



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on June 19, are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on May 21, 2008, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on June 19, 2008.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JUNE 19, 2008** at 1:30 PM in the Committee Room 2, Toronto City Hall, Toronto, Ontario.

PRESENT:

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

ABSENT:

Mr. David Miller, Mayor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Karl Druckman, 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 JUNE 19, 2008**

#P160. CONVERGING TECHNOLOGIES

The Board was in receipt of the following report dated May 17, 2008 from William Blair, Chief of Police:

Subject: CONVERGING TECHNOLOGIES

Recommendation:

It is recommended that the Board receive this report and presentation.

Financial Implications:

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

Background/Purpose:

The Board has approved three corporate initiatives, the In Car Camera System (ICC) (Min. No. P82/2004 & P197/2004 refers), the Closed Circuit Television Pilot Project (CCTV) (Min. P292/2006 refers) and the Digital Video Asset Management System (DVAMS) (Min. P350/2004 & P249/2006 refers). The central feature of these projects is the use of digital video imagery. To optimize available resources the Service has developed a convergence of these technologies by use of Fibre Optic Technology.

Discussion:

People have used light to transmit information for hundreds of years. However, it was not until the 1960s, with the invention of the laser, that widespread interest in optical (light) systems for data communications began. The invention of the laser prompted researchers to study the potential of fiber optics for data communications, sensing, and other applications. Laser systems utilizing a fibre optic transport medium could send a much larger amount of data than telephone, microwave, and other electrical systems..

Fibre optic systems have many attractive features that are superior to electrical systems. These include improved system performance, immunity to electrical noise, signal/data security, and improved safety and electrical isolation. Other advantages include reduced size and weight, environmental protection, and overall system economy.

The Service recognized that the three projects (DVAMS, CCTV and ICC) would require expansion of the existing information network to accommodate the increased bandwidth that the video data produced by the projects would require. In examining how to meet the demands for this bandwidth that these projects created it was determined that the use of a Fibre Optic network would be the most effective, efficient and economical solution. By converging these technologies onto a Fibre Optic network dedicated to Service needs the impacts upon the existing network would be minimized and the potential for future expansion as demand increased would be available given the capacity of fibre optics.

Conclusion:

In summary, this report and presentation provides the Board with an overview of the convergence of technologies currently being used by the Service to maximize the efficiencies, effectiveness and economies realized in the three video projects (ICC, DVAMS and CCTV). It also shows the potential for future efficiencies and economies to be achieved and for greater utilization in public safety.

Deputy Chief Kim Derry and Superintendent Earl Witty, Policing Operations Command, will be in attendance to make a presentation to the Board and to answer any questions the Board may have regarding this report.

Superintendent Earl Witty, Policing Operations Command, was in attendance and delivered a presentation to the Board. A written copy of the PowerPoint presentation is on file in the Board office.

The Board received the presentation and the foregoing report.

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#P161. ANNUAL REPORT: 2007 PROFESSIONAL STANDARDS

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

Subject: 2007 PROFESSIONAL STANDARDS ANNUAL REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Professional Standards Unit is responsible for investigating complaints of misconduct pertaining to members of the Toronto Police Service and has been collecting and analyzing data related to various aspects of a member's duties since 1996. Attached is the 2007 Professional Standards Annual Report.

Discussion:

The year 2007 revealed no substantial increases in the areas of reporting. The Professional Standards Unit continued its focus on service delivery and customer service by developing and disseminating a customer satisfaction survey in regards to the complaints process. Professional Standards continued a proactive approach on professionalism through the provision of new training opportunities, routine inspections, and data review. This unit is committed to a proactive approach of identifying opportunities for improvement in service delivery and officer performance.

Conclusion:

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

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

Staff Superintendent Tony Corrie and Inspector Olga Cook, Professional Standards, were in attendance and provided an overview of the 2007 Professional Standards statistics.

The Board discussed the statistics pertaining to the number of use of force reports that were filed in 2007 and noted that the “most common reason for Use of Force continues to be for the protection of the officer her/himself”. Inspector Cook drew the Board’s attention to Table 4.2, Initial Reasons for Use of Force, on page 28 of the report and noted that protecting the public represents 1.3% of the number of reasons for use of force by officers in 2007 compared to 88% for self-protection.

The Board received the foregoing report and requested that future annual reports include a more detailed explanation of the breakdown of the statistics pertaining to use of force.

A copy of the complete 2007 Annual Professional Standards Report is on file in the Board office.

EXECUTIVE SUMMARY

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

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

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

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

Highlights

- During 2007, 47 Alert reports were forwarded to Unit Commanders that were generated from the Professional Standards Information System (PSIS). These reports were forwarded to aid in the early identification of atypical performance among Service members.
- In 2007, a total of 696 public complaints were made about uniform Toronto Police Service members, a 5.3% increase from 2006, and a 10.0% decrease from 2005.

- 393 (56.5%) complaints were investigated.
 - 384 complaints concerned officer conduct and 9 concerned the services and/or policies of the Toronto Police Service.
 - 303 (43.5%) complaints did not meet the criteria set out in the Police Services Act and therefore were not subject to investigation, an increase of 14.6% from 2006.
 - 25 (3.6%) complaints were classified as serious in nature, a decrease of 5.0% from 2006.
 - 469 (75.8%) concluded complaints were completed within 90 days, an increase of 17.2% from 2006.
- The Toronto Police Service received 75 new Civil Litigation cases in 2007, 8 less than in 2006.
 - Prosecution Services initiated 68 new cases, 9 more than in 2006. The number of Police Services Act charges laid has decreased 31.4%. Off duty incidents attributed to 72.0% of new cases, an increase of 28.0%.
 - The Disciplinary Hearings office concluded 61 cases involving 145 charges in 2007, an increase from 53 cases in 2006. It should be noted that some cases concluded in 2007 were initiated in prior years.
 - Use of Force incidents totalled 1,582 compared to 1,513 in 2006. A total of 2,279 Use of Force reports were submitted compared to 2,264 in 2006. The most common reason for Use of Force continues to be for the protection of the officer her/himself.
 - In Use of Force incidents, 135 officers were injured in 2007, compared to 124 in 2006. Of these, 70 officers required medical attention compared to 32 in 2006. Most injuries were minor in nature.
 - The Provincial Special Investigations Unit invoked its mandate to investigate 66 cases, an increase from 50 in 2006. Of these, 43 cases were concluded, 11 were withdrawn, 1 resulted in the officer being charged, and 11 cases are currently ongoing.
 - Suspect Apprehension Pursuits were initiated on 161 occasions in 2007 determined from 178 Fail to Stop Reports submitted, a 29.7% decrease from pursuits initiated in 2006.
 - Personal injury occurred in 9.3% of initiated Suspect Apprehension Pursuits, a 0.6% increase from 2006. In total, 22 persons were injured and 3 persons were fatally injured in a single pursuit.
 - Members of the Toronto Police Service received 474 Service Awards including: 7 Medal of Merit awards, 5 Merit Marks, 48 Commendations, 368 Teamwork Commendations, 9 Letters of Recognition, and 37 Chief of Police Excellence Awards. In addition, the Toronto Police Service issued 139 Community Member awards.

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#P162. REQUEST FOR LEGAL INDEMNIFICATION – CASE NO. LP/2008

The Board was in receipt of the following report dated February 05, 2008 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. LP/2008

Recommendation:

It is recommended that the Board deny payment of legal accounts from Mr. Harry G. Black in the amount of \$143,957.84 and Mr. Daniel Moore in the amount of \$4,984.65 for their representation of a former police constable in a criminal matter.

Financial Implications:

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

Background/Purpose:

A former Police Constable has requested payment of his legal fees for \$148,942.49 under the legal indemnification clause (Article 23) of the Uniform Collective Agreement. The purpose of this report is to recommend denial of the member's claims.

Discussion:

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

Conclusion:

The charges against the former Police Constable were not as a result of his performing his duties as a police officer. As such, his claims for legal indemnification do not meet the criteria of "*acts done in the attempted performance in good faith of his/her duties as a police officer*" pursuant to Article 23 in the Uniform Collective Agreement. Therefore, payment of the legal bills should be denied.

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

The Board approved the foregoing report noting that it had also considered a confidential report regarding this matter at its May 21, 2008 meeting (Min. No. C125/08 refers).

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#P163. 2007 SERVICE PERFORMANCE YEAR END REPORT

The Board was in receipt of the following report dated May 13, 2008 from William Blair, Chief of Police:

Subject: 2007 SERVICE PERFORMANCE YEAR END REPORT

Recommendation:

It is recommended that the Board receive the 2007 Service Performance Year End Report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. The first section of the report provides the results of the annual measurement of the Service Priorities, using the performance indicators set out in the Business Plan. The second section of the report provides information on the two additional areas required by Section 31 of Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services).

The Board has requested that the Service Performance Year End Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

In summarising Service achievement for 2007, a goal was considered to have been achieved if 75% or more of the performance objectives/indicators were accomplished. Likewise, a goal was classified as having not been achieved if **none** of the performance objectives for the goal were reached. A goal was considered partially achieved if some performance objectives for the goal were achieved.

In the 2006-2008 Business Plan, 6 priorities were stated, consisting of 23 individual goals; for each of these goals, a number of performance objectives/indicators were identified (Min. No. P64/06 refers). The priorities, the goals, the strategies being used to work toward the achievement of each goal, and the information relevant to each of the indicators for the first two years of the Business Plan are all presented in the 2007 Service Performance Year End Report.

Compared with data from the first year of the current Business Plan, 6 of the 23 goals were considered achieved, 15 of the 23 goals were considered partially achieved, and 2 goals were considered not achieved. While 2 goals were considered not achieved during this second year, it should be emphasized that the priorities and goals are set as part of a longer term, three-year plan. It should also be emphasized that while some goals were considered not achieved in terms of the performance objectives/indicators specified in the Business Plan, this does not mean that no effort was put forth by the Service in these areas. On the contrary, much work was done and is ongoing in efforts to achieve all the Service goals.

The 2 goals considered not achieved were

1. Priority: Safety of Vulnerable Groups

Goal: Focusing on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities.

The performance objectives/indicators for this goal were: decreased victimization of youth by violent crime by geographic area, increased student perception of safety at school, decreased proportion of students concerned about feeling safe/secure at school, decreased student perception of the level of violence at school, and increased community perception of police effectiveness in dealing with victimization of youth. This goal was considered not achieved at this stage as none of these performance indicators achieved their objective between 2006 and 2007, the period covered by the Business Plan to date.

With regard to the victimization data, while the victimization rate of youth (12-17) by violent crime in the 13 city-defined priority neighbourhoods decreased between 2006 and 2007, the victimization rate of youth by violent crime in the rest of the city increased. For the first two perception-related objectives, no changes were seen over the two-year period; for the third perception-related objective, a small increase occurred, and for the final perception-related objective a decrease occurred. In relation to the perception data, however, it should be noted that school safety was a highly visible issue in the media at the end of 2007 when the student surveys were being conducted, which may have affected student responses. And, the general community perception data may have been affected by a smaller than usual sample size, to accommodate conducting focus groups with victims of domestic violence.

2. Priority: Community Safety and Security

Goal: Increase enforcement activities and education initiatives to encourage reporting of hate crime offences.

The performance objectives/indicators for this goal were: increased number of reported hate crime offences, increased outreach to community services and agencies dealing with hate crime, and increased community perception of police effectiveness in investigating hate crime. This goal was considered not achieved at this stage as none of these performance indicators showed an increase between 2006 and 2007. As was outlined in the Service's 2007 Annual Hate/Bias Crime Statistical Report (Min. No. P48/08 refers), the number of reported hate crimes decreased by 20%, while both remaining indicators showed small decreases. Again, the community perception data may have been affected by a smaller than usual sample size, to accommodate

conducting focus groups with victims of domestic violence. And, it should be noted, that while the number of outreach activities decreased over the two-year period, 2007 saw the start of a significant new initiative to combat hate crimes:

The Anti-Black Hate Crimes Committee was formed in response to the statistics gathered relating to crime motivated by race particular to the Black Community. The committee membership includes representation from the Toronto Police Service Command, the Toronto Police Service Hate Crime Unit, the Toronto Police Service Community Mobilization Unit, the Toronto Police Service Corporate Planning, the Toronto Police Service Corporate Communications, the Black Community Police Consultative Committee, the African Canadian Legal Clinic and the Toronto District School Board. The Committee is presently studying the feasibility of holding Educational Symposiums and the roll out of an Anti-Black Hate Phone hot line. (*2007 Annual Hate/Bias Crime Statistical Report, Hate Crime Unit, TPS Intelligence Division, p.2*)

Conclusion:

At this time, the 2007 Service Performance Year End Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

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

The Board received the foregoing report. A copy of the complete 2007 Service Performance Report is on file in the Board office.

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#P164. 2007 ANNUAL REPORT OF THE TORONTO POLICE SERVICE

The Board was in receipt of the following report dated May 05, 2008 from William Blair, Chief of Police:

Subject: 2007 ANNUAL REPORT OF THE TORONTO POLICE SERVICE

Recommendation:

It is recommended that the Board receive this report and forward a copy to the City of Toronto Executive Committee.

Financial Implications:

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

Background/Purpose:

Each year, the Toronto Police Service (Service) prepares an Annual Report on activities during the previous year. The report focuses on the individual and collective accomplishments of frontline members, sworn and civilian; it highlights innovation and achievement and contains a section highlighting the 50th anniversary of the Service.

Discussion:

The report provides highlights relating to Service priorities, major Service initiatives and community events for the period of January 1 to December 31, 2007. The annual publication will be available in limited, hard-copy quantities. The full report is also available on the Service internet site, <http://www.torontopolice.on.ca>.

Conclusion:

The Service is comprised of men and women who are committed to improving the quality of life in our city. The Annual Report highlights accomplishments of the past year and illustrates ways in which the Service effectively moves towards the accomplishment of its goal.

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 in receipt of the following report dated June 17, 2008 from William Blair, Chief of Police:

Subject: 2007 ANNUAL STATISTICAL REPORT

Recommendation:

It is recommended that the Board receive the 2007 Annual Statistical Report.

Financial Implications:

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

Background/Purpose:

At the Board meeting on November 15th, 2007, a deputation was delivered by Professor Harvey Simmons of York University and the Toronto Police Accountability Coalition, recommending that an annual gun audit be provided to the public (Min. No. P349/07 refers). In response to the deputation, the Board approved the following motion:

“THAT Chief Blair be asked to report annually to the Board with a compilation of statistics on gun use and seizures and that this information be included in the Service’s Annual Report”.

Discussion:

Attached for the information of the Board is the 2007 Annual Statistical Report. As in previous years, the report provides an overview of operational, crime, traffic, and other policing data. In addition, a new section has been added to the report, outlining data relating to firearms seizures and thefts (pages 31 to 34). The Annual Statistical Report is available to the public on the Service’s website at <http://www.torontopolice.on.ca>.

Conclusion:

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

Copies of the 2007 Annual Report and the 2007 Annual Statistical Report are on file in the Board office.

