel efficient, without comprising operational requirements, in order to achieve a reduction in fuel consumption and further protect the environment from emissions.

Where possible, the Service will establish indicators to help measure the benefits of the initiatives undertaken.

Finally it should be noted that City Council, at its meeting on June 19, 20, 21 and 22, 2007, approved the following recommendation from the Parks and Environment Committee: "City Council request that, starting in September or after, each Division and Agency, Board and Commission make a short presentation on their green initiatives and implementation strategies".

The Service has been scheduled to make its presentation to the Parks and Environment Committee on November 28, 2007, and this report requests that a copy of this report be forwarded to the Parks and Environment Committee, as it will be the basis for the presentation to that committee.

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

The Board received the foregoing report and agreed to forward a copy to the City of Toronto – Parks and Environment Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P376. SUPPLY AND INSTALLATION OF FURNITURE – VENDOR OF RECORD

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

Subject: FURNITURE SUPPLY AND INSTALLATION - VENDOR OF RECORD

Recommendations:

It is recommended that:

- (1) the Board approve Mayhew and Associates Inc. as the vendor of record for the supply of furniture and installation services for a period of three (3) years, commencing January 1, 2008 to December 31, 2010, with two (2) one year options;
- (2) Board approval be obtained if the Service chooses to exercise the two (2) one year options; and
- (3) The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The lifecycle replacement of furniture is included in the Service's capital budget program and funded from the Service's Vehicle and Equipment Reserve, through contributions from the operating budget. The estimated annual lifecycle replacement requirement from the Vehicle and Equipment Reserve is \$750,000. Funds for furniture requirements associated with the construction of new facilities are included in the capital budget for those projects. Any additional furniture requirements would be requested through the annual operating budget process and obtained based on budget approval.

Background/Purpose:

Mayhew and Associates Inc. is the current Vendor of Record for the supply and installation of furniture. The current agreement with Mayhew and Associates Inc. expired on June 30, 2007, and contained two one-year options at the discretion of the Board. The Board, at its meeting of January 25, 2007, approved the Service's recommendation to not exercise the option (Min. No. P31/07 refers). As a result, the Service conducted a Request for Proposal (RFP) process to select a Vendor of Record for the supply and installation of furniture. The RFP (#1086308-07) was issued on June 11, 2007. Mayhew and Associates Inc. agreed to extend the current agreement, under the same terms and conditions, on a month-to-month basis until the Board approved a Vendor of Record. The results of the RFP process are provided in this report.

Discussion:

As part of the RFP process, a mandatory vendors meeting was held on June 26, 2007, and 12 vendors attended this meeting. The RFP closed on July 17, 2007, and the Service received three (3) responses. One response was provided as a “no bid submission”. Another response did not meet all of the mandatory requirements of the RFP and was therefore disqualified. The response from Mayhew and Associates Inc. met all of the mandatory RFP requirements and is acceptable to the Service.

The pricing structure, as per the RFP requirements, provides for a discounted rate from the vendor’s list price. The proposal from Mayhew and Associates Inc. includes a higher discount than that in the current agreement. A comparison of the current versus the proposed price structure for Mayhew and Associates Inc. is provided below.

Purchase Range	Current Discount From List Price	Proposed Discount From List Price
\$1 to \$100,000	54%	56%
\$100,001 to \$2,000,000	64%	67%
\$2,000,000 +	64%	70%

Mayhew and Associates Inc.’s price list, as provided in response to the RFP, is in effect for one year, and is the same as the current price list. Any increases to the list price in subsequent years are usually as a result of general inflation, and must be agreed to by the Service.

Conclusion:

An RFP process for the supply and installation of furniture has resulted in one response that meets the mandatory requirements. That response, from Mayhew and Associates Inc., is acceptable to and meets the requirements of the Service. Accordingly, Mayhew and Associates Inc. is recommended as the Vendor of Record for the supply and installation of furniture for the three (3) year period, January 1, 2008 to December 31, 2010. The proposal also provides for two one year options after 2010, which can be exercised at the discretion of the Board.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P377. SUPPLY AND DELIVERY OF STATIONERY AND OFFICE SUPPLIES -
VENDOR OF RECORD**

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

Subject: SUPPLY AND DELIVERY OF STATIONERY AND OFFICE SUPPLIES –
VENDOR OF RECORD

Recommendation:

It is recommended that:

- (1) the Board approve Corporate Express as the vendor of record for the supply and delivery of stationery and office supplies for a two (2) year period commencing January 1, 2008 until December 31, 2009, with two (2) one year options, and
- (2) Board approval be obtained if the Service chooses to exercise the two (2) one-year extensions.

Financial Implications:

The Service's estimated annual expenditure for stationery and office supplies is \$390,000. Therefore the projected cost for the two years is \$780,000. The annual amount is included in the Service's Operating Budget.

Background/Purpose:

The current contract for the supply and delivery of stationery and office supplies is with Corporate Express and expires on December 31, 2007. This report provides information on the results of the Request for Quotation (RFQ) process conducted to select a vendor of record for these supplies.

Discussion:

On August 7, 2007, an RFQ (#1087693-07) was issued by Purchasing Support Services to establish a vendor of record for the supply and delivery of stationery and office supplies for a two year period. Compliant bids were received from Corporate Express, Grand and Toy and Lyreco Office Products.

The RFQ submissions were evaluated using a list of forty (40) commonly ordered items (i.e. “shopping basket”) and the respective quantities for each item. The proponent’s submitted catalogue price, less their identified percentage discount was applied against each item in the “shopping basket”. This resulted in a total discounted cost for the “shopping basket” by vendor. The overall lowest cost was provided by Corporate Express.

Conclusion:

The Service’s current contract for the supply of stationery and office supplies expires on December 31, 2007. As a result, the Service conducted an RFQ process to establish a vendor of record for these supplies. Based on the evaluation of the responses to the RFQ, Corporate Express is recommended as the vendor of record for two (2) years commencing January 1, 2008 until December 31, 2009, with two optional one-year extensions at the discretion of the Board.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P378. SUPPLY OF SERVER HARDWARE, SOFTWARE AND MAINTENANCE
SERVICES - VENDOR OF RECORD**

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

Subject: VENDOR OF RECORD FOR SERVER HARDWARE, SOFTWARE AND
MAINTENANCE SERVICES

Recommendations:

It is recommended that:

- (1) The Board award vendor of record status to Agilysys Canada Inc. for the supply of computer server hardware, software and components and to provide software maintenance, upgrade protection and training on software releases for the installed server hardware and server related software products, for the period January 1, 2008 to December 31, 2010;
- (2) The Board award vendor of record status to IBM Canada Ltd. to provide hardware maintenance and professional technical services to resolve problems with the installed server products for the period January 1, 2008 to December 31, 2010; and
- (3) The Board authorize the Chair to execute all required agreements and related documents, on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The estimated cost of the Service's current server lifecycle replacement plan over the next three years is \$8.7M. (\$2.8M for 2008, \$2.9M for 2009 and \$3.0M for 2010), and will be funded from the Service's Vehicle and Equipment Reserve. The lifecycle replacement plan enables the Service to replace and augment the existing aged equipment with modern supportable equipment.

The estimated maintenance cost for the current inventory of installed base equipment, associated software and professional services for the three-year period beginning January 1, 2008 is \$9.4M (approximately \$2.9M for 2008, \$3.1M for 2009 and \$3.4M for 2010). Funding for this equipment has been included in the Service's 2008 operating budget request.

The actual cost of equipment acquisition as well as maintenance costs for both hardware and software will change as new hardware and software products are added to meet projects and/or operational requirements.

Background/Purpose:

The Toronto Police Service (TPS) requires a reliable and cost-effective supply of equipment, maintenance and services to maintain its infrastructure in a state of good repair, in order to support its use of information technology and ensure business requirements are met.

The TPS has an installed base of 405 servers as part of its computing infrastructure. These servers provide the core computing resources linking all workstations with local services, centralized information repositories and external agencies (such as the Royal Canadian Mounted Police). As well, these servers form the basis of TPS security and network management systems.

The TPS technology strategy for computing server hardware and software is based on an “open” and standards based architecture. An “open” and standards based architecture provides the necessary flexibility to allow multiple third party vendor applications to integrate. The selection of IBM X-Series Intel Based Servers and IBM P-Series Unix-AIX based servers platform, provides the Service with a standardized technology platform which, through the server lifecycle replacement programs, meets the demands for information technology and services for daily policing and support activities.

Discussion:

On July 20, 2007, a Request for Proposal (RFP) (#1090028-07) was issued by the Service’s Purchasing Support Services unit to select a vendor(s) of record for the acquisition and maintenance of IBM P-Series Unix-AIX based Servers, IBM X-Series Intel Based Servers, related server hardware, related server software, and technical consulting in support of the Service’s Information Systems Technology Strategy. The RFP is for a period of three (3) years with the option to renew for an additional 12 month period at the discretion of the Toronto Police Services Board.

The purpose of issuing the RFP was to select a vendor(s) of record for new open systems server technology and software, maintenance and professional services. The TPS’ technology platform is IBM P-Series and IBM X-Series systems hardware and software.

The RFP was intended to identify a vendor or vendors who:

- Can provide the breadth of new technology, support and services at competitive rates that are required by the TPS over the next three (3) years;
- Is an authorized reseller of IBM equipment and capable of providing timely supply of equipment, software and services; and
- Is capable of assisting the TPS with the challenges of implementation, operation, and support of a complex systems environment.

The criteria and weighting for the evaluation of the proposals were as follows:

- Bidder Stability (20%)
- Bidder's Record of Performance (20%)
- Compliance with Requirements (20%)
- Value Added Services (10%)
- Cost (30%)

The RFP process resulted in five (5) responses:

- Agilysys Canada Inc.
- Brains II, Inc.
- IBM Canada Ltd.
- Maxium Solutions Inc.
- NexInnovations Inc.

Acquisition of Hardware, Software and Server Components:

The RFP requested costs for representative configurations of hardware, software and components in common use by the Service. The proposals were evaluated based on the ability to configure and provide a reliable source for IBM server equipment, and Agilysys Canada Inc. achieved the highest score.

The estimated cost to purchase this equipment is \$8.7M (approximately \$2.8M in 2008, \$2.9M in 2009 and \$3.0M in 2010).

The actual configurations to be purchased are dependent on project requirements and budget approvals. Additionally, operational needs and requirements in maintaining server hardware in a "state of good repair" will require purchases of components such as disk, memory and other component upgrades to meet the demands for information technology and services for daily policing and support activities.

Software Maintenance for Installed Equipment:

The RFP requested costs for the maintenance of software and upgrade protection for all existing components of the TPS infrastructure. An evaluation of the proposals received for the provision of these services resulted in Agilysys Canada Inc. achieving the highest score.

The estimated software maintenance costs for the current installed base of equipment is \$5.2M over the 3 year term of the contract (approximately \$1.7M for 2008, \$1.7M for 2009 and \$1.8M for 2010).

Hardware Maintenance for Installed Equipment:

The RFP requested costs for the maintenance of hardware. An evaluation of the proposals received for the provision of these services resulted in IBM Canada Ltd. achieving the highest score.

The estimated hardware maintenance costs for the installed base of equipment is \$4.1M over the 3 year term of the contract (approximately \$1.2M for 2008, \$1.3M for 2009 and \$1.6M for 2010).

Professional Technical Services:

The Service requires “ad hoc” technical services to analyse and resolve complex problems as they arise in the server infrastructure. These technical services require an in-depth knowledge of the system software components which can best be provided by the creators of the software. An evaluation of the proposals received for the provision of these services resulted in IBM Canada Ltd. achieving the highest score.

The professional technical services costs are \$40,000 per year and \$120,000 over the three (3) year term of the contract.

Conclusion:

This report requests approval for the selection of Agilysys Canada Inc. as the Vendor of Record to supply computer server hardware, software and components, software maintenance, upgrade protection and training on software releases for the installed server hardware and server related software products, for a three (3) year time period beginning January 1, 2008. In addition, this report requests approval for the selection of IBM Canada Ltd. as the Vendor of Record for the hardware maintenance and professional technical services to resolve problems with the installed server products for a three (3) year time period beginning January 1, 2008.

The three year term for the vendor of record agreements avoids the need to conduct a formal RFP process annually and reduces administration and time required in this regard. Processes will be incorporated into the agreement to ensure the TPS continually receives competitive pricing during the term of the agreement.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P379. PRE-QUALIFIED CONTRACTORS FOR CONSTRUCTION SERVICES

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

Subject: PRE – QUALIFIED CONTRACTORS FOR CONSTRUCTION SERVICES

Recommendation:

It is recommended that the Board approve the five (5) pre-qualified vendors listed below for the provision of construction services for a three (3) year period commencing on January 1, 2008 and concluding on December 31, 2010:

1. A.G. Reat Construction Company Limited;
2. West Metro Contracting Incorporated;
3. Cloke-Kirby Construction Limited;
4. The Michael Thomas Group; and
5. DPI Construction Management.

Financial Implications:

There are no financial implications related to the recommendations contained within this report. The construction services required by the Service are funded from the operating and capital budgets, and are for minor renovation projects. Typically, most of these projects would be less than \$200,000.

Background/Purpose:

The Board, at its meeting of October 19, 2006, approved the Service's recommendation to not exercise the option of extending the term for the current pre-qualified vendors beyond the expiry date of November 30, 2006 (Min. No. P328/06 refers). As a result, a Request for Proposal (RFP) to establish a new list of pre-qualified vendors was required. The Service indicated, at the October 19, 2006 meeting, that based on the time to issue and evaluate the RFP, a recommendation on a new list of pre-qualified vendors would be provided by the end of the first quarter 2007, and that the current pre-qualified vendors would be maintained on a month-to-month basis until the RFP process is complete. However, due to workload priorities (e.g. new Guns & Gangs facility, the move to 9 Hanna St., the move to the new 23 Division) in the early part of 2007, the RFP (#1085421-07) was not issued until April 18, 2007. As a result, the month-to-month arrangement with the current pre-qualified vendors is still in effect until the Board approves a new list of pre-qualified vendors.

Discussion:

The intent of this RFP was to identify contractors who could provide construction services required by the Service from time to time. Seventeen (17) responses to the RFP were received. Having pre-qualified vendors allows the Service to avoid the administrative burden of tendering every minor project to the full market and enables projects to be completed in a more timely manner. The construction services required are tendered on a project by project basis, and the pre-qualified vendors have the opportunity to bid on each project. Consequently, the work is still subject to a competitive bidding process.

