



**The following *draft* Minutes of the meeting of the Toronto Police Services Board held on February 21, 2008 are subject to adoption at its next regularly scheduled meeting.**

**The Minutes of the meeting held on January 22, 2008, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on February 21, 2008.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **FEBRUARY 21, 2008** at 1:30 PM in Committee Room 2, Toronto City Hall, Toronto, Ontario.

**PRESENT:**

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

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P20. IMPROVED ACCESS TO TREATMENT AND SERVICES FOR PEOPLE  
WITH SERIOUS MENTAL ILLNESSES**

The Board was in receipt of correspondence dated February 04, 2008 from Ursula Lipski, Director of Policy and Research, The Schizophrenia Society of Ontario, with regard to the need for improved access to mental health care for people with serious mental illnesses. A copy of Ms. Lipski's correspondence is attached for information.

Ms. Lipski was in attendance and delivered a presentation which included the following recommendations directed to the Board:

1. to advocate to the Ontario Government to include psychiatric wait times in its Provincial Wait Times Strategy;
2. to call for an inter-ministerial working group to develop a comprehensive approach to this problem; and
3. to garner the support of the Ontario Association of Chiefs of Police and police services across the province to support these issues.

Following the presentation, the Board requested an update on the status of the expansion of the Mobile Crisis Intervention Teams (MCIT). Staff Superintendent Mike Federico, Staff Planning and Community Mobilization, advised the Board that MCIT programs are currently operating in the following areas:

	<u>Hospital</u>
No. 11 and 14 Divisions	St. Joseph's Health Centre
No. 51 and 52 Divisions	St. Michael's Hospital
No. 41, 42 and 43 Divisions	Scarborough General

The Board was advised that representatives of the Service have been participating in discussions with the following hospitals in order to continue the expansion of the MCIT program:

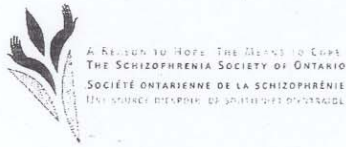
	<u>Hospital</u>
No. 12, 23 and 31 Divisions	Humber River Regional Hospital
No. 54 and 55 Divisions	Toronto East General Hospital

The Board expressed an interest in the research that had been conducted by the City of Vancouver Police Department about the lack of resources in Vancouver to assist people with mental health issues. The lack of resources has resulted in an increased number of calls for the Vancouver Police to respond to incidents that involve people in crisis.

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

- 1. THAT the Board communicate the concerns regarding this matter, and its support for the three recommendations, to the Premier of Ontario and the Minister of Health and Long-Term Care; and**
- 2. THAT copies of the communications be provided to the Ontario Association of Police Services Boards and the Ontario Association of Chiefs of Police, along with recommendations that they communicate their support to the provincial government and that they consider placing this matter on the agendas of their upcoming conferences to build additional support.**

**Subsequent to the Board meeting, copies of the Vancouver Police Department's report entitled *Lost in Transition: How a Lack of Capacity in the Mental Health System is Failing Vancouver's Mentally Ill and Draining Police Resources* were forwarded to Board members.**



February 4, 2008

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

Dear Dr. Mukherjee,

The Schizophrenia Society of Ontario is a non-profit organization working to improve the quality of life of people with schizophrenia and their families.

The Schizophrenia Society of Ontario has been calling on the Ontario Government to improve access to mental health care for people with serious mental illnesses. Without adequate and timely access to treatment, these individuals are at greater risk of homelessness, suicide, criminal activity and violence, all of which leads to greater involvement with the police. We believe it is critical to address some of the root causes of the increasing frequency of interaction between police officers and mentally ill individuals.

People with serious mental illnesses need access to a full range of mental health services, supports and treatment to recover, stay well and keep out of contact with police services as well as the criminal justice system. No single strategy is sufficient to address the lack of capacity in the mental health system. A meaningful solution to the problems created by the lack of appropriate medical and community service requires input from several levels of government and different sectors in our society.

The Schizophrenia Society of Ontario is seeking the support of the Toronto Police Services to improve access to treatment and services for people with serious mental illnesses. We would welcome the opportunity to give a formal presentation regarding our concerns and our recommendations to the Toronto Police Services Board at its upcoming meeting on February 21, 2008.

Thank you in advance for considering this request and we look forward to working with you.

Best Regards,

Ursula Lipski  
Director of Policy and Research



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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P21.      *THE STREET HEALTH REPORT 2007***

The Board was in receipt of correspondence dated November 02, 2007 from Laura Cowan, Executive Director, Street Health, with regard to the results of a survey of 368 homeless adults about their access to health care and social services in Toronto. The results of the survey were published in the *Street Health Report 2007*. A copy of the correspondence is attached to this Minute for information. A copy of the report has been filed in the Board office.

Ms. Cowan and Ms. Kate Mason, a researcher at Street Health, were in attendance and delivered a presentation to the Board. During their presentation, Ms. Cowan and Ms. Mason presented a list of five recommendations for the Board's consideration. A copy of the list of recommendations is also attached to this Minute for information.

Ms. Cowan and Ms. Mason responded to questions by the Board about the results of the survey and the language contained in the recommendations.

The Board emphasized that it considers allegations of inappropriate conduct by police officers as a very serious matter. Neither the *Report*, nor the recommendations, make it clear that the violence and the harassment attributed to the actions of police are proven allegations.

The Board asked if the homeless people who were victims of the alleged harassment or violence by police officers had reported these matters to the police or filed complaints against the officers. Ms. Mason advised that she did not believe that the incidents had been reported or that any complaints had been made against the officers.

**Following a discussion regarding this matter, the Board approved the following Motions:**

- 1.      **THAT the November 02, 2007 correspondence; the copy of *The Street Health Report 2007*; and the presentation by Ms. Cowan and Ms. Mason be received;****
- 2.      **THAT, with regard to the five recommendations proposed by Ms. Cowan and Ms. Mason, the Board:**
  - refer recommendation no. 1 to the Chair to work with the Chief regarding the development of a policy and that the Chair provide a report on the results of his work with the Chief;**
  - refer recommendations nos. 2 and 3 to the 2009-2011 Business Planning Process for consideration;**
  - receive recommendation no. 4, given that the Board has previously communicated its support of the Community Education and Access to Police Complaints (CEAPC) Project to the Attorney General; and****

- **receive recommendation no. 5, given that two members of Professional Standards are scheduled to attend the symposium in the fall of 2008; and**
- 3. THAT, given that access to housing is a main concern for homeless people, the Board communicate to the Ministry of Municipal Affairs and Housing its support for additional supportive housing and additional beds.**

Street  
**HEALTH**  
TOGETHER WE CAN MAKE IT WORK

November 2, 2007

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



Dear Ms. Williams,

I would like to request permission to make a deputation as a representative of Street Health at an upcoming Toronto Police Services board meeting.

Street Health is a community-based agency that has been providing nursing and other health services to homeless people for over 20 years in southeast Toronto. Along with my colleague Kate Mason, a researcher at Street Health, I would like to bring an important issue to the attention of the Toronto Police Services Board.

In the winter of 2006-2007 Street Health conducted a rigorous and representative survey of 368 homeless adults in Toronto about their health and access to health care and other social services. Study partners include: the Wellesley Institute, the Centre for Research on Inner City Health at St. Michael's Hospital, the National Film Board of Canada and other community and research organizations. *The Street Health Report 2007* (enclosed) presents a detailed picture of the lives of homeless people. It discusses the nature of homelessness in Toronto and its root causes, explores the daily living conditions of homeless people, and presents findings on the physical and mental health status of homeless people, how they use health care services, and the barriers homeless people face when using these services.

*One of our most disturbing findings is that 12% of homeless people in our study were physically assaulted by the police in the past year.* This finding remains unchanged in fifteen years, when Street Health conducted a similar study and 10% of homeless people reported the same. Street Health would like to present and discuss our findings around homeless people's experiences of police violence, as well as our recommendations on how this issue could be addressed to the Police Services Board.

If you have any questions, or require more information please contact me at 416-921-8668 ext 231. I can also be reached by email at: [laura@streethealth.ca](mailto:laura@streethealth.ca). I look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Laura Cowan".

Laura Cowan  
Executive Director, Street Health



## The Street Health Report 2007

### Toronto Police Services Board Deputation Recommendations

Date: February 21, 2007

Presented by: Laura Cowan, Executive Director, Street Health and Kate Mason, Researcher, Street Health

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On the issue of police violence against homeless people, Street Health recommends that:

1. The Toronto Police Services Board set explicit policy directives requiring the Toronto Police Service to address and eliminate police violence and harassment against homeless; sending a clear message that violence against homeless people is not an acceptable part of the Toronto Police Service organizational culture.
2. The Toronto Police Services Board require the Toronto Police Service to create an Action Plan with targets for addressing police violence against homeless people and submit annual reports on progress in meeting these targets.
3. The Toronto Police Service conduct mandatory education and training with all of its officers to increase awareness and understanding about homelessness and ensure that all police officers have strong skills in nonviolent de-escalation.
4. Throughout the transition phase from the existing police complaints process to the new system under Bill 103, the Toronto Police Services Board and the Toronto Police Service work to ensure that the new complaints system is accessible to homeless and other marginalized people. For example, this could be achieved through your demonstrated support of regulations in Bill 103 that would mandate the provision of community-based intake of complaints as well as support throughout the complaint process, all of which should be adequately funded by the province.
5. The Toronto Police Service commit to actively participating in a symposium this fall focused on the development of Ontario's new police complaints system, hosted by the Community Education and Access to Police Complaints project partners at Scadding Court Community Centre.



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**#P22. PAID DUTY AND SPECIAL EVENTS REQUIREMENTS, PRACTICES  
AND IMPACTS**

The Board was in receipt of the following report January 08, 2008 from William Blair, Chief of Police:

Subject: PAID DUTY AND SPECIAL EVENTS REQUIREMENTS, PRACTICES AND  
IMPACTS

Recommendations:

It is recommended that the Board forward a copy of this report to the City's Budget Committee for information at its meeting of February 25, 2008.

Financial Implications:

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

Background/Purpose:

At a meeting with the City Chief Administrative Officer and Chief Financial Officer, the issue of ever increasing paid duties and their impact on City Departments was raised. The Chief provided a verbal update, but a briefing note on this subject was requested. The official request from the City reads:

“The Toronto Police Service is to provide a briefing note on their Paid Duty and Special Events requirements, practices and impacts.”

The Chief agreed that providing information on policies of when we assign paid duty versus regular duties, who sets the rates, how (if) these policies have changed, when officers must be used, etc. in a Board report would answer many of these questions.

The following information is provided in response to the above request.

The Toronto Police Service (TPS) is committed to ensuring that policing services are delivered in a manner that best serves the needs of the citizens of Toronto. As part of this commitment, the TPS has developed a paid duty system whereby members of the private sector and the community can obtain the services of off duty police officers. This system provides an opportunity for organizations (referred to as clients) to hire off duty police officers, at their own expense to perform policing duties at private events or activities where the presence of a police officer is deemed necessary. These private events or activities can include but are not limited to

construction sites, funeral escorts, wide load escorts, traffic direction, road closures, television and movie film locations, fundraisers, security at special events, specific locations and sporting events.

Police officers who are hired for paid duty assignments are considered to be on duty for the purposes of governance under the *Police Services Act*, TPS Service Governance, and the Uniform Collective Agreement.

#### Determining On-Duty and/or Paid Duty Status at Special Events

Toronto Police Service Procedure 20-15 (Special Events) clearly outlines the criteria to be followed when determining whether on duty or paid duty officers will be deployed at a special event. The following criteria shall be applied when making the final determination:

- i. Paid duty personnel shall be employed for events where any of the following apply:
  - Access is restricted or where an admission or participation fee is involved;
  - The nature of the event will result in revenue being generated by sponsors or other individuals directly or indirectly involved with the event (e.g. street festivals, fundraisers, promotions);
  - Sites, locations or events sponsored by a community-based organization where beer/liquor is being served, (e.g. beer tents, etc.), if the event organizers have requested officers for the specific purpose of providing security at the site, location or event.
- ii. Where the criteria contained in item i does not apply, on-duty personnel may be deployed at the discretion of the unit commander, for events where:
  - Access is NOT restricted, but open and intended for the general public;
  - The event is sponsored by a community-based, non profit organization;
  - Resources are available from within the host unit without external support and this status is not expected to change in the future for other similar events.
- iii. Where an event is sub-divided into components that individually fit the criteria contained in items i or ii above:
  - On-duty personnel will be used for the unrestricted or community-based portion;
  - Paid duty personnel shall be used for the areas with limited access, admission or participation fees and/or the revenue generating site.

**NOTE:** *Arrangements for policing the Canadian National Exhibition (CNE) shall be negotiated with the CNE Board of Governors on a yearly basis and are not limited to the criteria outlined above.*

### Determination of Required Officers

The unit commander of the division within which the paid duty occurs shall, in consultation with the client, determine the appropriate number of police officers required to adequately police the event, (having regard to the criteria categories listed below). The unit commander shall retain the final determination on the number of personnel required and may refuse paid duty policing service where there are overriding safety concerns.

Nothing precludes a client from hiring additional paid duty officers beyond any legislative requirement, providing the required additional duties are in keeping with Service policy.

Auxiliary members shall not be deployed in an area where only paid duty officers are being employed.

### Supervisory Requirements

- I. When four (4) or more police officers are assigned to a paid duty, such officers shall be supervised by a paid duty sergeant/detective.
- II. When ten (10) or more police officers are assigned to a paid duty, such officers shall, in addition to a sergeant/detective, be supervised by a paid duty staff sergeant/detective sergeant.
- III. Where the number of police officers being supervised exceeds fifteen (15), staff/detective sergeants are entitled to an increased rate of pay.

### Other Determining Factors – On Duty versus Off Duty Personnel

There are many other factors that help determine whether on duty or paid duty police officers will be deployed. The following is a summary of some of the most common determining factors:

#### Traffic Direction

In many cases the special event in question requires the direction of traffic on a public street or highway. The *Highway Traffic Act*, Section 134 (1) clearly stipulates that only a police officer can perform this function on a public street or highway. Therefore in these situations, it would necessitate the use of paid duty police officers.

#### Road Closures

In the case of a special event where organizers have requested a road closure from the City of Toronto, such closure will be staffed by paid duty police officers. The exception to this policy would be a road closure required for an emergency situation (police initiated) and not to simply coincide with the event. Road closures intended to facilitate special events can last for several

hours and in some cases several days. These closures are often obtained to allow vendors and beer gardens to be positioned on the actual roadway. The majority of these special events also have a component of on-duty police officers assigned to keep the peace within the boundaries of the event.

## Parades

Each year, the Toronto Police Service on behalf of the Toronto Police Services Board, issues approximately 400 parade permits under the authority of By-law No. 71. The majority of these parades are policed by on duty personnel. On occasion there will be circumstances where limited police resources are available. When this occurs, organizers are provided the opportunity to change the date or times of the parade to better facilitate the participation of on duty officers. When this is not feasible or the organizers are unwilling to do so, it necessitates the hiring of paid duty officers in order for the event to continue.