The Board was also in receipt of a written submission dated June 18, 2008 from Harvey Simmons, Toronto Police Accountability Coalition, with regard to the “Firearm Seizures and Thefts” statistics contained in the 2007 Annual Statistical Report. A copy of Professor Simmons’ written submission is attached to this Minute for information.

Mr. Geoff Currie was in attendance and delivered a deputation to the Board regarding the 2007 Annual Statistical Report.

Chief Blair noted Professor Simmons' recommendation to identify the classification of the firearms in the Crime Gun – Firearm Classification table on page 32 of the report in common language. Chief Blair said that the classifications noted in the table are based upon legal terms but that he would include a description for each of the legal terms in future annual statistical reports.

The Board received the foregoing reports from the Chief and received Mr. Currie's deputation. The Board also extended compliments to all the members of the Service who were involved in the production of the 2007 Annual Report.

The Board referred Professor Simmons' written submission to the Chief for consideration in the preparation of future annual statistical reports.

The Board also clarified that, in future, the narrative and statistical reports together constitute the required annual report.

The Board agreed to forward a copy of this matter to the City of Toronto – Executive Committee for information.

To: Deidre Williams, Toronto Police Services Board

From: Harvey Simmons

Date: June 18, 2008

Subject: "Firearms Seizures and Thefts," 2007 Annual Statistical Report, Toronto Police Services

On 15 November 2007, on behalf of the Toronto Police Accountability Coalition, I requested that the TPSB publish an annual gun audit providing details on guns recovered by the Toronto Police Services during the year. That report has now appeared in the 2007 Annual Statistical Report of the TPS. I would like to thank Chief Blair for his quick response, but I think that the report needs some clarification.

According to the chart on "Firearms Seizures," 2,603 firearms of all types were seized by the TPS during 2007, 817 in a crime situation and 1,786 in non-crime situations.

Unfortunately, the report does not provide any further information on these firearms. For example, it would be helpful to know how many of the 2,603 total were obtained on the black market or from private owners, or gun clubs, or dealers, etc. Apparently the Toronto police do have information on the provenance of firearms because a 5 May 2008 article in *The National Post* quoted an "anonymous TPS officer" who stated, "More than 70% [of firearms seized by Toronto police] come from the U.S." But this statistic is not included in the report.

The issue is also confused by "Stolen Firearms—Recovered by Toronto Police Services" which reports that, in 2007, a total of 70 stolen firearms were recovered by the TPS. But how does this relate to the 2,603 total seized by the TPS in 2007? Are the 70 stolen firearms counted as part of this total?

Three charts also should be clarified: Chart I: "Guns Reported Stolen to TPS"; Chart II: "Firearms Thefts-By Premise Type;" and Chart III: "Stolen Firearms—Recovered by TPS"

While Chart I states that 70 guns were reported as stolen, Chart II states that only 45 firearms thefts occurred--a difference of 25 firearms. Chart III reports that 70 stolen firearms were recovered by the TPS in 2007. But the figure of 70 firearms recovered exceeds the total number of firearms thefts on Chart II, and implies the TPS recovered all 70 guns reported stolen to the TPS—which is hardly likely.

Chart II also states that of the 45 firearms thefts that occurred in 2007, 38 (84%) came from "residential" sources. However, the same anonymous TPS officer quoted above also stated that "about a quarter of the firearms seized by Toronto police turn out to be stolen from legal gun owners." But if 2,603 firearms were seized during the year, this would mean that about 650 guns were stolen from legal gun owners. How does this square with the figure of 38 reported stolen from residential sources? Moreover, the report should really explain where these "residential" sources are located: Toronto? Ontario? Elsewhere?

The chart, “Crime Gun-Firearm Classification” includes guns classified as “Prohibited,” of which the police seized 322 in criminal incidents, but another category is “Prohibited Weapon,” of which the police seized 0. What is the difference between these two categories?

There is no information on how many, if any, of the 2,603 guns seized were registered.

There is no information on what percentage of gun crimes were committed with guns stolen from owners, although *The National Post* (5 May 2008) quotes “city bureaucrats” as claiming that “up to 40% of gun crimes in Toronto are committed using firearms stolen from their rightful owners,” whereas, according to the NP, “RCMP and OPP estimates are closer to just 10%.”

It might be helpful if, in the chart on “Crime Gun-Firearm Classification,” the various categories, “Prohibited, Restricted,” etc., were defined in layman’s terms.

Do the charts, “Top 10 Manufacturers by Firearm Type” and “Top 5 Calibres by Firearm Type” refer to the 2,603 firearms seized last year? If so, this should be made clear.

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#P165. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: JANUARY TO MARCH 2008

The Board was in receipt of the following report dated May 05, 2008 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: JANUARY, FEBRUARY AND MARCH 2008.

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its meeting on September 23, 2004, the Board made a motion that the Chief of Police provide the Board with quarterly reports identifying the Service's *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (Min. No. P284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period January 1 to March 31, 2008, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
January 1 to March 31, 2008

30-Day	60-Day	90-Day or longer
78.35%	94.62%	96.72%
Requests to be completed during this time period: 762	165	41
Requests completed: 597	Requests completed: 124	Requests completed: 16

Requests remaining: 165	Requests remaining: 41	Requests remaining: 25
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A total of 762 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

A further breakdown of requests received January to March is as follows:

Category	Total	Description
Individual/Public	505	- Personal
Business	254	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law Firms - Insurance Companies
Academic/Research	0	-
Association/Group	18	- Mental Health - Children's Aid
Media	2	- Scarborough Rapist /1990's murder case - TO shootings in 2006 to 2008
Government	7	- Ministries - City Council
Other	1	- Associations/ Agencies
Statistics	6	- B&E's - Vehicle Tows - Parking related inquiries - Violence in Taxi's - CCTV

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected.

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

January	2008	72.27%
February	2008	85.92%
March	2008	76.07%

Conclusion:

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

The Board received the foregoing report.

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**#P166. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS): FEBRUARY TO APRIL 2008**

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

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) - FEBRUARY 2008 TO APRIL 2008

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 implementation of the Enterprise Case and Occurrence Processing System (eCOPS) began with desktop rollout to designated units in September 2003, followed by the delivery of desktop occurrence management capabilities to all field units. This functionality encompassed the automatic downloading of data for statistical coding purposes (Uniform Crime Reporting), as well as the Canadian Police Information Centre (CPIC), which was intended to reduce the requirement for repetitive data entry by clerical staff (Min. No. P186/05 refers).

In September 2004, the Chief of Police was asked to provide the Board with quarterly reports outlining the status of the eCOPS records management application in terms of current functionality, data integrity, budget implications, infrastructure, application upgrades and future planning for application expansion (Min. No. P329/04 refers).

This report provides an overview of the current status of eCOPS and future development plans including compliance with CPIC Renewal, Uniform Crime Reporting (UCR), and federal information sharing initiatives.

Discussion:

Divisional Quality Control

In June 2006, the responsibility for quality control of all field generated occurrences, including monitoring and the validation of CPIC and UCR transactions, was transferred to dedicated quality control liaison staff at the field level (Min. No. P266/06 refers).

The quality control focus within Records Management Services (RMS) remains on CPIC downloads due to the associated risk management concerns. As a result of data integrity issues within the eCOPS application, RMS & IMPART has conducted a reassessment of the Divisional Quality Control process. Results are being considered at the time of writing.

Future Planning

eCOPS Maintenance Releases

Information Technology Services (ITS) has committed to providing a maintenance release every four months to address critical production defects and essential application upgrades. It must be noted that due to competing demands on limited ITS resources, there are no significant plans to expand the functionality of eCOPS.

The eCOPS maintenance release version 2.4.1a was successfully implemented in April 2008. This release addressed eCOPS production issues in order to improve overall system performance (Min. No. P58/08 refers). Version 2.4.2 is targeted for release in June 2008.

Domain Code Redesign

The Domain Code administration and maintenance tool, incorporated into Release 2.4.2, will provide a user interface to allow designated Records Management Services' administrators to add, modify, or retire the codes incorporated into the dropdown tables in eCOPS in a timely manner.

RMS staff will be responsible for extensive testing of the Domain Code administration tool in order to assess the potential impact on the production environment. ITS advises functional testing will take place in May 2008 to prepare for the June implementation.

Information Sharing Among Police Agencies

At its September 20, 2007 meeting, the Board was advised that the Royal Canadian Mounted Police (RCMP) has set an aggressive timetable for all police services in Canada to be sharing information through the Police Information Portal (PIP) by April 2008 (Min. No. P303/07).

Information Technology Services advises that the hotlinks (the ability to view record details by external police agencies) for all Service data repositories are now complete (COPS, Manix, and eCOPS). Development and testing of the real time data synchronization for eCOPS is in progress and will be completed in June 2008.

Budget Impact in Records Management Services

As previously reported to the Board, the implementation of the eCOPS application and the associated downsizing of staff in RMS has had an on-going impact on the unit budget based on

the need for overtime expenditures to maintain production, as well as the allocation of production resources for testing purposes (Min. No. P45/07).

Uniform Crime Reporting

A business analysis is being conducted by RMS, Corporate Planning - Analysis Support, and ITS in order to meet the future requirements for UCR Version 2.2 for the Canadian Centre for Justice Statistics (CCJS). RMS continues to work cooperatively with CCJS liaisons to ensure compliance with existing federal statistical reporting requirements.

Canadian Police Information Centre

In September 2007, the Board was informed that the next phase of CPIC Renewal will require the Service to modify all eCOPS CPIC inputs, which will necessitate at least nine months of development effort by ITS, in addition to three months of testing by ITS and RMS staff (Min. No. P303/07 refers). In order to meet the mandatory compliance date of November 2009, it is essential that preparation for CPIC Renewal be initiated this year.

A study is being conducted by RMS and ITS to identify options for compliance to the CPIC Renewal requirements.

Business Process Analysis

The Information Management Process Assessment and Review Team (IMPART) was formulated in early 2007 to conduct a thorough analysis of existing information systems, specifically those that support policing purposes and records management functions.

A separate report on the IMPART review is being prepared and will be submitted to the Board for consideration at a future Board meeting.

Conclusion:

The Service will continue to make every effort to compete with ever advancing records management technology to ensure compliance with CPIC Renewal, CCJS statistical reporting requirements, and the data integrity of the eCOPS application.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

#P167. DIVERSITY MANAGEMENT UNIT

The Board was in receipt of the following report dated April 14, 2008 from William Blair, Chief of Police:

Subject: DIVERSITY MANAGEMENT UNIT

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 the Board meeting of February 21, 2008, the Board requested the Chief provide a further report on the Diversity Management Unit (DMU), including the duties, responsibilities and structure of the unit and how the unit fits into the overall Service Strategy regarding human rights issues (Min. No. P25/2008 refers).

The Service's 2006-2008 Service Priorities recognize that diversity is a key component in both the Delivery of Service Priority and Human Resources Priorities. This is further recognized under the Service's Business Plan 2006-2008, where the Board and the Service committed to providing:

1. Equitable police services to the community they serve that respect human rights; and
2. A healthy, respectful and equitable work environment for all members.

Discussion:

Diversity Management Unit Overview

In 2005 and 2006, the Service undertook a number of new initiatives that enhanced the organization's cultural development, diversity, and ensured that systemic issues would be addressed appropriately. Two significant initiatives included:

- the creation of a Human Relations Training Section (HRTS) in the Training and Education Unit (T&E) to address diversity, human rights and equity issues that relate to policing; and
- the establishment of the DMU within Human Resources Command (HRC).

The DMU is located within the HRC to facilitate in addressing the Service's Priorities and Business Plan of integrating diversity into the overall perspective of human resources initiatives.

The DMU currently consists of four members including a manager, an office administrator and two employment equity, training and human rights Sergeants.

DMU Roles and Responsibilities

The DMU's role is both strategic and operational. Strategically, the DMU is to manage the diversity component of the Service's workforce at all ranks and all functions. The DMU works with all areas within the Service regarding the unique nuances of serving a culturally diverse city and maintaining a reflective workforce. These nuances include (but are not exclusive to) hiring, retention, promotion, training, ensuring cultural / language skills and addressing the concerns of various communities. The DMU also responds to allegations of complaints made through the Ontario Human Rights Commission (OHRC). Such complaints are generated by both members of the Service and the public.

The DMU is responsible in ensuring that:

- the Service provides a healthy, respectful, inclusive and equitable work environment that is free from harassment and discrimination;
- the Service provides a bias-free service to the communities we serve; and
- that all members develop and demonstrate effective diversity management skills.

DMU Links to Other Service Units

The DMU works proactively in order to identify operational challenges and solutions. It conducts trends analysis and projections while developing appropriate strategies. The DMU has fostered divisional coordinated communications and is currently conducting divisional and unit visits Service-wide.

The DMU is currently undertaking training initiatives, along with T&E, to develop unit specific needs assessment. Five areas within the Service have been initially identified as critical in the process of initiating increased awareness of human rights issues and diversity. These five areas are Professional Standards, Unit Commanders, Unit Complaints Coordinators, Training Sergeants, and Coach Officers.

The DMU is also involved in a number of projects regarding best practices, such as the OHRC Project Charter, the three-year Employment Systems Review, and consulting with divisions/units regarding implementation of proactive diversity strategies. We are also reviewing and updating all regulations, policies and procedures to ensure compliance with the Ontario Human Rights Code, in conjunction with Corporate Planning.

Conclusion:

The DMU facilitates change both within the internal corporate culture, as well as external service provision. While the unit is still in its infancy, strategies have been developed and continue to be implemented, as well as continuing to build strategic relationships with all divisions and units within the Service. The unit plays a critical role in the Service's process of organizational and cultural change.

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

Mr. Andre Goh, Manager of the Diversity Management Unit, and Staff Superintendent Mike Federico, Staff Planning and Community Mobilization Unit, delivered a broader explanation of the work done by the staff in the Diversity Management Unit.

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 JUNE 19, 2008**

#P168. RACE AND ETHNOCULTURAL EQUITY POLICY – YEARS 2005 & 2006

The Board was in receipt of the following report dated May 07, 2008 from William Blair, Chief of Police:

Subject: RACE AND ETHNOCULTURAL EQUITY POLICY

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of March 26, 1999, the Board received a report on the Service's Race Relations Plan (Min. No. P160/99 refers). Further submissions were made in 2000 (Min. No. P192/00 refers), 2002 (Min. No. P83/02 refers), 2003 (Min. No. P122/03 refers), and 2005 (Min. Nos. P115/05 and P384/05 refer). These submissions were provided with the intention of outlining annual unit-level self-audits of race relation efforts across the Service, and to update the Board on the status of the Race Relations Plan.

On March 23, 2006, the Board approved the Race and Ethnocultural Equity Policy (Min. No. P81/06 refers). This policy replaced the Service's annual report to the Board on race relations and was to be provided to the Board annually in June of each year (Min. No. P211/06 refers).

In order to accommodate the changes in policy requirements and to allow for the Service to incorporate different reporting mechanisms this report covers the years of 2005 and 2006. The annual report covering the year 2007 will be submitted following the receipt of this report.