The appropriate Service personnel have reviewed the seventeen (17) RFP submissions. The submissions were evaluated independently using the following weighted criteria:

- Qualifications and experience of the Vendor's staff;
- Past experience with projects of a similar nature;
- Compliance with financial requirements;
- Compliance with Work Safety and Insurance Board (WSIB) requirements; and
- References.

Conclusion:

As a result of the evaluation, five (5) vendors are being recommended as the pre-qualified list for a three (3) year term commencing on January 1, 2008 and concluding on December 31, 2010. Four of the five recommended vendors are on the current list and one is a new vendor. The recommended pre-qualified vendors are:

- A. G. Reat Construction Company Limited;
- West Metro Contracting Incorporated;
- Cloke-Kirby Construction Limited;
- The Michael Thomas Group; and
- DPI Construction Management.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P380. TORONTO POLICE SERVICES BOARD – 2007 OPERATING BUDGET
VARIANCE REPORT AS AT SEPTEMBER 30, 2007**

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

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICES BOARD AS AT SEPTEMBER 30, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$000s)	Actual Expend. to Sept 30/07 (\$000s)	Projected Year- End Actual Expend. (\$000s)	Projected (Under)/Over- Expend. (\$000s)
Salaries & Benefits (incl. premium pay)	\$779.6	\$613.2	\$779.6	\$0.0
Non-Salary Expenditures	<u>\$1,458.7</u>	<u>\$348.1</u>	<u>\$1,458.7</u>	<u>\$0.0</u>
Total	<u>\$2,238.3</u>	<u>\$961.3</u>	<u>\$2,238.3</u>	<u>\$0.0</u>

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

As at September 30, 2007, no variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

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

Non-salary Budget

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

Conference Costs

In accordance with the City's cost-containment efforts, the Board has suspended all conference spending for the remainder of 2007. While this may result in some cost savings, these savings have not been quantified and, in any event, would likely not offset the additional legal costs anticipated this year, as outlined below.

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. As at the end of September the actual spending does not reflect any concerns; however, this will be monitored closely and the Board will be updated should circumstances warrant.

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 NOVEMBER 15, 2007**

**#P381. TORONTO POLICE SERVICE – 2007 OPERATING BUDGET
VARIANCE REPORT AS AT SEPTEMBER 30, 2007**

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

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT SEPTEMBER 30, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of April 20 and April 23, 2007, approved the Toronto Police Service (TPS) Operating Budget at a net amount of \$784.958 Million (M). This level of funding included an unspecified reduction of \$1.6M. As previously reported, City Council's \$1.6M budget reduction has been absorbed by the Service through a \$0.8M adjustment to the medical / dental benefit accounts, and a \$0.8M adjustment to the computer maintenance accounts.

The Service has since been notified by City Finance staff of a further \$1.260M allocation of the Insurance Reserve Fund to the Service's 2007 operating budget. As a result of the reallocation, the Service budget has been restated upwards by \$1.260M to a total of \$786.218M. It should be noted that this change does not result in additional available funds to the Service, as there will be a corresponding charge from the City.

On July 19, 2007, the City Manager of the City of Toronto provided an e-mail communication indicating that "all Divisions and ABCs immediately implement cost containment measures with the goal of reducing operating and capital costs for the remainder of 2007". At its meeting of July 25, 2007, the Board was in receipt of my response to the City Manager's e-mail, and the Board recommended that "Chief Blair continue to control costs, monitor expenditures, implement any necessary additional cost containment measures and report on any savings achieved no later than the October 18, 2007 Board meeting" (Min. No. P265/07 refers). This variance report updates the response provided to the Board in the previous variance report, presented at the Board's September meeting, and provides information on the Service's 2007 projected year-end variance (Min. No. P306/07 refers).

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year- End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Salaries	570.9	424.3	569.6	(1.3)
Premium Pay	41.4	28.3	41.4	0.0
Benefits	130.7	107.9	130.2	(0.5)
Materials and Equipment	26.6	20.9	26.9	0.3
Services	<u>70.6</u>	<u>42.4</u>	<u>69.9</u>	<u>(0.7)</u>
Total Gross	<u>840.2</u>	<u>623.8</u>	<u>838.0</u>	<u>(2.2)</u>
Revenue	<u>(54.0)</u>	<u>(49.9)</u>	<u>(56.6)</u>	<u>2.6</u>
Total Net	<u>786.2</u>	<u>573.9</u>	<u>781.4</u>	<u>(4.8)</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

As at September 30, 2007, based on available information, a year-end surplus of \$4.8M is anticipated, which is \$2.1M more than previously reported. In addition, the \$1.6M unallocated budget reduction has been achieved and reflected in the applicable categories. Details for each expenditure category are provided below.

Salaries:

A \$1.3M surplus is projected in the Salaries category (details are discussed below), which is \$0.3M more than previously reported. However, it is anticipated that cost containment measures may realize some further savings by year-end.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year- End Actual Expend. (\$Ms)	Projected (Under)/Over- Expend. (\$Ms)
Uniform Salaries	\$434.0	\$327.3	\$434.0	\$0.0
Civilian Salaries	<u>\$136.9</u>	<u>\$97.0</u>	<u>\$135.6</u>	<u>(\$1.3)</u>
Total Salaries	<u>\$570.9</u>	<u>\$424.3</u>	<u>\$569.6</u>	<u>(\$1.3)</u>

Uniform separations are projected to be 255 compared to the budget of 250, and the actual experience of 267 in 2006. Experience early in the year indicated an increase in separations. As a result, the April and August 2007 recruit class sizes were adjusted in an attempt to maintain an average deployed strength of 5,510 for 2007 and 2008. While attrition decreased over the summer months, it has accelerated in recent weeks, resulting in the increased year-end estimate. Based on the current projected attrition, the December 2007 recruit class (which had been reduced to 30) is being increased to 36.

As indicated in my response to the City Manager (Min. No. P265/07 refers), we are reviewing civilian vacancies on a case-by-case basis, and deferring the filling of those positions where such deferral will not adversely impact the objectives and priorities of the Service. Many of our civilian vacancies arise in areas that require 100% staffing (e.g., court services, communications). As a result, the projected savings from the non backfill of various civilian positions is estimated at \$0.3M.

The 2007 operating budget includes \$3.5M in part-year funding for the hiring of 90 additional court officers to address additional court rooms and wanding requirements, expansion of cells, and the conversion of civil courts to criminal courts. The Service has endeavoured to staff all new courts as they open. There has been some small delay in the opening of some of the new courts. Furthermore, due to the hiring process and projected attrition of current court officers, savings in the salaries for court officers have also been realized. The Service currently projects savings of \$1.0M in total court funding for 2007 (of which \$300,000 is attributed to the delay in court openings).

These savings are one-time savings due to the timing of court openings, and the Service's capacity to staff all courts. Although these one-time savings will not impact on the projected annualized cost of the new courts, the entire court budget is being reviewed for the 2008 operating budget, and any adjustment will be reported to the Board.

Premium Pay:

No variance is projected in the Premium Pay category.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Court	\$10.5	\$8.1	\$10.5	\$0.0
Overtime	\$6.0	\$5.2	\$6.0	\$0.0
Callback	\$7.6	\$5.1	\$7.6	\$0.0
Lieutime Cash Payment	<u>\$17.3</u>	<u>\$9.9</u>	<u>\$17.3</u>	<u>\$0.0</u>
Total Premium Pay	<u>\$41.4</u>	<u>\$28.3</u>	<u>\$41.4</u>	<u>\$0.0</u>

The Service continues to strictly enforce the monitoring and control of premium pay and recently reminded Unit Commanders of their responsibilities in this regard. Overtime is to be authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits).

It must be noted, however, that premium pay is subject to the exigencies of policing and uncontrollable events could have an impact on expenditures. Furthermore, there is an impact on court attendance due to increased enforcement from policing initiatives in 2006 (e.g., TAVIS). There is the potential that court attendance could increase for the remainder of 2007, due to the result of the 2006 enforcement activities. Nonetheless, court attendance is being monitored to ensure that it is limited to the required witnesses for each case.

As per the working agreement, lieu-time cash payments to staff are made four (4) times per year with the last payment occurring in December. The final payment is the largest of the four and, since it is subject to how staff uses their accumulated time prior to the cut-off date of November 30th, there could be an impact on premium pay. The Service projects for these payouts based on historical actual data and patterns. Any time not paid out or used by the end of the year must be accounted for in a liability account.

Benefits:

A \$0.5M surplus is projected in the benefit category, which is \$0.3M more than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Medical/Dental	\$30.8	\$23.0	\$30.3	(\$0.5)
OMERS/ CPP/EI/EHT	\$83.5	\$67.5	\$83.5	\$0.0
Sick Pay/CSB/LTD	\$6.3	\$10.5	\$6.3	\$0.0
Other (e.g. WSIB, life ins.)	<u>\$10.1</u>	<u>\$6.9</u>	<u>\$10.1</u>	<u>\$0.0</u>
Total Benefits	<u>\$130.7</u>	<u>\$107.9</u>	<u>\$130.2</u>	<u>(\$0.5)</u>

Trends continue to indicate that medical/dental costs will be less than budgeted. These trends have been reflected in the 2008 operating budget submission, as the 2008 submission for medical/dental is based on projected 2007 experience.

Materials and Equipment:

A shortfall of \$0.3M is projected in the Materials and Equipment category, no change from what was previously reported.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Vehicles (gas, parts, purchases)	\$13.8	\$11.8	\$14.1	\$0.3
Uniforms	\$3.6	\$3.3	\$3.6	\$0.0
Other Materials	\$4.6	\$2.8	\$4.6	\$0.0
Other Equipment*	<u>\$4.6</u>	<u>\$3.0</u>	<u>\$4.6</u>	<u>\$0.0</u>
Total Materials & Equip	<u>\$26.6</u>	<u>\$20.9</u>	<u>\$26.9</u>	<u>\$0.3</u>

* Approx. \$3M is attributed to grant-funded expenditures (revenue budget has been increased by same amount).

As indicated previously, all Unit Commanders in the Service have been made aware of the need to implement cost containment measures. All expenditures are being carefully monitored and controlled, and commitments are being made only for items that are essential to the on-going and effective operations of the Service or that help mitigate a risk to the Service.

All discretionary expenditures are to be cancelled or deferred wherever possible. Decisions on

expenditures for equipment are to be made on a case-by-case basis, in the context of operational necessity, and taking into account whether the useful life can be reasonably extended, without adversely impacting operations or incurring increased maintenance costs.

At this time, gasoline is projected to be over budget. Gas prices have increased during the year, although stabilized recently. The full-year impact of every one cent increase in the price of gasoline is \$60,000.

Services:

A \$0.7M surplus is projected in the Services category, no change from what was previously reported.

Expenditure Category	2007 Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Legal Indemnification	\$1.0	\$0.1	\$1.0	\$0.0
Uniform Cleaning Contract	\$2.2	\$1.3	\$2.2	\$0.0
Courses/Conferences	\$1.6	\$0.8	\$1.5	(\$0.1)
Clothing Reimbursement	\$1.7	\$0.6	\$1.7	\$0.0
Computer Lease/Maint	\$13.2	\$10.4	\$12.9	(\$0.3)
Phones/Cell Phones/911	\$6.2	\$4.4	\$6.2	\$0.0
Contribution to Reserves	\$15.7	\$9.5	\$15.7	\$0.0
Caretaking / Maintenance	\$15.5	\$7.8	\$15.5	\$0.0
Other Services*	<u>\$13.5</u>	<u>\$7.5</u>	<u>\$13.2</u>	<u>(\$0.3)</u>
Total Services	<u>\$70.6</u>	<u>\$42.4</u>	<u>\$69.9</u>	<u>(\$0.7)</u>

* Approx. \$2.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount).

Again, all discretionary expenditures are to be cancelled or deferred wherever possible. Decisions on expenditures are to be made on a case-by-case basis. I have directed that no expenditures be incurred for conferences for the balance of the year, unless a financial commitment has already been made, based on prior approval, or if a member is required to speak at a conference or seminar. Attendance at training courses will only be approved if they are necessary to the effective delivery of front-line services or support functions.

The Service has reviewed all spending on courses and conferences and is projecting savings of \$150,000 through deferral of non-essential training and restrictions in the number of members attending the same sessions. It must be noted that the Service budgets only for required training and that significant reductions in the training accounts cannot be made without negatively impacting member's ability to maintain and enhance their technical knowledge and expertise.

The \$0.8M reduction in computer maintenance accounts, implemented to absorb part of City Council's \$1.6M budget reduction, is reflected in the budget. Experience to date indicates a further savings of \$300,000 in this account due to the implementation of various maintenance contracts occurring later than estimated, and less than estimated.

Small savings are projected in various "other services" accounts, resulting in \$0.3M projected savings for that group of accounts. No other significant savings have been identified at this time,

although it is anticipated that the cost containment measures may result in further year-end savings.

Revenue:

A \$2.6M surplus is projected in the Revenue category, which is \$1.5M more than previously reported.

Revenue Category	Annual Budget (\$Ms)	Actual Expend. to Sept 30/07 (\$Ms)	Projected Year-End Actual Expend. (\$Ms)	Projected (Under)/Over-Expend. (\$Ms)
Recoveries from City	(\$5.1)	(\$4.5)	(\$5.1)	\$0.0
CPP and Safer Communities Grants	(\$15.7)	(\$6.6)	(\$15.7)	\$0.0
Other Government Grants	(\$9.4)	(\$9.2)	(\$9.4)	\$0.0
Fees (e.g. paid duties, alarms, reference checks)	(\$9.4)	(\$7.0)	(\$10.1)	\$0.7
Secondments	(\$2.3)	(\$1.4)	(\$2.3)	\$0.0
Draws from Reserves	(\$5.0)	(\$13.2)	(\$5.0)	\$0.0
Other Revenues (e.g. prisoner returns)	<u>(\$7.1)</u>	<u>(\$8.0)</u>	<u>(\$9.0)</u>	<u>\$1.9</u>
Total Revenues	<u>(\$54.0)</u>	<u>(\$49.9)</u>	<u>(\$56.6)</u>	<u>\$2.6</u>

As previously reported, the Service has received \$1.1M from Manulife Financial, due to a previous favourable experience rating in its life insurance claims. In addition, the Service continues to experience favourable variances in its paid duty accounts, which have been partially offset by unfavourable variances in police record checks, for a net favourable variance of \$0.7M. The Service is also now projecting \$0.8M in various other one-time revenues (e.g. actual expenditures for liabilities being lower than what was estimated, additional grants).