Paid duty officers are also used at parades to provide additional security at formation or dispersal areas, or to facilitate special requests along the parade route, such as at beer gardens or the Caribana Festival.

## City of Toronto Permits

The City of Toronto is responsible for issuing permits for film locations, road closures and events in public parks. When issuing these permits, the city includes a condition that the permit holder must hire paid duty police officers or arrange for adequate policing with the Toronto Police Service. If the permit holder does not comply with the conditions of the permit it could invalidate their permit.

## Emergency and Non-Emergency Situations

In conjunction with officials from the Ministry of Labour and the City of Toronto Transportation Services, Traffic Services has developed guidelines governing the use of on duty and paid duty police officers involved in the direction of traffic in emergency and non-emergency situations.

Emergency Service is deemed to be any unscheduled maintenance where:

- Public safety or health is threatened;
- Immediate action is required;
- The public is without an essential service.

A representative from the responding utility must attend as soon as possible at the scene of any emergency work site in order to assess the situation and make a determination regarding necessary repairs and the timelines required to complete these repairs.

In situations where the necessary emergency repairs can be completed within three hours of the Toronto Police Service receiving a request to attend the location, a regular on-duty police officer will assist at the site, subject to the exigencies of the Service. In the event of an emergency repair projected to take in excess of three hours to complete, a paid duty police officer shall be ordered immediately and the on-duty officer shall remain on location until relieved by the paid duty officer.

All regularly scheduled maintenance requests will be staffed by paid duty police officers.

The guidelines surrounding emergency and non emergency situations are presently under review by the City of Toronto and the Toronto Police Service. Members of Legal Services, Corporate Planning and the Centralized Paid Duty Office are meeting with representatives from the City of Toronto to review and update guidelines, to ensure they are more inclusive of all City of Toronto departments.

### Paid Duty Rates

Police officers who agree to perform paid duty assignments are not scheduled to perform regular duties. Arrangements for the officer are made through the Central Paid Duty Office and the officers performing the service are paid by the client. The rate of pay that police officers are paid for these off duty assignments is set by the Toronto Police Association under the authority of the Uniform Collective Agreement (Article 20 - Special Service Pay). This section of the Agreement states “the rate to be paid to each member for special services requested of the Service, for control of crowds or any other reason shall be determined by the Association, and the Board shall be advised by the Association of the said rate when determined or of any change therein.”

In correspondence dated November 13, 2007, the Toronto Police Association advised the Police Services Board of an increase in the hourly paid duty rate effective January 1, 2008. The following are the new rates:

Constables (all classifications)	\$62.50 (minimum \$187.50)
Sergeant (when in charge of 4 or more police officers)	\$70.50 (minimum \$211.50)
Staff Sergeants (when in charge of 10 or more police officers)	\$77.50 (minimum \$232.50)
Staff Sergeants (when in charge of 15 or more police officers)	\$79.50 (minimum \$238.50)

When an officer assigned to a paid duty works a portion of an hour in excess of the three hour minimum, payment will be made at the established hourly rate.

## Additional Charges

In order to fulfil some paid duty requests, it may be necessary for the client to pay for police equipment to be used by the officers while performing their duties. The following is the current hourly rate for police equipment:

- Motorized vehicles/motorcycle \$37.38 per hour (minimum of 3 hours)
- Motorized boat \$350.47 per boat (for the first 3 hours)  
\$105.61 per boat (for each subsequent hour)
- Rowboat \$53.27 per assignment
- Trailer or bicycle \$21.50 per assignment
- Horse or dog \$53.27 per assignment

In addition to the rate of pay owed to the officer(s) or additional equipment user fees, the Toronto Police Service also charges an administrative fee of 15% on the total cost of police officers for each paid duty. A further charge of 5% (GST) will be applied to the administrative fee and use of police equipment.

## Five-Year History of Paid Duties

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007 (projected)</b>
Paid Duty Amounts to Officers (estimated based on Administration Fee)	\$12,034,310	\$19,456,132	\$18,074,134	\$21,463,504	\$23,136,000
Paid Duty Administration Fee	\$1,805,146	\$2,918,420	\$2,711,120	\$3,219,526	\$3,471,000
Paid Duty Equipment Rental	\$639,800	\$1,034,632	\$820,917	\$898,840	\$1,078,000

Included within the 2007 projected figures above are total projected billings of approximately \$600,000 for the TTC, \$300,000 for Toronto Hydro and \$400,000 for other various City of Toronto departments.

## Conclusion:

The Toronto Police Service instituted the paid duty system as a method of accommodating the needs of clients requiring police services that fall outside the realm of normal on duty policing responsibilities. The system also helps ensure that the everyday policing requirements of the citizens of Toronto are not compromised. The criteria used to determine whether on duty or paid duty personnel will be utilized at specific events were established after consulting internal TPS policies and procedures as well as the external requirements placed on the client.

The Toronto Police Service is committed to operating the paid duty system with integrity, fairness and honesty to insure the satisfaction of our members and our clients are paramount.

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

Staff Sergeant Larry Reeves, Special Events and Paid Duties Unit, was in attendance and responded to questions about this report.

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

1. **THAT the Chief of Police establish a process to facilitate a review, and report back to the Board, on paid duty procedures and practices and that representatives of the Board, the Service, the Association and the City be invited to participate in the review;**
2. **THAT, prior to the 2009 operating budget process, the Chief of Police provide a report on the opportunities afforded to the Board for utilizing some or all of these monies for the hiring of new police officers, given the current \$24.0M projected payment; and**
3. **THAT a copy of the foregoing report be provided to the Executive Committee for its next regular meeting, rather than the February 25, 2008 meeting of the Budget Committee.**

**Amendment:**

The foregoing Minute was amended by the Board at its meeting on March 27, 2008 by replacing Motion No. 2 with the following new Motion:

**THAT, prior to the 2009 operating budget process, the Chief of Police provide a report to the Board on the financial, operational, recruitment and deployment impacts of significantly reducing paid duties through the provision of on duty policing funded by alternate sources of revenue.**

cont...d



**Amendment:**

**At its meeting on September 18, 2008, the Board agreed to re-open this matter and amended the Minute by rescinding Motion No. 1 and replacing it with the following new Motion:**

**THAT the Chair, in consultation with the Chief of Police, provide a report on the history of the Board's handling of the paid duty issue, the reasons and the process by which the ability to set hourly paid duty rates was transferred to the Toronto Police Association, the provincial legislation as well as City by-laws that require the use of paid duty, and any impact that requirement of paid duty may have had on the ability of City-funded, community based agencies and organizations to carry out their programs.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P23. USE OF TASERS BY TORONTO POLICE AND PROPOSED  
DEPLOYMENT OF TASERS TO FRONT-LINE OFFICERS**

The Board was in receipt of the following report January 24, 2008 from William Blair, Chief of Police:

Subject: TASER DEPLOYMENT TO FRONT-LINE OFFICERS

Recommendations:

It is recommended that the Board write to the Ministry of Community Safety and Correctional Services (the Ministry) with a request to amend regulations to allow for the expansion of Conducted Energy Devices (CEDs) for front-line police officers.

Financial Implications:

Provided the Ministry grants the necessary funding for the initial equipment purchase and training, ongoing maintenance, training and operational costs for the Service are anticipated to annualize at approximately \$1.0M. This includes future, prorated warranty coverage for approximately 3,000 TASERS (the 2,600 for front-line officers, plus the 432 devices currently issued). It would be anticipated that this initiative would commence on the beginning of the calendar year following approval to coincide with the commencement of annual Use of Force Training. This deployment initiative would be completed within that calendar year. The operating cost estimate includes salaries for four additional training staff.

Without Ministry funding, the initial capital expenditure would need to be accommodated through the Service's capital budget. The operating budget impact of \$1.0M would begin to come into effect after acquisition of the TASERS, and would be requested in future budget years.

Background/Purpose:

At its meeting of July 10, 2007, the Board received a report from the Chief of Police entitled; "Response to the Jury Recommendations from the Coroner's Inquest Into the Death of Otto Vass and approved the following recommendation:

*That Recommendation No. 3 be deferred pending a further report from Chief Blair that includes the rationale and a detailed business case for the distribution of TASERS to front-line officers, an assessment of the impact on the capital budget and of ongoing maintenance and operational costs, a comprehensive review of the results of similar deployment in other jurisdictions, including any legal and medical issues arising from such deployment, and an identification of policy, governance and accountability issues that must be addressed (Min. No. P228/07 refers).*

## Discussion:

The Advanced TASER is a battery powered, hand held, less lethal CED, specifically designed to subdue assaultive subjects within a distance of 21-25 feet. The Advanced TASER has proven extremely effective, yet it does not cause any permanent harm or serious after-effects. Advanced TASERs are currently in service with over 4,300 law enforcement agencies in Canada, the United States, and other countries around the world. It is considered by many experts to be the best less lethal weapon currently available to law enforcement and has been credited with saving hundreds of lives.

In July 2002, the Ministry of the Solicitor General approved the M26 Advanced TASER for use by police tactical teams and hostage rescue units in the Province of Ontario. This followed a successful 4 month pilot project which was conducted by the Toronto Police Service, Emergency Task Force (ETF). The Ministry recognised the limitations of restricting TASER use to tactical teams. On February 17, 2004, the Minister authorised the use of the M26 Advanced TASER by front-line supervisors. This Ministry approval ensures greater access for police services and enhances both public and officer safety. Currently, there are 2 models of the Advanced TASER, the original M26 and a newer X26 version. Both the M26 and X26 are Ministry approved less lethal weapons in accordance with section 14 of the Equipment and Use of Force Regulation 926/60.

On March 30, 2006, the Service commenced the TASER pilot project in Divisions 31, 42 and 52. This pilot project examined CEDs use by front-line uniform supervisors. The pilot project was successful in demonstrating that the Service had clear policy and procedure, comprehensive training and an appropriate reporting structure in place. At the conclusion of the TASER pilot project, approval was granted for expansion to all front-line supervisors (Min. No. P281/06 refers). Following this approval an accelerated training initiative and CED issuance to the remaining front-line supervisors commenced. This initiative commenced on February 14, 2007, and was completed on July 26, 2007. The total number of front-line supervisors issued with a TASER is 432.

With respect to TASER deployments, it may be used in 3 fundamental ways including:

- *Demonstrated Force Presence:* A spark is demonstrated or the laser sighting system is activated. This illustration of the TASER's capability is utilized in order to gain compliance of the subject. At no time does the TASER and/or its darts make contact with the subject;
- *Drive Stun Mode:* The TASER, when deployed in the "drive stun" mode, may leave signature marks on the skin. When the TASER is deployed in the "dart mode" the subject is likely to receive minor skin punctures. Each of these minor injuries is anticipated with the deployment of the TASER.
- *Full Deployment:* Darts are fired at a subject.

Between January 1, 2007, and July 31, 2007, the Service had 215 TASER incidents. The TASER was deployed as 'Demonstrated Force Presence' in 73 incidents, in 'Drive Stun Mode' in 46 incidents and was fully deployed in the remaining 96 incidents. There were no unexpected injuries in relation to the deployment of TASER on individuals.

### Accountability, Policy and Governance

The Advanced TASER has an integrated weapon management system to prevent misuse/abuse, and to protect officers from unfounded allegations through solid documentation of usage. The weapon management system stores the time and date of each firing internally within the device. This stored information can be easily downloaded to a personal computer for analysis. This feature protects officers from unfounded allegations and makes them accountable for each use.

In addition to the data download system, each air cartridge possesses an individual serial number. When cartridges are issued to an officer the serial numbers are recorded. Every time an air cartridge is fired it dispenses 20-40 tiny confetti like tags, called Anti-Felon Identification Devices (AFID), throughout the area in which the TASER is fired. These tags each have the serial number of the air cartridge printed on them and can be used to determine who fired the air cartridge. During training officers are made aware that the weapon management system makes it possible to trace users who are not following internal standards.

CEDs are used according to established Service standards and accountability mechanisms, which include:

- Personal issue of an Advanced TASER and serial numbered air cartridges to each officer thereby ensuring greater accountability;
- Service Policy requirement that the Officer In Charge be notified when the Advanced TASER has been deployed;
- Service Policy requirement that a Use of Force Form (UFR Form 1) and Toronto Police Service Advanced TASER Report be completed in all cases where the Advanced TASER is deployed including Demonstrated Force Presence;
- The requirement that all Advanced TASER deployments be reviewed by the Use of Force Analyst of Training and Education (T&E) and the Service Use of Force Review Committee;
- Service Policy requirement that TASER weapon download is mandatory on all drive stun and full deployments as soon as practical; and,
- Utilization of Advanced TASER electronic weapon management features, including random data download checks.

## Legal Issues

The use of any weapon (including TASERs) by members of Ontario Police Services is subject to strict and comprehensive provincial legislation. The *Police Services Act (PSA)* provides that the Lieutenant Governor in Council has the authority to and has made regulations:

- Regulating or prohibiting the use of any equipment by a police force or any of its members;
- Regulating the use of force by members of police forces; and
- Prescribing courses of training for members of police forces and prescribing standards in that connection.

Ontario Regulation 926, Equipment and Use of Force, provides that a member of a police force shall not use a weapon other than a firearm on another person unless, the type of weapon has been approved for use by the Solicitor General, the weapon conforms to technical standards established by the Solicitor General, and the weapon is used in accordance with standards established by the Solicitor General. In 2004, CEDs were approved for use across the Province of Ontario for trained front-line supervisors or designates acting on their behalf. This expanded the use of TASERs beyond tactical officers, which had been approved in 2002.

All use of force, including the use of TASERs, is governed by the following provisions of Ontario Regulation 926. A member of a police service shall not use force on another person unless the member has successfully completed a training course on the use of force. Every police service shall ensure that at least once every 12 months each member, who may be required to use force on other persons, receives a training course on the use of force. The police service shall maintain written records of the training courses taken by members of their service on the use of force and the use of firearms. The courses shall include training on the following matters:

- Legal requirements
- The exercise of judgment
- Safety
- Theories relating to the use of force
- Practical proficiency

A member of a police service shall submit a report to the Chief of Police whenever they use a weapon (including a TASER) on another person.

## Medical and Safety Issues

The Ministry regulates the force options available to police services and authorizes their use through regulations, specifically the *PSA*. Hence, the overall responsibility for ensuring the safety of authorized equipment and devices, such as TASERs, rests with the Ministry. The Ministry has sufficient confidence that the safety of a CED and any attendant medical issues have been appropriately addressed. They have recommended TASERs for use by police services throughout the Province of Ontario.

There have been no unexpected injuries sustained through the deployment of TASERs by the Toronto Police Service.

The Board, at its meeting of March 8, 2005, received several reports describing medical testing and the safety of TASERs as a viable and appropriate less lethal force option. Also included was a reference to the liability which may be incurred by the Service if it were not to adopt TASER deployment for front-line supervisors (Min. No. P74/05 refers). This opinion was provided by the Service's Senior Risk Management Analyst on civil liability exposure.