This report also links the Board's Race and Ethnocultural Equity Policy goals to the Service's initiatives around diversity, equity and inclusivity. The provisions of the Race and Ethnocultural Equity Policy are reflected in both the 2006-2008 Service Priorities and the Human Resources Command's (HRC) Strategic Plan 2006-2008.

Under the Service's Business Plan 2006-2008, the Board and the Service have committed to providing:

- Equitable police services to the community they serve that respect human rights; and

- A healthy, respectful and equitable work environment for all members.

Underlying and included in this commitment is the need to promote and strengthen race and ethnocultural relations both amongst and between members and the community. These goals will be achieved through progressive diversity management initiatives, as well as improved individual and organizational competencies.

Discussion:

Service Delivery

Service delivery includes all those ways in which members of the Service interact with the public. This includes, but is not limited to stops, searches, execution of warrants, response to 911 calls, participation in public events, membership of police-community committees, partnership and outsourcing arrangements.

The Service revised and updated the community consultative advisory programs, created more flexible processes for community groups to address issues of crime and disorder with appropriate units; expanded the “youth-at-risk” outreach programs, town hall meetings and community leader/representative contact; and created and maintained systems to provide information through progressive communication strategies.

Divisional outreach programs included the Community Policing Liaison Committees (CPLCs), breakfast clubs, youth mentorship, youth outreach, youth development, leadership development, youth and family social services, domestic violence, elder abuse, mental health, wellness clinics, personal safety and skills development. These programs continue to enhance the Service’s relationships with the City’s various communities such as Aboriginal, Chinese (including Taiwanese), Philippine, Korean, Japanese, Vietnamese, Black Communities, (including the African, Somali, Ethiopian, Guyanese, Caribbean, and Jamaican Communities), South Asian and Middle Eastern (including the Sikh, Muslim, Arab, Iranian, Persian), Jewish Communities, Russian, Spanish and Hispanic, Hungarian, Ukrainian and French.

The above community groups serve as a link and resource for Service members. The outreach programs also serve as a conduit for information and education, and to sustain a positive policing presence in the communities. This has led to more constructive working relationships in obtaining information and support from community members during police investigations, as well as in addressing community issues, disputes and challenges.

The Service also enhanced developing and fostering trust and understanding with the communities through regular meetings with the ethnic media, faith based groups, social agencies, not-for-profit agencies, educational institutions and corporate partners.

The Service continues to broaden the types of presentations, cultural events and special celebratory events with various racialized and cultural communities. The celebration of ethnocultural events continues to play an important role in building strong partnerships and

strengthened the values placed on these communities, as well as increased public awareness of community policing. Some of these presentations and events included:

- Black History Month Celebrations
- Caribana Celebrations
- The TET, Vietnamese Lunar Day Festival
- Momiji (Japanese) Centre
- Ontario Korean Businessmen's Association – Spring Trade Show
- Japanese Canadian Cultural Centre Spring Bazaar
- Korean Heritage Day
- Korean Spring “Dan-O” Festival
- Philippine Independence Day Flag Raising
- Vietnamese Mid-Autumn Festival
- Korean National Foundation Day
- Road to Asia Event
- United Nations – International Day for the Elimination of Racial Discrimination
- Annual Easter-St. Francis of Assisi Church Celebrations
- CHIN International Picnic
- Italian National Day
- South East Asian Kite Festival
- Chinese Community Cops for Cancer
- Khalsa Day Celebrations
- South and West Asian Basketball Tournament
- Sikh Parade

Another strategy that the Service improved upon was in the deployment of auxiliary officers. Campaigns at the corporate and divisional levels were undertaken to recruit auxiliary officers from racial and ethnocultural communities. These auxiliary officers and volunteers were deployed strategically and comprehensively in front line operations, as well as in community partnership events.

Additionally, divisions undertook the task of assisting their defined communities in managing partnerships utilizing an efficient and equitable deployment model. This resulted in more efficient utilization of Community Policing Liaison Committees (CPLCs) to target racial and ethnocultural challenges and issues. For example, in addressing general crime and disorder issues, units evaluated their deployment of resources and adapted to the changing demographic demands within that particular divisional community. These efforts included the deployment of officers with specific language skills to front line positions.

With regard to youth from marginalized and under-represented groups, the Service was involved in several youth outreach and mentorship programs. These included the Toronto Recreational Outreach Outtripping Program (TROOP), Public Education and Crime Eradication (PEACE), Student and Staff Mentoring Interschool Leadership Experience (SMILE) Camp, Youth Assisting Youth (YAY), Merry Go Round Children's Foundation, Urban Youth Riding Project, Youth Employment, and soccer and basketball events.

These programs provided youth from marginalized and under-represented communities with opportunities to participate in events that promote outdoor activities, as well as addressing issues such as violent youth crime, diversity, decision-making, leadership building and one-on-one positive role model relationships.

Other targeted youth initiatives included computer technology programs, riding programs for Aboriginal youth, and a pre-apprenticeship program focusing on diverse youth between ages 14 to 17 who reside in identified "priority" communities.

Finally in 2006, through the Youth in Policing Initiative (YIPI) program, the Service partnered with the Ministry of Youth and Children Services and offered summer employment, to 100 youth from targeted areas, within various units of the Service. Informal feedback from youth rated this program a success in understanding and appreciating police work.

Professional Development

Professional development includes training programs that address issues of diversity and cultural competencies and promote prevention of actions that are contrary to this policy. These programs shall be evaluated on a continual basis to assess their adequacy and effectiveness in meeting the objectives of this policy.

The Service undertook a number of new initiatives that enhanced the organization's cultural development, promoted diversity, and ensured that systemic issues were addressed appropriately. Two significant initiatives included the establishment of the Diversity Management Unit (DMU) within Human Resources Command, and the creation of a Human Relations Training Section (HRTS) at the Training and Education Unit (T&E).

The DMU's role is both strategic and operational. Strategically, the DMU is to manage the diversity component of the Service's workforce at all ranks and all functions. The DMU works with all areas within the Service regarding the unique nuances of serving a culturally diverse city and maintaining a reflective workforce. These nuances include (but are not exclusive to) hiring, retention, promotion, training, ensuring cultural/language skills and addressing the concerns of various communities. The DMU also responds to allegations of complaints made through the Ontario Human Rights Commission (OHRC). Such complaints are generated by both members of the Service and the public.

The HRTS resulted from community consultation conducted in 2005 by T&E. This consultation involved over 50 community representatives with recommendations for training for police officers in anti-oppression/anti-racism, cultural awareness, demographics, professionalism and self-awareness.

Additional initiatives undertaken by the Service included:

- A review and update of the Service's Workplace Accommodation Policy (#14-19) in August 2006;
- An Employment Systems Review (ESR) of the promotional practices for uniform officers with recommendations implemented since September 2006;
- The creation of the Community Mobilization Practitioners course to enhance relationships with communities and to ensure training is both relevant and appropriate;
- Updated training for coach officers, divisional unit complaint coordinators and members of the Professional Standards Unit (PRS) in the area of human rights, with an emphasis on the various elements of diversity;
- Partnerships established for front-line officers with community leaders from religious faith groups to assist in the development of strong police and community understanding; and
- Comprehensive review of all policies and procedures to comply with human rights legislation and practices that commenced in October 2006.

Recruitment, Selection and Promotion

Recruitment, selection, hiring and promotional practices shall promote and facilitate greater participation in, and greater access to, employment and promotion by members of diverse groups at all levels of the Service.

The Service improved its outreach in the recruitment, selection, hiring and promotion of individuals from diverse racial and ethnocultural communities. In recruitment, the graduating classes of 2005 and 2006 included significant increases of individuals of different racial and ethnocultural communities. More importantly, these individuals brought significant diversity in life/work experiences, language skills and educational attainment.

For example, a review of statistical information on recruitment revealed that there were increases in the areas of "Visible Minorities" "Education" and "Languages Spoken" from 2005 to 2006. In 2005, out of a total of 346 new cadets hired, 132 were Visible Minorities, 224 had post-secondary education, 129 spoke one or more languages other than English.

In 2006, out of a total of 450 new cadets hired, 219 were Visible Minorities, 268 had post-secondary education and 294 spoke one or more languages other than English. For example, the languages spoken in the Indo-Pakistani cadet make-up alone were languages such as Gujarati, Hindi, Malayalam, Punjabi, Tamil and Urdu, while the other visible minority cadets accounted for 39 additional languages.

These increases in diversity recruitment resulted from a comprehensive review, revision and implementation of best practices in recruitment that were transparent, barrier-free and inclusive.

Another recruitment strategy was the establishment of the internal Ambassador Program. This program afforded members an opportunity to participate and be involved in the recruiting and hiring of the best uniform and civilian candidates for the Service. Members were trained as Recruiting Ambassadors to assist the Employment Unit in identifying suitable and qualified candidates.

In addition to the Ambassador Program, specialized recruitment teams comprised of culturally diverse uniform officers who participated in a number of community and corporate activities such as career fairs, church and religious events, schools, trade shows and other venues to promote careers in the Service.

Significant changes have also taken place in how the Service creates partnerships and provides outreach to different communities. An example of this was in identifying why parents of certain racial and ethnocultural groups were reluctant to support family members who wanted a policing career. The Service, in working with community groups, was able to ascertain that a lack of understanding, lack of information, and negative experiences with law enforcement (either previously with the Service or from their home country) were issues identified by parents and community members. To address this, the Service developed information sessions that were customized to the needs of each community group, along with the assistance of police officers from those communities. The Service prepared and distributed pamphlets in different languages that explained and set out the requirements and benefits of becoming a police officer. Anecdotal feedback from communities indicates that these strategies have been positive and resulted in increases in recruitment hires from targeted racial and ethnocultural communities.

In October 2006, the Service initiated another recruitment strategy to assist women achieve the physical standards set by the Ontario Association of Chiefs of Police (OACP). This was in response to the growing trend identified previously, that a large number of women applicants lacked sufficient upper body strength and aerobic conditioning when going through the Physical Readiness Evaluation for Police Constable (PREP) test. This initiative, called the Intensive Supplemental Conditioning Workshop Initiative (ISCWI), achieved significant results. To date, 85% of the women who participated in the program were hired.

The Service has also initiated development of a more transparent and barrier-free promotional processes. In 2006, at the Board's direction, the Service commenced the Employee Systems Review (ESR) of the uniform promotional processes. This involved developing action plans, retaining a consultant, conducting focus groups, reviewing policies, procedures and processes, and allowing for a fair and transparent process to be cultivated. The outcome was a report with 96 recommendations as to how the Service could improve and create a more transparent and barrier-free promotional process for all members, including those from different racial and ethnocultural groups.

Of the ninety-six (96) ESR recommendations, twenty-six (26) were implemented for the September 2006 promotional processes for the ranks of Sergeant/Detective and Staff/Detective Sergeant. Another fifty-six (56) recommendations were initiated and continue to be incorporated into existing and future promotional processes.

Courses at C.O. Bick College have been expanded and multiplied to afford members more opportunities to participate in programs and training modules.

Overall, the Service encouraged diversity through outreach programs, new recruiting initiatives and dynamic tools for promotional opportunities. These strategies continue to support the Service in establishing a workplace that is inclusive, representative of the diverse racial and ethnocultural communities, and welcoming to different ways in achieving greater participation from all members.

Professional Conduct

Procedures must reinforce and encourage positive, professional, ethical and ethnoculturally sensitive practices.

The Service has been diligent in reinforcing and encouraging confident, professional and ethical practices that are racially and ethnoculturally sensitive to the needs of the public and members. These include changes in how Professional Standards (PRS) conducts business, and corporate culture changes in developing ethnoculturally sensitive tools in addressing members and the public who are from different racial and ethnocultural groups. An example is in PRS training that includes diversity training, incorporating human rights elements in investigations, and identifying discrimination in existing investigations.

With regard to the physical changes, in December 2005, PRS was relocated following Justice Ferguson's report to permit PRS to operate in an effective manner with regard to proactive programs, "whistle-blowers", and public complaints (Min. No. C87/03 refers).

Additionally, PRS played a strategic role in the development of the Scadding Court Project together with 14 Division which was involved in the pilot project. The focus was to assist community members in better understanding the complaints process when filing an external complaint. The project has received very favourable support from the community and has created more trust and confidence in the complaint process.

As for the corporate culture changes, the Service's goal to "develop a safe work environment that encourages personal wellness, professional conduct, positive attitudes and mutual respect in all interactions" includes the establishment of the DMU, the review of the accommodation policy and procedure, the review of the recruitment and promotional processes, and developments in training.

The Service explored different methods of providing training to members on issues of diversity, racial and ethnocultural; and cultural competencies. This included different teaching methods, more interactive approaches, and significantly higher learning skill sets. The Service incorporated a program at C.O. Bick College entitled “Ethnocultural and Ethnicity Training” that reinforced professional, ethical and ethnoculturally sensitivity when Service members deal or address individuals from diverse groups. Topics covered in the training include community policing, gender studies, ethics, racial profiling, cultural awareness, societal demographic changes, professionalism and self-awareness.

The Service also contracted the services of the Ontario Police College (OPC) and a diversity consultant to provide leadership training in diversity for all Senior Officers. This 2 day training program entitled “Managing Change Successfully” provided Senior Officers with diversity management tools to better manage individuals from different racial and ethnocultural groups. One topic that received high praise was tools for managers in establishing procedures, practices and a workplace ethos that are inclusive and inviting.

The Service has also initiated a review of all Service Procedures, Orders and Rules. The primary purpose of this review is to address specific recommendations contained in the “Report on the Inspection of the Toronto Police Service” by the Ontario Ministry of Community Safety and Correctional Services and to ensure that Service procedures are consistent with recent amendments to the Ontario Human Rights Code, as well as adhere to the Ontario Human Rights Commission’s “Policy and Guidelines on Racism and Racial Discrimination” (Min. No. P105/07 refers).

Finally, on a local level, the Service has and continues to improve how members interact with the public and with each other. Changes, such as spending more time with each member using culturally sensitive and appropriate skills, incorporating internal and external expertise in decision making, involving community and community organizations, and taking a less generic approach in dealing with issues and individuals, has and continues to reinforce and encourage positive and professional practices that are inclusive.

Supervision and Accountability

Reports will be provided to the Board annually on the effectiveness and impact of the implementation of this policy. Such reporting should include any procedures developed, an assessment of the impact and effectiveness of such procedures on practices throughout the organization, and should provide details of mechanisms to ensure accountability by all levels of management.

To ensure accountability by all levels of management, the Service has and will regularly review all policies, rules, processes, practices and procedures, both at the corporate and unit level, to ensure that the Service has a bias free and healthy work environment.

The Service continues to ensure that complaints that are racially motivated or of a discriminatory nature are dealt with in a thorough, independent and fair manner, through a transparent review and reporting mechanism. Given the often complex nature of these complaints, the DMU, together with PRS, work more closely on race, ethnocultural and discrimination-related complaints.