Conclusion:

As at September 30, 2007, the Service is projecting a favourable variance of \$4.8M. All Unit Commanders have been made aware of the need for cost containment and the regular monitoring and control of accounts has been augmented to address this requirement. Commitments for discretionary spending are only being made for items that are essential to the on-going and effective operations of the Service, or that help mitigate a risk to the Service. It is anticipated that these cost containment measures as well as other factors (e.g. further increase in the attrition rate) may result in further savings by year end.

It should also be noted that the Service has commenced a review of its liability and deferred revenue accounts, which were established in previous years. The Service will be providing a separate report to the Board on the results of this review, following the 2007 year-end process.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P382. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2007 OPERATING BUDGET VARIANCE REPORT AS AT SEPTEMBER
30, 2007**

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

Subject: 2007 OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE PARKING ENFORCEMENT UNIT AS AT SEPTEMBER 30, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$000s)	Actual Expend. to Sept 30/07 (\$000s)	Projected Year- End Actual Expend. (\$000s)	Projected (Under)/Over- Expend. (\$000s)
Salaries & Benefits (incl. premium pay)	\$29,028.8	\$20,240.0	\$28,828.8	(\$200.0)
Non-Salary Expenditures	\$4,596.3	\$2,671.5	\$4,396.3	(\$200.0)
Total	\$33,622.1	\$22,911.5	\$33,222.1	(\$400.0)

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

As at September 30, 2007, a \$0.4M favourable variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Staff attrition has been greater than anticipated levels included in the 2007 approved budget. As a result, a \$0.2M favourable variance is projected in this category.

Benefits are trending to be within the approved budget amounts.

Non-salary Expenditures

A \$0.2M surplus is projected in this category.

It is now anticipated that some costs (e.g. paper, maintenance) for the hand held parking devices will not fully annualize until 2008 and therefore, a savings is projected.

Conclusion:

Projections to year-end indicate a \$0.4M favourable variance to the approved budget.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P383. TORONTO POLICE SERVICE – 2007 CAPITAL BUDGET VARIANCE
REPORT AS AT SEPTEMBER 30, 2007**

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

Subject: 2007 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE AS AT SEPTEMBER 30, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation in a particular year can be carried forward for one year. The available funding for 2007 is \$42.97 Million (M), comprised of \$32.95M in new debt funding and \$10.02M carried forward from 2006. The Service is projecting a total expenditure of \$39.968M in 2007, compared to \$42.97M in available funding (a 93.0% spending rate). This represents an under-expenditure of \$3.0M for 2007, of which \$2.7M will be carried forward to 2008. Two projects (Jetforms-\$0.06M and 23 Division-\$0.24M) have funding that will not be spent in 2007 and will not be carried forward, as these projects will be completed in 2007.

Background:

Toronto City Council, at its meeting of March 7, 2007, approved the Toronto Police Service's (TPS) 2007–2011 Capital Budget at a net total expenditure of \$32.95M for 2007, with \$163.7M identified for the 5 years 2007-2011. Council's approval levels were less than what had been approved by the Board. As a result, at its March 22, 2007 meeting, the Board approved a revised capital program that meets the funding levels approved by Council (Min. No. P137/07 refers). The Service's 2007-2011 approved Capital Program averages \$32.75M over the five-year period.

Discussion:

Summary of Capital Projects:

Appendix 1 provides a status summary of the on-going projects from 2006 as well as those projects that have started in 2007. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report. Appendix 2 provides the 2007-2011 approved capital program, for information.

Key Highlights / Issues:

The following provides information on those projects that are experiencing budget pressures, delays, or other issues:

- New Training Facility (Gross \$75.8M, net \$66.0M)

Construction of the new training facility started on February 19, 2007, with an anticipated substantial completion date of December 6, 2008. Labour disruptions in June have resulted in a delay of seven weeks, but the project has regained its earlier momentum and is progressing well. The rate of progress on the project is satisfactory, and it is anticipated to be completed within budget. All efforts are being made to make up the lost time even though the construction is currently being projected to be completed seven weeks behind schedule. The site services are 50% complete, excavations are 100% complete and foundations are 90% complete. Structural steel is arriving on site and being erected in the range portion of the building. Formwork and metal decking is proceeding to the second floor of the academic building. All major sub-contracts have been awarded, and the LEED Silver certification process and the structural steel installations are underway.

At its meeting of August 9, 2007, a semi-annual report on the new Training Facility was submitted to the Board (Min. No. P278/07 refers). The Board referred consideration of this report to the August 13, 2007 meeting of the Board's Budget Subcommittee, but it has yet to be dealt with.

One of the issues identified in that report was with respect to the Daily Bread Food Bank which neighbours the new Training Facility to the north. During the Site Plan approval process, an issue arose with respect to rerouting the Food Bank sanitary line across the TPS Training Facility site. These requirements are being addressed and are estimated to cost approximately \$400,000, and will be spent on new site services (water, storm & sewage lines and connection) and right-of-way access through the Training Facility site. The funds required in this regard will be funded from project contingency. Additionally, the City of Toronto has still not issued a full building permit. It was understood that the permit would be issued following the execution of the Memorandum of Understanding with the Daily Bread Food Bank. The City has issued partial permits for Site Services, Excavation, Foundation and Structural Steel erection. While the lack of full building permit is not affecting the progress of the construction at this time, the Service is working with the City to expedite this matter. The City has also still not clarified its off-site requirements such as the various requested turning lanes. A final matter of note at this time concerns a claim for increased fees, submitted by Shore Tilbe Architects. This matter is being addressed by the Service Facilities Management and Purchasing Support Services staff. The disposition of this matter will be reported to the Board, if and as necessary.

However, the main issue for this project continues to be the uncertainty with respect to the Department of National Defence (DND) participation. Staff from DND are attending some site meetings. However, formal approval from the Treasury Board for participation has not

yet been received. We have been advised that the DND proposal has been forwarded to the Minister's office for sign-off, and then will be submitted to the Treasury Board for consideration in late October. The cost of the project will increase by an estimated \$10.3M, if the Service is required to proceed without DND.

- 14 Division (\$23.7M)

This project provides funding for construction of a new 14 Division facility. A surplus school site owned by the Toronto District School Board (TDSB) has been identified that meets the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007. City Real Estate has been working with the TDSB to finalize the agreement, and subject to City Council approval it is anticipated that the acquisition will be finalized by year-end 2007.

The 2007-2011 Capital Program assumed that the land for this project would be acquired earlier this year. However, the acquisition was delayed and as a result no design work can be done in 2007. Therefore, at its meeting of September 22, 2007, it was requested that the Board approve a transfer of \$0.994M from the 2007 allocation for the 14 Division project to the Radio Replacement Project (Min. No. P308/07 refers).

- 11 Division

The new 11 Division facility project is scheduled to start in 2008 as per the 2007-2011 Capital Program (i.e., no funding is included in 2007). However, similar to 14 Division, a surplus school site owned by the TDSB has been identified that meets the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007. City Real Estate has been working with the TDSB to finalize the agreement, and subject to City Council approval it is anticipated that the acquisition will be finalized by year-end 2007. The Service has adjusted its cash flow for this project in the 2008-2012 Capital Program based on the acquisition of the identified property and determination of the timing of construction for both this and 14 Division.

- In-Car Camera (\$8.7M)

There were a number of technical challenges identified during the original pilot that was launched on November 1, 2005 that affected the reliability and performance of the equipment for this project. One of the main reasons for the pilot part of this project was to ensure the performance and reliability of the system, before a significant investment was made.

Given the on-going performance issues, equipment testing needed to be continued until a reliable, consistent in-car camera system that satisfied the Service's requirements was found. A second Request for Proposal (RFP) was therefore issued on October 20, 2006, to allow other vendors to participate in a competitive process for the in-car camera system and technology. The result of the second RFP process identified two vendors, and a 90-day evaluation commenced in May 2007. A detailed report on the pilot project evaluation was submitted to the April 26, 2007 Board meeting (Min. No. P144/07 refers). The available

funding of \$0.024M for the pilot project is expected to be utilized as planned. It is anticipated that from the 2007 available funding of \$1.1M for full implementation, \$0.77M will be spent to initiate the infrastructure build up, acquire consulting services for network and integration as well as purchase a limited number of in-car camera systems. The remaining funds will be carried forward to 2008.

At its meeting of April 26, 2007, the Board received a report on the in-car camera pilot project evaluation (Min. No. P144/07 refers). This report indicated that budget for the project was revised from \$11M (pilot and implementation in 450 cars) to \$8.7M (pilot and 140 cars would be outfitted with the in-car camera system). The budget was reduced in order to assist the Service in achieving its debt targets for the 2007-2011 capital program. The approved revised budget of \$8.7M includes approximately \$0.6M that has already been spent on the original pilot. As a result, \$8.1M is available for the implementation of this project. The Service also indicated in its report that the full implementation of 450 cars would be reviewed and reflected in future capital programs.

A report on the final evaluation of this project and vendor selection will be submitted to the December 2007 Board meeting. It is anticipated that this project will be completed by 2010, implementing as many in-car camera systems (up to 450) that the approved budget will allow. The number of cars that can be equipped with in-car cameras will depend on the funding required for the data storage and transmission, and at this time, this amount is not firm.

The Service is currently involved in a number of projects that have implications relating to digital storage and networking. A review of three projects (digital video asset management system (DVAMS), closed-circuit television (CCTV) cameras, and the in-car camera project), will be undertaken to develop a comprehensive strategy for digital storage, networking and process requirements. It is anticipated that results of this review will be provided to the Board in 2008.

- Human Resource Management System (HRMS) Upgrades and Additional Functionality (\$1.0M)

The objective of this project was to improve operational efficiencies in the area of workforce management by implementing a technical upgrade and additional functionalities available in PeopleSoft (the Service's Human Resources Management System).

This project experienced delays due to additional time spent in the initial planning stage to ensure the project plan reflected the project objectives. As a result of these delays, \$0.02M was returned to the City at the end of 2006 due to the City's one-year carry forward rule. The technical upgrade of the HRMS application was successfully completed in June 2007. The total projected cost to date is \$0.79M, and is being reviewed by staff, so that the cost can be finalized. Any adjustments required to the Service's 2008-2012 capital program, as a result of this exercise, will be submitted for approval.

The additional functionality portion of this project has been reviewed by the project Steering Committee and the Command. Staff that would be working on this project are the same staff that are working on the Time Resource Management System (TRMS) upgrade project. The capacity of the staff to effectively work on both projects concurrently was seen to be very much limited, and therefore would hamper the ability to properly complete both projects. As a result of this and the additional funding requirement of \$0.98M for the TRMS upgrade project, an adjustment was recommended to the Service's 2007-2011 Capital Program to reduce the funding estimate for the additional functionality component of the HRMS project. A report was submitted to the August 9, 2007 Board meeting (Min. No. P277/07 refers) with details of the funds transfer. At a special meeting on August 28, 2007 (Min. No. P293/07 refers), the Board approved the transfer of \$0.745M from this project to the TRMS project.

The HRMS project is at the wrap-up stage and will be complete at the end of October 2007. Since the entire 2007 funding will not be spent, at its meeting of September 22, 2007 the Board approved a transfer of \$1.165M of the 2007 allocation from the HRMS project to the Radio Replacement project (Min. No. P308/07 refers). City Council must now approve the transfer.

- TRMS Upgrades and Additional Functionality (\$3.65M)

This project provides for the upgrade of TRMS, to ensure the system is properly and more cost-effectively supported in the future. A project charter and work plan were presented to the Steering Committee on May 8, 2007. The work plan provides the design and development efforts required for the next phase of the upgrade. The remainder of 2007 will be spent performing the tasks associated with the technical upgrade of the TRMS application. This work will continue into 2008.

The project team reviewed the revised work plan, with respect to resource and equipment requirements, to complete the upgrade. This review has concluded that \$0.98M in additional funding is required for project management, internal staff backfilling and equipment. A report was submitted to the August 9, 2007 Board meeting (Min. No. P277/07 refers) with details on the additional funds required for this project. At a special meeting on August 28, 2007, (Min. No. P293/07 refers) the Board approved increasing the total budget of the project by \$0.98M by way of a transfer of 2008 cashflow from HRMS (\$0.745M) and the Intelligence/Special Investigations Services Facility Renovation project (\$0.235M). This additional funding, achieved by transferring funds from within the 2007-2011 Capital Program, will not affect the 2008 overall debt funding requirement.

- Digital Video Asset Management System (DVAMS) (\$5.67M)

The vision of DVAMS is to eliminate the use of physical video evidence media within the organization and to implement a network-based system to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

A Steering Committee was established in early 2006 to oversee the overall management of the project. A Project Manager was hired in September 2006, and a Developer was hired in November 2006. A core project team consisting of Information Technology Services and Video Services members has been established. A project charter was a critical initial project phase deliverable and was approved on November 14, 2006. An RFP was issued in January 2007 and TranTech Inc. was approved by the Board in July 2007 as the successful vendor for the acquisition of hardware, software and professional services. The contract agreement, including the statement of work (SOW), is anticipated to be signed by the end of October 2007 and detailed project planning is scheduled for November and December. The project team has performed detailed analysis in conjunction with the integrated requirements from projects such as In-car Camera, CCTV and the Toronto Transit Commission CCTV initiatives. If the agreement and the SOW with TranTech Inc. is signed off in October, it is anticipated that hardware and software for the initial phase of solution development and testing environment will be purchased in 2007.

The project had 2006 unspent capital funding of \$2.1M which was carried forward to 2007. At this point, it is anticipated that the entire funding will be utilized in 2007.

- Geocoding (\$0.46M)

Geocoding is the process of assigning geographic coordinates to records. Establishing location data with associated geocoordinates would allow for more efficient and effective analysis of crime and disorder in our communities.

From May to June 2007, the team defined the requirements and created the project charter. It is anticipated that the RFP will be issued in October 2007. Vendor selection and contract negotiation are estimated to be finalized by January 2008. As a result, it is anticipated that none of the available 2007 funding will be spent, and therefore will be carried forward to 2008.

- Computer Assisted Scheduling of Courts (CASC) System Replacement (\$1.5M)

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

At present, the mainframe CASC system is facing challenges such as a decrease in available technical expertise and a need for increased flexibility. The primary objective of this project is to transform the aging CASC system to a more service-oriented architecture using newer technologies such as JAVA (J2EE), XML and DB2. The CASC system will be converted using automated transformation tools. These automated tools are fast, cost-effective and keep the data safe.