## Front-line Deployments of TASER in other Jurisdictions

Jurisdictions in Canada that have front-line deployment of TASERs include the Royal Canadian Mounted Police (RCMP), Calgary Police Service (CPS), Vancouver Police Service, Victoria Police Service, Richmond Police Service, Regina Police Service, and Edmonton Police Service.

The RCMP has TASERs deployed to front-line police officers across the nation, including the Greater Toronto Area and Ottawa. The duration of their front-line users' course is 2 x 8 hour days. Their annual recertification training is 1.5 hours and is incorporated as part of their annual training.

The CED is listed as an Intermediate Device on the Incident Management Intervention Model used by the RCMP to determine the appropriate level of force, if any, required to preserve public and officer safety in relation to a police incident. As an Intermediate Device the TASER would only be used against those subjects, normally under arrest, who are displaying "resistant" or "combative" behaviours against police officers and/or members of the public. The RCMP believes that the CED is an effective and safe less-lethal weapon. The RCMP contends that the use of the CED is averting injuries and fatalities to the public and peace officers alike. The CPS has deployed the TASER to their front-line and plain-clothes police officers since September 2005. The CPS has approximately 1,500 sworn officers. They presently have 350 TASERs deployed, and are in a sharing protocol for issuing these devices to front-line officers. Their goal is to have all CEDs personally issued. Their user course for front-line deployment is 4 hours in length. Recertification training is conducted every 2 years as part of their annual defensive tactics training. The CPS has developed policies and procedures for the use of TASERs similar to what is practised by our Service.

## The Ontario Association of Police Chiefs (OACP) Resolution on TASERS

The OACP resolved on June 27, 2007, that police officers selected to use CEDs or TASERS receive special training on the safe use of these less-lethal weapons and, as with firearms or any other instrument of force available to police, their use is subject to rules and safeguards. They further resolved that many police services purchased the devices based on assurances by the Minister of Community Safety and Correctional Services to the OACP leadership in 2005, that the Ontario Government would commit to using proceeds funding to finance the purchase CEDs on a cost-shared basis with police services. This led to 2 critical OACP resolutions including:

- Calling upon the Government of Ontario to establish a cost-sharing program for those police services that choose to purchase CEDs; and,
- Calling upon the Ministry to amend regulations to allow for the expansion of CEDs for front-line police officers.

### CED Costing for Front- Line Deployment

Presently, 432 front-line supervisors are issued with TASERS. Once Ministry approval has been obtained, it is recommended that the Service equip the remaining 2,600 front-line officers with the devices. These are identified as uniform personnel assigned to primary response, community response and traffic, and would also include non-uniform officers assigned to high risk units such as the Hold-Up Squad and Drug Squad.

The initial cost to purchase the X26 Advanced TASER, including associated training, would be approximately \$6.0M. Additionally, an estimated \$1.1M would be required for an extended 4 year warranty, which is the standard used by the Service for purchasing its current inventory of CEDs. Thus, the total expenditure to acquire CEDs for front-line personnel would be approximately \$7.1M.

The increased deployment of the TASER to all front-line officers would also result in an increase to ongoing operational costs. Provincial legislation mandates that each CED equipped officer must recertify annually on the weapon requiring the officer to discharge 2 live cartridges. This cost is approximately \$300,000 a year. As well, the Service would require an additional 4 full-time uniform members to handle the increased instruction (including training the trainers), maintenance, repair, inventory control, and the device post-discharge data downloads. The Service could either redeploy the 4 officers or hire additional officers. If the Service chose to hire 4 more officers, the operating budget would need to increase \$400,000 per year based on an annualized cost of \$100,000 per officer for salary and benefits. Finally, the Service would have to pay \$300,000 per year to maintain the warranty on the entire inventory. The total ongoing operating costs, therefore, would annualize to \$1.0M. (The prices for the equipment noted above are quoted in Canadian Dollars and include all taxes.)



## Training

All training and logistical support for this project will be the responsibility of the Armament Office of Training and Education (T&E). Existing training staff will be utilised at project commencement, and training will meet or be superior to Ministry approved guidelines and consistent with the training our front-line supervisors have received. This training will consist of an 8 hour course with theoretical and practical components.

## Major Benefits to TASER Front-Line Deployment

There is a potential reduction in officer-involved shootings. It is understood that the TASER is not a substitute for lethal force. However, many situations beginning as 'stand-offs' have the potential to escalate to the point where lethal force may be necessary. It has been demonstrated that early use of the TASER can prevent many of these situations from escalating to deadly force levels, thereby saving a life that might otherwise be lost.

Fewer and less severe injuries are sustained by subjects and officers. The TASER reduces officer and subject injuries by stopping threats from a safe distance. The need to use potentially injurious physical force such as punches, kicks, or the use of a baton to gain compliance is eliminated. Violent subjects have become co-operative simply through 'demonstrated force presence' where no physical contact is made. Conversely, there have been a number of recorded deaths and serious injuries to subjects that have been the recipient of other forms of less-lethal force options. Law enforcement agencies employing the TASER are experiencing a substantial reduction in both subject and officer injuries. For example, the Phoenix Police Department in Arizona was the first of the 10 largest cities in the United States to deploy the TASER to all front-line officers. Six months after deployment, subject injuries occurring during arrests had dropped by 67%.

There is a greater potential for reduced public complaints. Many public complaints arise from situations where police officers use force to effect arrests or control violent subjects. As related above, subject and officer injuries are substantially reduced where the TASER has been employed. It is reasonable to expect a corresponding reduction in the number of public complaints arising from injurious use of force. As previously reported to the Board, the ETF deployed the TASER over 230 times without a public complaint.

The Service decreases its exposure to civil liability claims and payments. With the potential to reduce officer-involved shootings and an almost certain reduction in subject and officer injuries, the Service can reasonably expect reduced liability claims. The cost of liability claims and payments relating to a serious injury or death, which could have been prevented through the use of the TASER, is substantial. Arguably, the cost of merely 1 excessive force or wrongful death claim could pay for a substantial amount of the costs associated with full implementation to front-line officers.

The issuance of CEDs to all front-line officers assists with maintaining the professional image of the Service. The use of force by police is an issue that inevitably attracts attention from the community, the media, politicians and activists. When the force used results in death, the police

come under particularly close scrutiny and our image often suffers. The TASER has attracted a great deal of interest from both the media and public who have become more familiar and accepting of the device. The use of the TASER to subdue assaultive individuals without injury to themselves or the police will only enhance our reputation as a world class law enforcement organisation.

The issuance of CEDs will help improve officer morale. Every effort must be made to supply officers with the tools needed to perform their duties in a manner that is effective and safe for themselves and the community they serve. The TASER has been enthusiastically embraced by those already using it and has earned a reputation as being the best less-lethal tool currently available to law enforcement. Its proven ability to subdue violent subjects without injury has made it extremely popular and confidence inspiring and has impacted positively on both officer morale and professionalism.

#### Conclusion:

The TASER is in widespread use by law enforcement agencies throughout the world. Where it is employed, officer and subject injuries have been substantially reduced and many lives have been saved. The requested Ministry approval and funding for the deployment of TASERs to front-line or primary response officers will put the tools in the hands of those entrusted to safeguard our communities. As situations where TASERs will be deployed are usually dynamic and spontaneous, the need to have these tools is clearly justified.

The following key jury recommendations were made in the Peter Lamonday and Otto Vass inquests respectively:

“The Ministry of Community Safety and Correctional Services should take whatever steps are necessary to ensure all front-line police officers are authorized to carry a Taser.”

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

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

**The foregoing report was withdrawn at the request of the Chief of Police.**

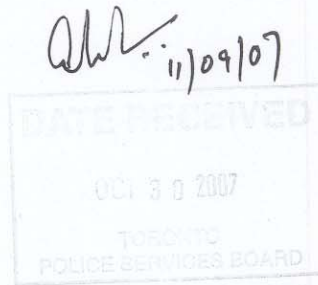
**The Board received the following:**

- **correspondence dated October 26, 2007 and January 18, 2008 from Andrew Buxton, Chair, Amnesty International Toronto Organization.**

**Copies of the correspondence are appended to this Minute for information.**

252 Lippincott St  
Toronto, M5S 2P5  
Oct 26, 2007

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



**Re: Use of Tasers by the Toronto Police**

Dear Dr Mukherjee,

You may have seen the Globe and Mail's Taser editorials this week. Essentially the Globe called for Tasers to be used as a last resort to deadly force (Oct 23), and for fresh civilian review (Oct 26). Both editorials followed concern over the death of Robert Dziekanski in Vancouver. Both editorial positions reflect (but do not go as far as), Amnesty International's ongoing concerns over the use of Tasers.

In a previous letter to you, I predicted that the use of Tasers would increase as more are deployed into the hands of Toronto police officers. I have not seen updated statistics recently, but still consider it a reasonable (and worrying) prediction.

Amnesty International remains concerned over the use of Tasers – here in Toronto and all over Canada and the US – in two areas:

- Deaths following the use of Tasers
- Human rights abuses associated with Taser use

Specifically, we continue to be concerned that the Toronto rules of engagement allow Taser use beyond those situations where deadly force would be allowable. We urge the Toronto Police Services Board to re-examine the use of Tasers and implement tighter controls over their use. Better still, suspend their use until all the issues can be reviewed and resolved. I have attached Amnesty International's detailed recommendations, made in our April 2007 report on Tasers.

Sincerely,

Andrew Buxton  
Chair - Amnesty International Toronto Organization  
[chair@aito.ca](mailto:chair@aito.ca)

6. Amnesty International's recommendations

**To all police departments with tasers in their arsenal:**

1. Suspend all transfers and use of tasers and other electro-shock weapons pending a rigorous, independent and impartial inquiry into their use and effects. Such an inquiry should be carried out by acknowledged medical, scientific, legal and law enforcement experts who are independent of commercial and political interests in promoting such equipment. They should rigorously assess their medical and other effects in terms of international human rights standards regulating the treatment of prisoners and use of force. The inquiry should include the systematic examination of all known cases of deaths and injury involving the use of such weapons and also consider the mental impact of being subjected to electro-shock. The study should recommend strict rules, safeguards and oversight procedures to prevent misuse of any types of electro-shock equipment that may be viewed as having a legitimate use in law enforcement. A report of the findings of such an inquiry should be made public promptly after completion of the study.
2. International standards recognize that situations will arise in which police officers will have to use force. However, these standards, specifically the UN Code of Conduct for Law Enforcement Officials and the Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, set specific guidelines on when, how and the extent to which force can legitimately be used. All law enforcement agencies should ensure that officers are trained to use force strictly in accordance with these standards.
3. Law enforcement authorities should ensure that use-of-force training programmes for law enforcement officials include international human rights standards, particularly the prohibition against torture and other cruel, inhuman or degrading treatment or punishment.
4. All allegations of human rights violations and other police misconduct should be fully and impartially investigated. All officers responsible for abuses should be adequately disciplined and, where appropriate, prosecuted.

**To law enforcement agencies which refuse to suspend their use of tasers, pending the outcome of an independent and impartial inquiry**

5. Departments using tasers should strictly limit their use to situations where the alternative would be use of deadly force. Examples would include: armed stand-offs, instances in which a police officer faces a life-threatening attack or injury, or threat of attack with a deadly weapon, or where the target presents an immediate threat of death or serious injury to themselves or others. In such circumstances, tasers should be used only where less extreme measures are ineffective or without any reasonable expectation that it will achieve the intended result.
6. Unarmed suspects should not be shot with a taser for arguing or talking back, being discourteous, refusing to obey an order, resisting arrest or fleeing a minor crime scene, unless they pose an immediate threat of death or serious injury that cannot be controlled through less extreme measures.
7. Operational rules and use-of-force training should include a prohibition against using tasers on the following groups, except as a last resort to avoid deadly force when no alternatives other than firearms are available: pregnant women, the



elderly, children, emotionally disturbed people or people with mental or physical disabilities, people in vulnerable positions where there is a risk of serious secondary injury (for example in dangerously elevated positions or near flammable substances), and people under the influence of drugs.

8. Repeated shocks should be avoided unless absolutely necessary to avoid serious injury or death.
9. Departments should introduce guidelines which prohibit the application of prolonged shocks beyond the five-second discharge cycle.
10. Tasers should only be used in stun-gun mode as a back-up to dart-firing tasers and only when no other options are available to an officer and there is an immediate threat of death or serious injury to the officer, the suspect or another person. The stun gun function should never be used to force a person to comply with an order given by an officer where there is no immediate threat to the life or safety of the officer or others.
11. Whenever an individual has been shot with a taser, police officers or custody staff should be required to call paramedics or other medical professionals to administer treatment. It is advisable that they be taken to hospital to have the barbs removed and to monitor for other adverse effects.
12. Law enforcement agencies should ensure strict reporting by the departments concerned on all use or display of tasers, with regular monitoring and data made public. In particular:
  - Departments should download data recorded by officers' tasers after every incident in which they are used. A summary of this data should be included in all use-of-force reports.
  - Each display, "sparking" or shock administered by a taser should be reported in use-of-force reports, as well as whether the taser was used in dart-firing or stun-gun mode and the reasons why a taser was used. The number of trigger-pulls and duration of the shock should be reported in each instance. The age, ethnic origin and gender of each person against whom a taser is deployed should also be reported.
  - Prisons and other institutional facilities should install remote monitoring equipment to record taser usage automatically as it occurs.
  - Each department should provide a detailed breakdown of its taser use in regular, public reports.

**Additional recommendations:**

13. Mentally ill or disturbed individuals should receive appropriate treatment and alternatives to force in line with best practice. Where officers have reason to believe that a disturbed individual may be acting in a violent or threatening manner as a result of mental illness, efforts should be made to involve mental health specialists in dealing with them. Policing methods based on force should only be used as a last resort.
14. Dangerous restraint holds such as hogtying and use of carotid neck-holds or choke-holds should be banned.
15. There should be strict limitations and guidelines on the circumstances in which pepper spray can be used, with clear monitoring procedures.

252 Lippincott St  
Toronto, M5S 2P5  
Jan 18, 2008

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



Re: **TPSB January 17<sup>th</sup> Taser Forum**

Dear Dr Mukherjee,

Mr Smith of Taser International did an admirable job of 'selling' the Taser at your public forum yesterday. He is a polished businessman with an obvious pecuniary interest so that was entirely to be expected. Unfortunately, he failed to mention several points which are, I think, important to understand in the ongoing debate over the safety and use of Tasers.

There is no **independent** safety standard for conductive energy devices. This means their safety in certain circumstances is still an open question. In fairness to the Toronto Police Service, there has been no Taser related death here – yet.

He failed entirely to address the issue of the excessive and abusive use of Tasers in policing, consistently deferring to police rules and regulations, training and political oversight of police. Again in fairness to the Toronto Police Service, the rules implemented here several years ago are among the tightest I know of – while still not being as restrictive as what Amnesty International would favour.