Finally, the Service continues to enhance and support additional and alternative forms of training for specific operational roles and functions to ensure that the necessary skills are provided to Service personnel to comply with adequacy standards and to effectively investigate human rights complaints, especially complex cases of systemic discrimination. In order to promote better and more effective understanding of diversity, human rights training will also be provided to supervisory personnel, training sergeants and coach officers from field units to ensure they can better perform their responsibilities and inculcate such values in those they train and supervise.

Conclusion:

In summary, this report addresses race and ethnocultural relations concerning the Service's diversity and equity goals, race and ethnocultural relations. These are integrated and connected to the Service Priorities through updates and developments of continued incorporation of race and ethnocultural equity ideals into day-to-day service delivery at both the local and corporate levels.

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

Mr. Andre Goh, Manager of the Diversity Management Unit, and Staff Superintendent Mike Federico, Staff Planning and Community Mobilization Unit, were in attendance and responded to questions about this report.

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

THAT the Chief of Police ensure that the format for the report that will be submitted for the year 2007, and all future reports, exactly follows the content of the policy.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P169. IN CAR CAMERA SYSTEM CAPITAL PROJECT – FINANCIAL
STATUS AND IMPLEMENTATION SCHEDULE**

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

Subject: IN CAR CAMERA SYSTEM CAPITAL PROJECT – FINANCIAL STATUS
AND IMPLEMENTATION SCHEDULE

Recommendations:

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 April 17, 2008, received a report on the In Car Camera (ICC) system equipment evaluation (Min. No. P109/08 refers). This report indicated that the Board would be provided with a report for its May 2008 meeting containing the schedule for:

- the acquisition of additional ICC systems; and
- the financial implication of and roll-out process for the total 460 ICC systems.

The complete information was not ready in time for the Board's May 2008 meeting and is being provided at this time.

Funding for the ICC project was reduced in the 2007-2011 Capital Program (from \$11M to \$8.7M), due to capital funding pressures. The pilot for this project utilized \$0.6M of the \$8.7M and therefore \$8.1M remains for the purchase and implementation of the ICC systems, including the necessary infrastructure (i.e. servers, data storage and upgraded network). This project initially experienced significant technical challenges, but is now proceeding well. At its January 2008 meeting, the Board approved Panasonic Canada Inc. as the Vendor of Record (VOR), from January 2008 to December 2012, for the purchase of up to 460 ICC systems at a cost of up to \$4.661M, and authorized the Service to move ahead immediately with the purchase and implementation of 168 ICC systems (Min. No. P8/08 refers) at a total cost of \$1.8M including maintenance and taxes.

Given the VOR agreement, the Service will now be able to install 168 cameras (increased from the previously approved 140 cameras), using the available funding. The Service is still committed to installing as many of the originally targeted 460 cameras as possible within the reduced funding approved for this project, and taking into account the necessary infrastructure required for the ICC system.

Discussion:

The following provides information on the financial status and implementation schedule for the ICC project.

Financial Status:

The current available funding for the purchase, implementation and necessary infrastructure is \$8.1M. The infrastructure required to support digital distribution, transmission and storage requirements is estimated to cost \$5M. This infrastructure can support the installation of 460 ICC systems. Therefore, the remaining \$3.1M is available for the purchase and implementation of ICC systems. The Board has approved the purchase of 168 ICC systems at a cost of \$1.8M and as a result \$1.3M is available to purchase additional ICC systems. The \$1.3M will allow the Service to purchase an additional 132 ICC systems, bringing the total number of installed ICC systems to 300.

In order to achieve the overall objective of installing 460 ICC systems, an additional 160 ICC systems are required at a cost of \$1.7M. The Service will be reviewing funding options, to acquire the additional 160 ICC systems, and will report to the Board accordingly.

Implementation Schedule:

The table below provides information on the implementation of the 300 ICC systems.

	2008	2009	2010	Total
ICC systems	60	75	165	300

Currently, there are eight ICC systems installed (six in 13 Division cars and two test systems). For the remainder of 2008, a further thirteen ICC systems are scheduled for 13 Division cars and thirty-nine ICC systems for Traffic Services cars bringing the total installations to 60 in 2008.

Based on the schedule above, the initial 168 ICC systems approved will be installed by early 2010 and by the end of 2010 the 300 ICC systems will be in place.

Conclusion:

The Board approved an initial purchase of 168 ICC systems with the understanding that the overall objective was to purchase 460 ICC systems. The ICC current approved capital project funding of \$8.1M provides the Service with the ability to purchase 300 ICC systems, along with the infrastructure requirements to support 460 ICC systems. In order to achieve the overall

objective of installing 460 ICC systems, additional funding of \$1.7M is required. The Service will be reviewing funding options to accommodate the purchase of additional ICC systems and will advise the Board accordingly.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P170. NEW JOB DESCRIPTION: PROJECT LEADER, MAINTENANCE AND
SUPPORT**

The Board was in receipt of the following report dated May 05, 2008 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION - PROJECT LEADER, MAINTENANCE AND
SUPPORT

Recommendation:

It is recommended that the Board approve the attached new job description and job classification for the position of Project Leader, Maintenance and Support, Radio and Electronics (A13006).

Financial Implications:

A vacant Supervisor class B10 (40 hour) position, resulting from a retirement, has been deleted to create this new position. The total annual increase in cost for this establishment change will be approximately \$19,997 per annum and Budgeting and Control has verified that this cost can be funded through gapping for the remainder of 2008. Funding for any further annualized costs will be included in the 2009 and future budget requests.

Background/Purpose:

Radio and Electronics is responsible for the repair and ongoing maintenance of the Service's mobile workstations, mobile and portable voice radios, Automatic Vehicle Location (AVL) systems, close circuit and divisional video systems, Marine unit electronics, as well as the specialized investigative community electronic devices. Radio and Electronics also provides support for the Voice Radio System and charges a proportional amount to the other partner agencies for this support. These charges hold this Service and, in particular, Radio and Electronics accountable to the partner agencies.

Discussion:

As a result of a review within Radio and Electronics, several key changes were identified by the newly assigned unit commander. Specifically, the review highlighted the need for new processes and tracking tools to replace the outdated ones, which had limited capabilities. Furthermore, it was revealed that efficient tracking mechanisms were not available to our partner agencies.

There is a need for the establishment of asset and inventory management practices, controls and methodologies within Radio and Electronics. To remedy this significant issue, a position for a Project Leader with expertise in work-order systems, asset management systems and business practices in a highly production environment, with a specialized technically trained member, was identified as being an urgent requirement.

To this end, Compensation and Benefits has developed a job description and evaluated the position as a Class A13 (35 hours) within the Unit "A" Collective Agreement. This classification carries a current salary range of \$80,512 to \$93,968 per annum effective January 1, 2007.

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Project Leader, Maintenance and Support (A13006). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement, and it will be staffed in accordance with the established procedure.

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

The Board approved the foregoing report.



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 605

Pay Class: A13

JOB TITLE:	Project Leader, Maintenance and Support	JOB NO.:	A13006
BRANCH:	Corporate Support Command	SUPERSEDES:	New
UNIT:	Information Technology Services	HOURS OF WORK:	35
SECTION:	Radio and Electronics Services	SHIFTS:	1
REPORTS TO:	Manager, Radio and Electronics Services	NO. OF INCUMBENTS IN THIS JOB:	1
		DATE PREPARED:	30 April 2008

SUMMARY OF FUNCTION:

Provides project leadership; plans, organizes, directs, controls and evaluates the efforts and activities of those Radio and Electronics personnel engaged in maintenance and support of R&E Services.

DIRECTION EXERCISED:

Supervises and manages staff within their assigned unit.

MACHINES AND EQUIPMENT USED:

Micro-computers/standard TPS workstations, associated software/computer applications and any other officer related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. Develops and manages activity management tools and processes for the Radio and Electronics Services Unit; schedules and supervises responses to requests for services and develops process improvements as required.
2. Selects and administers asset and work order management software to support the development of effective and efficient operations of the repair services of the unit; recommends project plans and schedules to support project activities within Radio and Electronics
3. Schedules and controls development and operational activities to meet approved plans; develops project scope and schedules resource requirement estimates for assigned projects for approval

...2/-

dg:144060

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: 605

Pay Class: A13

JOB TITLE: Project Leader Maintenance and Support	JOB NO.: A13006
BRANCH: Corporate Support Command	SUPERSEDES: New
UNIT: Information Technology Services	HOURS OF WORK: 35 SHIFTS: 1
SECTION: Radio and Electronics Services	NO. OF INCUMBENTS IN THIS JOB: 1
REPORTS TO: Manager, Radio and Electronics Services	DATE PREPARED: 30 April 2008

DUTIES AND RESPONSIBILITIES: *(cont'd)*

4. Researches client requirements and vendor products; provides input to hardware and software evaluation and acquisitions; obtains approvals and formal acceptance for assigned projects, both from users and internal support groups and reviews end-user documentation and technical specifications.
5. Assigns staff to projects where appropriate and monitors their progress; co-ordinates team activities and monitors contracted service vendors to completion of project(s).
6. Liaises with and provides informal project status to the user community; reviews problems with users and provides resolutions and acts on solutions to user conflicts, where appropriate.
7. Reviews vendor responses, organizes demonstrations as required, and recommends vendors or products.
8. Prepares annual project plans and budgets for approval.
9. Participates in hiring interviews and provides recommendations.
10. Assumes responsibility for the productivity, career development, evaluation and daily supervision of assigned personnel.
11. Performs typical duties inherent to the position.

dg:144060

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 JUNE 19, 2008**

#P171. NEW JOB DESCRIPTION: SYSTEMS INTEGRATION SPECIALIST

The Board was in receipt of the following report dated May 05, 2008 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – SYSTEMS INTEGRATION SPECIALIST

Recommendation:

It is recommended that the Board approve the attached new job description and job classification for the position of Systems Integration Specialist, Enterprise Architecture, Information Technology Services (A13005).

Financial Implications:

A vacant class A07 Group Leader (35 hour) position in the Intelligence Division is being deleted to create this new job. The total annual increase in cost for this establishment change will be approximately \$38,565 and Budget and Control has verified that this cost can be funded through gapping for the remainder of 2008. Funding for any further annualized costs will be included in the 2009 and future operating budget requests.

Background/Purpose:

Historically, the Intelligence Division has provided its own technical support to meet the unit's information technology and business needs. However, this informal technical support arrangement is now unable to provide the specialized and future technological needs of the unit.

Discussion:

Over the last year, there has been a significant increase in the information technology services required by the Intelligence Division. The in-house technical support is no longer able to meet the unit's business needs as they do not have the technical expertise and specialized technical support required for the rapidly changing and complex information technology environment. For this reason, there is now an urgent need for a dedicated Systems Integration Specialist from Enterprise Architecture to facilitate the unique and distinct business-related technology components in the Intelligence Division, including but not limited to network, servers/storage, databases and system development activities.

This newly created position within Enterprise Architecture will be dedicated to the Intelligence Division to maintain its information technology service requirements, to keep up with industry standards and to provide best practices in technology and methodology. In summary, this position will provide a more efficient and effective use of specialized information technology services through the application of a dedicated and unique specialist for the Intelligence Division.

Compensation and Benefits has developed the job description and evaluated the position as an A13 (35 hour) job within the Unit "A" Collective Agreement, with a salary range of \$80,512 to \$93,968 effective January 1, 2007.

Conclusion:

It is hereby recommended, therefore, that the Board approve the attached new job description for the position of Systems Integration Specialist (A13005). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement, and it 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 members may have regarding this report.

The Board approved the foregoing report.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 583
Pay Class: A13

JOB TITLE:	Systems Integration Specialist	JOB NO.:	A13005
BRANCH:	Administrative Command	SUPERSEDES:	New
UNIT:	Information Technology	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Enterprise Architecture	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager Enterprise Architecture	DATE PREPARED:	17 March 2008

SUMMARY OF FUNCTION: Responsible for providing effective specialized Information Technology services for the Intelligence unit of TPS; ensures appropriate and timely systems analysis and technical support for all distinct business related technology components, including but not limited to networks, servers/storage, databases and systems development activity, etc.

DIRECTION EXERCISED: Provides technical expertise and guidance, development and training to Intelligence personnel/end users, etc.

MACHINES & EQUIPMENT USED:

Micro-computers/standard TPS workstations and servers, associated software/applications and any other related office equipment as may be required.

DUTIES AND RESPONSIBILITIES:

1. Addresses end user problems for Intelligence related systems dealing with all aspects of network (router, switch, hub, LAN, Wireless, VoIP); analyzes and resolves end user hardware and software computer problems; responsible for planning, developing, installing, configuring, maintaining, supporting and optimizing all network hardware, software and communication links.
2. Provides technical support with respect to the setup of hardware/software, O/S, configuration, administration etc; tunes in-house computer servers software/hardware systems and network connections to ensure high levels of availability and security of the supported business applications.
3. Develops storage management protocols to optimize the capacity and performance of information network storage, Common /Application databases etc; utilizes effective system architecting to facilitate efficient storage management, reconfigurations for image/data collaboration etc.

.../2

dg:143097

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: 583

Pay Class A13

JOB TITLE:	Systems Integration Specialist	JOB NO.:	A13005		
BRANCH:	Administrative Command	SUPERSEDES:	New		
UNIT:	Information Technology	HOURS OF WORK:	35	SHIFTS:	1
SECTION:	Enterprise Architecture	NO. OF INCUMBENTS IN THIS JOB:	1		
REPORTS TO:	Manager Enterprise Architecture	DATE PREPARED:	17 March 2008		

DUTIES AND RESPONSIBILITIES: (con't)

4. Designs, installs, monitors, maintains and performance tunes production databases while ensuring high levels of data availability; ensures the effective design and maintenance of appropriate linkages to existing databases and data integration interfaces.
5. Responsible for Web-site development (Simple Web application development, implementation); performs architecting, setup and administration for Web application hardware and software platforms; develops site navigation and designs application frameworks such as Knowledge of Web authoring and appropriate development tools; responsible for development on e-commerce, intranet and extranet development.
6. Oversees the Intelligence Unit's internet environment and ensures that effective security solutions, including the maintenance of firewall and the application of specialized anti-virus and intrusion detection systems; ensures appropriate data architecture and administration on Internet technical components; develops and maintains IT/Web infrastructure, communications, and the managing of the internet infrastructure components.
7. Provides technical support with respect to the Intelligence Unit's Desktop operating systems, special customizations and ongoing administration; performs onsite analysis, diagnosis and resolution of complex desktop problems for end users; recommends and implements corrective solutions and installs, configures, tests, maintains, monitors and troubleshoots end-user workstations and related hardware and software, in order to deliver the required desktop service levels.
8. Responsible for the Intelligence Unit's day to day systems operations and in place security solutions; identifies, investigates and resolves security breaches as detected by systems; responsible for involvement in the implementation of new security solutions and participates in the creation and/or maintenance of standards, baselines, as well as the conducting of vulnerability audits and assessments.

dg:143097

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: 583

Pay Class A13

JOB TITLE:	Systems Integration Specialist	JOB NO.:	A13005
BRANCH:	Administrative Command	SUPERSEDES:	New
UNIT:	Information Technology	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Enterprise Architecture	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Manager Enterprise Architecture	DATE PREPARED:	17 March 2008

DUTIES AND RESPONSIBILITIES: (con't)

9. Performs any other related duties and tasks, as required.

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

dg:143097

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 JUNE 19, 2008**

**#P172. INTERNAL SUPPORT NETWORKS AND A COMPREHENSIVE
MENTORING PROGRAM**

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

Subject: COMPREHENSIVE MENTORING PROGRAM

Recommendation:

It is recommended that the Board receive this report on the establishment of Internal Support Networks (ISNs) for serving members.