At its meeting of July 10, 2007, the Board approved MSS International Ltd. (MSS) as the vendor for the supply of professional services for the migration of the CASC from the mainframe to a service oriented architecture (Min. No. P252/07 refers). Based on the result of this contract, it is estimated that the project duration is between six to eight months, with a targeted implementation by the end of the first quarter of 2008. It is anticipated that of the \$1.5M available funding in 2007, \$0.7M will be spent in 2007 and the remaining will be carried forward to 2008. Based on the result of the RFP, it is estimated that the total cost of this project will be \$0.9M, which would result in a savings of \$0.6M in 2008.

- Police Community Automated Notification System (PCANS) (\$0.93M)

PCANS provides additional support services to the Divisions with respect to public communication, such as authoring support, media translation, and language translation, while leaving specific communication with the public at the Divisional level.

It is anticipated that this project will spend \$0.05M of the available funding in 2007, for initial planning, RFP development and evaluation. Not entering into any significant commitments for this project in 2007 gives the Service the flexibility to allocate funds from this project to the New Training Facility, should a satisfactory conclusion with DND not be reached.

- Facility Security (\$3.66M)

This project addresses site security for police facilities. The initial plan included the installation or upgrading of fences as well as the provision of security gates where required. The installation of fences had been put on hold pending the results of a Service-wide security assessment. The security assessment is now complete, and priority areas that need to be addressed have been identified. Facility Security is a priority for the Service and the work to implement the action required has commenced to rectify risk areas as quickly as possible. Given the work plan provided, this project will be completed ahead of schedule with \$0.8M projected spending in 2007. TPS staff will be working with City Finance staff to make any required technical adjustment for cash flow purposes.

Conclusion:

This report provides the Board with information on the status of capital projects in the 2007-2011 Capital Program, from a funding, timing and scope perspective. At this point, most projects are on budget and schedule, and Appendix 1 provides a status summary of all the projects.

The Service is projecting a total expenditure of \$39.968M in 2007, compared to \$42.97M in available funding (a 93% spending rate). This represents an under-expenditure of \$3.0M for 2007, of which \$2.7M will be carried forward to 2008. The most significant area of concern in the capital program continues to be the uncertainty with respect to the Department of National Defence (DND) participation in the New Training Facility. Should this participation not materialize, the cost of the project will increase by up to \$10.3M. This will create significant

pressure on the Service's capital program, and could affect the timing and scope of other projects in the program.

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

The Board received the foregoing report.

CAPITAL BUDGET VARIANCE REPORT AS AT September 30, 2007 (\$000s)

Project Name	Available to Spend in 2007	YTD Actual excluding Commitment as at September 30/07	2007 Projected Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
Facility Projects:						
23 Division	2,043.9	1,619.3	1,803.9	240.0	17,665.0	Move was completed on May 7, 2007. Minor work is still being done.
Traffic Services and Garage Facility	250.0	222.0	248.0	2.0	7,100.0	Move was completed on April 2, 2007. Minor work is still being done.
New Training Facility	27,259.4	7,150.7	27,259.4	0.0	75,832.0	Please refer to the body of the report.
Intelligence/Special Investigation Facility	1,000.0	224.7	700.0	300.0	4,800.0	The 2007 portion of this project commenced in June. Funding will be spent for fire suppression and design work.
Property and Evidence Management (Feasibility Study)	258.0	250.0	250.0	8.00	258.0	The feasibility study is complete.
14 Division	0	4.8	4.8	-4.8	23,659.6	Please refer to the body of the report.
Information Technology Projects:						
Voice Logging Recording System	301.0	315.4	301.0	0.0	974.0	Project is on time and on budget; will be completed by the end of 2007.
Geocoding Engine	457.0	0.0	0.0	457.0	457.0	Please refer to the body of the report.

CAPITAL BUDGET VARIANCE REPORT AS AT September 30, 2007 (\$000s)

Project Name	Available to Spend in 2007	YTD Actual excluding Commitment as at September 30/07	2007 Projected Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
CASC System	1,500.0	130.0	705.8	794.2	1,500.0	Please refer to the body of the report.
Jetforms Replacement	550.0	15.9	497.1	52.9	1,250.0	This project will be completed by November 2007; currently projected to be slightly below budget.
HRMS Upgrades and Additional functionality	250.0	254.9	250.0	0.0	1,015.0	Please refer to the body of the report.
TRMS Upgrades and Additional functionality	1,903.0	645.9	1,876.0	27.0	3,648.0	Please refer to the body of the report.
Police Community Automated Notification System	927.0	0.0	50.0	877.0	927.0	Please refer to the body of the report.
Replacement of Call Centre Management Tools	296.0	-1.1	296.0	0.0	886.0	This project is on budget and on schedule and will be completed by the end of 2007.
In-Car Camera	1,124.0	49.3	789.0	335.0	8,662.0	Please refer to the body of the report.
Automated Vehicle Location System Expansion	754.3	57.5	754.3	0.0	1,590.0	This project is on budget and on schedule and will be completed by the end of 2008.
Strong Authentication	606.8	323.6	606.8	0.0	1,555.0	This project is on budget and on schedule and will be completed by the end of 2007.
Digital Video Asset Management II	2,098.4	387.6	2,098.4	0.0	5,665.0	Please refer to the body of the report.

CAPITAL BUDGET VARIANCE REPORT AS AT September 30, 2007 (\$000s)

Project Name	Available to Spend in 2007	YTD Actual excluding Commitment as at September 30/07	2007 Projected Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
Replacements / Maintenance / Equipment Projects:						
Radio Replacement	2,363.6	192.5	2,363.6	0	35,525.7	This project is on budget and on schedule.
State of Good Repair-Police	2,243.7	1,046.2	2,060.5	183.2	29,430.0	This project is on budget and on schedule.
Facility Security	560.9	2.2	830.0	-269.1	3,660.0	Please refer to the body of the report.
Furniture Lifecycle replacement	1,000.5	273.7	1,000.5	0.0	3,000.0	This project is on budget and on schedule.
Advanced TASER Deployment	138.9	130.8	138.9	0.0	1,100.0	This project is on budget and on schedule.
Total	47,886.40	13,295.90	44,884	3,002.4	230,159.3	
TOTAL other than debt expenditure	11,778.4	6,708.0	12,972.4	-1,194.0	208,687.0	
TOTAL Land	14,692.0	0.0	9,730.0	4,962.0	20,192.0	
Funding from DND	-4,916.0	0.0	-4,916.0	0.0	-4,916.0	
TOTAL excluding Land and Other than debt expenditure	42,970.4	13,295.90	39,968.0	3,002.4	225,243.3	

2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Facility Projects										
23 Division (Kipling and Finch)	15,165	-454.6	2,500	0	0	0	0	2,500	0	17,665
New Training Facility (Replacement of C.O. Bick)	5,900	1,140.9	26,169	38,663	5,100	0	0	69,932	0	75,832
11 Division -Central Lock-up	0	0	0	555	7,112.5	10,528.8	6,101.9	24,298.2	0	24,298.2
14 Division-Central Lock-up	1,000	990.9	0	1,952	6,652	9,539	4,516.6	22,659.6	0	23,659.6
Traffic Services and Garage Facility (9 Hanna)	7,100	0	250	0	0	0	0	250	0	7,350.0
Intelligence / Special Investigation Facility	0	0	1,000	1,000	2,800	0	0	4,800	0	4,800
Property & Evidence Management	0	0	258	0	0	0	0	258	22,696	22,954
Long Term Facility Plan	0	0	0	0	0	0	0	0	105,186	105,186
Information Technology Projects										
Automated Vehicle Location System Expansion	780	349.3	405	405	00	0	0	810	0	1,590
HRMS Upgrades and Additional Functionality	1,915	1,415	0	745	500	0	0	1,245	0	3,160
TRMS Upgrades and Additional Functionality	2,453	1,903	0	215	0	0	0	215	0	2,668
In – Car Camera (cashflow change)	662	124	1,000	2,300	2,300	2,400	0	8,000	0	8,662
Digital Video Asset Management II	2,350	2,098.4	0	2,015	1,300	0	0	3,315	0	5,665
Jetforms Replacement	700	0	550	0	0	0	0	550		1,250
Geocoding Engine	0	0	457	0	0	0	0	457	0	457
Police Community Automated Notification System	0	0	927	0	0	0	0	927	0	927
CASC System Replacement	0	0	1,500	0	0	0	0	1,500	0	1,500
Data Warehouse Establishment	0	0	0	0	0	0	0	0	6,594	6,594
Record Management Systems Replacement	0	0	0	0	0	0	0	0	8,000	8,000
Electronic Document Management	0	0	0	0	0	0	0	0	500	500
Radio Console Dispatch for Communication Centre	0	0	0	0	0	0	0	0	220	220
Replacements/Maintenance/Other Projects										
Radio Replacement (cashflow change)	8,525.7	199.6	0	0	0	9,600	11,400	21,000	0	29,525.7
Facility Security	2,745	160.9	400	515	0	0	0	915	0	3,660
State-of-Good-Repair – Police	10,730	543.7	1,700	1,800	1,900	1,900	1,900	9,200	9,500	29,430

2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Furniture Lifecycle Replacement	2,250	250.5	750	0	0	0	0	750	0	3,000
Total – Capital Budget Request	62,218.1	8,679.7	37,866	50,165	27,664.5	33,967.8	23,918.5	173,581.8	152,696	388,495.9
Other than debt - Funded from Reserve										
Vehicle and Equipment Replacement	15,099	0	5,098	5,033	5,033	5,033	5,033	25,230	25,165	65,494
Workstation, laptop, printer – lifecycle	7,058	33.0	4,341	4,040	5,260	4,300	4,480	22,421	26,150	55,629
Servers – lifecycle	4,505	108.3	0	2,810	2,910	3,010	3,120	11,850	16,950	33,305
IT business resumption – lifecycle plan	6,663	1,185.5	260	0	0	1,590	1,640	3,490	8,920	19,073
Mobile Workstations	0	0	0	0	6,436	0	0	6,436	15,940	22,376
Network Equipment	0	0	0	0	0	0	0	0	4,610	4,610
Locker Replacement	0	0	550	550	550	550	0	2,200	0	2,200
Radio Replacement	0	0	0	4,000	2,000	0	0	6,000	0	6,000
Total – Funded from Reserve	33,325	1,329.8	10,249	16,433	22,189	14,483	14,273	77,627	97,735	208,687
Land Cost										
54 Division	1,708	1,708	0	0	0	0	0	0	0	1,708
14 Division	4,230	4,230	0	0	0	0	0	0	0	4,230
41 Division	3,254	3,254	0	0	0	0	0	0	0	3,254
11 Division	2,500	2,500	3,000	0	0	0	0	3,000	0	5,500
13 Division	0	0	0	0	0	0	0	0	5,500	5,500
Total Land Cost	11,692	11,692	3,000	0	0	0	0	3,000	5,500	20,192
Summary										
Total Gross Request	107,292.7	21,743.4	51,115	66,598	49,853.5	48,450.8	38,191.5	254,208.8	255,931	617,432.59
Less Draw from Reserve	-33,325	-1,329.8	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-97,735	-208,687.1
Less Recovery from Dept of National Defence (DND)	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	-9,832
Less Land Cost	-11,692	-11,692	-3,000	0	0	0	0	-3,000	-5,500	-20,192
Total Net Capital Budget Request	62,275.7	8,721.6	32,950	47,707	25,206.5	33,967.8	23,918.5	163,749.8	152,696	378,721.5
2008-2011 Average								32,700		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P384. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
TORONTO POLICE SERVICE PROCEDURE PERTAINING TO
PROBATIONARY CONSTABLES**

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

Subject: REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
RECOMMENDATIONS TO DISPENSE WITH THE SERVICES OF
PROBATIONARY CONSTABLES

Recommendation:

It is recommended that the Board approve a request for a three-month extension to submit the report on a new Service Procedure regarding the termination of police constables during their probationary period.

Financial Implications:

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

Background/Purpose:

At its meeting on May 17, 2007, the Board approved a recommendation that the Chief develop a new procedure specific to probationary constables (Min. No. P196/07 refers), including the following provisions:

- (1) (a) A requirement for supervisors to develop a work plan for probationary constables who exhibit a deficiency in their work performance and an action plan for improving their performance,
 - (b) A requirement for a full review of all probationary constables following the completion of their 5th compressed work week cycle as a 4th class constable, and
 - (c) A requirement for the submission of appropriate documentation in a timely manner where it is proposed that the services of a probationary constable be dispensed with;
- (2) The Board request the Chief of Police to conduct a review of the coach officer program, and make such changes as may be required to ensure that probationary constables receive the support they need and any performance concerns are identified and properly documented at an early stage;

- (3) The Board request the Chief of Police to ensure that the assignment of management representatives to the Standing Committee on Probationary Constables takes into account the organizational need for diversity;
- (4) The Board approve probationary constables being given the opportunity to make a written submission to the Probationary Constables Committee prior to their vote, and that a copy be provided to the Chief of Police and included in any recommendation to the Board to terminate the services of the probationary constable; and
- (5) The Board approve Labour Relations vetting all documents pertaining to the termination of a probationary constable, including any report to the Board recommending termination of a probationary constable.

Discussion:

A review of current Service Procedure 14-03 entitled “Coach Officers” and the drafting of a new procedure requires the input and collaboration from many internal stakeholders, including the Chief’s Office, Training and Education, Labour Relations, Corporate Planning, Legal Services and individual Unit Commanders with responsibility for primary response police officers. This work is currently progressing but has not, to date, resulted in a draft procedure.

Conclusion:

A three-month extension of time would allow the Service a sufficient amount of time to take note of the various stakeholders concerns and distil them into a comprehensive procedure for the Service to follow. A report on this matter will be presented to the Board at its meeting in March 2008.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P385. HUMAN RESOURCES STAFFING STRATEGY: 2008 TO 2009

The Board was in receipt of the following report November 13, 2007 from William Blair, Chief of Police:

Subject: STAFFING STRATEGY – 2008 TO 2009

Recommendations:

It is recommended that the Board approve the following:

- (1) maintain the uniform hiring program with its current Uniform Establishment of 5,510; and
- (2) maintain the civilian hiring program with its current Civilian Establishment of 2,001 pending any establishment changes resulting from the Civilian Vacancy Review and the approval of the new initiative requests for 24 civilian positions in the 2008 Operating Budget submission.

Financial Implications:

There are no financial implications with respect to the recommendations in this report. This Staffing Strategy is reflected in the Service's 2008 Operating Budget submission, which is being submitted under separate cover at the November 15, 2007 Board meeting.

Background/Purpose:

The Board at its meeting on January 25, 2007 was in receipt of a report on the Staffing Strategy for the Service (Min. No. P15/07 refers). An update on the 2007 Operating Budget submission, including a recommendation to approve 101 civilian positions, was approved by the Board at its meeting on April 26, 2007 (Min No. P174/07 refers). This report is a further update on our experience up to September 30, 2007 and the recommended Strategy going forward in 2008 to 2009.