In spite of the tight rules in Toronto, our police use of Tasers looks to be roughly similar to police use elsewhere in terms of the proportion of unarmed subjects (~80% appears to be the norm), the use of the Taser in 'pain compliance' mode (~20%), and the use of Tasers multiple times (in the order of 30%).

We continue to call for a moratorium on Taser use, and oppose the proposal to spend \$8.5 million on more Tasers for the Toronto Police. We intend to make these points in a deputation to your board when the Taser issue is reviewed..

Sincerely,

Andrew Buxton  
Chair - Amnesty International Toronto Organization  
[chair@aito.ca](mailto:chair@aito.ca)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P24. PROPOSED TORONTO POLICE SERVICE AUDITS INCLUDED IN THE  
AUDITOR GENERAL'S 2008 WORK PLAN**

The Board was in receipt of the following report January 31, 2008 from Jeff Griffiths, Auditor General, City of Toronto:

**SUMMARY**

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The role of the City's Auditor General at the Toronto Police Service under the *City of Toronto Act* is restricted. In essence, the Auditor General of the City of Toronto under the new legislation has no authority to independently access records or conduct audit work at the Toronto Police Service.

In order for the Auditor General to perform audit work at the Toronto Police, the Toronto Police Services Board must approve a request for the Auditor General to conduct these reviews.

This report requests Toronto Police Services Board approval to include two audits related to the Toronto Police Service in the Auditor General's 2008 Audit Work Plan.

**RECOMMENDATIONS**

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**The Auditor General recommends that:**

1. the Toronto Police Services Board approve the inclusion of the audit of the Toronto Police Services Fleet and the Follow-up Audit on the Review of the Investigation of Sexual Assaults – Toronto Police Service, in the Auditor General's 2008 Audit Work Plan.

**FINANCIAL IMPACT**

The recommendation in this report has no financial impact.

**DECISION HISTORY**

On November 6, 2007, the Auditor General received a request from the Chief of Police to include a review of the Toronto Police Service fleet in the Auditor General's 2008 Audit Work Plan. The objectives of this audit are to examine the Toronto Police Service's fleet in terms of vehicle deployment, utilization and maintenance.



We have reviewed this request in the context of other potential audit projects and have determined that such an audit would be of benefit to the Service. Accordingly, we have included this project in our 2008 Work Plan.

In addition, the Auditor General conducts follow-up audits on outstanding recommendations from previously issued reports. The Auditor General's report dated October 1999 entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service" was adopted by the Board in 1999. The Auditor General conducted a subsequent follow-up review dated October 2004 entitled "The Auditor General's Follow-up Review on the October 1999 Report Entitled: Review of the Investigation of Sexual Assaults – Toronto Police Service" which was presented to the Board in 2005. The purpose of a follow-up review is to determine the status of the recommendations contained in each of these reports.

## **COMMENTS**

Sections 177 through 182 of the *City of Toronto Act, 2006* formalized the appointment of the Auditor General for the City of Toronto. However, the role of the City's Auditor General at the Toronto Police Service under the *City of Toronto Act* is restricted. In essence, the Auditor General of the City of Toronto under the new legislation has no authority to independently access records or conduct audit work at the Toronto Police Service.

In order for the Auditor General to perform the audits described, the Toronto Police Services Board must approve a request for the Auditor General to perform these reviews.

## **CONTACT**

Alan Ash, Director, Auditor General's Office  
Tel: 416-392-8476, Fax: 416-392-3754, E-mail: [aash@toronto.ca](mailto:aash@toronto.ca)

**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 FEBRUARY 21, 2008**

**#P25. REVISED ORGANIZATIONAL CHART**

The Board was in receipt of the following report January 08, 2008 from William Blair, Chief of Police:

Subject: REVISED ORGANIZATIONAL CHART

Recommendation:

It is recommended that the Board approve the new organizational chart for the Service.

Financial Implications:

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

Background/Purpose:

At its meeting of January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers). At its meeting on February 16, 2007, the Board approved a new organizational chart (Min. No. P67/07 refers).

At its meeting held on October 18, 2007, the Board approved the deletion of the Rules and By-Law 99, which establishes the Rules. The Board also approved the development of a by-law to repeal By-Law 99 (Min. No. P332/07 refers).

At its meeting held on December 19, 2007, the Board approved By-Law 158 which repealed By-Law 99 (Min. No. P395/07 refers). The purpose of this annual report is to request two amendments to the current organizational chart.

Discussion:

The amendments are requested for the following reasons:

1. Name Change - Public Safety and Emergency Planning has been renamed Public Safety and Emergency Management to better reflect the duties, responsibilities and mandate of this unit. It is also in keeping with the Provincial Adequacy Standards requiring that all police services in Ontario be actively involved in emergency management.
2. Name Change - Intelligence Services has been renamed Intelligence Division. In April 2006, Deputy Chief Anthony Warr of Specialized Operations Command commissioned a review of Intelligence Services. The primary purpose and objective of this review was to

prepare a plan to reinvigorate the Intelligence cycle to make Intelligence Division the nexus for Intelligence Led Policing within the Toronto Police Service.

Conclusion:

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

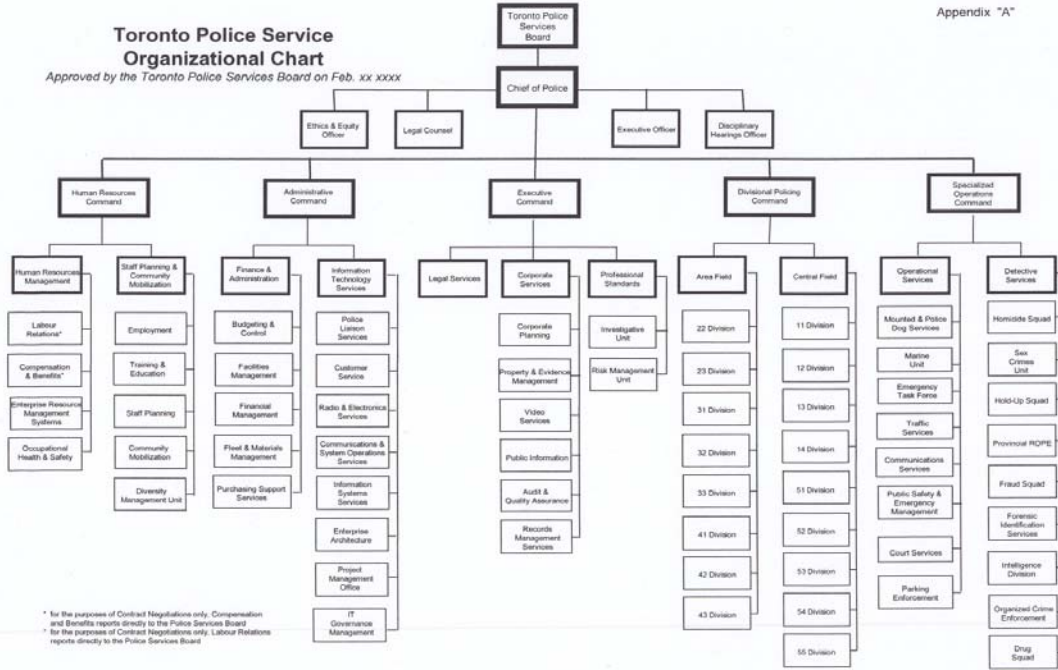
**The Board approved the foregoing report and the following Motion:**

**THAT the Chief of Police provide a report on the Diversity Management Unit, including the duties, responsibilities and structure of the unit and how the unit fits into the overall Service strategy regarding human rights issues.**

# Toronto Police Service Organizational Chart

Approved by the Toronto Police Services Board on Feb. xx xxxx

Appendix "A"



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P26. CLARIFICATION ON THE REQUEST FOR ANNUAL REPORTS:**

- **POLICE ATTENDANCE AT LOCATIONS OCCUPIED SOLELY BY WOMEN IN A STATE OF PARTIAL OR COMPLETE UNDRESS**
- **INCIDENTS INVOLVING THE SEARCH AND DETENTION OF TRANSGENDER PEOPLE**

The Board was in receipt of the following report January 25, 2008 from William Blair, Chief of Police:

Subject: POLICE ATTENDANCE AT LOCATIONS OCCUPIED SOLELY BY WOMEN IN A STATE OF PARTIAL OR COMPLETE UNDRESS

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 of June 15, 2006, the Board approved a Board Policy (policy) entitled “Police Attendance at Locations Occupied Solely by Women in a State of Partial or Complete Undress” (Min. No. P191/06 refers). The policy requires that the Chief of Police “submit an annual report to the Board on all incidents covered by this policy”.

Discussion:

Since that time, the Toronto Police Service (Service) has been researching the possibility of capturing data for this component of the policy, with a data system currently being used by the Service.

Consultations held with key stakeholders from Corporate Planning, Records Management Services, and Information Systems Services suggested that enhancements to the Field Information Report (TPS 208) could technically capture data for this issue.

It would, however, be beneficial for the Service to have clarification for the definitions of ‘partial undress’ and ‘all incidents covered by this policy’, so that the appropriate collection of data and reporting can be made to the Board. As this reporting requirement did not form part of the Minutes of Settlement with the Toronto Women’s Bathhouse Committee, such clarification is not provided by referring to the Minutes of Settlement and is therefore being sought from the Board.

Consultation is ongoing between the above noted stakeholders to more clearly define timelines and costs involved in realizing the suggested technical enhancements to the Field Information Report.

Conclusion:

Without the wording clarification requested above, it will be difficult for officers in the field to identify the circumstances when their attendance at a particular event may action a reporting requirement in regard to this policy.

Work will continue in regard to finalizing the technical solution to this policy requirement but clearer definitions will be required to enable the reporting requirement to be effective.

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

**The Board was also in receipt of the following report dated January 25, 2008 from William Blair, Chief of Police:**

The Board was in receipt of the following report January 25, 2008 from William Blair, Chief of Police:

Subject: SEARCH AND DETENTION OF TRANSGENDER PEOPLE

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 of June 15, 2006, the Board approved a Board Policy (policy) entitled “Search and Detention of Transgender People” (Min. No. P191/06 refers). The policy requires that the Chief of Police “submit an annual report to the Board on all incidents covered by this policy”.

### Discussion:

As reported previously to the Board, the development of a Case Management System designed to provide statistical information on searches of this nature would enhance the ability to provide detailed reporting (Min. No. P15/06 refers).

Consultations held with key stakeholders from Corporate Planning, Records Management Services, and Information Systems Services have identified what appears to be a viable solution to enable the Toronto Police Service (Service) to capture the required data and report to the Board in relation to this policy requirement. However, Information Systems Services has advised that this solution will require a formal project designation and prioritization amongst projects before development and subsequent implementation can proceed. The initial project designation process has been commenced by Corporate Planning and the request for prioritization is scheduled to be addressed by the Information Technology Steering Committee (ITSC), at its February 11, 2008, meeting.

Once the project request has been addressed at the ITSC meeting, the Service will be able to provide the Board with project priority and cost information.

It would be beneficial for the Service to have clarification in regard to the term 'all **incidents** covered by this policy' to enable appropriate collection and reporting of required data to the Board. It should also be noted that the ability to effectively report in regard to this policy is premised on self-identification by the individual and not by the determination of the involved officer(s).

### Conclusion:

It is important that, in concert with finalizing a technical solution to capture data in regard to this policy, clarification is received for parameters of the data collection and reporting required by the Board.

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

**Mr. Don Bevers, Manager of Corporate Planning, was in attendance and responded to questions about this report.**

**Mr. Bevers advised the Board that the Service developed new procedures to comply with both policies. However, given that officers are interpreting the procedures differently, the procedures are not being applied consistently.**



**Chair Mukherjee noted that, in the past, the Board had been advised that the information could not be captured due to limitations in the IT system and that Mr. Bevers had just advised that there is a system to capture the data, but there is an inconsistent understanding of the definition of the incidents which would require reporting.**

**Deputy Chief Jane Dick, Executive Command, advised the Board that the two policies have become operational, that procedures are in place and that they are being followed but, at the moment, the electronic fix is not available.**

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

**THAT the Chief of Police provide a report on the implementation of the two policies and the new procedures, what is being done now, how the officers are actioning the procedures, what is being done about reporting in the future and any other issues that have been raised as a result of the new policies.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P27. BOARD ADVISORY PANEL ON COMMUNITY SAFETY**

The Board was in receipt of the following report January 24, 2008 from Alok Mukherjee, Chair:

Subject: BOARD ADVISORY PANEL ON COMMUNITY SAFETY

Recommendations:

It is recommended that the Board:

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

Financial Implications:

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

Background/Purpose:

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

The Panel submitted its final recommendations to the Board for consideration at its meeting held on July 10, 2007. The report was withdrawn at that time (Min. No. P235/07 refers) and is now being resubmitted to the Board for its consideration.

Discussion:

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

## **Vision of Community Safety**

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

### **Scope:**

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

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

### **Panel Recommendations**

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

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

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

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

As such, the Panel recommends that:

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

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

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

## **Evaluation**

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

### **Scope:**

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

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

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

## **Panel Recommendations**

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

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

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

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

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

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

### **Youth Culture**

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

#### **Scope:**

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

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

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

### **Panel Recommendations**

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

### **‘Don’t Ask’ Protocol**

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

#### **Scope:**

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

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

#### **Panel Recommendations**

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

#### Conclusion:

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

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

Therefore, it is recommended that the Board:

1. Refer this report to the Chief of Police for his consideration of appropriate actions to implement the recommendations and report back to the Board’s April 2008 meeting; and

2. Take the recommendations of the Advisory Panel on Community Safety with respect to a vision of community safety; indicators of community safety especially in relation to police contacts with youth and a framework for evaluation of community initiatives into consideration in developing the next Business Plan.

**The Board withdrew recommendation no. 1 in the foregoing report and approved recommendation no. 2**

## APPENDIX A

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

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

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

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

#### **SUMMARY**

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

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

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

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

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



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

## **RECOMMENDATIONS**

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

### *Partnerships*

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

### *Neighbourhood Leadership in Decision-Making*

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

### *Service Satisfaction*

- i. 85% of people arrested report that their treatment by police involved was respectful
- ii. annual surveys of Toronto residents show that 80% of those surveyed report that they believe that they can make complaints about police behaviour and have those complaints resolved in a fair and satisfactory manner
- iii. 85% of people making complaints about police behaviour report satisfaction with the process and outcome of the complaint resolution process
- iv. 85% of officers about whom complaints are made report satisfaction with the process and outcome of the complaint resolution process
- v. 90% of young people who make complaints about police behaviour report satisfaction with the process and outcome of the complaint resolution process
- vi. all people who witness crimes or are victims of crime are willing to report their experiences to police officers

- vii. 80% of victims report that they receive timely information from police officers
- viii. 40% of reports about police behaviour are positive

#### *Equitable Service*

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

## **IMPLEMENTATION POINTS**

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

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

## **CONTACT**

The members of the sub-group are:

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## **APPENDIX B**

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

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

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

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

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

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

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

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

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

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

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

The sub-committee further recommends that all new community initiatives, before approved for implementation, should have an evaluation component built in to the proposed budget, and expected outcomes must be articulated before commencement. It is important that the evaluation framework clearly identify what initiatives and activities must be evaluated

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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P28. SAVING LIVES IMPLEMENTATION GROUP (SLIG) – EDUCATION  
AND TRAINING SUB-COMMITTEE**

The Board was in receipt of the following report January 24, 2008 from William Blair, Chief of Police:

Subject: SAVING LIVES IMPLEMENTATION GROUP (SLIG) - EDUCATION &  
TRAINING SUB-COMMITTEE

Recommendation:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) that due to the many current and proposed changes to the Service's training programs and their delivery mechanisms, the Board rescind its January 25, 2007 decision to establish a high-level Education and Training Group.