Financial Implications:

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

Background/Purpose:

At a Special Meeting of the Board on February 19, 2008, the Chief of Police was directed to provide the Board with a report on a comprehensive mentoring program for serving members for the May 2008 meeting (Min. No. C33/08 refers).

This report provides a framework to develop ISNs for all members of the Service. The purpose of ISNs is to develop support programs, build relationships and demonstrate to members that they are valued and appreciated by the Service and by extension, the communities they serve. Furthermore, ISNs assist in building a more inclusive workplace, create more opportunities to disseminate information, and allow for more open ways in which to develop all members. ISNs are not intended to replace the role of the Toronto Police Association or Senior Officers' Organization, and are not involved in the consultation, representation and/or dispute resolution with respect to terms and conditions of employment.

The proposed ISNs are designed to work in conjunction with Training and Education in mentoring and guiding recruits, and with Staff Planning's career development strategies with respect to coaching (promotions) and staff development. These ISNs will also assist in achieving the Service's strategic goals. The ideal outcome of establishing ISNs is to create a work environment that provides members with a variety of ways to be included, supported and engaged.

The Diversity Management Unit (DMU) will manage, coordinate and work with each ISN to develop mandates, strategies and programs that ultimately support the goals and initiatives of the Service.

Discussion:

The “Declaration of Principles” in the Police Services Act of Ontario provides that police services should be representative of communities they serve and also that they should have sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.

The Service reflects the city it serves through its members. Members have expertise in community relations and conducting community consultations in diverse languages and with regard to ethnocultural specific interests and different religious practices. The Service is seen as a leader in attracting and retaining community members with these skills. The 2006 to 2008 Service Priorities commit the Service to providing an equitable police service that respects human rights and the communities it serves, as well as maintaining a healthy and respectful work environment for all members. This is also reflected in the Human Resources Command’s Strategic Plan 2006 to 2008 through equity and diversity management initiatives to advance the Service Priorities, as well as ensuring that the Service becomes an “employer of choice”.

Underlying and included in this commitment is the need to promote and strengthen diversity relations both amongst and between all members. These goals can be achieved through progressive diversity management initiatives, as well as improved individual and organizational competencies. One of the ways to achieve these goals is through the establishment of ISNs. These ISNs are designed to work in conjunction with Training and Education in mentoring and guiding recruits, and with Staff Planning’s career development strategies for coaching, promotions and staff development.

Organizations with best practices in diversity acknowledge that fostering a workplace where employees feel valued, appreciated, and included is important. In order to create workplaces that encourage and foster this, organizations create, maintain and support a variety of initiatives that cater to the needs of employees. One such initiative is the establishment and maintenance of ISNs which ensure that a diverse workplace is also an inclusive and dynamic workplace for all employees.

Most Fortune 500 organizations, such as IBM, Xerox, P&G, legal firms, large engineering groups, Canadian financial institutions, and government departments, have ISNs. Some have been in existence for decades and have evolved or branched out to include several sub-groups within each ISN. For example in IBM, the Black ISN includes sub-groups for employees who are from Africa, the Caribbean, South America and/or others regions around the world. Integral to the success of these ISNs is the fact that they are formally recognized within the corporate structure and are endorsed, supported and encouraged by senior management and championed or sponsored by senior executives, such as Presidents and CEOs of the corporations. This level of official support assures employees that any and all activities conducted by the ISNs have the full support of the organization.

Apart from Fortune 500 organizations, many law enforcement agencies around the world have also established ISNs. These include those in the United Kingdom, United States of America, Australia and New Zealand. The Metropolitan Police Service (The Met) in the United Kingdom implemented ISNs as early as 1920, with most evolving into full networks by the early 1990s. The Met officially endorsed their ISNs, called 'Staff Support Networks', in 1994 and currently have 18 in existence. Police services in New Zealand and Australia, specifically in New South Wales, Queensland, Victoria and Western Australia established ISNs in the late 1990s to acknowledge that members from 'target groups' require different ways to support each other. Women, Aboriginal, racial minorities and disabled ISNs were created to foster communities within their Services, to support others in the network, to look at systemic barriers, as well as to provide alternative avenues when addressing issues related to workplace orientation, community outreach and information dissemination for those specific communities. The New York Police Department and Los Angeles Police Department have also established ISNs for racial, religious and gender-focused groups. These ISNs were established in the last five years and continue to evolve to include more groups.

The establishment of ISNs in this Service will provide members with avenues for:

- support;
- coaching;
- confidence building;
- developing and boosting employment experience;
- introducing new employees to the organization; and
- providing opportunities for professional internal networking.

The Service has long supported initiatives that create a welcoming and inclusive work environment for its members. As stated earlier, a diverse workforce enriches the work, educational and social environment by bringing varied interests, experiences and perspectives together. As such, establishing ISNs will be beneficial by:

- creating a workplace that supports its people in different ways;
- demonstrating the maturity of the organization in accepting that individuals and groups require comfortable spaces to reflect and meet;
- allowing for different developmental growth of individuals and groups while maintaining corporate standards;
- fostering trust;
- providing members with official internal community links;
- creating alternative avenues for coaching, learning and enhancing of individuals and groups;
- creating a workplace that is also a learning environment;
- assisting in recruitment and retention;
- supporting the Service in achieving its strategic objectives, workforce goals and commitment to diversity;
- establishing the Service as a fair and inclusive employer; and
- enhancing the image of the Service as an 'employer of choice'.

The Service also explored with other organizations, including law enforcement agencies, that have established ISNs the perception that ISNs would:

- create division amongst diverse groups;
- create cliques in the workplace; and
- raise the potential of alienating some members from others.

One of the main concerns for organizations when establishing ISNs is the potential that they will create divisions amongst groups and raise conflict. Overall, these concerns have proven to be inconsequential when there is strong leadership and management support. The proposal for ISNs in the Service will not only have strong leadership and management support, but will also include specific procedures and processes on the roles, responsibilities, and functions of the ISNs. The DMU will play a central role in managing, approving and ensuring that the ISNs are adhering to these Service procedures and processes.

Concerns that ISNs would create cliques in the workplace have been unfounded in other organizations. Research and information from other organizations with ISNs show that creating ISNs in the workplace diminishes the potential of cliques as members are able to participate and partake in group activities that are sanctioned and maintained by the Service. The DMU will not only review the activities of the ISNs, but will also consistently ensure that the activities will always be in support of the Service's vision and goals.

There are perceptions that ISNs create alienation among members and groups of members. This has not been supported by research or by established ISNs in organizations. It has been proven that ISNs create more inclusive and open environments, and allow for more opportunities to share information and eliminate the appearance/perception that some members or groups of members have better access to information than others.

The overall objectives of ISNs within the Service are to create additional professional development avenues, provide support, create network-specific opportunities, and enable the sharing of knowledge and development of skills within specific groups. ISNs will further provide opportunities to explore, assist and provide advice and support for group members, and increase awareness and understanding of relevant issues across the Service. Specifically, ISNs will:

- provide forums for members to meet;
- provide support, coaching and networking;
- raise issues in a conducive environment;
- foster team building;
- assist in developing professional skills; and
- assist in recruitment, retention, promotion and career success;

The DMU will coordinate all ISN activities. The Manager of DMU will be the primary resource to develop and manage strategies and programs that support each ISN, contribute to workplace inclusiveness, facilitate an empowered environment and enable the corporate and business-desired outcomes.

Membership in ISNs will be open to all members (both uniform and civilian) on a voluntary basis as well as anyone who supports the goals and ideals of the particular ISN group. Prior to establishing an ISN, information must be submitted to the DMU about the proposed ISN and its charter, mission statement, goals and/or objectives, including on how it would support the vision and goals of the Service.

In addition, the following steps will be adhered to:

- 1) The DMU will review and then submit a recommendation to the Command as to whether or not to accept the proposed ISN;
- 2) Decisions on submitted proposals would be guided by the principles set out in the Service Priorities and the Human Resources Command's Strategic Plan;
- 3) The responsibility for keeping each ISN viable will rest with members who decide to participate in these groups;
- 4) Each ISN will have to conduct regular meetings within each 6 month period; and
- 5) Registration of an ISN is limited to one network group for each constituency, except where it is determined by the Command that there is room for more than one.

ISNs would not duplicate services and work currently being addressed through other internal avenues, such as the Community Mobilization's Community Consultative Committees or divisional liaison programs. When an ISN has identified an external community concern or an issue external to the Service's business and diversity goals, it will refer the matter to the DMU for appropriate consultation and action. If an ISN identifies concerns around legislative change, workplace and/or community issues, it will refer the matter to the DMU for appropriate consultation and action.

Each ISN would be responsible for maintenance and on-going responsibilities of the group. Groups may be permitted to use Service facilities and equipment with the agreement of local management. All activities would be conducted during off-duty hours. All ISN activities would have to be reviewed and approved by the DMU. Each group member would have to comply with the Service's Code of Conduct and Professionalism. ISN actions, meetings, and programs must support the Service's strategic business goals.

Conclusion:

This report establishes the basis for a comprehensive mentoring program for serving members. As other organizations have clearly demonstrated, ISNs have been both positive and beneficial to them as well as their employees. For the Service, formalized ISNs will address the strategic diversity goals of the Service and also provide formal and acceptable internal support networks for members. This will create a supportive and inclusive workplace that values differences but also supports its members.

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

Staff Superintendent Mike Federico, Staff Planning and Community Mobilization, was in attendance and discussed this report with the Board.

Chair Mukherjee commended the Service for recognizing the value of internal support networks (“ISNs”) and for establishing them in key areas within the Service. Chair Mukherjee noted that an ISN program is very different from a comprehensive mentoring program and he gave examples of how each program works. Therefore, while complimenting the Service for the ISN initiative, Chair Mukherjee noted that the Service’s development of ISNs does not address the Board’s direction that a comprehensive mentoring program be established for serving members.

Chief Blair commented that he had considerable discussion with his Senior Management Team on this issue and said that it would be helpful if the Chair could provide greater clarification on the type of mentoring program the Board would like established. Chair Mukherjee agreed to meet with the Chief to discuss details of an appropriate mentoring program.

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 JUNE 19, 2008**

#P173. ANNUAL REPORT: 2007 TRAINING PROGRAM

The Board was in receipt of the following report dated May 06, 2008 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2007 TRAINING PROGRAMS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs (Min. Nos. P333/95 and P66/99 refer). This report describes the training delivered by the Toronto Police Service, Training & Education Unit during 2007.

Discussion:

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means: training offered by the Training and Education Unit (T&E) through traditional in-class courses, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, and course tuition reimbursement for training offered through external learning institutions.

Attached is a detailed report on the Effectiveness of Police Training, which addresses the results of an effectiveness study conducted on eight courses / programs, delivered or sponsored by members of T & E. This study focused on the transfer of classroom knowledge to the field and the impact of that knowledge on the Service and community. The courses studied were:

- The Guelph Humber Degree Program (Cohort One);
- Human Relations Training;
- General Investigator Training;
- Plainclothes Training;
- Crisis Resolution and Officer Safety (CROS) Training;

- Court Officers 4 hour Recertification Use of Force Training;
- Vehicle Operations Safe Skills Emergency Driving (VOSSED); and
- Vehicle Operations Police Officer Course (VOPOC).

In addition, the report highlights changes made to the Unit's structure, and responds to recommendations made by the Saving Lives Implementation Group (SLIG) - Education and Training Sub-Committee, all of which impact the Unit's ability to effectively deliver training. An Executive Summary is appended as Appendix A.

Conclusion:

In summary, this report provides the Board with an overview of the types of training provided by T&E during 2007.

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

Staff Superintendent Mike Federico, Staff Planning and Community Mobilization, and Superintendent Darren Smith, Training and Education, were in attendance and discussed this report with the Board.

Following a request by the Chair, Supt. Smith noted that responses to the Saving Lives Implementation Group's Education and Training Sub-Committee's recommendations regarding training programs were contained on pages 44 to 51 in the training report (Min. No. P274/07 refers).

Chair Mukherjee said that there have been significant developments in adult transformational learning and education, and that there were considerable differences in the approaches to adult education used by business and community organizations. Supt. Smith said that he is familiar with the different approaches to adult training and advised that the training provided by the Service is community-oriented.

In response to a question about training competency, Supt. Smith said that 60 instructors at C.O. Bick College are currently participating in a train-the-trainer program and each member will receive a teaching effectiveness certificate. Supt. Smith was asked if these instructors were permanently assigned to the College or, as uniform officers, they might be sent to other assignments. Supt. Smith acknowledged that it was the latter, but that when that happened, another part of the Service benefitted from the training. He was asked to consider a succession plan.

In response to a question about the extent of civilianization of training, Supt. Smith said that several areas, including diversity, information technology and first aid, have been civilianized.

Noting the importance of ensuring that all front-line police officers are capable of providing clear and coherent evidence at a criminal trial, the Board asked whether or not the Service had invited defence lawyers to act as guest lecturers at the college in addition to the crown attorneys. Supt. Smith said that some defence lawyers have been contacted but that he would be pleased to receive the names of other lawyers who would be willing to speak to the officers particularly because, during the past year, the Service has identified the need to provide on-going training to officers in courtroom decorum and testimony.

The Board noted that there are methods to measure the effectiveness of training and recommended that the Service establish links between training and other areas, such as professional standards and human rights.

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

Appendix A

Effectiveness of Police Training

EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Measuring the effectiveness of training is a complex and challenging process. Many variables, both external and internal, affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove. In order to effectively address this issue, Training and Education applies the four-level Kirkpatrick hierarchy of Evaluation, which includes:

- (1) Reaction,
- (2) Learning,
- (3) Transfer, and
- (4) Impact.

Every course has a specific evaluation strategy and all are evaluated on reaction and learning. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis, which is conducted on selected programs. During 2007, eight training courses / programs were reviewed based on several considerations. These courses were:

- (1) Guelph Humber Degree Program (Cohort One),
- (2) Human Relations Training,
- (3) General Investigator Training,
- (4) Plainclothes Training,
- (5) Crisis Resolution and Officer Safety (CROS) Training,
- (6) Court Officers 4 hour Recertification Use of Force Training,
- (7) Vehicle Operations Safe Skills Emergency Driving (VOSSED), and
- (8) Vehicle Operations Police Officer Course (VOPOC).