Discussion:

Several issues have been taken into account in the development of this Strategy, including the following:

- assessment of patterns of retirements and resignations; and
- bargaining negotiations for the new Collective Agreements for members to commence shortly.

UNIFORM STAFFING

Target Establishment

The Service uses a mathematical model for the development of the Strategy. This model counts new recruits as additions to the uniform strength (deployment) as at their date of appointment to 4th Class Constables and not as of their hire date into the Service as cadets-in-training. Considering that the current establishment of 5,510 uniform personnel is being maintained, this target level is being used for the purpose of this Strategy period.

Projected Hiring

Based on an aggressive hiring program that began in late 2005 and continued into 2007, the deployed strength of the Service as of September 30, 2007 was 5,595 uniform personnel, reflecting 85 above establishment. The Service hired 144 recruits in December 2006, as well as 144 recruits in April 2007. Following the conclusion of the aggressive hiring program, the August 2007 class had 89 recruits and 36 recruits are projected for the December 2007 class. The projected hires for the April 2008 class will be 25 recruits and this will result in the Service being closer to its establishment by the end of June 2008. The projected hires for August and December 2008 will be 120, plus a total of 6 lateral hires within the year. In summary, the Service is projecting to hire 271 uniform personnel for 2008, which includes 6 lateral entries.

With the Ontario Police College (OPC) having a three intake system per year, the staffing levels in the Service can fluctuate throughout the year as separations occur on a continuous basis, while recruits are deployed only in specific months. As a consequence, the Service can be under or over its authorized establishment at various times in the year. As such, the basic premise of the Strategy is to address these variations and remain within the Operating Budget by balancing hires against projected separations and ensuring the Service is “at average to target” as of year-end.

Separations are monitored on a monthly basis to allow the Service to adjust its hiring projections, as required. Based on actual experience, the Service will revise its projected hiring needs and the Board will be updated through the Budget Variance reports.

Current Separations

For 2007, 250 separations were projected but this projection was recently re-evaluated and adjusted to reflect 255 projected separations. As of September 30, 2007, 223 uniform members have actually separated from the Service. These include 64 resignations (40 joined other police services, which is an increase from last year’s number of 28), 156 retirements, 1 death and 2 cadets-in-training resignations. This compares to a total of 229 separations for the same period last year.

Projected Separations

For 2008 and 2009, the projected separations are estimated to be at 275 each year. One factor that may influence the projected separations is the collective bargaining process that will commence shortly when both sides exchange proposals. As reported in the Strategy on January 25, 2007, the Provincial Government passed Bill 206, which established an autonomous governance structure for OMERS. This Bill allows for a supplemental plan to be negotiated between the affected parties. It is difficult to predict what effect this legislation will have on uniform separations in the near and longer term pending negotiations for the new collective agreements.

Another factor that may also influence a resignation is the hiring demands made by other police services, which is an unknown factor when making projections.

CIVILIAN STAFFING

Establishment

The Civilian Establishment set out in the Strategy pertains to the permanent full-time complement of the Service, exclusive of certain members who are budgeted for separately: members of the Parking Enforcement Unit; part-time and temporary personnel. For the purpose of this Strategy, "*hires*" include external hires and those members who are appointed to a permanent full-time position from parking enforcement, temporary, part-time and cadet-in-training positions. Also, for the purpose of this Strategy, "*separations*" include those who leave the Service (resignation/retirement), members who move from a permanent full-time position to cadet-in-training, parking enforcement, temporary or part-time positions.

Civilian Vacancy Review

As previously indicated to the Board on July 25, 2007 (Min No. P265/07 refers) and September 20, 2007 (Min No. P306/07 refers), the Service is currently conducting a review of vacant civilian positions, except for Parking Enforcement Officers, Court Officers, Communications Operators and selected positions where an operational need is clearly and immediately evident. Since September 17, 2007, the filling of vacant civilian positions has been deferred pending the completion of this Review. The purpose of the Review is to determine whether the vacancies are critical to the functioning of the Service and the risks associated in not filling them. To date, unit commanders with vacancies in their units have completed a survey on each of the vacant positions. A report on the results of this Review will be provided to the Command shortly.

New Initiatives - 2008 Budget Request

New initiatives which may increase the Civilian Establishment, if approved in the 2008 Operating Budget submission, include 22 positions for Court Services (Ministry of the Attorney General (MAG Disclosure project)) and 2 for Records Management Services (Freedom of Information). Further details pertaining to these 24 positions are included in the 2008 Operating Budget submission.

Hiring

For 2008, there are 131 projected number of hires based on civilian vacancies only. It must be noted that the impact of the Civilian Vacancy Review and the new initiative requests for 24 positions, have not been taken into consideration in the hiring projections.

Current Separations

For the purposes of the Strategy, civilian separations include not only those members who leave the Service, but also those who become cadets-in-training, those who join the Parking Enforcement Unit and those who move to part-time or temporary positions. As at September 30, 2007, 30 civilians have left the Service through retirement, 34 left through resignation and there were 3 deaths, for a total of 67 separations. For 2007, the projected separations were 70, but this projection was recently re-evaluated and adjusted to reflect 80 projected separations.

Projected Separations

For 2008 and 2009, the projected civilian separations are estimated to be 80 each year based on previous separation experience. As with the uniform personnel, civilian separations are also monitored very closely and should actual experience result in changes to these projections, the Board will be updated through the Budget Variance reports.

In summary, pending the results of the Civilian Vacancy Review and the approval of the new initiative requests for 24 civilian positions, any Civilian Establishment changes will be reported to the Board for its consideration following the Toronto City Council's approval of the Service's 2008 Operating Budget.

Conclusion:

The above Strategy is designed to maintain adequate staffing for the Service in relation to its authorized Uniform and Civilian Establishment. It is based on current projections, which are monitored on a constant basis in order for adjustment to be made as required and reported to the Board accordingly.

The budget impact of the foregoing Strategy will be included in the 2008 Operating Budget submission.

Information pertaining to Uniform and Civilian hiring and separation projections for 2008 to 2009 are outlined in Appendix A and B.

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

Chief Blair advised that the foregoing human resources strategy reflects the current 2008 operating budget request (Min. No. P386/07 refers). If the 2008 operating budget request is reduced, the human resources strategy would be revised.

The Board amended the foregoing report by indicating that the recommendation for approval is subject to adequate funding. The amended recommendation approved by the Board is reprinted below:

It is recommended that the Board approve the following, subject to adequate funding:

- (1) maintain the uniform hiring program with its current Uniform Establishment of 5,510; and**
- (2) maintain the civilian hiring program with its current Civilian Establishment of 2,001 pending any establishment changes resulting from the Civilian Vacancy Review and the approval of the new initiative requests for 24 civilian positions in the 2008 Operating Budget submission.**

2008 to 2009

Year 2007**Authorized Uniform Establishment (Est.): 5,510****Projected Separations: 255**

<u>2007 Cadet Hires</u>		<u>2007 Lateral Hires</u>	
April	144	January	6
August	89	October	<u>5</u>
December (projected)	<u>36</u>	Total:	11
Total:	269		

Total Hires for 2007: 280

<u>Deployment*</u>		<u>+/- Est.</u>	
Deployed officers as of January 31, 2007	5,504	-6	
Deployed officers as of May 31, 2007	5,533	+23	
Deployed officers as of September 30, 2007	5,595	+85	
Deployed officers as of December 31, 2007	5,565	+55	(projected)

Service target average as of year-ending Dec 2007: at average to target

* As indicated previously, the Ontario Police College (OPC) has a three intake system, thus staffing levels of the Service can fluctuate throughout the year as separations occur on a continuous basis, while recruits are deployed only in specific months. As a consequence, the Service can be under or over its authorized establishment at various times in the year. As such, the basic premise of the Strategy is to address these variations and remain within the Operating Budget by balancing hires against projected separations and ensuring the Service is "at average to target" as of year-end.

**UNIFORM STAFFING STRATEGY
2008 to 2009**

<u>Year 2008</u>			<u>Year 2009</u>		
Authorized Uniform Establishment (Est.): 5,510			Authorized Uniform Establishment (Est.): 5,510		
Projected Separations: 275			Projected Separations: 275		
<u>2008 Projected Hires:</u>			<u>2009 Projected Hires:</u>		
<u>Cadet Hires</u>			<u>Cadet Hires</u>		
April	25		April	122	
August	120		August	75	
December	120		December	80	
Total:	265		Total:	277	
Total Hires for 2008: 271			Total Hires for 2009: 283		
<u>Deployment*</u>		<u>+/- Est.</u>	<u>Deployment*</u>		<u>+/- Est.</u>
Deployed officers as of January 31, 2008	5,620	+110	Deployed officers as of January 31, 2009	5,532	+22
Deployed officers as of May 31, 2008	5,539	+29	Deployed officers as of May 31, 2009	5,532	+22
Deployed officers as of September 30, 2008	5,476	-34	Deployed officers as of September 30, 2009	5,569	+59
Deployed officers as of December 31, 2008	5,441	-69	Deployed officers as of December 31, 2009	5,534	+24
Service target average as of year-ending Dec 2008: at average to target.			Service target average as of year-ending Dec 2009: at average to target.		
Deployment Dates: January '08, May '08 and September '08			Deployment Dates: January '09, May '09 and September '09		

* As indicated previously, the Ontario Police College (OPC) has a three intake system, thus staffing levels of the Service can fluctuate throughout the year as separations occur on a continuous basis, while recruits are deployed only in specific months. As a consequence, the Service can be under or over its authorized establishment at various times in the year. As such, the basic premise of the Strategy is to address these variations and remain within the Operating Budget by balancing hires against projected separations and ensuring the Service is "at average to target" as of year-end.

**CIVILIAN STAFFING STRATEGY
2008 - 2009**

<u>Year 2007</u>	<u>Year 2008</u>	<u>Year 2009</u>
Civilian Establishment: from 1,900 to 2,001*	Civilian Establishment: 2,001 (projected)	Civilian Establishment: 2,001 (projected)
Separations:** 80	Projected Separations: 80	Projected Separations: 80
Hires:*** 164	Projected Hires: 131	Projected Hires: 131
As of December 31, 2007, the Service will be <u>under</u> its target establishment by 75	As of December 31, 2008, the Service will be <u>under</u> its target establishment by 24	As of December 31, 2009, the Service will be <u>at</u> its target establishment

* The Board at its meeting on April 26, 2007 (Min No. P174/07 refers), approved an increase of 101 civilian positions, which increased the establishment from 1,900 to 2,001.

** As of September 30, 2007, the actual number of civilian separations were 67, plus an additional 5 members signed-up to separate by end of 2007. A projection of 8 additional members are estimated for the remainder of the year.

*** As of September 30, 2007, the actual number of civilian hires were 152 and for the remainder of the year, there is a projection to hire 7 Court Officers, 2 Communication Operators and 3 clerical staff.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P386. TORONTO POLICE SERVICE – 2008 OPERATING BUDGET REQUEST

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

Subject: 2008 OPERATING BUDGET REQUEST FOR THE TORONTO POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve the 2008 net operating budget request of \$802.3 million (M), a 2.0% increase over the 2007 approved net operating budget, excluding the impact of 2008 labour contract settlements;
- (2) the Board approve the addition of 24 positions to the Civilian Establishment as outlined in this report; and
- (3) 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, for approval.

Financial Implications:

The Toronto Police Service's 2008 operating budget request is \$802.3M net (\$840.8M gross). This is an increase of \$16.1M (2.0%) over the approved 2007 net operating budget of \$786.2M.

The budget request includes the necessary funds required to keep the average deployed uniform staff strength during the year at the 5,510 approved by the Board and City Council. The Service is however cognisant of the City's financial constraints, and the 2008 budget has been developed based on specific instructions from the Chief and the Command to all Service units to keep budget increases to an absolute minimum. It is important to note that the current 2008 request does not include any provision for the impact of the 2008 labour contract negotiations.

A summary of the Service's 2008 net operating budget request is provided below.

2008 Budget Submission Summary	\$(M)*	% Inc. over 2007*
2007 Approved Net Budget	786.2	
Increases to salaries and related benefits	8.7	1.1%
Increases to non-salary expenditures & revenues	<u>7.4</u>	<u>0.9%</u>
2008 Net Budget Request	\$802.3	2.0%

*all amounts exclude impacts from 2008 contract negotiations

Background/Purpose:

This report provides the Board with information on the Service's 2008 net operating budget request for consideration and approval. This submission is the result of detailed reviews conducted by both the Service and the Board's Budget Sub-Committee, and reflects the level of funding required to deliver effective and efficient policing to the City of Toronto in 2008.

Information on the 2008 operating budget request is provided within the following categories.

- Service Priorities and Key Performance / Crime Indicators
- 2008 Operating Budget Development Process
- 2008 Operating Budget Request
- 2008 Effectiveness and Efficiency Initiatives
- Court Services History and Pressures

Service Priorities and Key Performance / Crime Indicators

The Service's current priorities, as outlined in the 2006-2008 business plan, are:

- Community Policing Partnerships,
- Safety of Vulnerable Groups,
- Community Safety and Security,
- Traffic Safety,
- Delivery of Service, and
- Human Resources.

These priorities are based on a commitment to accountability, transparency, and to our City's diverse communities, and are used in the determination of where resources should be deployed.

As outlined below, the Service has also taken steps to increase and redeploy the resources available to achieve these priorities:

- Since 2006, the Service has redeployed 200 officers to front-line operations;
- As a result of the Province's Safer Communities grant program and City Council's support, the Service has increased its uniform strength by 250 officers, deployed to divisional front-line and investigative functions;
- \$5.0M in funding from the Province in 2007 has allowed the Service to continue its Toronto Anti-Violence Intervention Strategy (TAVIS). Under this strategy, the Service deploys officers from divisional units to address priority crime issues in various communities. The provincial funding is used to backfill the officers deployed to the TAVIS rapid response teams and, in effect, adds the equivalent of 72 full-time officers;
- Activities related to traffic enforcement programs have been increased, to address fatality and accident trends;
- A new deployment model has been implemented to ensure officers are used in the most efficient and effective manner possible; and

- Absenteeism has continued to decrease in 2007 for both uniform and civilian personnel.

These initiatives, as well as strategic prevention and enforcement activities, contributed to the Service's achievements in 2007. Figure 1 indicates that overall crime has decreased by 5% in 2007, compared to 2006 (as of October 19, 2007). All crime categories have decreased except for robbery and homicide.