Financial Implications:

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

Background/Purpose:

At its meeting of August 9, 2007, the Board approved a report from Chair Alok Mukherjee recommending that the Board re-open Board Minute P21/07; that the Board refer the amended recommendation of the Saving Lives Implementation Group's (SLIG) Education and Training Sub-Committee to the Chief of Police; and that the Chief of Police report on the feasibility of implementing the amended recommendation in light of the Chief's review and implementation of a majority of the Auditor General's recommendations with respect to training (Min. No. P274/07 refers).

Discussion:

Following the review of police training by the City's Auditor General (AG) a number of recommendations were made that directly impacted the way training is structured, delivered and evaluated for the Toronto Police Service. A total of thirty-nine recommendations resulted from this review and reflect a comprehensive adjustment of police training. When reviewing the recommendations of SLIG and comparing these to the recommendations of the AG's report, a clear and strong correlation can be drawn between the similarities of the two reports'

recommendations. With the progress that has been made to date on the AG's recommendations, the plans for completion of the remainder, and the establishment of a Standing Committee on Training & Education which comprises community and Service members with training expertise, there is little or no need for a high level Education and Training Group.

The following sets out the SLIG recommendations (Min. No. P21/07 refers) and the work that has been completed on the implementation of the AG's training recommendations.

*“Develop an overarching vision of training and education for TPS.”*

The purpose of the Training and Education (T&E) Unit is to contribute to the achievement of the Service's mission, vision, goals and objectives by:

- Delivering an effective, efficient and economical support service; and
- Producing learning initiatives through contemporary adult learning techniques to prepare all members of the Service to deliver equitable and competent police service to the diverse community of Toronto.

The T&E Unit is fulfilling its mandate by:

- Meeting or exceeding the standards prescribed by the Police Services Board and the Ministry of the Solicitor General by establishing training and education which will develop our personnel to their fullest potential so that we can fulfil our commitment today and in the future;
- Maintaining and directing programs specific to the training, education and development of Service personnel;
- Designing, developing and delivering new programs and maintaining existing training and education;
- Coordinating primary training and education of members of the Service;
- Promoting individual development and organizational learning processes, which must take place in the Service;
- Supporting the learning needs of operational units and individuals. This involves the design of local training sessions, conducting training needs analyses and assisting staff sergeants and other managers in successfully coaching and developing their staff;
- Participating in the delivery of mobile training; and,
- Administering the educational reimbursement program and serving as an advisor and contact with external training institutions, such as the Ontario and Canadian Police Colleges and the Canadian Police Knowledge Network.

*“Identify a consistent methodology for developing and delivering curriculum based on the best practices of adult learning / teaching approaches.”*

The T&E Unit has partnered with Humber College and the University of Guelph-Humber to satisfy this recommendation. These institutions offer accredited Train the Trainer programs in adult education and instructional techniques. The program commenced in late November 2007. This course of study is mandatory for all instructional staff at Charles O. Bick College and designated training sites throughout the Service. A further advanced program will be offered to those select instructors who design and evaluate programs.

*“Consider ways of using different approaches to training and learning, e.g. e-learning and team based training versus in-class training at the College.”*

The T&E Unit has begun implementation of a hybrid format for learning delivery. This format uses a combination of traditional classroom style training and non-continuous computer-based learning formats. Currently, the General Investigators Course is being piloted using the hybrid format. In 2008, this format will be implemented Service-wide for the Crisis Resolution Officer Safety Course (CROS), exposing 3,400 officers to this type of learning. Further, those officers who require the one-day Use of Force program in lieu of attending the CROS course will also receive e-learning. This equates to a one-day reduction in the CROS course’s traditional training completed at the Charles O. Bick College, as the additional day is made up with e-learning at the officer’s home unit.

*“Identify clear and specific outcomes from training and education.”*

In response to the AG’s recommendations, the T&E Unit found new and cost effective methods to measure, capture and report on learning outcomes. Large aspects of training evaluation will now be completed through the use of new technologies, such as “scantron” and web-based formats. The adoption of this new technology allows for efficient and timely feedback being gathered in relation to learning being transferred to the workplace, and its impact. Through the new Train-the-Trainer programs dedicated instructional staff will benefit from course evaluation and design teachings, which will place emphasis on course design that provides measurable outcomes on training programs.

*“Identify curriculum development and trainer competencies and to Review the need for and feasibility of a training of trainers program.”*

The response to these recommendations is contained in the foregoing paragraphs dealing with the new Train-the-Trainer programs. Part of the research into trainer competencies entailed a review of the competencies articulated by the Canadian Society of Training and Development (CSTD). The aforementioned mandatory program of study for T&E Unit trainers can be applied for credit for a professional designation from the CSTD.

*“Examine the use of uniform versus trained civilian instructors.”*

The review of positions held by police officers with a view to civilianization is an ongoing process within the Service. Several reviews of the training positions and courses within T&E have been completed in recent years. At this point, the recommendation is fully implemented. Reviews considered the required skills sets, appropriateness of the use of civilian instructors and cost-benefit assessments. To date, the T&E Unit has civilianized or outsourced a significant number of training courses, including First Aid, Cardio Pulmonary Resuscitation, all Information Technology training, all Physical Training, a significant amount of leadership training, train-the-trainer training and portions of ethics training.

*“Consider ways of utilizing community resources for training and education, including educational events organized by community organizations as well as the expertise of community members.”*

The T&E Unit has and continues to utilize community members and groups in different training programs. Community members are utilized on the Community Mobilization and CROS courses. Specifically, for CROS courses in 2007, community members from the Lesbian, Gay, Bi-Sexual, Transexual and Transgender communities are part of the course’s instructional staff, and have taught approximately 64 courses reaching approximately 3,200 police officers.

*“Identify ways for relating training to practice in the field through accountability mechanisms.”*

Through the use of modern auditing mechanisms, such as those incorporated within “scantron” evaluations, much faster and efficient ways of ensuring training is resulting in projected outcomes can be achieved. The T&E Unit has undergone significant restructure, including the creation of a Learning Development and Standards section that has a quality assurance mandate.

*“Examine ways of providing for training and education of Command, the Executive Group and the Board.”*

The T&E Unit has instituted and continues to strive to find efficient and effective ways to meet the needs of the various segments of the Service, including the 9-day Senior Officer course, and 1-day modules to be offered throughout 2008. With the continued introduction and expansion of hybrid e-learning programs, many cost effective learning strategies can be instituted to meet the needs of all learners including those in the upper reaches of the hierarchy.

#### Conclusion:

Training in the Service is an operational activity that supports identified needs, policies and statutes. With the implementation of the AG’s recommendations and the other system improvements previously noted, the Service has satisfied the recommendations of SLIG, since these latter recommendations closely mirrored those implemented from the AG’s report. Thus, the requirement to establish a high-level Education and Training Group to carry out the mandate outlined in the SLIG sub-committee’s report is not necessary.



**Staff Superintendent Mike Federico, Staff Planning and Community Mobilization, and Supt. Darren Smith, Training and Education, were in attendance and responded to questions about his report.**

**Supt. Smith advised the Board that the June 2008 report on the effectiveness of training will include a response to the issues recommended by SLIG – Education and Training Sub-Committee.**

**The Board received the foregoing report.**

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TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P29. APPROVAL OF MOTOROLA CANADA LIMITED AS THE VENDOR OF  
RECORD FOR VOICE RADIO, PARTS AND EQUIPMENT**

The Board was in receipt of the following report January 31, 2008 from William Blair, Chief of Police:

Subject: APPROVAL OF MOTOROLA CANADA LIMITED AS THE VENDOR OF  
RECORD FOR VOICE RADIO, PARTS AND EQUIPMENT

Recommendations:

It is recommended that:

- (1) the Board approve Motorola Canada Limited as the vendor of record for the supply and delivery of radios, parts and equipment for the Toronto Police Service voice radio system for the four year period commencing April 15, 2008 and ending April 14, 2012; 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:

The cost to purchase new mobile and portable radios to replace the current obsolete inventory of radios is approximately \$20M to \$25M. Funds for this purpose are provided for in the Radio Replacement capital project, which is included in the Toronto Police Service's (TPS) 2008 to 2012 Capital Program that has been approved by the Board and City Council. It should be noted that as part of this capital project, the TPS has already purchased \$10.6M of radio equipment (\$8.3M in 2006 and \$2.3M in 2007) from Motorola Canada Limited (Motorola).

The annual cost to purchase necessary parts and materials to support the TPS' voice radio units is approximately \$175,000. Funds for this purpose are provided for in the TPS' annual operating budget request.

The annual cost to purchase all necessary materials and parts required to maintain the voice radio infrastructure (tower sites, etc.) is approximately \$60,000. This cost is shared equally with Toronto Fire Services (Toronto Fire) and Toronto Emergency Services (Toronto EMS). The gross cost and recovery of the shared costs for this purpose are provided for in the TPS' annual operating budget request.

### Background/Purpose:

The City of Toronto Public Safety Voice Radio System provides critical operational voice communications for all units of the TPS, as well as for Toronto Fire and Toronto EMS. The mobile/portable radio units and associated infrastructure systems are maintained entirely by the Radio and Electronics Unit of the TPS.

The Radio and Electronics Unit is trained and authorized as a Motorola Service Center in support of the current voice radio system, and provides repair and support services for the radio units and infrastructure on a cost shared basis with the other emergency services.

The TPS currently has an agreement with Motorola as the vendor of record for the supply of radios, parts and equipment for the radio units and the voice radio system infrastructure. This agreement was approved by the Board at its meeting on April 7, 2005 (Min. No. P120/05 refers), and expires on April 14, 2008.

### Discussion:

The TPS commenced the replacement of its radio units in 2006, as part of the radio replacement capital project (Min. No. P218/06 refers). This replacement is necessitated by the fact that the current radios are obsolete and repair parts are unavailable. In addition to the radio replacement project, there is a City-wide joint TPS/Fire/EMS project to replace the entire radio system infrastructure, as that system will be obsolete in 2012.

The current voice radio system is based on a Motorola proprietary "SmartZone" trunked infrastructure. The communications centres of the TPS and Toronto Fire are also based on this Motorola proprietary technology.

At this time, only one other manufacturer is licensed by Motorola to produce and sell Motorola compatible radio units. This company has provided several units to TPS for testing by the Radio and Electronics Unit. During the testing, the radios failed to meet some key operational functionality requirements. In addition, there are some reliability concerns with the units. The functionality deficiencies and reliability concerns have been reported to the company. However, no response on potential current and or future fixes has been received. Consequently, while the Radio and Electronics Unit will continue to explore alternative radio suppliers, no viable option exists at this time. The TPS is therefore currently limited to purchasing its mobile and portable radio requirements from Motorola, and it is therefore necessary to continue the vendor of record arrangement with Motorola to enable the replacement of all obsolete radio units during the next four years.

Some parts and equipment required to maintain the current infrastructure and repair the radios are proprietary to, and therefore must be purchased from, Motorola. Accordingly, the vendor of record arrangement being recommended with Motorola should also include these parts and equipment requirements.

The provisions of the Board's Financial By-law, By-law No. 147, as amended, authorize a sole source procurement process in the foregoing circumstances, as the relevant goods and services are only available from one source due to the need for compatibility with existing good and services and or the absence of satisfactory alternatives or substitutes in the marketplace. Toronto Fire and EMS are in a similar position.

Conclusion:

The proprietary nature of the current voice radio system, and the fact no other vendor can provide a feasible alternative at this time, essentially restricts the TPS to buying replacement radios as well as required parts and equipment from Motorola. The Board is therefore being requested to approve Motorola Canada Limited as the vendor of record for the supply and delivery of radios, parts and equipment for the voice radio system for four years, commencing April 15, 2008. Based on TPS' significant purchase volume and because Radio and Electronics is an authorised Motorola Service Centre, the TPS will be able to purchase its requirements at reduced prices. All purchases from Motorola will be made in accordance with approved by-laws, and are subject to budget availability.

It should be noted that one of TPS' concerns relating to the current voice radio system is the continued reliance on one vendor for the supply of radio units, and related parts and equipment. The City's Radio Communication System Replacement capital project, approved by City Council on March 7, 2007, is to replace the base technology infrastructure based upon the Association of Public Safety Communications Officers (APCO) P25 standard. The APCO P25 standard is open to all radio manufacturers for voluntary adoption to their public safety radio system design. The use of this standard will hopefully lead to a potential multi-vendor solution for voice radio devices. However, the APCO P25 standard is only a 'minimum' standard that is undergoing early initial adoption and development by radio manufacturers. The extent of the standard applied by each manufacturer to their designs will dictate the functionality available on the system. Each new voice radio device would then require evaluation to ensure that TPS, Fire and EMS functional and reliability requirements are effectively met. One of the key objectives of the P25 standard is to enable a more competitive environment for the purchase of public safety radios, and enable a viable multi-vendor solution for public safety organizations. However, at this time, the extent to which this objective will be achieved is still uncertain. In any event, any new/enhanced voice radios released by vendors will undergo analysis and testing by the TPS' Radio and Electronics Unit, to determine whether they meet our functional requirements and are compatible with our current inventory of radios from an operational perspective.