The 2007 evaluation of transfer and impact is evidence that learning strategies employed by Training and Education are successful; members used the knowledge they gained in these courses in their duties and it made a difference. It is recognized, however, that needs change and courses will continue to evolve in order to reflect the Service's direction, the current and future Service Priorities, and external community needs. Survey respondents reported a transfer of learning ranging from 100% to 41%. In an effort to increase the transfer of knowledge in 2008 surrounding lesbian, gay, bi-sexual and transgender (LGBT) issues, for example, all members will be required to complete an e-learning diversity competency module that focuses on current issues.

A positive impact was reported by all groups, with some reporting a more measurable outcome than others. Crisis Resolution and Officer Safety training, for example, addresses an officer's ability to de-escalate situations and stay safe. The Court Officers Four-Hour Recertification Use of Force Training showed tangible numbers relating to the number of prisoners processed versus those that escaped or were injured. These numbers are noteworthy and show the impact that training has on this area. LGBT trainers found the process challenging at times, but all reported the journey worthwhile and were impressed by the level of discourse that often occurred during the training. Comment was made that positive interactions during the training will effect change in attitudes on all sides, but it is recognized that it will take time. In this regard the impact of the LGBT training will continue to grow.

In order to better support training and serve the needs of the community and the Service, Training and Education was restructured in 2007. This involved a reorganization of duties and the implementation of a new section (Learning Development and Standards). The reorganization addressed the effective delivery of mandatory training such as Crisis Resolution and Officer Safety, Use of Force, Recruit and Human Relations by re-arranging responsibilities and increasing focus. The establishment of a new section allowed for an expansion of training strategies and an active audit process for training. The new section is responsible for development and coordination of e-learning, instructor accreditation, adult education, conferences, the Standing Committee on Training and Education (SCOTE), records coordination, coordination of field training supervisors and quality assurance. The overall redesign, along with a renewed focus on standards and trainer accreditation, positions the Unit to effectively address recommendations contained in the Auditor General's (AG) 2006 Report - Review of Police Training, Opportunities for Improvement.

When reviewing the recommendations of the Saving Lives Implementation Group (SLIG) – Education and Training Sub-Committee and comparing these to the recommendations of the AG's report, a strong correlation can be drawn between the recommendations.

With the progress that has been made on the AG's recommendations, the plans for completion of the remainder, and the establishment of SCOTE, which is comprised of community and Service members, there is no need for a high level Education and Training Group. SCOTE has specific representation from members of academia, justice and identified special interest groups. This, in conjunction with Federal, Provincial and other police training advisory groups more than satisfies the need for training oversight.

Training and Education is working to meet and exceed recommendations contained in the AG's report. The Unit has undergone a major restructure, which included the reorganization of the various sections, the implementation of a new delivery strategy and an internal oversight body. Course delivery strategies were expanded and liaisons with both Federal and Provincial partners continue to grow.

The 2007 evaluation of transfer and impact of learning is evidence that learning strategies are successful. It is recognized, however, that courses will evolve and change to address issues surrounding Service and community needs. Training in the Service is an operational activity that supports identified needs, policies and statutes. The implementation of the AG's

recommendations along with other system improvements has satisfied the recommendations of Saving Lives Implementation Group (SLIG) – Education and Training Sub-Committee. 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 no longer necessary.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

#P174. ANNUAL REPORT ON INSURANCE CLAIMS ACTIVITY 2007

The Board was in receipt of the following report dated May 29, 2008 from Joseph P. Pennachetti, Deputy City Manager & Chief Financial Officer, City of Toronto:

SUMMARY

To provide an updated annual public report to the Board containing a financial summary of property, automobile and general liability insurance claims.

FINANCIAL IMPACT

There are no financial implications relating to this report.

ISSUE BACKGROUND

This is the annual public report to the Toronto Police Services Board containing a summary of financial insurance claims information including property, automobile and general liability insurance claims.

COMMENTS

Financial reports on Toronto Police Service insurance claims activity are intended to support the Board's governance mandate to ensure effective management of the police service. Knowledge of what claims are occurring and potential financial exposure resulting from such claims will enhance the Board's ability to manage risk through implementation of loss control measures. The Insurance & Risk Management section of Corporate Finance manages the insurance and claim process and liaises on a regular basis with Toronto Police Service, Legal Services, as well as internal and external defence counsel, to examine claims and implement measures to reduce the impact of insured claims involving the Toronto Police Service.

Claims statistics change daily as payments are made, new files opened, old files closed and reserves (funds set aside to pay claim and related costs) adjusted. The data contained in this report reflect the Toronto Police Service claim status at December 31, 2007.

Property Insurance Claims

The City's Property Insurance policy provides coverage for direct physical loss or damage that results from an insured event to buildings, contents, equipment, stock supplies and furniture, owned by or under the care, custody and control of the Board.

Property claims are generally resolved within a six-month period. Table One is a summary of Police Service property claims incurred in 2007.

**Table One
Property
Insurance Claims Incurred in 2007**

	No. of Claims	Financial				
		Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
Toronto Police Service	5	\$5,255	\$1,236	\$6,492	\$1,298	\$4,885

The total “incurred” amount consists of two components, amounts paid and amounts in reserve. For property losses, amounts paid are damage payments covered by the policy. The second component includes reserves which may have to be paid in the future on a claim by claim basis. Accordingly, the incurred figure reflects the total of amounts which have been paid and an allowance for possible future payments.

Automobile Insurance Claims

The City’s automobile insurance covers physical damage, bodily injury and property damage liability for all Service owned and leased vehicles. Every qualified, licensed driver operating a Police Service vehicle is insured under the policy. Similar to property claims, auto physical damage claims are generally resolved within months of the claim being opened. Auto liability and accident benefit claims can take considerably longer to settle.

Table Two provides a summary of Police Service auto claims incurred in 2007.

**Table Two
Automobile
Insurance Claims Incurred in 2007**

	No. of Claims	Financial				
		Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
Toronto Police Service	450	\$858,394	\$299,291	\$1,157,685	\$2,572	\$112,000

For automobile losses, amounts paid can include (i) auto physical damage claim amounts, (ii) auto accident benefit payments, (iii) automobile liability claim payments and settlements, including damages, interest and costs, and (iv) court ordered judgments and all expenses pertaining to the claims process which can include legal fees, adjusting costs, and defence expert costs.

Liability Claims

The liability insurance policy responds to civil actions alleging negligence causing a third party bodily injury, property damage and/or economic loss.

It may be several years before a claimant commences a claim against the Police Service and it can take years before claims are settled. Table Three provides a summary of Police Service liability claims incurred in 2007.

**Table Three
General Liability
Insurance Claims Incurred in 2007**

	No. of Claims	Financial				
		Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
Toronto Police Service	32	\$19,767	\$240,051	\$259,818	\$8,119	\$28,000

For liability losses, amounts paid include (i) settlements, including damages, interest and costs, (ii) court ordered judgements and (iii) all expenses pertaining to the claims process which can include legal fees, adjusting costs, and defence expert costs.

In 2007, 32 new liability claims arose from incidents and activities of the Toronto Police Service that have been reported and/or served as of December 31, 2007. This number will rise in the future as new claims are submitted in respect of alleged incidents in 2007. The number of liability claims made against the Police Service over the years has remained fairly consistent averaging 91 per year since 1989.

CONCLUSION

This report summarizes insurance claims related to the Toronto Police Service during 2007. Attached is a separate page with the tables containing data in a larger font which was requested by the Board at its May 18, 2006 meeting.

CONTACT

Len Brittain, Director, Corporate Finance
Tel. 416-392-5380, E-mail: lbrittai@toronto.ca

Jeff Madeley, Manager, Insurance & Risk Management
Tel. 416-392-6301, E-mail: jmadeley@toronto.ca

Jim Kidd, Senior Risk Management Analyst, Insurance & Risk Management
Tel. 416-392-3917, E-mail: jkidd@toronto.ca

The Board received the foregoing report.

Annual Report on Insurance Claims Activity for 2007 Data Tables

Property

	Financial				
No. of Claims	Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
5	\$5,255	\$1,236	\$6,492	\$1,298	\$4,885

Automobile

	Financial				
No. of Claims	Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
450	\$858,394	\$299,291	\$1,157,685	\$2,572	\$112,000

General Liability

	Financial				
No. of Claims	Paid	Reserve	Total Incurred	Average Incurred	Largest Loss
32	\$19,767	\$240,051	\$259,818	\$8,119	\$28,000

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P175. LETTER OF APPRECIATION – CONTRIBUTION TO THE OAPSB’S
2008 ANNUAL GENERAL MEETING AND CONFERENCE**

The Board was in receipt of the attached correspondence, dated May 12, 2008, from Mary Smiley, President, Ontario Association of Police Services Boards, expressing appreciation for the Board’s contribution to the OAPSB’s 2008 Annual General Meeting and Conference.

The Board received the foregoing correspondence.



**ONTARIO ASSOCIATION OF
POLICE SERVICES BOARDS**

"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

May 12, 2008

Chair and Members
Toronto Police Services Board
40 College Street
7th Floor
Toronto, ON M9C 4Y5

Dear Chair and Members,

On behalf of the Ontario Association of Police Services Boards (OAPSB) and the many delegates to our 46th Annual General Meeting and Conference in the City of Stratford, I wish to express our sincere appreciation for the contribution your police services board made to the success of our event.

This was the seventh year in which the OAPSB worked with a host Police Services Board on the planning and execution of its annual conference. Because of the hard work of the City of Stratford Police Services Board, its conference planning team and police service staff, volunteers and the tremendous support of sponsors like you, this conference was considered by our delegates to be the one of the most successful and informative of any previous conference! Everyone who came to the City of Stratford was very impressed by its dramatically special hospitality, generosity and spirit.

I am sending this letter to you in order to personally thank you and your Police Services Board for its tremendous support. The contributions of sponsors such as you truly made the difference to the success of our 46th Annual Conference and to the impression left with our delegates.

A tribute to our sponsors was noted on pages 6-8 of our conference newsletter which was provided to each delegate who attended the conference, when they registered. Signage was also provided at each event to acknowledge sponsors' contributions. We are also featuring a thank you to our sponsors in the June/July issue of our newsletter 'Bulletin Board' for those members of our Association who were not able to attend the conference.

Your contribution made a real difference to the OAPSB's 46th Annual Conference in the beautiful City of Stratford and as such I do hope you will consider sponsorship at future conferences.

Yours truly,

A handwritten signature in cursive script that reads "Mary Smiley".

Mary Smiley,
President, OAPSB

encl.

DATE RECEIVED

MAY 15 2008

TORONTO
POLICE SERVICES BOARD

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P176. RESPONSE TO BOARD'S RECOMMENDATION TO INCLUDE A
CIVILIAN GOVERNANCE COMPONENT IN THE ONTARIO POLICE
COLLEGE TRAINING PROGRAM**

The Board was in receipt of the attached correspondence dated May 23, 2008 from John Milloy, Minister of Training, Colleges and Universities, containing a response to the Board's earlier recommendation to include a civilian governance component in the Ontario Police College training program.

The Board received the foregoing correspondence.

**Ministry of Training,
Colleges and Universities**

Minister

Mowat Block
Queen's Park
Toronto ON M7A 1L2
Telephone (416) 326-1600
Facsimile (416) 326-1656

**Ministère de la Formation
et des Collèges et Universités**

Ministre

Édifice Mowat
Queen's Park
Toronto ON M7A 1L2
Téléphone (416) 326-1600
Télécopieur (416) 326-1656



May 23, 2008

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

DATE RECEIVED

MAY 27 2008

TORONTO
POLICE SERVICES BOARD

Dear Dr. Mukherjee,

Thank you for your letter about the recommendation approved by the Toronto Police Services Board in October 2007 for the introduction of "a component on the theory, principles and history of civilian governance of policing in police foundation programs offered by Ontario colleges and universities." As Minister of Training, Colleges and Universities, I am pleased to respond.

In Ontario, colleges and universities are autonomous institutions, responsible for their own academic and administrative policies, programs and procedures. The police foundations program you refer to is offered by Ontario's colleges of applied arts and technology.

At Ontario colleges, program approval rests with their board of governors. Each board ensures that the programs of instruction are developed and implemented, consistent with existing provincial standards. The board also ensures that programs of instruction offered by the colleges are reviewed and revised on an ongoing basis.

While my ministry is not involved in program approval, I will request ministry officials to forward your recommendation to the board chairs, presidents and academic vice-presidents of the colleges that offer policing programs. In this way, colleges will be aware of your support for the recommendation passed by the Toronto Police Services Board, and able to take into consideration the possibility of introducing a component on civilian governance during their reviews.

I will ensure that you receive a copy of the correspondence sent by ministry staff to the colleges on this issue.

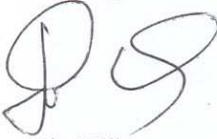
.../2

- 2 -

I also encourage the Toronto Police Services Board and the Ontario Association of Police Services Boards to discuss looking at alternative ways to deliver this important training with the colleges. This may include the development of workshops or seminars by your respective organizations for colleges to consider incorporating into the policing curriculum.

Thank you for bringing this issue to my attention. I hope that you and the colleges will work in partnership to address this issue.

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Milloy', written in a cursive style.

John Milloy
Minister

c: The Honourable Rick Bartolucci
Minister of Community Safety and Correctional Services

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

#P177. REVIEW OF THE ROOTS OF YOUTH VIOLENCE: UPDATE

The Board was in receipt of the attached correspondence dated May 07, 2008 from Roy McMurtry, and Alvin Curling, Co-Chairs, Review of the Roots of Youth Violence, containing an update on the Review of the Roots of Youth Violence.

The Board received the foregoing correspondence.

**Review of the Roots of
Youth Violence**

Co-Chair
Mr. Alvin Curling

Co-Chair
The Honourable
R. Roy McMurtry Q.C.

880 Bay Street, 2nd Floor
Toronto, Ontario
M7A 2B6

Tel: 416-327-2972
Fax: 416-327-2974

**Examen des causes de la
violence chez les jeunes**

Coprésident
M. Alvin Curling

Coprésident
L'honorable
R. Roy McMurtry c.r

880, rue Bay, 2e étage
Toronto (Ontario)
M7A 2B6

Tél. : 416-327-2972
Télééc. : 416-327-2974



DATE RECEIVED

MAY 12 2008

TORONTO
POLICE SERVICES BOARD

May 7, 2008

Dr. Alok Mukherjee
Chairman
Toronto Police Services Board
40 College St.
Toronto ON M5G 2J3

Dear Dr. Mukherjee:

When Premier McGuinty asked us to review the root causes of violence involving youth, we knew that we were accepting a significant challenge. It's a complex issue and Ontario is a large province. As it has turned out, the task was even larger than we imagined.

In recent months, we visited eight neighbourhoods for in-depth consultations, met with civic leaders in several Ontario cities, and received deputations, in person and in writing, from several hundred groups or individuals. We also received more than 5,000 responses to our on-line survey.

Throughout our consultations we tried to ensure that youth's voice was heard. In our eight Neighbourhood Insight Sessions, for example, we asked that at least half those attending be local youth. We learned important lessons from youth-serving organizations, and we commissioned the Grassroots Youth Collaborative, comprising 11 youth-led organizations in Toronto, to prepare a report about youths' perspectives on issues of violence. All of these initiatives have enriched and informed our work.