Although overall arrests are down 3%, the Service has increased enforcement activities (Provincial Offences Tickets are up 18% and contact with the public, as measured by field contacts, has increased 21%). Although we have significantly increased our contact with the public, the number of public complaints has decreased by 17% (from 341 to 282). Traffic fatalities, which are of concern to the Service and the public, have decreased by 12%. The Service's own departmental vehicle collisions have been reduced by 14%. Note: (All statistics are as of October)

Major Crime Indicators Comparison 2007 / 2006, as of October 19, 2007

Overall Crime	↓	5%
– Auto Theft	↓	4%
– Theft	↓	10%
– Break & Enter	↓	9%
– Robbery	↑	1%
– Assault	↓	4%
– Homicide	↑	25%

Figure 1 - Major Crime Indicators

In order to ensure that the Service is managing its operations efficiently and cost effectively, reviews of specific areas or functions are conducted on a regular basis. Some of the reviews that have been recently completed or are currently underway are:

- Divisional Policing Review (in progress)
- IMPART - Information Management & Process Review Team (in progress)
- City Auditor General's reviews:
 - Training & Education unit (complete)
 - Court Services (in progress)
 - Fleet Operations (in 2008)
- Employment Systems Review
 - Civilian (in progress)
 - Uniform (complete)
- CWW (compressed work week) Schedule
- Facilities Management Unit (complete)
- Radio & Electronics Unit (complete)

2008 Operating Budget Development Process

The development of the Service's 2008 operating budget commenced with specific instructions from the Chief and Command to all Service units. This included direction to only consider increases if they are contractual, or as a result of annualization or an impact from the implementation of an approved capital project. Requests for new initiatives were not to be

considered unless they resulted in a net benefit to the Service, increased the efficiency and cost effectiveness of existing resources, or mitigated a significant risk.

The Service budgets from a zero starting point wherever possible. A zero-based methodology is used to develop all salary budgets, based on existing staff, approved staffing levels for both uniform and civilian positions, and anticipated attrition, hiring, leaves, etc. Salary-related benefits are also calculated from zero, as are estimates for accounts such as consulting services, maintenance services, equipment, and training and development, where the need and funding level required could change from year to year. The remaining portion of the budget is developed based on historical actual experience, need, and current information.

The Service's budget development and review process ensures that the budget request is fiscally responsible and addresses service demands. The 2008 funding requirements have been prepared by the respective Command areas, and reviewed in detail by each respective Command Officer and the Service's Budgeting and Control unit. The overall funding request and key line item information (increases and decreases) was then presented to, reviewed and approved by the Command.

In addition to the Service's internal budget review process, and consistent with previous years, the Board's Budget Sub-Committee (BSC) was provided with a line-by-line budget request and completed a detailed review of each program budget, as well as centralized accounts. Six review meetings were held over a period of one month.

Once approved by the Board, the Service's 2008 budget request will be forwarded to the City Budget Committee for consideration. City Council approval is anticipated in March 2008.

2008 Operating Budget Request

The 2008 net operating budget request of \$802.3M includes the funding required to maintain the 5,510 average deployed uniform strength approved by the Board and City Council, as well as services and equipment to effectively support our officers. Funding levels in the various non-salary accounts have been adjusted to reflect historical spending patterns and justified need, and one-time costs incurred in the previous year have been eliminated. The Service's initial 2008 budget request was reduced by \$1.0M during the BSC review process, based on discussion at those meetings as well as any new or updated information.

The 2008 budget request also includes \$0.9M for additional permanent positions (Ministry of Attorney General (MAG) Disclosure project, Freedom of Information (FOI) Disclosure Analysts), temporary positions for the Divisional Excellence pilot, and funding for the e-learning initiative. Details on these initiatives are provided later in this report.

Revenue accounts, including grants and cost recoveries, have been maximized wherever possible and within the limits of the Municipal Act.

Figure 2 shows that, on a gross basis, 89% of the Service's budget is for salaries and benefits. The remaining 11% is required for the support of our human resources in terms of the vehicles, equipment and information they use, facilities they work in, and training they require.

2008 initiatives have been included in the respective budget categories in Figure 2. The current request does not include any provision for the impact in 2008 of the labour contract settlements, as bargaining is currently underway.

Breakdown of 2008 TPS Budget Request

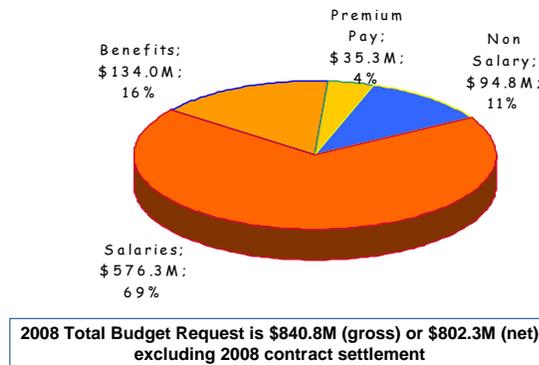


Figure 2 - Overall Budget Request

Table 1 below summarizes the current 2008 request by category of increase. Discussion on each category follows.

Table 1 - Summary of 2008 Budget Request

	Request (\$Ms)	Increase (\$Ms)	Inc. (Dec) over 2007 %
2007 Approved Net Budget - \$786.2M			
(a) Salary Requirements	575.8	5.0	0.6%
(b) Premium Pay	35.3	0.0	0.0%
(c) Statutory Deductions and Fringe Benefits	133.9	3.2	0.4%
(d) Vehicle and Equipment Reserve	12.3	4.6	0.6%
(e) Other Expenditures	82.6	3.0	0.4%
(f) 2008 Effectiveness & Efficiency Initiatives	0.9	0.9	0.1%
(g) Revenues	<u>(38.5)</u>	<u>(0.6)</u>	<u>(0.1%)</u>
2008 Net Budget Request	\$802.3M	\$16.1M	2.0%

(a) Salary Requirements (increase of \$5.0M or 0.6%)

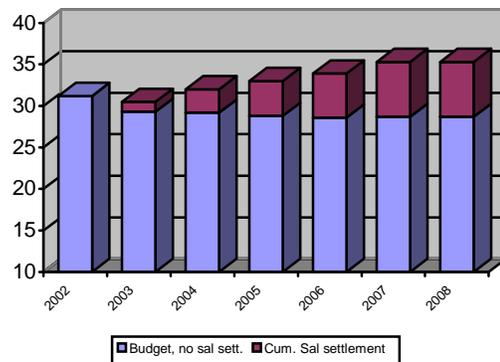
The staffing assumptions for both uniform and civilian staff used in the development of the 2008 budget request are contained in the Service's Staffing Strategy report, scheduled to be submitted to the Board's November 15, 2007 meeting. The Staffing Strategy provides detailed projections for staff attrition and hiring.

The 2008 salary budget is based on the following:

- It is estimated that 275 officers will retire or resign in 2008. In order to maintain an average deployed strength of 5,510 officers (the approved target), the Service is projecting to hire 271 replacement officers in 2008. The part-year savings of those leaving through the year, and the part-year costs of those being hired through the year, has the net effect of reducing the Service's budget by \$8.8M.
- Given that the Service budget is based on actual timing of hires and separations and salary levels, each following year these impacts must be annualized. Furthermore, the officers hired in 2007 and previous years continue to move up through the ranks, creating annual pressures until officers become first-class constables (a four-and-a-half year process from date of hire). The net cost of these requirements in 2008 is \$11.7M.
- The Service continues to experience an increase in the number of officers on extended leaves (maternity, parental, etc.). Salary budgets have therefore been reduced by \$1.4M to reflect the increased number of staff anticipated to be on leave in 2008.
- Leap year has a significant impact every four years, as salaries are budgeted based on the number of days in the year. The \$1.4M added this year will be a reduction in the 2009 operating budget request.
- Court Services has been an on-going pressure over the last several years. 90 new court officer positions were added to the Service's civilian establishment in 2007, in order to address the provincial government's decision to open new courts, holding cells and wandering areas, as well as convert some existing courtrooms. The \$3.5M that was included in 2007 represents part-year salary costs and one-time expenditures and equipment. The annualization of the salary costs for these 90 officers is \$2.8M, but this pressure is partially offset by a reduction of \$0.8M in extra funding that had been budgeted for the staffing of high-security courts, for a net 2008 impact of \$2.0M.
- Two new civilian positions approved in 2007 (a database management position in Information Technology and an Executive Assistant position in Legal Services), civilian salary increments, and other detailed budget adjustments (e.g., increase in maternity / parental top-up due to increased leaves) have a \$0.2M impact (increase) on the 2008 budget.

(b) Premium Pay (increase of \$0.01M or 0.0%)

Excluding the cumulative impact of wage increases, the Service's net premium pay budget has remained at a constant level since 2002 (see Figure 3). The 2008 net premium pay budget is increasing only marginally (\$12,900) over 2007.



The budget determination for premium pay takes into account prior years' spending history, estimated changes in activity levels and Service initiatives that may impact future requirements.

Figure 3 – Net Premium Pay History

The majority of premium pay (53% or \$19M) is incurred due to the requirement for officers to attend court to testify. While the ability to impact criminal court scheduling is limited, the CASC (Computer Assisted Scheduling of Court) system allows officers to be scheduled for traffic court (Provincial Offences Act) more efficiently by considering the officer's working schedule.

It should be noted that actual premium pay expenditures for TAVIS and off-duty court are over-and-above the net premium pay budget, but are fully offset by provincial funding (for TAVIS), and City funding (for off-duty court). Therefore, there is no impact on the net premium pay cost.

(c) Statutory Deductions and Fringe Benefits (increase of \$3.2M or 0.4%)

As shown in Figure 4, fringe benefits for the Service are basically comprised of: payroll deductions (e.g., pensions, statutory deductions) medical and dental coverage, Workers Safety Insurance Board (WSIB), and other benefits (e.g., life insurance, sick pay provisions, etc.).

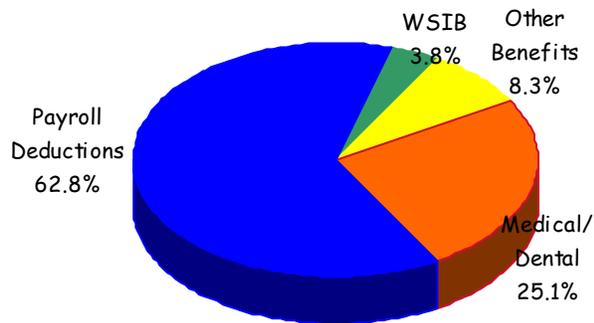


Figure 4 - Breakdown of Statutory Deductions and Fringe Benefits

The increases in statutory deductions and fringe benefits are attributable to the following:

- The budget for statutory payroll deductions is based on the number of employees and their salaries. The increase in statutory deductions, taking into account salary costs and various rate changes, is estimated at \$0.4M.
- Based on the Service's past four years' actual experience, the average annual increase for medical and dental claims is 9% and 3.9% respectively. These rates are below projected industry average increases for 2008, and the Service is pursuing independent advice regarding 2008 projections. Applying the Service's four-year average annual increase to the projected 2007 year-end actual expenditures for medical and dental costs results in an increase of \$1.5M in 2008.
- The 2005-2007 collective agreements included the introduction of a Pay Direct Drug Card. This card was introduced in October 2007. Industry experience indicates that drug claims increase by 15% as a result of this card (since members are more likely to obtain

needed prescriptions, and claims are not lost or forgotten). The annualized impact of the drug card in 2008 is estimated at \$1.3M.

(d) Vehicle and Equipment Reserve (increase of \$4.6M or 0.6%)

The Service has been replacing its fleet of vehicles through provisions and draws from the Vehicle and Equipment Reserve for several years, and contributes just over \$5.0M annually for this purpose.

In 2006, the Service adopted a similar policy for the purchase of IT and other equipment. As a result, computer (e.g., workstations, printers, servers) and other equipment (e.g., furniture, lockers) are now purchased from the Reserve, and the Reserve is replenished for the future replacement cost of these items. The replenishment amount is determined by the cost and life span of the item being purchased.

In addition to the \$5.0M contribution for vehicles, the Service contributed \$2.63M for computer and related equipment in 2007 for a total contribution of \$7.63M. In 2008, this contribution is increasing by \$4.63M to \$12.3M, specifically to cover an increased provision for computer and other equipment.

Given the current strategy, reserve contributions for computer and other equipment will grow each year to 2012. While this approach will create an operating budget pressure each year until 2012, it reduces the Service's capital requirements, stabilizes expenditures in the long term, and is consistent with the City's approach for IT equipment replacement.

(e) Other Expenditures (increase of \$3.0M or 0.4%)

The Service's non-salary portion of the budget includes the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined to the 2007 level. Increases have only been included if they are a result of a contractual obligation, an impact from a completed capital project, or a City recovery. One-time reductions have been taken into account where applicable (e.g., Court Services equipment). The following outlines the most significant changes:

- Gasoline (\$1.2M increase): Gasoline prices continue to increase. Compared to the 2007 budget, the price-per-litre (budget to budget) has increased by 12%, and the estimated consumption has increased by 8% (600,000 litres) to reflect projected experience in 2007. The Service is exploring options for reducing gasoline consumption (e.g., evaluation of vehicles used and other feasible initiatives).
- Computer lease and maintenance (\$0.4M reduction): The Service is gradually moving from a lease to a purchase strategy for IT-related equipment replacement. As leases are eliminated, maintenance contracts (previously funded through the leases) must be entered into for the computer equipment purchased. The net impact of the foregoing is a \$0.4M reduction.

- Data and Communication Lines (\$1.1M increase): The Service has a significant investment in telephone and data communication lines. Included in the 2008 request is an additional \$600,000 to lease redundant lines for business continuity (Min. No. C104/07 refers). The remaining increase is due to the introduction of additional data and communication lines related to the completion of facility projects (e.g., 23 Division, 9 Hanna, Gang and Gun) and new and increased user requirements.

The Service is reviewing its existing and future needs for an expanded data transportation network by exploring the feasibility, benefits, costs and other related issues involved in integrating a fibre optic network into its information technology architecture.