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

**Mr. Tony Veneziano, Chief Administrative Officer, Mr. Cel Giannotta and Mr. Clay Beers, Information Technology Services, were in attendance and responded to questions about this report.**

**The Board was advised of a typographical error in the first sentence in the third paragraph under “Background.” The sentence should have said “[T]he TPS currently has an *arrangement* with Motorola ...” rather than *agreement*.**

**The Board inquired about the reasons for recommending Motorola as the vendor of record for a four-year period rather than a shorter period of time and asked whether or not the Service had attempted to seek alternative vendors.**

**Mr. Giannotta advised the Board that there are only two or three vendors available worldwide and that Motorola is the leading vendor in North America.**

**Mr. Veneziano said he understood the Board’s concerns about retaining one vendor for a four-year period. He emphasized that Motorola is being recommended as the vendor of record at this time and that there will be no obligation on the Service to purchase equipment from Motorola.**

**Chair Mukherjee noted the importance of looking at new technology and other developing trends in radio equipment.**

**The Board approved the following Motions:**

- 1. THAT recommendation no. 1 be amended by indicating that the Board will approve Motorola Canada Limited as the vendor of record for the supply and delivery of radios, parts and equipment for the Toronto Police Service voice radio system for the two year period commencing April 15, 2008 and ending April 14, 2010; and**
- 2. THAT recommendation no. 2 be approved.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P30. UPDATE ON THE DIGITAL VIDEO ASSET MANAGEMENT SYSTEM  
(DVAM II PROJECT)**

The Board was in receipt of the following report January 18, 2008 from William Blair, Chief of Police:

Subject: UPDATE ON THE DIGITAL VIDEO ASSET MANAGEMENT SYSTEM  
(DVAM II PROJECT)

Recommendations:

It is recommended that:

- (1) the Board approve extending the existing contract awarded to DJinn Software Inc. (DJinnSoft) for project management services of the DVAM II Project for twelve (12) months with an additional optional six (6) month extension with a cost of up to \$359,250 plus applicable taxes, resulting in a total cost of \$756,150 for DVAM II project management services;
- (2) the Board approve extending the existing contract awarded to MTS Allstream Inc. (Allstream) for development services of the DVAM II Project for ten (10) months with an additional optional six (6) month extension with a cost of up to \$252,640 plus applicable taxes, resulting in a total cost of \$538,415 for DVAM II development services; 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 additional funds of \$359,250 required for extending the existing contract of DJinnSoft and \$252,640 required for extending the existing contract of Allstream are available within the respective capital budgets for the project. The Digital Video Asset Management System, (DVAM II) project funding remains within budget with no additional funding required.

Background/Purpose:

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

An Executive Steering Committee was established in early 2006 to oversee the overall management of the project. A request for proposal (RFP #1069094-06) was issued in April, 2006 for a dedicated project manager and a senior Java developer, each for eighteen (18) months for the initial phases of the DVAM II Project. The project manager was hired in September 2006 and the senior Java developer was hired in November 2006. The immediate priorities for the project manager were to review the approved business case and complete the project charter as a first critical project initiation deliverable. The project charter was approved on November 14, 2006 (Min. No. 249/07 refers).

An RFP was issued by the Service, (RFP #1080879-07), on January 17, 2007 for the core DVAM II solution. This was approved by the Board on July 10, 2007 (Min. No. P250/07 refers), and the contract between the Service and the core solution vendor, TranTech Inc. (TranTech), was signed on November 22, 2007 at which time the Project commenced Phase 3 of the 5-phase project.

#### Discussion:

Going forward, with the complexity, effort and scope of the project together with responding to the requirements of compelling inter-related projects such as In-Car Camera, public space closed-circuit television (CCTV), and Toronto Transit Commission CCTV initiatives, it necessitates the continued roles of the external project manager and senior Java developer to complete the project.

This project management role is critical to the continued success of this project; to ensure achievements of the project objectives as well as to provide contract, budget and vendor management; integration and communications of project activities with project stakeholders that include multiple Service internal departments – Video Services Unit, Information Technology Services, Facilities, user group and DVAM II divisions/units; while managing DVAM requirements from inter-related projects such as In-Car Camera and CCTV. Additionally, DJinnSoft project manager has established relationships with key stakeholders within the Service, including the DVAM II Steering Committee, Project Management Office, the core solution vendor TranTech, TPS project teams and user community to effectively manage the completion of the project within the project funding and schedule.

The senior Java developer role has been integral to the detailed analysis of the business, functional and metadata requirements; the interface requirements to Service production systems including the Case and Occurrence Processing System (eCOPS), Human Resource Management System (HRMS), Video Tape Management System (VTMS) and Criminal Information Processing System (CIPS); as well as the security and access permissions for DVAMS. The continued availability of this resource with the domain knowledge and technical expertise will be critical throughout the DVAM solution implementation phases that include integrated system testing, technical knowledge transfer, and in-house development tasks. The Service does not currently have such a resource available internally.

Through engaging the services of DJinnSoft and Allstream the project has accomplished substantial milestone achievements by completing Phases 1 and 2 in accordance with the project charter. The Service has made a significant investment in DJinnSoft and Allstream by way of their involvement to date in the first two phases of this project and the Service would benefit from DJinnSoft's continued project management and Allstream's development and technical services. Extending their services will eliminate the costs and delays inherent in the procurement and security clearance processes, as well as the learning curve associated with such a complex project, therefore further enhancing the Service investment.

Extending the project management services for twelve (12) months and an additional optional six (6) months extension will add up to \$359,250 to the initial acquisition of \$396,900 resulting in a total cost of \$756,150 for project management services for the DVAM II project. Extending the senior Java developer services for ten (10) months with an additional optional six (6) months extension will add \$252,640 to the initial acquisition of \$298,000 resulting in a total cost of \$538,415.

Based on the information we have to-date the project is estimated to be completed within the approved funding, (Min. No. P308/07 refers). The total project budget requirement including the contract extension costs for DJinnSoft project manager and Allstream senior Java developer; the cost of the TranTech core solution, the central repository (Headquarters) server hardware, network upgrade, system software, disk storage, and facilities wiring installation is projected to be within the approved DVAM project funding.

#### Conclusion:

In summary, extending the existing contract awarded to DJinnSoft for project management services for the DVAM II Project for twelve (12) months with an additional optional six (6) months extension; and Allstream for the development services for ten (10) months with an additional optional six (6) months extension will provide the Service with the services to effectively implement a digital video asset management system and realize the goals and objectives of DVAM II on time without interruption and meeting the budget allocation for the project.

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

**Mr. John Sandeman, Video Services, and Mr. Cel Giannotta, Information Technology Services, were in attendance and responded to questions about this report.**

**The Board asked whether or not there had been a transfer of skills during the project so that the Service could rely on in-house expertise in the future rather than continuing to contract project management services.**



**Mr. Sandeman advised the Board that the project is still at an early stage and the process of transferring the skills to Service staff is just beginning. Further technical knowledge will be obtained as the project continues to develop.**

**Mr. Sandeman also noted that a presentation and report regarding the DVAM project would be provided to the Board in approximately three months.**

**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 FEBRUARY 21, 2008**

**#P31. SEMI-ANNUAL REPORT: NEW TRAINING FACILITY – PROJECT  
STATUS: JULY TO DECEMBER 2007**

The Board was in receipt of the following report January 16, 2008 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: NEW TRAINING FACILITY – PROJECT STATUS  
REPORT: JULY TO DECEMBER 2007

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.

Background/Purpose:

The New Training Facility is a capital project in the Service's approved 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, the Toronto Police Services 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 (Min. No. P209/06 refers). This report provides the Board with a status update for the period July 1, 2007 to December 31, 2007. The previous status report was provided in June 2007 (Min. No. P278/07 refers).

Discussion:

The Board, at its meeting of January 11, 2006 awarded the provision of construction management services for the new Training Facility to Eastern Construction Company Limited (ECCL). Under this agreement, ECCL manages the construction component of the project (Min. No. P7/06 refers).

Subsequently, the Board at its meeting of July 10, 2006 awarded the provision of construction services for the new Training Facility to ECCL (Min. No. P207/06 refers). This agreement authorizes ECCL to award contracts to the recommended sub-contractors and pay for the various construction services provided. Since the award of these two agreements, 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:*

- The various submitted tender packages have been opened jointly by ECCL, TPS Facilities Management and City Facilities & Real Estate (F&RE). The tenders for the most part were under the budget estimate. All the sub-contracts have been awarded, and at this time the construction component of the project is approximately \$3.0M under the pre-construction budget estimate. However, the project is still 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.
- 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 scheduled substantial completion date of November 6, 2008. ECCL has requested a substantial completion extension to December 31, 2008, due in large part to a labour disruption in June 2007.
- As of December 31, 2007, the site services were 98% complete; excavations were 98% complete, foundations were 98% complete (100% for the Academic building). ECCL is currently pouring the ground floor slab and elevator shafts in the academic building. The poured concrete walls in the Range Building are complete, the structural steel roof trusses are 95% complete, roof deck installation is 80% complete, and installation of the exterior precast concrete panels has commenced. Installation of the ground source heat pump wells is complete. Mechanical and electrical systems rough-in are underway.
- 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 \$0.7M, and funded from project contingency.
- The LEED Silver certification process is underway and proceeding smoothly. 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. The document gathering process is underway with all consultants. Final application will be made for LEED Silver certification after completion of the project. The review process by the Canada Green Building Council is expected to take several months to complete following the final submission.

### *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. Now that a detailed design is available, Service staff are currently evaluating the plans for these components to determine any revisions to the original requirements/assumptions and related cost implications. The project steering committee is dealing with these issues.

### *Project Management:*

- A steering committee for the project has been established and meets monthly. The steering committee ensures the project is proceeding as planned and provides direction as required.
- The Service has designated its Senior Project Coordinator as the overall project manager for this project.
- Roles and responsibilities (between the Service, City and Construction Manager) have been defined.
- A process (including authorization levels) has been instituted to manage project change orders.
- Weekly 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, matters of note and site photographs. Copies of this report are also provided to the Board office, for distribution to the Board members, as requested.

### *Matters of Note:*

- DND has received Treasury Board approval to proceed with the project. City Legal is finalizing the lease document with DND. The Service will receive its first payment from DND once the lease document is finalized.
- The issues with the Daily Bread Food Bank, as outlined in the previous report, have been resolved.
- The City of Toronto has issued a full Building Permit.

- 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 and/or by the project's steering committee. 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.

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and advised the Board that the lease agreement with the Department of National Defence will be signed within the next few weeks. Although construction work has been affected by the recent weather, it is anticipated that the occupancy date will be sometime in the third quarter of 2009.**

**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 FEBRUARY 21, 2008**

**#P32. NEW JOB DESCRIPTION – GRANTS ADMINISTRATOR**

The Board was in receipt of the following report January 31, 2008 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – GRANTS ADMINISTRATOR

Recommendation:

It is recommended that the Board approve the attached civilian job description and classification for the position of Grants Administrator, Budgeting & Control (A08063).

Financial Implications:

A vacant class B07 position in Fleet & Materials Management is being deleted in order to create this new job. As the job rate for the B07 (40 hour) position exceeds that of an A08 (35 hour) position, no additional funding is necessary.

Background/Purpose:

Budgeting and Control is mandated to coordinate the planning and budgeting process for the Service, provide financial advice and guidance for Service units and coordinate the application, administration and reporting processes for grants and other funding for the Service.

Over the years, the Service's portfolio of grants and grant reporting requirements has increased significantly. In 2001, the Service had six active grants with a total funding of \$7.8M. Whereas in 2007, the Service had eleven active grants with a grant portfolio of more than \$25M. Grants have become a significant portion of the Service's revenues and the Service has come to rely on these revenues to fund programs and to achieve organizational goals. As the availability of government grants to police services has increased over the last several years, so has the administration and reporting requirements. Grants receive a great amount of scrutiny and the demonstration of value for money is required at all stages of grant administration, including proposals, applications and reporting.

Discussion:

The acceptance of grant funding entails certain obligations on the part of the Service. In most cases, these obligations are contractual in nature as they are set out in an agreement between the Toronto Police Services Board and the grantor. These agreements generally obligate the Service to achieve specific measurable results and stipulate that specific reporting requirements be met. Funding is also granted on the condition that the Service has in place, the governance and

administrative structures, as well as processes necessary to ensure prudent and effective management of the grant. Currently, grants are managed by the Project and Policy Coordinator position within Budgeting & Control; however, the volume of work has increased significantly and is impacting on the other duties of the Project and Policy Coordinator.

To effectively manage the significant volume and value of grants for the Service, Budgeting and Control has identified the need for a position to assist in the administration and reporting of grants. This position will assist in ensuring that all expenditures for grants are strictly accounted for and that contractual requirements are met. The Grants Administrator will be responsible for an array of grant, contract and financial functions, including coordination and review of applications and proposals for grant funding; coordination, preparation and review of grant reporting; research and evaluation of grant opportunities; and other duties as assigned.

To this end, Compensation and Benefits has developed a job description for the position. The job has been evaluated within the Service's job evaluation plan and determined to be a class A08 (35 hour) within the Unit "A" Collective Agreement. This classification carries a current salary range of \$52,573 to \$59,477 per annum, effective January 1, 2007.

Conclusion:

It is therefore recommended that the Board approve the attached new job description for the position of Grants Administrator (A08063). Upon the Board's approval, the Toronto Police Association will be notified accordingly as required by the Collective Agreement and this 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 questions the Board may have regarding this report.

**The Board deferred consideration of the foregoing report to the March meeting to allow the Chair an opportunity to have a discussion with the Chief regarding the status of new positions, given that the City has not yet approved the Service's 2008 operating budget.**



**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 432  
**Pay Class:** A08

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<b>JOB TITLE:</b>	Grants Administrator	<b>JOB NO.:</b>	A08063		
<b>BRANCH:</b>	Administrative Command	<b>SUPERSEDES:</b>	New		
<b>UNIT:</b>	Budgeting & Control	<b>HOURS OF WORK:</b>	35	<b>SHIFTS:</b>	1
<b>SECTION:</b>	Finance & Administration	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1		
<b>REPORTS TO:</b>	Project & Policy Co-ordinator	<b>DATE PREPARED:</b>	16 January 2008		

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**SUMMARY OF FUNCTION:**

Assists with the overseeing of all phases of grant funding arrangements including, but not limited to, the application for, acceptance of and administration and reporting of grants for the Service; in addition, assists with special projects, account analyses, and other duties inherent to the job.

**DIRECTION EXERCISED:**

Provides guidance to TPS personnel regarding administrative procedures and details with respect to grant expenditures, etc., if necessary.

**MACHINES & EQUIPMENT USED:**

Standard TPS Workstations, associated software/computer applications and any other office related equipment which may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Monitors, controls and analyzes grant expenditures and project deliverables to ensure contract compliance.
2. Provides guidance and serves as a resource to grant project managers; helps to resolve grant related issues.
3. Monitors and co-ordinates the preparation and submission of required reports, as appropriate; issues reminders of report due dates; ensures quality control is maintained throughout the process; and prepares the financial section of required reports.
4. Ensures reconciliation of General Ledger, in conjunction with Financial Management, for reporting to the Grantor; examines invoices for appropriateness of expenditures to ensure contract compliance; and co-ordinates invoicing for grant payments and monitors receipts.
5. Under the direction of the Policy & Project Coordinator, reviews applications for grant funding and makes recommendations for changes to reduce risk of rejection from the Grantor and to improve quality of proposals.
6. Liaise with applicable Municipal, Provincial and Federal staff with respect to grants.

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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.**





**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 432

**Pay Class** A08

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<b>JOB TITLE:</b>	Grants Administrator	<b>JOB NO.:</b>	A08063
<b>BRANCH:</b>	Administrative Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Budgeting & Control	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Finance & Administration	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Project & Policy Co-ordinator	<b>DATE PREPARED:</b>	16 January 2008

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**DUTIES AND RESPONSIBILITIES:** (cont'd)

7. Assists the Policy & Project Coordinator in the review of grant contracts, and the preparation of recommended changes for review by City Legal.
8. Research potential grant opportunities for the Service, utilizing internet websites and other sources; and evaluates grant opportunities.
9. Maintains tracking and reporting of potential, new, on-going and completed funding opportunities; and maintains appropriate records and documents in accordance with established procedures.
10. Prepares ad-hoc information requests from stakeholders.
11. Liaises with Command Planners/Units to obtain and report on non-financial information for grants (e.g. activity information for Community Policing and Safer Communities grants and tracking of positions for grants).
12. Ensures the appropriate budget structure and entries pertaining to grants are reflected in the financial management system (SAP).
13. Assists in special projects, financial analysis and other duties inherent to the job.