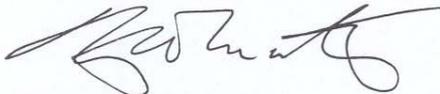
Now, we are analyzing, consolidating and considering all of the material we have collected. We had originally hoped to have a report ready for the Premier in early summer, but the volume of material is simply too great. We would not be doing justice to the many people who contributed to our research if we were to rush this final stage.

.../2

Therefore, while we appreciate the extraordinary efforts that many made to meet our original deadlines, we have asked, and the government has agreed, to extend our mandate until early fall. We took this step with great reluctance, but in the belief that it's important to take the time to carefully consider all of the information that we have collected, and to ensure that our recommendations are presented in a clear and compelling manner.

We trust you will understand our reasons for seeking this extension, and that you will continue to support our work.

Yours very truly,



The Hon. Roy McMurtry
Co-Chair
Review of the Roots of Youth Violence



Dr. Alvin Curling
Co-Chair
Review of the Roots of Youth Violence

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P178. RE-APPOINTMENT TO THE TORONTO POLICE SERVICES BOARD –
MS. JUDI COHEN**

The Board was in receipt of the attached Order in Council dated May 28, 2008 from the Premier and President of the Council, Province of Ontario, with regard to the re-appointment of Ms. Judi Cohen.

The Board received the Order in Council and congratulated Ms. Cohen on her re-appointment.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P179. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
RESPONSE TO JURY RECOMMENDATIONS FROM THE CORONER'S
INQUEST INTO THE DEATH OF ROBERT WALKER**

The Board was in receipt of the following report dated May 06, 2008 from William Blair, Chief of Police:

Subject: RESPONSE TO JURY RECOMMENDATIONS FROM THE CORONER'S
INQUEST INTO THE DEATH OF ROBERT WALKER - REQUEST FOR
EXTENSION

Recommendation:

It is recommended that the Board approve the request for a three-month extension of time to submit a report on the Response to Jury Recommendations from the Coroner's Inquest into the Death of Robert Walker.

Financial Implications:

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

Background/Purpose:

A Coroner's Inquest into the death of Robert Walker was conducted in Toronto during the period between January 7, 2008 and January 25, 2008. At its closed meeting on March 27, 2008, the Board received the jury verdict and recommendations stamped "For Information Only - Not Official Verdict/Recommendations" (Min. No. C64/08 refers).

Discussion:

Of the 12 recommendations issued by the jury, the following two are specifically directed to the Toronto Police Service (Service);

Recommendation #9

It is recommended that the Toronto Police Service conduct formal debriefing sessions with all involved police officers following the completion of any Special Investigation Unit investigation after an incident involving a fatality while in custody.

Recommendation #12

It is recommended that dispatchers are included in the distribution of all updates on Excited Delirium Syndrome and Emotionally Disturbed Persons.

Responsibility for preparing the Board report on the Response to Jury Recommendations from the Coroner's Inquest into the Death of Robert Walker was assigned to Corporate Planning.

Corporate Planning has been advised by the Inquest Coordinator at the Office of the Chief Coroner that Dr. Robert Isaacs, Presiding Coroner, is presently working on the final report. This report will include the official jury's verdict and recommendations as well as a Coroner's Verdict Explanation providing a synopsis and possibly personal comments on the circumstances involved. The final Coroner's report will be forthcoming with no specific date for completion available.

Corporate Planning is presently working with various stake holders to prepare the required Board report and has received some responses. However, the official Coroner's report will be required to allow for comprehensive responses to the recommendations in context of the events as set out in the Coroner's Verdict Explanation.

As a result the Service is currently not in a position, at this time, to respond in a complete manner to the recommendations for the Board's June 2008 meeting. Therefore, I am requesting a three month extension, providing a report to the Board at the September 2008 meeting.

However, if the final Coroner's report becomes available sooner, the response to the Board will be forwarded immediately upon completion.

A copy of the Coroner's jury verdict and recommendations stamped "For Information Only - Not Official Verdict/Recommendations" is appended to this report, in the form as Appendix "A", for information.

Conclusion:

I am therefore recommending that the Board approve the request for a three-month extension of time to submit a report on the Response to Jury Recommendations from the Coroner's Inquest into the Death of Robert Walker.

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.



**FOR INFORMATION ONLY
NOT OFFICIAL
VERDICT/RECOMMENDATIONS**

INQUEST

TOUCHING THE DEATH OF

Robert WALKER

JURY VERDICT AND RECOMMENDATIONS

January 25, 2008



Office of
The Chief
Coroner
Bureau du
coroner
en chef

Verdict of Coroner's Jury

We the undersigned Erin Dembinski of Toronto
David Baines of Toronto
Janet Andrews of Toronto
Amanda Phillips of Toronto
Frank Francis of Toronto

the jury serving on the inquest into the death of:

Surname: Walker Given names: Robert
 Aged: 41 held at Toronto, Ontario
 From the January 7th to the 25th 20 08
 By Dr. Richard J. [unclear] Coroner for Ontario

**FOR INFORMATION ONLY
to the JURY
NOT OFFICIAL
VERDICT/RECOMMENDATIONS**

having been duly sworn, have inquired into and determined the following:

1. Name of deceased Robert Walker
2. Date and time of death February 16, 2004, 01:26
3. Place of Death St. Michael's Hospital, Toronto
4. Cause of death Acute Cocaine Intoxication
5. By what means Accident

Original signed by: Foreman _____

 Original signed by jurors

The verdict was received on the 25th day of January 20 08

 Original signed by Coroner

We the jury offer the following recommendations in no particular order of importance.

To the Office of the Chief Coroner

- 1) It is recommended that the resources available to the Chief Coroner's office, be reviewed for the purpose of expanding the availability of coroners' inquests.

To the Toronto Emergency Medical Services

- 2) It is recommended that Toronto Emergency Medical Services clarify in what circumstances, and in what manner, a Paramedic may volunteer to respond to a call.
- 3) It is recommended that the Toronto Emergency Medical Services amend the appropriate Standard Operating Procedures, to include a mandatory review of all incident reports by a supervisor with the involved Paramedic.
- 4) It is recommended that Toronto Emergency Medical Services provide regularly scheduled refresher training to all Paramedics on Standard Operating Procedures.
- 5) It is recommended that Toronto Emergency Medical Services initiate a feasibility study to develop an on-line training and education program, to assist with the review of Standard Operating Procedures, the review of updates and other relevant information.
- 6) It is recommended that Toronto Emergency Medical Services amend the appropriate Standard Operating Procedures to provide clarification of indicators for combative behaviour and to review the medical directive on the use of sedation.
- 7) It is recommended that the Toronto Emergency Medical Services initiate a feasibility study on enhancing existing information provided on prior dealings with a patient by name, via computer record to all Paramedics responding to a call.

FOR INFORMATION ONLY
NOT TO BE USED FOR
VERDICT/RECOMMENDATIONS

- 8) It is recommended that the Basic Life Support Standards, and the Standard Operating Procedures for Toronto Emergency Medical Services on the topic of Excited Delirium Syndrome be reviewed with all Paramedics at the next Continued Medical Education training sessions being provided by Toronto Emergency Medical Services.

**FOR INFORMATION ONLY
NOT OFFICIAL
VERDICT/RECOMMENDATIONS**

To the Toronto Police Service

- 9) It is recommended that the Toronto Police Service conduct formal debriefing sessions with all involved police officers following the completion of any Special Investigation Unit investigation after an incident involving a fatality while in custody.

To the Ministry of Community Safety and Correctional Services

- 10) It is recommended that the Ministry of Community Safety and Correctional Services direct further research into current and new, non-lethal use of force options for Police Constables.

To the Chief of Emergency Medical Services for the City of Toronto and the Ministry of Health and Long Term Care:

- 11) It is recommended that Toronto Emergency Medical Services request the appropriate committees within the Ministry of Health and Long Term Care, base hospitals and/or provincial Emergency Medical Services, to initiate a study and/or conduct research, as to whether or not there should be a medical directive for Excited Delirium Syndrome. The information resulting from the research is to be shared with, but not limited to, the following:

Chief Coroner for Ontario
Ontario Police College
Toronto Police Service
Ontario Provincial Police
Ministry of Community Safety and Correctional Services

To the Toronto Police Service and to the Toronto Emergency Medical Services

- 12) It is recommended that dispatchers are included in the distribution of all updates on Excited Delirium Syndrome and Emotionally Disturbed Persons.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P180. TORONTO POLICE SERVICE RELATIONSHIP WITH TORONTO
TAXI DRIVERS**

The Board was in receipt of the attached correspondence dated June 4, 2008 from Howard Moscoe, Councillor, City of Toronto, with regard to a report entitled *Toronto Taxi Drivers: Ambassadors of the City – A Report on Working Conditions*. A copy of the report's summary is attached to this Minute for information. A copy of the complete report is on file in the Board office.

Ms. Aparna Sundar, one of the authors of the report, was in attendance and discussed the report with the Board.

Ms. Sundar introduced two taxi drivers who work in the City of Toronto: Mr. Mohammed Omar and Mr. Ahmet Gulkan. Mr. Omar and Mr. Gulkan made deputations to the Board describing their experiences with police in Toronto. Councillor Moscoe also made a deputation to the Board.

Chief Blair noted that taxi drivers are often placed in potentially dangerous situations and that the Service considers the safety of taxi drivers to be a very important issue and that the Service will always look at ways to reduce their victimization.

Chief Blair also responded to a comment made by the deputants that taxi drivers have been issued tickets by police officers for failing to wear their seatbelts when a fare was in their vehicle, which is contrary to a City of Toronto By-Law. Chief Blair acknowledged that taxi drivers are not required to wear a seat belt when a fare is in their taxi and said that there was some confusion about the exemption and that police officers continued to issue tickets. Chief Blair assured the deputants that the confusion had been resolved and that if any further tickets are issued under these circumstances, the taxi drivers should contact Chief Blair's office immediately.

The Board approved the following Motions:

- 1. THAT Councillor Moscoe's correspondence, the deputations and the report on the working conditions of taxi drivers be received;**
- 2. THAT the Board establish a Working Group to review the recommendations pertaining to the police in the taxi report and to identify how the Service can improve its relationship with taxi drivers in the City of Toronto;**
- 3. THAT the Chair and Chief develop the terms of reference for the Working Group and provide a report to the Board;**

4. **THAT the Working Group provide a report to the Board no later than December 2008; and**
5. **THAT, following receipt of the Working Group's report, the Chief provide an annual report to the Board on the relationship between the Toronto Police Service and taxi drivers.**

HOWARD MOSCOE



June 4, 2008

To: Dr. Alok Mukherjee
Chair
Toronto Police Services Board

Re: Toronto Taxi Drivers

I am providing you with a copy of a report entitled Toronto Taxi Drivers: Ambassadors of the City ; A Report on Working Conditions prepared by Sara Abraham, Aparna Sundar and Dale Whitmore.

The report speaks to the relationship between taxi drivers and police in Toronto and I would like to provide them with an opportunity to present it to the Police Services Board so we can open discussions with the intent to improve these relationships.

Will you please consider placing this on the June 19th agenda of the Toronto Police Services Board.

Sincerely,

A handwritten signature in cursive script that reads "Howard Moscoe".

Howard Moscoe
Councillor, City of Toronto
Eglinton-Lawrence



 **TORONTO** Councillor Howard Moscoe, City of Toronto - Eglinton - Lawrence

Toronto Office:
100 Queen St. West, Suite B30, Toronto, Ontario M5H 2N2
Telephone: (416) 392-4027 Fax: (416) 392-4191
E-mail: councillor_moscoe@toronto.ca

Constituency Office:
Telephone: (416) 395-6410 Fax: (416) 392-4191

Toronto Taxi Drivers: Ambassadors of the City
A Report on Working Conditions

Sara Abraham, Aparna Sundar, Dale Whitmore

Toronto, January 2008



1. Summary

This report presents the findings of a survey of Toronto taxicab workers carried out between November 2006 and October 2007. The survey aimed to document the conditions of Toronto taxicab drivers with regard to working conditions, income and expenses, regulation by, and relations with, the City, health and safety, and voice and organization. In particular, it sought to establish whether the Ambassador Taxicab reform adopted in 1998 has fulfilled its aim of ameliorating some of the worst risks faced by drivers.

This is the first systematic attempt to study the industry since the Thomas Report in 1996 and the Report of the Task Force to Review the Taxi Industry in 1998. More significantly, it is the first attempt to analyze what has changed with the introduction of the Ambassador program. Further, while both those reports were aimed broadly at reforming the taxi industry keeping in mind "public interest" - the interests of consumers, owners, drivers, and the City - this report seeks to focus more specifically on the conditions for taxi drivers as workers.

We note that the priorities of the 1998 report, in particular, made driver interests invisible in favour of the focus on "consumer service." This focus developed out of the readily expressed fear at the time that cab drivers - the frontline tourist workers of the city - were non-English speaking immigrants, poor and inexperienced drivers, and with dirty cabs. Given the regular required training of drivers, language requirements, as well as tight regulation of cab age and conditions, we believe it is over-time to shed these fears and to begin to value and protect these city workers. There are close to 10,000 taxicab drivers in Toronto. This report seeks to provide a rounded picture of these drivers as low-income, racialized workers who perform an essential front-line city service and to propose reforms that would help improve their conditions.

We enumerate drivers' interests in the report. These include health, vacation, unemployment, and pension benefits, health and safety on the job, increased numbers of taxi stands, a minimum income, regulation of flooding in the market, and protection from racial harassment. These must find expression in city policy. Other more contentious issues, such as lease caps, having second drivers on ambassador cabs, or monetizing ambassador licenses, need space for wide, deliberate, and consultative decision-making.

We also suggest that consumer and driver interests should not be viewed as oppositional in a viable industry. There is no contradiction between driver wellbeing and consumer service - a study conducted in New York City notes that various problems such as speed-

ing, overcharging, and violating traffic rules come directly from the financial strain experienced by drivers.¹ Further, we suggest that the effect of marginalizing drivers' collective interests has been severe. Drivers have become fragmented amongst themselves; they have become demoralized, insecure, and bitter against the industry and city council. It is our firm belief that improving conditions for drivers is integrally related to, and can only have a positive impact on, the quality and viability of the taxicab industry, and the "public interest" more generally.

The report is divided into the following broad sections: a brief overview of the history and present structure of the Toronto taxi industry; drivers' relations with the City; economic conditions (income and expenses); drivers' lack of voice; health and safety conditions. This is followed by a discussion of possible reforms and their advantages and disadvantages. The report concludes by listing as recommendations those reforms that are supported by the data.