- One-time cost for court officers' equipment (\$0.6M reduction): The 2007 budget increase of \$3.5M for the opening of new courtrooms included \$0.6M for court officers' equipment. This one-time cost has been removed in the 2008 request.
- Consulting, contracted services and service contracts (\$0.5M increase): These accounts are budgeted for, justified and supported by specific item. These costs are increasing due to inflation (as specified in certain contracts), as well as the addition of specific contracts to mitigate risk (e.g., maintenance of closed-circuit TVs in Divisions).
- Training (\$0.6M increase): Each unit's specific courses / seminars request was reviewed by the Unit Commander, Staff Superintendent and Director, and Command Officer before being put forward in the overall budget. The reviews were intended to reduce these budgets wherever possible, while recognizing the need for on-going staff development requirements and pressures. The majority of training costs is attributed to specialized training for job performance and maintenance of accreditations. There is also a centralized amount in the Service's Training & Education unit, established to support the Service's initiative towards Leadership training.
- Net other expenditure changes (\$0.6M increase): The remaining expenditure accounts have been analyzed and adjusted to reflect 2008 requirements based on experience and current information.

(f) 2008 Effectiveness and Efficiency Initiatives (increase of \$0.9M or 0.1%)

As part of the Service's commitment to continuous improvement, eight initiatives that would improve Service effectiveness/efficiency or help mitigate certain risks were identified separately in the Service's 2008 budget request to the Board's Budget Sub-Committee. These initiatives, which total \$2M (part-year costs), are summarized below.

- Roll-out of MAG I-IV (22 civilians)
- FOI Disclosure Analysts and Clerks (7 civilians)
- Divisional Excellence Pilot (4 temporary clerks)
- e-learning (funding to acquire software and training modules)
- Intelligence (18 civilians)
- Data Management and Enterprise Security positions in IT (3 civilians)

- SAP Co-Ordinator (1 civilian)
- Quality Assurance Clerk (1 civilian)

The Board's Budget Sub-Committee was advised that these initiatives were still under review. I have now completed that review and have deferred or reduced these requests wherever possible. The four initiatives outlined below are being recommended for approval, with a total impact on the 2008 operating budget request of \$0.9M. The annualized impact of each initiative is also provided where applicable.

- MAG I-IV (\$0.2M net impact): Court Services has been piloting a Ministry of Attorney General (MAG) Disclosure program. A report outlining the cost and benefits of this program was provided to the Board at its August, 2007 meeting (Min. No. P272/07 refers). This program is designed to provide information to case managers that will allow for the effective and efficient prosecution of criminal charges. A real-time, universally accessible database provides critical information on the status of case preparation, case status and additional requirements for disclosure. This ensures the preparation of appropriate disclosure material is expedited, and case preparation on concluded cases is immediately ceased. Significant efficiencies are created for all stakeholders, and timely delivery of disclosure provides an opportunity for quicker resolutions.

Temporary funding (\$0.2M) was approved in the 2007 budget, to fund 5 temporary staff for MAG-I (the pilot program). Permanent implementation of this program would be phased in over the next three years. \$0.4M is required for 2008, to continue funding MAG-I (5 staff) and to begin to implement MAG-II (4 staff beginning in May, 2008 and 5 staff beginning in November 2008). For 2008, this has a net \$0.2M impact and would add 14 permanent positions to the civilian establishment.

The full roll-out of this program (through to 2010) would ultimately result in an increase of 22 civilian positions (including the 14 positions in 2008) at an annualized cost of \$1.0M (as shown in the following table).

Table 2 - Summary of MAG I-IV Rollout

	2007	2008	2009	2010	Total Impact
Funding for MAG I	+\$0.2M (temp)	-\$0.2M (temp) +\$0.2M (+5 staff)	\$0	\$0	\$0.2M (5 staff)
Funding for MAG II	n/a	+\$0.2M (+9 staff)	+\$0.2M (annual'd)	\$0	\$0.4M (9 staff)
Funding for MAG III	n/a	n/a	+\$0.1M (+4 staff)	+\$0.1M (annual'd)	\$0.2M (4 staff)
Funding for MAG IV	n/a	n/a	n/a	+\$0.2M (+4 staff)	\$0.2M (4 staff)
TOTAL MAG Project	+\$0.2M	+\$0.2M (+14 staff)	+\$0.3M (+4 staff)	+\$0.3M (+4 staff)	\$1.0M (22 staff)

- FOI Analysts (\$0.08M): The Service's Freedom of Information (FOI) unit is responsible for the administration of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) within the Service. Its mandate is to ensure compliance with MFIPPA legislation. The number of access requests received has increased annually, without any concurrent increase in staff to respond to these requests.

In 2004, the FOI compliance rate dropped to a low of 32%. With the implementation of new business processes and by borrowing staff from other areas in Records Management Services, the FOI unit has been able to increase the compliance rate to over 80%. Staff cannot be borrowed indefinitely from other areas of Records Management Services as access requests continue to increase.

The unit has requested the addition of seven (7) additional staff (2 analysts, 4 clerks and an assistant co-ordinator) to manage this workload. In order to ensure the Service can continue to effectively comply with MFIPPA legislation, while recognizing budget pressures, two (2) analyst positions are being recommended for approval, at a cost of \$0.08M in 2008, annualizing to \$0.13M in 2009. The FOI Unit will be preparing a long-term plan to manage the continually increasing MFIPPA access requests.

- Divisional Excellence Pilot (\$0.1M): As part of its goal to improve efficiency and effectiveness, the Service is in the process of completing a Divisional Review of Excellence that will cover administrative and operational business practices of the Uniform, Detective and Civilian personnel in divisions. One of the goals of this review is to improve service delivery, the quality of investigations, enforcement, patrol time and crime prevention, by having civilians perform some of the administrative work of police officers. Part-year funding (\$0.1M) for four temporary staff (two in 55 Division, and two in 22 Division) has been included in the 2008 operating budget request for the pilot.
- e-learning Initiative (\$0.4M increase): The recent City Auditor General's audit of training recommended that the Service use e-learning to reduce member time away from front-line duties. e-learning provides a practical and high-quality alternative to classroom learning and can be used on its own or to supplement traditional methods of learning. There are several benefits to e-learning.
 - It is very cost-effective. Where appropriate, e-learning requires significantly less time to deliver than classroom-based learning, resulting in very significant savings in member time away from duties to attend training, and there is no need to schedule groups of members at one time;
 - It is timely and accessible, as it is available 24 hours a day, 365 days a year via the internet, and it can provide on-going performance support through ready reference to easily indexed materials. It is very easy to update to ensure currency and provides active automatic notification of program changes (via e-mail) to members who have already completed the training;
 - It is learner-centred (members can learn at their own pace, at any location with internet access, etc.);
 - It provides detailed records of what was learned, by whom and when;

- It can address sensitive subject matter, such as personal ethics, as members are not being asked to “expose a weakness” to colleagues.

The use of e-learning to replace certain classroom-based training will result in immediate time savings for officers. For example, Training & Education (T&E) has piloted an “Urban Gang Dynamics” training program (offered through the Canadian Police Knowledge Network, created with the use of TPS subject-matter experts and directly supporting the Service’s priorities) and found that the two-hour e-learning program was the equivalent to eight hours of in-house training (a net savings of six hours per officer).

In order to test and track e-learning properly, a Learning Management System (LMS) that houses learning content, tracks learner progress, automates administration, reports results and enables detailed analysis of the effectiveness of the training, must be acquired at a cost of \$0.2M. It is also recommended that two e-learning training programs be acquired for 2008, at a cost of \$0.1M. These are a “general investigators” e-learning course, and the “Urban Gang Dynamics” course, both offered through the Canadian Police Knowledge Network, a police learning not-for-profit consortium sponsored by the Canadian Association of Chiefs of Police. There would be an annual licensing fee of \$35,000 to maintain both courses after 2008. It is estimated that this investment of \$0.3M in 2008 could save up to 20 full-time equivalents (based on staff time saved). The LMS will be used to determine the extent of these savings.

(f) Revenue Increases (increased revenue of \$0.6M or 0.1%)

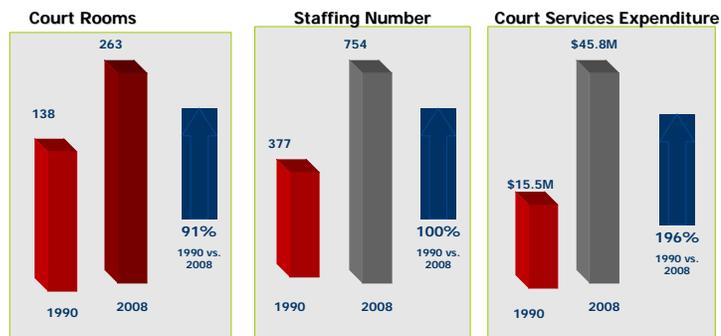
All revenue accounts have been analyzed and adjusted to reflect 2007 experience and/or known changes in 2008. For example, the Safer Communities grant revenue has been increased by \$0.2M to reflect continued annualization impacts. The other significant revenue change is a \$0.4M increase for paid duty administration fees (based on 2007 experience). Various other accounts have increased or decreased with a net zero impact on the budget.

Court Services History and Pressures

Until January 1, 1990, the Province of Ontario and then-Metropolitan Toronto were involved in a cost sharing agreement for court security. Upon the proclamation of Bill C-187 (*The Police and Sheriffs Statute Law Amendment Act*), responsibility and liability for security and prisoner custody at all court facilities in Metropolitan Toronto were downloaded to the Metropolitan Board of Commissioners of Police, and all cost sharing ceased.

Ontario is the only province where court security costs are borne by each Police Service. Although the Provincial Government determines the number and type of courtrooms in

On-going Court Services Pressures



• Increase in expenditure is mainly due to staff increases
 • Increase in number of court rooms is not a direct correlation to staff (i.e. other factors impact staff requirements)

Figure 5 - Court Services Pressures

operation at any given time, the Service is mandated by law to provide court security for the courtrooms, associated public areas, and cells.

As shown in Figure 5, the cost of Court Services has increased from \$15.5M in 1990 (when these services were downloaded from the province to the municipality), to \$45.8M in the 2008 request.

A breakdown of the Court Services budget is provided in table 3 below. As the table illustrates, court security, including prisoner transportation, is the largest component at \$41.4M or 91% of the Court Services budget.

Table 3 - Breakdown of Court Services

Court Security	\$38.2M
Prisoner Transportation	\$3.2M
Scheduling of Court and Pre-Trial Liaison	\$1.2M
Summons and Subpoenas	\$2.7M
Department of Justice Disclosure Program	<u>\$0.5M</u>
Total:	\$45.8M

In 1990, 138 courtrooms were in use, and the Service employed 352 police and full-time and part-time court officers (excluding administrative staff). In 2008, 263 courtrooms are in use, and 687 police and full-time and part-time court officers are employed.

Court Services staffing and the required funding have been increasing for several reasons:

- There are more trials with multiple accused, high risk and gang arrests, which require significantly more security, both in the courtrooms and in the perimeter areas;
- There is an increasing demand for more security by the judiciary and the crown attorneys;
- As the number of courtrooms, holding cells, wandering areas and X-ray areas expand in facilities that are not ideally suited for these uses, the deployment of court officers becomes less and less efficient;
- Of the 263 courtrooms in use, a number of them are special courts (Mental Health court, Domestic Violence court, Child Abuse court, etc.) with specialized security needs, which require increased staffing;
- As arrests continue to increase, the volume of cases moving through the courts increases;
- In addition to an increasing number of courtrooms, Court Services has also had to deal with expanded responsibilities, such as the implementation of 24-hour bail courts in the mid-1990s, and the implementation of DNA sample collection in 2000; and

- The Service is responsible for the transportation of approximately 200,000 prisoners each year, a number that grows every year (although the province does provide separate funding for prisoner transportation).

The Service has implemented several measures over the years to manage the increasing pressures wherever possible:

- 51 positions have been civilianized (positions previously staffed by police officers are now staffed by court officers, at a savings of approximately \$20,000 per position);
- The Service has increased its use of part-time court officers, to increase flexibility and better target court officer availability to peak time requirements;
- Increased focus on better training and education and staff development of existing resources;
- The working relationships with the Chief Administration Justices have been improved, to address staffing issues wherever possible (for example, where individual judges have attempted to affect the level of court security, open dialogue has enabled the Service to ensure an appropriate level of security is provided).

Senior management in Court Services has been striving to build and enhance partnerships with the Ministry of the Attorney General (MAG) and with the Ministry of Safety and Correctional Services (MSCS). As a result, the Ministries now consult with the Service on their plans to build new courthouses and plans for further expansion. For example:

- After discussion with the Service, and recognizing our Court Services pressures, MAG has put on hold the implementation of storefront courtrooms, and WASH (weekend and statutory holidays) bail courts. These courtrooms, which would have been in many locations throughout the city, would have put a tremendous strain on our court services;
- MSCS is including the Service at the planning stages of its planned new “Toronto South Detention Centre.” This will ensure that the new facility, from design to completion, takes into consideration the Service’s procedures and systems (for example, delivery of prisoners, appropriate set up for video remands, etc.). This is expected to result in significant long-term efficiencies.

These measures help mitigate but do not eliminate the on-going pressures on the Court Services budget. In order to ensure that this unit is being effectively managed, and to identify any opportunities for improvement, the City Auditor General (at my request) is currently conducting an operational review of this unit. His findings are anticipated in early 2008.

However, as noted above, while the Police Services Act requires the Service to provide an adequate level of court security, the Service does not control the timing and number of new courts opened, and judges are consistently demanding increased security in their courtrooms. These demands have placed significant financial pressures on the Service and impact our ability to effectively address other priorities. It is therefore critical that the Province recognize this impact (which is beyond the Service’s control) and take measures to assist the Service and City to deal with this increasing budget pressure.

Conclusion:

The Toronto Police Service's 2008 net operating budget request of \$802.3M is \$16.1M, or 2.0%, over the 2007 budget of \$786.2M. The 2008 request does not include the impact of labour contracts which are currently being negotiated. As Figure 6 shows, the Service's operating budget has been increasing by about 1.7% to 2% annually, excluding the cumulative impact of labour contract settlements.

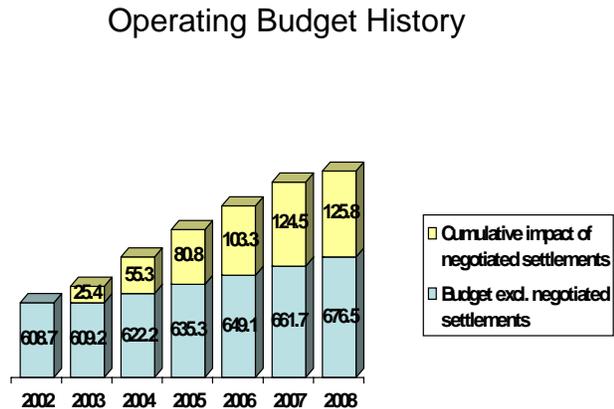


Figure 6 - Operating Budget History

The 2008 net operating budget request includes the funding required to maintain the 5,510 average deployed uniform strength approved by the Board and City Council and the necessary supporting infrastructure (e.g., civilian staffing, equipment, services). Funding levels in the various non-salary accounts have been adjusted to reflect historical spending patterns and justified need, and one-time costs incurred in the previous year have been eliminated.