**Note: Prior to submission for job evaluation, all signatures required.**

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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 FEBRUARY 21, 2008**

**#P33. 2007 ANNUAL REPORT - SECONDMENTS**

The Board was in receipt of the following report January 02, 2008 from William Blair, Chief of Police:

Subject: 2007 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

In 2007, forty-two (42) uniform members and seven (7) civilian members were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The total cost recovery for funded secondments was \$5,477,000.

In addition, for the same time period, forty (40) uniform members were seconded to various agencies with no cost recovery to the Service. The total cost to the Service for salaries and benefits for unfunded secondments in 2007 was \$4,750,000.

The unfunded secondment positions include partnerships with federal and provincial government agencies operating in the Greater Toronto area, with both the Service and the partner agencies benefiting from the efficiencies arising from the working relationship.

There has been a reduction of one (1) uniform seconded member since the 2006 Annual Reporting of Secondments.

Background:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Min. No. P5/01 refers). This report is submitted in compliance with the Board's direction.

Conclusion:

A list of secondment positions filled by Service members during 2007 is appended to this report.

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

**The Board received the foregoing report.**

**APPENDIX**

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	Inspector	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	D/Sgt	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
2	Detective	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
6	D/C	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	Detective	Royal Canadian Mounted Police TADEU	2007	to	2008	UFD
1	D/C	Royal Canadian Mounted Police TADEU	2007	to	2008	UFD
1	D/C	Royal Canadian Mounted Police INSET	2006.04.01	to	2008	FCR
1	D/C	Royal Canadian Mounted Police COMET	2005.04.01	to	2008.04.01	UFD
2	D/C	Royal Canadian Mounted Police Pearson International Airport	2006.11.06	to	2008	UFD
1	PC	Royal Canadian Mounted Police TIPOC	2006.04.01	to	2008.03.31	FCR
1	A/C08	Royal Canadian Mounted Police NWEST	2006.06.30	to	2009.03.31	FCR
1	Detective	New York Police Department Police Liaison	2006.07.27	to	2008	FCR
1	D/Sgt	Ontario Provincial Police Weapons Enforcement	2007	to	2008	UFD
4	Detective	Ontario Provincial Police Weapons Enforcement Unit	2007	to	2008	UFD
4	D/C	Ontario Provincial Police Weapons Enforcement	2007	to	2008	UFD
1	D/Sgt	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD
3	Detective	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD
4	D/C	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD
1	Detective	Ontario Provincial Police Illegal Gaming	2007	to	2008	FCR
3	D/C	Ontario Provincial Police Illegal Gaming	2003.06.28	to	2008	1-FCR 2-UFD
1	Detective	Ontario Provincial Police Provincial Auto Theft	2007	to	2008	UFD

<b>No. of Members</b>	<b>RANK</b>	<b>LOCATION</b>	<b>TERM</b>			<b>COST</b>
1	Detective	Ontario Provincial Police Proceeds of Crime	2007	to	2008	UFD
4	D/C	Ontario Provincial Police Proceeds of Crime	2007	to	2008	UFD
2	PC	Ontario Provincial Police MSERT	2007.01.01	to	2009.01.01	FCR
5	Sergeant	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
1	PC	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
3	Civilian	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
1	PC	Corrections Canada CCLO Liaison Officer	2007.09.11	to	2009.01.01	FCR
1	S/Sgt	Ontario Police College Basic Constable Training	2007.08.27	to	2009.08.27	FCR
3	Sergeant	Ontario Police College Basic Constable Training	2007.01.02	to	2008.12.15	FCR
5	A/Sgt	Ontario Police College Basic Constable Training	2006.01.02	to	2008.11.30	FCR
1	Inspector	Provincial Repeat Offenders Enforcement (R.O.P.E.)	2006.09.31	to	2009.08.31	FCR
1	Detective	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	UFD
1	D/C	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	UFD
5	D/C	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
2	C04	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
1	A/Insp	Ministry of Community Safety and Correctional Services Correction Investigation	2007.01.22	to	2008.01.21	FCR
1	D/Sgt	Ministry of Solicitor General CISO	2007	to	2008	UFD
1	A/D/Sgt	Ministry of Solicitor General CISO	2003.02.28	to	2008.03.31	FCR
1	Detective	Ministry of Solicitor General CISO	2007	to	2008	UFD
1	A/D/Sgt	Ministry Community Safety & Correctional Services Major Case Management	2006.07.04	to	2008.01.14	FCR
1	PC	Ministry of Solicitor General ViCLAS	2006.05.08	to	2008.05.08	FCR
1	D/C	Ministry of Solicitor General ViCLAS	2004.10.18	to	2008.10.17	FCR

No. of Members	RANK	LOCATION	TERM			COST
1	D/C	Ministry Public Safety & Security Provincial Anti-Terrorism	2006.09.29	to	2008	FCR
2	PC	Ministry Community Safety and Correctional Services Chief Firearms Office	2007.01.02	to	2010.01.02	FCR
2	PC	Ministry Community Safety and Correctional Services Chief Firearms Office	2007.01.02	to	2010.01.02	FCR
1	S/Sgt	Office of Democratic Institutions and Human Rights (ODIHR) Hate Crime - (Part Time)	2007.03.12	to	2007.12.13	UFD
1	D/C	United States Postal Service Telemarketing Fraud	2007.01.31	to	2008.01.31	FCR
1	A/C07	United States Postal Service Telemarketing Fraud	2007.01.31	to	2008.01.31	FCR
1	Sergeant	City of Toronto Emergency Measures	2007	to	2008	FCR
1	A/Insp	Toronto Transit Commission Police Advisor Liaison Officer	2006.09.12	to	2008.09.12	FCR

**Legend:**

FCR - Full Cost Recovery

UFD - Unfunded

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P34. 2007 ANNUAL REPORT – UNIFORM PROMOTIONS**

The Board was in receipt of the following report January 24, 2008 from William Blair, Chief of Police:

Subject: ANNUAL REPORTING ON UNIFORM PROMOTIONS - 2007

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 on May 29, 2003, the Board approved giving standing authority to the Chair and Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Min. No. P136/03 refers).

In 2007, one hundred (100) police constables were promoted to the rank of Sergeant (exhausting that list) and thirty-seven (37) sergeants and detectives were promoted to the rank of Staff/Detective Sergeant (which includes one officer from a previous year's process, and leaves fourteen names on the current list for promotion). Furthermore, another promotional process was commenced in 2007, which resulted in a list of one hundred thirty (130) names of successful candidates being placed on a list for promotion to the rank of Sergeant. These officers will be deployed starting in January 2008. The process for promotion to Staff/Detective Sergeant, which commenced in 2007 concluded on January 17, 2008, resulted in a list of fifty (50) names of successful candidates for promotion to the rank of Staff/Detective Sergeant. The deployment of these officers will be reported on in the 2008 annual report.

An employment equity analysis of officers promoted to the ranks of Sergeant and Staff/Detective Sergeant is attached (see Appendices A-1 and A-2). As well, an employment equity analysis of officers placed on the list for future promotion to the ranks of Sergeant and Staff/Detective Sergeant is attached (see Appendices B-1 and B-2). At its meeting on March 22, 2007, the Board requested that future employment equity statistics provide an analysis of the success rate of female and racial minority officers in the promotional process by comparing the number of such officers in the promotional pools with the number of those who were promoted (Min. No. P124/07 refers). This information is found in Appendices A-1 through B-2.

Appendices C-1 and C-2 provide more detailed information with respect to each promotion.

All officers have been promoted in accordance with Service Procedure 14-10 entitled “Uniform Promotional Process – Up To and Including the Rank of Inspector” which was approved by the Board (Min. No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process that included background checks conducted through the constituent units of Professional Standards, the Human Rights Co-ordinator, and Labour Relations.

Conclusion:

This report lists the number of members of the Toronto Police Service who were promoted to the ranks of Sergeant and Staff/Detective Sergeant during the year 2007, along with an employment equity analysis. It also provides an employment equity analysis for those who have been placed on lists for promotion in the future.

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

**The following persons were in attendance and discussed this report with the Board:**

**Deputy Chief Keith Forde, Human Resources Command  
Staff Superintendent Mike Federico, Staff Planning & Community Mobilization  
Inspector Scott Weidmark, Staff Planning**

**Chair Mukherjee expressed his concern about the effectiveness of the changes that were made to the promotional processes given the significant differential in the chances of success of female, Aboriginal and male visible minority applicants compared to the chances for other applicants.**

**The Board approved the following Motions:**

- 1. THAT the Board defer further consideration of the foregoing report to its March meeting;**
- 2. THAT, prior to the March meeting, Chair Mukherjee, Chief Blair and Deputy Chief Forde have a discussion regarding the results of the 2006/2007 promotional processes; and**
- 3. THAT the Board affirm that it considers it a priority that all senior ranks of the Service fully and meaningfully reflect the gender and racial diversity of this City.**

**Appendix A1:**

<b>TPS 2006 / 2007 Promotional Process to Sergeant (promoted in 2007)</b>				
<b>Employment Equity Results</b>	<b>Entered Process</b>	<b>Wrote Exam</b>	<b>Interviewed</b>	<b>Promoted</b>
<b><u>Female</u></b>				
<b>Female Aboriginal</b>	2	1	1	1
<b>Female Visible Minority</b>				
Black	5	5	1	1
Mixed Race or Colour	2	2	1	1
Chinese	1	1	1	1
South Asian (Indo Pakistani)	1	1	0	0
<b>Total Female Visible Minority</b>	9	9	3	3
% Female Visible Minority of Total Female	10.23%	15.00%	12.00%	14.29%
Non Respondent Female	77	51	21	18
<b>Total Female</b>	88	60	25	21
% Female of Total Members	16.45%	15.38%	16.34%	21.00%
<b><u>Male</u></b>				
<b>Male Aboriginal</b>	5	4	2	2
<b>Male Visible Minority</b>				
South Asian (Indo Pakistani)	32	27	8	5
% South Asian (Indo-Pakistani) of Total Males	7.16%	8.18%	6.25%	6.33%
Black	30	21	4	1
% Black of Total Males	6.71%	6.36%	3.13%	1.27%
Chinese	9	5	1	1
Filipino	6	4	1	1
West Asian / North African	6	4	2	1
Central & South American	4	2	0	0
Korean	4	4	0	0
Japanese	3	2	0	0
Mixed Race or Colour	3	2	0	0
Other Southeast Asian	2	1	0	0
Sum Visible Minority other than Black /South Asian (Indo Pakistani)	37	24	4	3
% Sum Visible Minority other than of Total Males	8.28%	7.27%	3.13%	3.80%
<b>Total Male Visible Minority</b>	99	72	16	9
% Male Visible Minority of Total Male	22.15%	21.82%	12.50%	11.39%
Non Respondent Male	343	254	110	68
<b>Total Male</b>	447	330	128	79
<b>Total Visible Minority (Male &amp; Female)</b>	108	81	19	12
% Total Visible Minority of Total Members	20.19%	20.77%	12.42%	12.00%
<b>Total Members</b>	535	390	153	100



**Appendix A2:**

<b>TPS 2006 /2007 Promotional Process to Staff/Detective Sergeant (36 of 50 promoted in 2007)</b>				
<b>Employment Equity Results</b>	<b>Entered Process</b>	<b>Wrote Exam</b>	<b>Interviewed</b>	<b>36 of 50 Promoted</b>
<b><u>Female</u></b>				
<b>Female Aboriginal</b>	1	0	0	0
<b>Female Visible Minority</b>				
Black	5	4	2	1
South Asian (Indo Pakistani)	1	0	0	0
Japanese	1	1	1	0
<b>Total Female Visible Minority</b>	7	5	3	1
% Female Visible Minority of Total Female	13.21%	13.16%	23.08%	11.11%
Non Respondent Female	45	33	10	8
<b>Total Female</b>	53	38	13	9
% Female of Total Members	15.54%	14.79%	15.85%	18.00%
<b><u>Male</u></b>				
<b>Male Aboriginal</b>	2	0	0	0
<b>Male Visible Minority</b>				
South Asian (Indo Pakistani)	4	3	0	0
% South Asian (Indo-Pakistani) of Total Males	1.39%	1.37%	0.00%	0.00%
Black	18	16	7	5
% Black of Total Males	6.25%	7.31%	10.14%	12.20%
Chinese	2	2	0	0
Filipino	2	2	0	0
Mixed Race or Colour	2	1	1	0
Sum Visible Minority other than Black / South Asian (Indo Pakistani)	6	5	1	0
% Sum Visible Minority other than of Total Males	2.08%	2.28%	1.45%	0.00%
<b>Total Male Visible Minority</b>	28	24	8	5
% Male Visible Minority of Total Male	9.72%	10.96%	11.59%	12.20%
Non Respondent Male	268	195	61	36
<b>Total Male</b>	288	219	69	41
<b>Total Visible Minority (Male &amp; Female)</b>	35	29	11	6
% Total Visible Minority of Total Members	10.26%	11.28%	13.41%	12.00%
<b>Total Members</b>	341	257	82	50

**Appendix B1:**

<b>TPS 2007 Promotional Process to Sergeant (on the list to be promoted)</b>				
<b>Employment Equity Results</b>	<b>Entered Process</b>	<b>Wrote Exam</b>	<b>Interviewed</b>	<b>On the List to be Promoted</b>
<b>Female</b>				
<b>Female Aboriginal</b>	0	0	0	0
<b>Female Visible Minority</b>				
Black	4	4	2	0
South Asian (Indo Pakistani)	2	2	1	1
<b>Total Female Visible Minority</b>	6	6	3	1
% Female Visible Minority of Total Female	7.41%	10.34%	7.14%	4.76%
Non Respondent Female	75	52	39	20
<b>Total Female</b>	81	58	42	21
% Female of Total Members	15.23%	14.50%	16.03%	16.15%
<b>Male</b>				
<b>Male Aboriginal</b>	1	1	1	0
<b>Male Visible Minority</b>				
South Asian (Indo Pakistani)	31	20	13	7
% South Asian (Indo-Pakistani) of Total Males	6.87%	5.85%	5.91%	6.42%
Black	42	30	17	6
% Black of Total Males	9.31%	8.77%	7.73%	5.50%
Chinese	8	7	4	3
Filipino	5	4	3	1
West Asian / North African	4	4	2	1
Central & South American	3	3	3	1
Korean	3	3	1	1
Japanese	2	0	0	0
Mixed Race or Colour	6	4	3	3
Other Southeast Asian	3	3	2	1
Sum Visible Minority other than Black / South Asian (Indo Pakistani)	34	28	18	11
% Sum Visible Minority other than of Total Males	7.54%	8.19%	8.18%	10.09%
<b>Total Male Visible Minority</b>	107	77	48	24
% Male Visible Minority of Total Male	23.73%	22.51%	21.82%	22.02%
Non Respondent Male	344	265	172	85
<b>Total Male</b>	451	342	220	109
<b>Total Visible Minority (Male &amp; Female)</b>	113	83	51	25
% Total Visible Minority of Total Members	21.24%	20.75%	19.47%	19.23%
<b>Total Members</b>	532	400	262	130

**Appendix B2:**

<b>TPS 2007 Promotional Process to Staff/Detective Sergeant (on the list to be promoted)</b>				
<b>Employment Equity Results</b>	<b>Entered Process</b>	<b>Wrote Exam</b>	<b>Interviewed</b>	<b>On the List to be Promoted</b>
<b><u>Female</u></b>				
<b>Female Aboriginal</b>	1	1	1	0
<b>Female Visible Minority</b>				
Black	6	5	1	0
Japanese	1	1	1	1
South Asian (Indo Pakistani)	1			
<b>Total Female Visible Minority</b>	8	6	2	1
% Female Visible Minority of Total Female	11.94%	14.29%	9.09%	10.00%
Non Respondent Female	58	35	19	9
<b>Total Female</b>	67	42	22	10
% Female of Total Members	19.48%	18.26%	22.00%	20.00%
<b><u>Male</u></b>				
<b>Male Aboriginal</b>	1	1	0	0
<b>Male Visible Minority</b>				
South Asian (Indo Pakistani)	6	4	2	0
% South Asian (Indo-Pakistani) of Total Males	2.17%	2.13%	2.56%	0.00%
Black	16	9	2	1
% Black of Total Males	5.78%	4.79%	2.56%	2.50%
Chinese	3	2		0
Filipino	3	1	1	0
West Asian / North African				
Central & South American				
Korean				
Japanese	1	0	0	0
Mixed Race or Colour	2	1	1	1
Other Southeast Asian				
Sum Visible Minority other than Black / South Asian (Indo Pakistani)	9	4	2	1
% Sum Visible Minority other than of Total Males	3.25%	2.13%	2.56%	2.50%
<b>Total Male Visible Minority</b>	31	17	6	2
% Male Visible Minority of Total Male	11.19%	9.04%	7.69%	5.00%
Non Respondent Male	245	170	72	38
<b>Total Male</b>	277	188	78	40
<b>Total Visible Minority (Male &amp; Female)</b>	39	23	8	3
% Total Visible Minority of Total Members	11.34%	10.00%	8.00%	6.00%
<b>Total Members</b>	344	230	100	50

**Appendix C1:**

<b>Promotions to the rank of Sergeant in 2007</b>	
<b>Number Promoted</b>	<b>Effective Date</b>
25	February 26, 2007
21	March 26, 2007
4	April 27, 2007
11	May 14, 2007
1	May 28, 2007
1	June 04, 2007
6	June 11, 2007
5	June 25, 2007
2	July 16, 2007
3	July 30, 2007
3	August 13, 2007
2	August 20, 2007
1	August 27, 2007
3	September 10, 2007
1	September 17, 2007
4	October 01, 2007
2	November 05, 2007
1	November 19, 2007
2	December 03, 2007
2	December 17, 2007
<b>100</b>	

There are no promotions directly to the rank of Detective. Unless specific permission is granted by the Chief of Police, all Constables are promoted to the rank of Sergeant for the one-year probationary period.

Note: One member remains in the eligibility pool for promotion to the rank of Sergeant from a previous process at the request of the Command.

**Appendix C2:**

<b>Promotions to the rank of Staff / Detective Sergeant</b>		
<b>Number</b>	<b>Promoted to Rank</b>	<b>Effective Date</b>
1	Staff Sergeant	February 20, 2007
8	Staff Sergeant	February 26, 2007
6	Detective Sergeant	February 26, 2007
1	Detective Sergeant	March 26, 2007
1	Detective Sergeant	April 27, 2007
2	Detective Sergeant	May 01, 2007
1	Staff Sergeant	May 01, 2007
1	Detective Sergeant	May 14, 2007
1	Staff Sergeant	June 04, 2007
1	Staff Sergeant	June 11, 2007
1	Detective Sergeant	June 11, 2007
1	Detective Sergeant	June 25, 2007
1	Staff Sergeant	July 16, 2007
1	Detective Sergeant	August 20, 2007
1	Detective Sergeant	August 27, 2007
2	Detective Sergeant	September 04, 2007
1	Staff Sergeant*	October 29, 2007
1	Detective Sergeant	November 05, 2007
1	Detective Sergeant	November 26, 2007
2	Staff Sergeant	December 24, 2007
2	Detective Sergeant	December 24, 2007
<b>16</b>	Staff Sergeant promotions	
<b>21</b>	Detective Sergeant promotions	

\* Held over from previous year's process.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P35. LEGAL INDEMNIFICATION – CASE NO. GR/2007**

The Board was in receipt of the following report January 09, 2008 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. GR/2007

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Daniel Moore of Heller, Rubel Barristers (dated July 4, 2007) in the amount of \$1,020.25 for his representation of a Parking Enforcement Officer in a *Highway Traffic Act* matter.

Financial Implications:

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

Background/Purpose:

A Parking Enforcement Officer has requested payment of his legal fees for \$1,020.25 under the legal indemnification clause of the Civilian Unit “C” Collective Agreement. The purpose of this report is to recommend denial of the member’s claim.

Discussion:

This report corresponds with additional information provided on the Confidential Agenda.

Conclusion:

The member was not performing his duties in good faith when the on-duty accident occurred. As such, his claim for legal indemnification in the amount of \$1,020.25 does not meet the criteria of “*acts done in the attempted performance in good faith of his/her duties as a member of the Service*” pursuant to Article 27 in the Civilian Unit “C” Collective Agreement. Therefore, payment of the legal bill should be denied.

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

**The foregoing report was referred back to the Chief of Police for review in conjunction with a confidential report that was also considered by the Board regarding this matter (Min. No. C43/08 refers).**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P36. LEGAL FEES - TORONTO POLICE SERVICES BOARD – CIVIL  
ACTION INVOLVING MR. NORMAN GARDNER – ENDING  
NOVEMBER 30, 2007**

The Board was in receipt of the following report January 24, 2008 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 \$6,074.78.

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 November 30, 2007, in the amount of \$6,074.78.

I have also appended a letter dated January 21, 2008, 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 2007 operating budget.

This report corresponds with additional information provided on the in-camera agenda.

**The Board approved the foregoing report noting that additional information was also considered during the in-camera meeting (Min. No. C53/08 refers).**



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

*\* Certified by the Law Society as a Specialist in  
Municipal Law: Local Government / Land  
Use Planning & Development*

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

File No. 8404-A60-4879.06

January 21, 2008

**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: 1156602/32032-2002 dated January 3, 2008 from Torys LLP for the period ending November 30, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Yours truly,

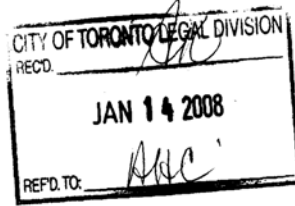
  
Albert H. Cohen  
Director of Litigation

AHC:tt  
Encl.





**TORYS**  
LLP



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

January 7, 2008

Mr. Albert Cohen  
Metro Hall  
25th Floor, Stn. 1260  
55 John Street  
Toronto ON 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 November 30, 2007, which I trust is satisfactory.

Yours very truly,

A handwritten signature in black ink, appearing to read "Trisha Jackson", written over a horizontal line.

Trisha Jackson

Tel 416.865.7343  
Fax 416.865.7380  
tjackson@torys.com

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

January 3, 2008

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

Re: ats Norm Gardner

TO PROFESSIONAL SERVICES RENDERED, for the period ending November 30, 2007 as described  
on the attached Schedule.

Fee	\$5,778.00
<u>Disbursements Subject to GST</u>	
Laser Printing	7.50
GST	<u>289.28</u>
TOTAL	<u>\$6,074.78</u>

TORYS LLP

Per: 

REF: 1156602/32032-2002

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 FEBRUARY 21, 2008**

**#P37. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND  
LEGAL INDEMNIFICATION: JULY TO DECEMBER 2007**

The Board was in receipt of the following report January 28, 2008 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:  
SEMI-ANNUAL REPORT JULY 1 - DECEMBER 31, 2007 AND  
CUMULATIVE COSTS FROM JANUARY 1 - DECEMBER 31, 2007

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:

This report will provide a semi-annual update for the period of July 1 to December 31, 2007 and cumulative costs from January 1 to December 31, 2007.

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

Discussion:

Semi-Annual Summary: July 1 – December 31, 2007

During the period of July 1 to December 31, 2007, nineteen (19) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$328,519.72 were received and approved for payment by the Director, Human Resources Management and the Manager, Labour Relations.

During the same period, eighteen (18) accounts relating to legal indemnification were paid totalling \$40,981.38. Four (4) accounts relating to inquests for \$561,415.57 were also paid. There were no payments made relating to civil suits during this period.

## Cumulative Summary for 2007

For the period January 1 to December 31, 2007, legal expenses incurred by Labour Relations totalled \$1,192,169.41. The breakdown of this cost was as follows:

<b>Number and Type of Account Paid</b>	<b>Costs Incurred in 2007</b>
24 Payments to Hicks, Morley, Hamilton, Stewart and Storie LLP	\$ 482,570.50
47 Legal Indemnifications	\$ 120,873.50
5 Inquests	\$ 588,725.41
0 Civil Action	nil
<b>Total Cost for 2007</b>	<b>\$1,192,169.41</b>

There were no accounts denied during the year.

### Conclusion:

In summary, this report provides the Board with a semi-annual update for the period July 1 to December 31, 2007 of all labour relations counsel, legal indemnification claims and accounts relating to inquests and civil action, and the cumulative costs from January 1 to December 31, 2007.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P38. POLICE TOWING AND POUND CONTRACTS – REQUEST FOR  
QUOTATION INFORMATION**

The Board was in receipt of the following report February 12, 2008 from William Blair, Chief of Police:

Subject: POLICE TOWING AND POUND CONTRACTS – REQUEST FOR  
QUOTATION INFORMATION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of January 22, 2008, approved the issuance of a request for quotation (RFQ) for towing and pound services (Min. No. P4/08 refers). At the same meeting, the Board also approved a motion requesting “That the Chief of Police provide the Board with a report identifying the dates of information meetings for interested bidders and the timelines for the quotation request process, the evaluation period and the date that the Service anticipates submitting the final report to the Board for approval.” The following information is provided in response to the Board’s request.

Discussion:

The timelines for the towing and pound services RFQ process are as follows.

- RFQ issue date - February 11, 2008.
- Interested Bidders Information Session - February 26, 2008 at Traffic Services, 9 Hanna Avenue.
- Additional Questions After Information Session – Bidders may direct questions to Purchasing Support Services via e-mail or fax up to five (5) days prior to the closing date.
- Addendums Deadline – The final date for issuing addendums to the RFQ is March 10, 2008.

- Closing Date and Bid Opening - March 12, 2008 at 10:00 a.m. local time (Eastern Standard Time) Toronto Police Service, 40 College Street.
- Evaluation of Bids - March 13, 2008 to March 25, 2008.
- Report to Board – Targeted for April 17, 2008 Board meeting.

Conclusion:

The additional information requested by the Board on the towing and pound services RFQ has been provided in this report. Based on the timelines identified, the Service expects to submit a report on the results of the RFQ process to the Board's April 17, 2008 meeting. As requested by the Board, a final version of the RFQ has been provided and is available in the Board office.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command and Deputy Chief Tony Warr, Specialized Operations 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 FEBRUARY 21, 2008**

**#P39. SCHOOL CROSSING GUARDS LONG SERVICE AWARDS - 2008**

The Board was in receipt of the following February 08, 2008 from Alok Mukherjee, Chair:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2008

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$6,800.00 from the Board's Special Fund to cover the costs associated with hosting the 2008 School Crossing Guard Long Service Awards Ceremony.

Financial Implications:

The following is the budget for the 2008 School Crossing Guard Long Service Awards Ceremony.

Vendor / Expense	2007 Actual Costs	2008 Budget
Incidental cleaning fee – Rotunda	N/A	\$1000.00
Refreshments	\$3,650.00	\$4400.00
Cakes	\$200.00	\$300.00
Appreciation chocolates	\$770.00	\$770.00
School Guard of the Year Award	\$30.00	\$40.00
35 Year Guard Award	0.00	\$20.00
Photo finishing	0.00	\$200.00
Frames for proclamation	\$5.00	\$35.00
Cover paper for programs	\$30.00	\$35.00
Long Service pins	sufficient quantity in stock	sufficient quantity in stock
Presentation boxes	sufficient quantity in stock	sufficient quantity in stock
Total:	\$4,685.00	\$6,800.00

Background/Purpose:

On Tuesday April 29, 2008, and Wednesday April 30, 2008, the Toronto Police Services Board will host the annual School Crossing Guard Long Service Awards honouring school crossing guards for their exemplary service. The ceremonies will commence at 7:00 p.m. in the Rotunda at Toronto City Hall. A reception featuring light refreshments will follow the ceremonies.

The proposed budget for the ceremonies and receptions this year has been estimated based upon the actual costs incurred in 2007, the number of eligible recipients and information provided by the caterers, and other suppliers.

The Board will present commemorative lapel pins to each of the school crossing guards who have completed 5, 10, 15, 20, 25, and 30 years of service with the School Crossing Guard Program. This year two 35-year plaque will be presented. In addition, a special "School Crossing Guard of the Year" award will be presented to a guard who has displayed outstanding enthusiasm, dedication and commitment to community safety.

The proposed budget for the 2008 ceremonies and receptions is included in this report under the heading of Financial Implications. The budget has been prepared by members of Traffic Services, who are co-ordinating this event on behalf of the Board. Any surplus funds will be returned to the Board's Special Fund.

#### Conclusion:

The citizens of Toronto who perform the function of School Crossing Guards contribute significantly to the safety and well-being of the school-aged children in our city. In many cases, these individuals have become meaningful members of the school community by volunteering at their local school before and after performing their crossing duties. This year, approximately 97 school crossing guards will be honoured. I encourage all members of the Board to attend this event so that we may officially recognize the exemplary service and dedication these individuals display on a daily basis.

**The Board approved the foregoing report.**



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**#P40. ROYAL BAHAMAS POLICE FORCE**

Mr. Marvin Dames, Assistant Commissioner of the Royal Bahamas Police Force, was introduced to the Board. The Board was advised that Asst. Commissioner Dames has been seconded to the Toronto Police Service for one year.

The Board welcomed Asst. Commissioner Dames.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 21, 2008**

**#P41. IN-CAMERA MEETING – FEBRUARY 21, 2008**

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

The following members attended the in-camera meeting:

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

Absent: Mr. David Miller, Mayor & Member

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**#P42. ADJOURNMENT**

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Alok Mukherjee  
Chair