The 2008 budget request also includes \$0.9M for additional permanent positions (Ministry of Attorney General (MAG) Disclosure project, Freedom of Information (FOI) Disclosure Analysts), temporary positions for the Divisional Excellence pilot, and funding for the e-learning initiative.

Revenue accounts, including grants and cost recoveries, have been maximized wherever possible and within the limits of the Municipal Act.

The level of funding being requested is required to carry out the priorities in the Service's business plan. Consistent with this business plan, the Service will continue its anti-violence initiatives in 2008. In addition, more emphasis will be placed on the increasing trend of domestic violence and the development of further strategies and initiatives to achieve improved safety on City roads. Operations and management processes will also continue to be reviewed to ensure risks are properly mitigated and services delivered efficiently and effectively.

This budget request has been reviewed in detail by the Service and the Board's Budget Sub-Committee, and all identified opportunities for reductions have been incorporated. Staff continue to review estimates, particularly those that rely on 2007 experience, and any adjustments as a result of 2007 year-end expenditures will be reported to the Board accordingly.

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

Superintendent Darren Smith, Acting Director of Human Resources Management, was in attendance and responded to questions by the Board about the funds allocated for the e-learning initiative.

The Board approved recommendation nos. 1 and 3 and amended recommendation no. 2 by indicating that the approval pertains to the “request for” the addition of 24 positions. The amended recommendation approved by the Board is reprinted below:

THAT the Board approve the request for the addition of 24 positions to the Civilian Establishment as outlined in this report

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P387. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2008 OPERATING BUDGET REQUEST**

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

Subject: 2008 OPERATING BUDGET REQUEST FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT

Recommendations:

It is recommended that:

- (1) the Board approve a 2008 net Operating Budget request of \$33.9 Million (M), a 0.9% increase over the 2007 net approved budget, 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, for approval.

Financial Implications:

The 2008 net operating budget submission of \$33.9M results in an increase of \$0.3M (0.9%) over the approved 2007 net operating budget. The majority of the increase (\$0.2M) is for staff reclassifications and benefit cost increases. The remainder of the increase is mainly attributable to inflationary increases. The current 2008 request does not include any provision for the impact of the 2008 contract negotiations.

Background/Purpose:

The purpose of this report is to provide the Board with the Parking Enforcement Unit's (PEU) 2008 net operating budget request for consideration and approval.

The PEU assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service. The PEU operating budget is separate from the Toronto Police Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget.

The annual operating budget process requires the Board to approve the PEU budget request and then forward the approved request to the City. As a result, this report recommends the approval of the PEU's 2008 operating budget.

The following provides detailed information regarding the budget development process, as well as detail on specific increases and decreases.

2008 Operating Budget Development Process

The PEU budget request was developed using the following guiding principles:

- reallocate within existing budget wherever possible to accommodate pressures;
- budget for known plans, including staffing requirements;
- defer service enhancements where risk of liability associated with deferral is low; and
- ensure proposed service enhancements (if any) are consistent with Service priorities.

The 2008 funding requirements were prepared by PEU and reviewed by the Service’s Budgeting and Control unit. The overall funding request and key line item information (increases and decreases) was then presented to and reviewed by the Command and the Police Services Board Budget Sub-Committee.

2008 Operating Budget Request

The follow table summarizes the current 2008 request by category of increase. Discussion on each category follows.

2008 Budget Request Summary	\$(M)	% Inc. over 2007
2007 Approved Budget	\$33.6	
(a) Salary Increments	\$0.1	0.3%
(b) Fringe Benefits	\$0.1	0.3%
(c) Other Expenditure Changes	<u>\$0.1</u>	<u>0.3%</u>
Total 2008 Budget Request	\$33.9	0.9%

(a) Salary Increments (Increase of \$0.1M, or 0.3%)

Regular pay and premium pay constitute 70% (\$24.5M) of the PEU gross budget. There is no change in the staff complement from 2007, and increases in the 2008 request are due to salary increments for existing staff (\$0.1M).

(b) Fringe Benefits (Increase of \$0.1M, or 0.3%)

Fringe benefits represent 13% (\$4.7M) of the PEU gross budget. Fringe benefits are largely comprised of expenditures directly related to salary costs (e.g., pensions, employment insurance) and expenditures for self-insured coverage (e.g., medical/dental). The budget for payroll deductions is based on the number of employees and their respective salaries, and medical / dental benefit budgets are determined based on the past four years’ actual experience, plus anticipated changes (e.g., Pay Direct Drug Card).

(c) Non Salary (Increase of \$0.1M, or 0.3%)

Non salary accounts constitute 17% (\$5.8M) of the gross budget. The \$0.1M increase is to accommodate inflationary pressures experienced in various non-salary accounts, such as gasoline and rental of facilities.

Conclusion:

The Parking Enforcement Unit's 2008 operating budget request is \$33.9M (an increase of \$0.3M or 0.9% increase over 2007). The budget request has been reviewed by the Service and the Board's Budget Sub-Committee. Staff continue to review estimates, particularly those that rely on 2007 experience, and any adjustments as a result of 2007 year-end expenditures will be reported to the Board accordingly.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P388. LEGAL FEES – TORONTO POLICE SERVICES BOARD – CIVIL
ACTION INVOLVING MR. NORMAN GARDNER – ENDING
SEPTEMBER 30, 2007**

The Board was in receipt of the following report November 13, 2007 from Alok Mukherjee,
Chair:

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

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the
amount of \$2,436.58.

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 September 30, 2007, in the amount of \$2,436.58.

I have also appended a letter dated October 31, 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 detailed statement of account was considered
during the in-camera meeting (Min. No. C295/07 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: acohen@toronto.ca

File No. 8404-A60-4879.06

October 31, 2007

Delivered by Regular Mail

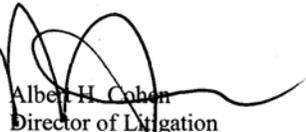
Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Dear Ms. Campbell:

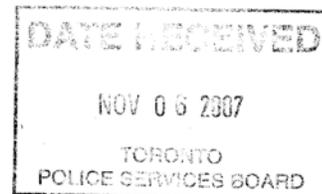
Re: Toronto Police Services Board ats Norm Gardner

Enclosed please find account REF: 1151715/32032-2002 dated October 17, 2007 from Torys LLP for the period ending September 30, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Yours truly,


Albert H. Cohen
Director of Litigation

AHC:tt
Encl.



TORYS LLP
NEW YORK TORONTO

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

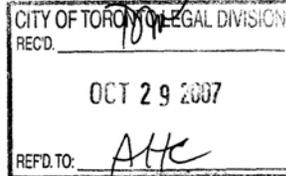
Patricia D.S. Jackson
Direct Tel. 416.865.7323
tjackson@torys.com

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

October 18, 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 September 30, 2007, which I trust is satisfactory.

Yours very truly,

Trisha Jackson

PDSJ/fc
Enclosure

In Account With **TORYS** LLP
NEW YORK TORONTO

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

October 17, 2007

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

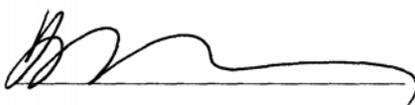
Attention: Mr. Albert Cohen

Re: Toronto Police Services Board ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending September 30, 2007 as described
on the attached Schedule.

Fee		\$2,282.50
<u>Disbursements Subject to GST</u>		
Copies	\$3.51	
Laser Printing	<u>12.65</u>	16.16
GST		<u>137.92</u>
TOTAL		<u>\$2,436.58</u>

TORYS LLP

Per: 

REF: 1151715/32032-2002

Please retain this copy
for your files.

Interest at the rate of 4.80% per year, calculated on a daily basis,
will be charged on all accounts overdue one month or more.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

**#P389. ASSIGNMENT OF NEXINNOVATIONS INC. VENDOR OF RECORD
CONTRACT FOR DESKTOP EQUIPMENT AND PROFESSIONAL
SERVICES**

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

Subject: ASSIGNMENT OF NEXINNOVATIONS INC. VENDOR OF RECORD
CONTRACT FOR DESKTOP EQUIPMENT AND PROFESSIONAL
SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve the assignment of the Nexinnovations Inc. vendor of record contract to Softchoice Corporation for the remainder of the existing term of the contract, which expires May 22, 2010; and
- (2) the Board authorize the Chair to execute all required agreements and related documents, on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

There are no financial implications from the adoption of the recommendations in this report. However, if the assignment of the contract to Softchoice Corporation is not approved, the Toronto Police Service (TPS) will forfeit the remaining value of \$380,000 for maintenance services paid to Nexinnovations Inc. for existing equipment, as well as incur an additional expenditure of approximately \$380,000 to acquire a new maintenance contract.

Background/Purpose:

At its meeting held on March 22, 2007, the Board approved vendor of record status for Nexinnovations Inc. (Nexinnovations) for the supply and delivery of desktop computer equipment, printers, peripherals, and the software, maintenance and related professional services for such equipment, for a three year term beginning upon execution of an agreement between the Board and Nexinnovations (Min. No. P108/07 refers). The agreement was executed with an effective date of May 23, 2007 and is due to expire on May 22, 2010.

On October 2, 2007, due to serious financial difficulties, Nexinnovations sought and obtained court protection under the Companies' Creditors Arrangement Act (CCAA). The court order under this statute provided time for Nexinnovations to attempt to restructure its business to address the financial difficulties, while compelling those who have arrangements and agreements with Nexinnovations to maintain the status quo under those arrangements and agreements during

that time period. Currently, the court has extended the period of protection for Nexinnovations to December 4, 2007. Pursuant to the court order, and on advice of staff in the City Legal Division, the TPS has continued to do business with Nexinnovations and, to the date of this report being written, has received full service under the contract.

Discussion:

As part of its restructuring, Nexinnovations sold the product/sales portion of its business to Softchoice Corporation (Softchoice). This sale was approved by the court on October 10, 2007. Nexinnovations also sold the services side of its business to Brains II, which received court approval on October 19, 2007.

Assignment of the Nexinnovations Agreement:

The terms of the sales, as approved by the court, authorized the assignment of all of Nexinnovations' agreements to the purchasers, subject to any approvals for such assignments required by the relevant contracts. Section 17.2 of the agreement between the Board and Nexinnovations prohibits Nexinnovations from assigning any part of the agreement without the prior written consent of the Board, although Board consent shall not be unreasonably withheld. Therefore, in order for the purchasers of Nexinnovations' operations to take over the contract between the Board and Nexinnovations, Board approval is required.

Subsequent to the court approval of the sales of the two parts of Nexinnovations' business to Softchoice and Brains II, Softchoice and Brains II negotiated an agreement by which Softchoice agreed to assume complete responsibility for both the products and maintenance services aspects of the contract with the Board. Brains II has been contractually engaged by Softchoice as its subcontractor to provide maintenance services to TPS under the contract. Brains II will be advising TPS in writing that the entire contract can be assigned to Softchoice.

This report is being submitted as a walk-on for the Board agenda due to concerns expressed by City Legal staff. A formal discussion between the Service and Softchoice only took place the week of November 5th. The reason for addressing the matter now rather than at the Board's December meeting, is to allow the Board to formally determine whether it wishes to assign the agreement, rather than take the increased risk that a legal argument could be raised that there may be an implied assignment due to ongoing dealings with Softchoice between now and the December meeting. If the implied assignment argument succeeded, the Board's ability to decide whether or not to assign, acting reasonably, could be limited.

Due Diligence Undertaken:

To ensure that the assignment of the contract to Softchoice would continue to provide the same or better value to the Service as it did when it was in Nexinnovations' control, the Service has undertaken the following steps:

- Reviewed how both Softchoice and Brains II intend to manage the additional business after acquisition. Both companies have increased their respective workforces by hiring

Nexinnovations staff. Contacts, from account representatives to certified maintenance technicians, would remain the same, and have already obtained security clearance to provide services to TPS;

- Monitored the maintenance services provided to the TPS since Nexinnovations was given protection under the CCAA. There has been no indication that Softchoice or Brains II cannot meet TPS' required levels of service as set out in the original Request for Proposal (RFP) and the subsequent contract. Monitoring of services will continue for the duration of the contract and any failure to satisfy contractual service requirements will be addressed;
- Requested and received confirmation from relevant hardware manufacturers that both Softchoice and Brains II relationships with those manufacturers were in good-standing;
- Reviewed pricing received from Softchoice, which was consistent with the pricing provided under the contract with Nexinnovations; and
- Reviewed the commercial viability of Softchoice, including consideration of how long it has been in business and the size of their respective customer bases. Softchoice is a publicly traded Canadian company (TSX: SO) that has more than 18 years experience in servicing both Canada and the United States markets. It has extensive experience with all levels of government agencies.

Softchoice will provide the same products and services, and on the same terms and conditions as Nexinnovations. It will also provide any remaining maintenance services already purchased from Nexinnovations prior to its restructuring. The fact that Softchoice has assumed sole responsibility for the provision of both products and services under the contract is also beneficial to TPS, as this enables TPS to continue to have a single point of contact for all matters arising under the contract.

The consequences of not assigning the agreement are as follows:

- the remaining value (approximately \$380,000) of the service maintenance paid to Nexinnovations would not be realized, and TPS would incur an additional operating expenditure of more than \$380,000 to re-purchase maintenance for existing equipment;
- the TPS might not realize the discounted pricing as set out by Nexinnovations and honoured by Softchoice, since issuing a new RFP would not necessarily result in comparable prices; and
- the TPS would incur administrative effort and soft costs, related to acquiring equipment and services item by item, and to issue an RFP to select a new vendor of record.

Conclusion:

This report requests approval for the assignment of the Nexinnovations vendor of record contract to Softchoice for the supply and delivery of desktop computer equipment, printers, peripherals, and the software, maintenance and related professional services for such equipment, for the remainder of the current Nexinnovations' contract term, expiring on May 22, 2010. No additional cost to the TPS will arise due to this assignment. SoftChoice, with the assistance of Brains II, is well placed to provide the products and services under the contract, and will commit in writing to perform in accordance with the terms and conditions of the Nexinnovations' contract.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P390. IN-CAMERA MEETING – NOVEMBER 15, 2007

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

The following members attended the in-camera meeting:

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

Absent: Ms. Judi Cohen, Member
Mr. Frank Di Giorgio, Councillor & Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 15, 2007**

#P391. ADJOURNMENT

Alok Mukherjee