Our concluding recommendations are the following:

- Form a drivers' association, recognized by the City, to represent driver interests and to collect information and statistics about work conditions.
- Require brokerages and plate owners to negotiate collectively with drivers over lease, shift, and brokerage fees.
- Move existing lease and shift drivers to owner-operator and/or employee status without further increasing the total number of taxi plates in Toronto.
- Conduct a city-sponsored survey, with recommendations, on policing practices in relation to the taxi industry.
- Create a taxi worker benefits fund out of revenue earned from fees and penalties paid by drivers.
- Study the use of protective shields.
- Resolve the issue of the double standard in airport exemption under a principle of fairness.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P181. APPOINTMENT OF AN ACTING VICE CHAIR DURING THE PERIOD
BETWEEN JUNE 28, 2008 AND JULY 01, 2008, INCLUSIVE**

The Board was in receipt of the following report dated June 5, 2008, from Alok Mukherjee, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD JUNE 28 to JULY 1, 2008, INCLUSIVE

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period June 28 to July 1, 2008 inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

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

Background/Purpose:

I will be away during the period June 28 to July 1, 2008, inclusive. During my absence Vice Chair Pam McConnell will perform the duties of Chair.

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

Conclusion:

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

The Board received the foregoing report noting that Ms. Judi Cohen volunteered to perform the role of Acting Vice-Chair during this time.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P182. APPOINTMENT OF AN ACTING VICE CHAIR DURING THE PERIOD
BETWEEN JULY 09, 2008 AND AUGUST 04, 2008, INCLUSIVE**

The Board was in receipt of the following report dated June 11, 2008 from Alok Mukherjee, Chair:

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
JULY 09, 2008 and AUGUST 04, 2008, INCLUSIVE

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between July 09, 2008 and August 04, 2008, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

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

Background/Purpose:

I have been advised by Councillor Pam McConnell, Vice-Chair, that she will not be available to perform the duties of Vice-Chair of the Toronto Police Services Board during the period between July 09, 2008 and August 05, 2008, inclusive.

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

Conclusion:

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

The Board received the foregoing report noting that The Honourable Hugh Locke volunteered to perform the role of Acting Vice-Chair during this time.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

#P183. ENFORCEMENT OF THE CITY'S IDLING BY-LAW

The Board was in receipt of the attached correspondence dated May 7, 2008 from Ulli S. Watkiss, City Clerk, City of Toronto, with regard to the enforcement of the City of Toronto's Idling By-law.

Councillor Howard Moscoe, City of Toronto, was in attendance and delivered a deputation to the Board. Councillor Moscoe said that the City of Toronto is reviewing the Idling By-Law and that he would appreciate any comments that Chief Blair can provide that would improve the ability to enforce the By-Law.

The Board received Councillor Moscoe's deputation and referred the City Clerk's correspondence to the Chief of Police for review, in consultation with Councillor Moscoe, and requested that he provide the results of his review to the Board.



Ulli S. Watkiss
City Clerk

Secretariat
Rosalind Dyers
Public Works and Infrastructure
Committee
City Hall, 10th Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-8018
Fax: 416-392-1879
E-mail: rdyers@toronto.ca
Web: www.toronto.ca

May 7, 2008

REVISED

Dr. A. Mukherjee
Chair, Toronto Police Services Board
40 College Street, 7th Floor
Toronto, Ontario
M9V 1H5

Dear Dr. Mukherjee:

Subject: Enforcement of the City's Idling By-law



Decision Advice and Other Information:

The Public Works and Infrastructure Committee:

1. forwarded the matter of enforcement of the City's Idling By-law to the Chief of Police with a request for comment;
2. requested the Chair of the Public Works and Infrastructure Committee to meet with the Chair of the Toronto Police Services Board, and Councillor Howard Moscoe to discuss the issue of enforcement of the City's Idling By-law, prior to the Chief of Police providing comments on this matter; and
3. referred the letter from Councillor Moscoe to Deputy City Manager Richard Butts, in consultation with the Deputy City Manager and Chief Financial Officer, with a request that a report on this matter be submitted to the appropriate Committee from the City's perspective.

Background:

The Public Works and Infrastructure Committee on May 7, 2008, considered a Letter (April 21, 2008) from Councillor Howard Moscoe, Ward 15, Eglinton-Lawrence, respecting enforcement of the City's Idling By-law.

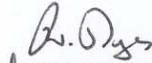
Communication:

(April 21, 2008) e-mail from Paul York (PW.Main.PW15.4.1)

Speaker:

Councillor Howard Moscoe, Ward 15, Eglinton-Lawrence

Yours truly,


City Clerk

R. Dyers/tl
Item PW15.4

Sent to: Deputy City Manager Richard Butts
Chief of Police
Councillor Glenn De Baeremaeker,
Chair, Public Works and Infrastructure Committee
Dr. A. Mukherjee,
Chair, Toronto Police Services Board
Councillor Howard Moscoe, Ward 15, Eglinton-Lawrence
General Manager, Transportation Services

HOWARD MOSCOE

PW15.4



April 21, 2008

2008 APR 21 A 11: 45

To: The Chair and Members
Public Works and Infrastructure Committee

Re: Enforcement of the City's Idling By-law

The idling by-law is currently enforced by Transportation Services. This division employs a total of 33 by-law officers who are responsible for enforcing, among other things, the idling by-law. Their responsibilities, however, are multi faceted and include the inspection of "on and off" street parking activities like front yard parking, commercial boulevard parking and permit parking. They also do construction activities like street occupation permits, piling and shoring, streetscape as well as street events like festivals, marathons and runs. In addition, they are also responsible for the homeless and for utility activities.

The idling by-law is hardly ever enforced. Last year there was only 1 summons issued and 33 tickets under the by-law. This means that a Transportation Services inspector writes an average of one ticket a year under the idling by-law. One of the prime sources of complaints about idling is TTC vehicles and City of Toronto vehicles. Of the 33 tickets issued last year, not a single ticket was issued against a TTC bus or City vehicle. The City has adopted an ambitious environmental program which has promised to cut emissions by 70% but we will never reach this goal for emission reductions without a real enforcement program.

Everyday an army of Parking Control Officers hit the streets of Toronto. They specialize in ticketing cars and visit thousands of vehicles every day. To add one more responsibility, the enforcement of the City's idling by-law, would be an easy and natural thing to do. When an officer spots a vehicle idling he could make note of the time, continue his parking ticket duties and return to do a sweep of the street at the end of the block. We would then have an effective enforcement mechanism for our idling by-law.

Recommendation:

That Deputy City Manager Richard Butts, in consultation with the Deputy City Manager/Chief Financial Officer and the Chief of Police, be requested to report on the feasibility of transferring the responsibility for enforcing the idling by-law from Transportation Services to Parking Enforcement; and that the report include the costs and revenue stream that might result from this transfer.

Howard Moscoe
Councillor, City of Toronto
Eglinton-Lawrence



TORONTO Councillor Howard Moscoe, City of Toronto - Eglinton - Lawrence

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Constituency Office:

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PW15.4.1

Ros Dyers - RE: Why is the City of Toronto idling bylaw not enforced?

From: Paul York
To: Howard Moscoe <hmoscoe@toronto.ca>
Date: 4/21/2008 12:47:29 PM
Subject: RE: Why is the City of Toronto idling bylaw not enforced?
CC: Ros Dyers <rdyers@toronto.ca>

Thank you! I will do as you suggest. Sincerely, Paul York

Date: Mon, 21 Apr 2008 11:29:03 -0400
From: HMoscoe@toronto.ca
To: pyork
CC: rdyers@toronto.ca
Subject: Fwd: Why is the City of Toronto idling bylaw not enforced?

Paul

I am doing something about it. I am submitting the attached communication to the
You can ask to address the committee by contacting the clerk, Ros Dyers at 392-
Hope to see you there. HM

--Forwarded Message Attachment--
Date: Tue, 15 Apr 2008 13:27:45 -0400
From: Councillor_Moscoe@toronto.ca
To: HMoscoe@toronto.ca
Subject: Fwd: Why is the City of Toronto idling bylaw not enforced?

>>> Paul York 04/12/2008 10:55 AM >>>

Dear Councillor,

I am concerned by the lack of proper enforcement of the City of Toronto
vehicle idling bylaw.

Rising greenhouse gas emissions caused by vehicle idling, as well as
concern regarding the lethal brew of toxins from cars and trucks filling
our lungs on a daily basis (causing asthma, cancer and respiratory
diseases in urban centers) prompt me to write.

I urge you to take necessary steps to make sure that proper enforcement
occurs. Below is an article I have sent to about 2,000 people and the
media on this matter.

Sincerely, Paul York

Toronto actually has a bylaw against idling for longer than three
minutes, but you wouldn't know it. There are a lot of loopholes in the

bylaw (for example, it exempts emergency vehicles and idling in very cold weather) but the main problem with it is that this bylaw is simply not enforced.

Just walk around any of Toronto's streets on an average day and you will witness at least one vehicle per block idling for more than three minutes with impunity. In the winter, there three or four times as many idling vehicles, and many are trucks, which spew cancer-causing deisel exhaust. Many of the drivers know of the bylaw but disregard it because they know it is not enforced. I often ask them to stop idling; some comply, some do not.

Clearly enforcement is need, but it looks as though the City has this bylaw for show only. Is the bylaw another tragic case of *greenwash* (disingenuous attempts by governments and corporations to appear environmentally friendly)? What exactly is going on here?

I've asked the police and parking ticket enforcers and City of Toronto municipal workers (all of whom were idling in their vehicles when I asked them). They all referred me to City of Toronto by-law enforcement officers, whom one rarely sees on the street, so I took the time to call this office. The answer I got told me all I need to know.

The officer I spoke to (who refused to give his name) was in his fifties I would guess. He had little patience for my questions and was generally dismissive of the issue.

I began by asking why the bylaw as never enforced. He said I was wrong, that it was enforced regularly. I knew this was not correct based on my own experience and that of others, so I pressed to point and he admitted it was enforced rarely.

I then asked if there any statistics to reflect it being enforced and he said there were none available and if there were they are not publicly available. I said that found this incredible since we are in an age of global warming and vehicle emissions are among the leading causes. What he said next I'll never forget: 'Is there global warming? Why was it such a cold winter?' I've heard this one before, but clearly it reflects a profound ignorance of a very serious state of affairs.

The Earth is in fact about 0.8 degrees Celsius warmer than pre-industrial temperatures and this is expected to rise to at least four degrees above, according to the most conservative estimates. Each degree corresponds roughly to a metre of sea level increase, potentially displacing hundreds of millions. Already, the Maldives Islands of the South Pacific are underwater and those lives devastated (see the excellent film "Refugees of the Blue Planet" (2007)).

The fact that this warming is anthropogenic (man-made) is conclusive. There is an overwhelming body of peer-reviewed scientific evidence now available that establishes beyond any reasonable doubt that we are in the midst of an unprecedented man-made environmental crisis. This was been established through the efforts of roughly 2,000 scientists from more than 100 countries reporting to the United Nations in the largest and most rigorously peer-reviewed scientific collaboration in history. Every major scientific body specializing in climatology, meteorology and related sciences concludes the same. Climate change denial when it surfaces is the product of people in the employ of fossil fuel

companies, either directly or indirectly though outfits like CEI and the Frasier Institute (see <http://www.desmogblog.com/>).

I truly find it amazing when anyone indulges in climate change denial these days - much less an employee of the government, whose job it is to mitigate global warming, and who ought to know better.

I then asked the officer how he could reconcile his ignorance of global warming and the inaction of his office with the Toronto 'Clean Air and Climate Change Act' passed in the summer of 2007. He said he had never heard of it this act! If we go to page 12 of the 'Highlights' document ("Change in in the Air") it states that the City will requires the City's fleet of vehicles to stop idling. You can find reference to it here: <http://www.toronto.ca/changeisintheair/index.htm>

This employee of the City of Toronto concluded the call by blaming the lack of bylaw officers for the lack of enforcement. I am not convinced by this, having worked in a councillor's office for five years. In trying to enforce municipal housing standards in rental housing, I realized that there were enough officers to do this, but they were hesitant to enforce bylaws and most landlords got away with slum conditions. In five years I got very little cooperation from Toronto city bylaw officers on those files. They just didn't want to enforce bylaws, for whatever reason. It was a complaint-driven system that worked only when tenants and councillors' officers were vigilant and pushed the officers into enforcing the law.

But let us say, for the sake of argument, that City actually needed more officers for this. Certainly a case can be made for this, given that there many streets to cover. I want to know why the City just hired 26 people to enforce a bylaw to pet licensing (see <http://insidetoronto.com/news/TopStories/article/39729>) and not 26 people to enforce idling? Which is more important: a dog license or stopping the devastation to life on Earth caused by global warming? Or for that matter, why aren't traffic ticket officers authorized to hand out tickets for idling? Obviously, this would make sense. It would give the City revenue and clean up the air and reduce greehouse gas emission in Toronto.

It is unconscionable that in this day and age, when the effects of anthropogenic climate change are well known, and smog from vehicles caused untold misery and death, that the City would invest money in pet license enforcement and not idling bylaw enforcement. Where are the City's priorities?

Enter today for your chance to win \$1000 a day*today until May 12th.
Learn more at SignInAndWIN.ca
<http://g.msn.ca/ca55/215>

Sign in and you could WIN! Enter for your chance to win \$1000 every day. [Visit SignInAndWIN.ca today to learn more!](http://SignInAndWIN.ca)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P184. CERTIFIED MUNICIPAL MANAGER ACCREDITATION BY THE
ONTARIO MUNICIPAL MANAGEMENT INSTITUTE**

The Board was in receipt of the attached correspondence dated May 09, 2008 from Bruce Taylor, President, Ontario Municipal Management Institute, indicating that Mr. Angelo Cristofaro, Director of Finance and Administration, had been awarded the Certified Municipal Manager accreditation by the Ontario Municipal Management Institution.

Mr. Cristofaro was in attendance and was congratulated by the Board.

The Board received Mr. Taylor's correspondence.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P185. SEXUAL ASSAULT AUDIT STEERING COMMITTEE – ADDITIONAL
INVOICES**

The Board was in receipt of the following report dated June 18, 2008 from Pam McConnell, Vice-Chair:

Subject: SEXUAL ASSAULT AUDIT STEERING COMMITTEE - ADDITIONAL
INVOICES

Recommendation:

It is recommended that that the Board approve payment for the additional invoices submitted by Jane Doe and Beverly Bain for a total amount of \$1200.00.

Financial Implications:

If the Board approves payment of the additional invoices as recommended, the total cost will be \$1200.00

No funds for the Sexual Assault Audit Steering Committee were included in the Board's 2008 operating budget, as the project was to have concluded by the end of 2007.

As a result, this has the potential to contribute to a negative budget variance for the Board's 2008 operating budget.

Background/Purpose:

The additional invoices referred to in this report were submitted by Jane Doe and Beverly Bain, two community members of the Sexual Assault Audit Steering Committee (the Steering Committee).

It should be acknowledged at the outset that this is an extraordinary request, as the invoices submitted by Jane Doe and Beverly Bain exceed the maximum amounts that they were to receive for their work as community members of the Sexual Assault Audit Steering Committee as stated in their signed letter of agreements with the Board. There are no funds budgeted in 2008 to cover these invoices. The Board did not sign any letter of agreement that would require payment of invoices for work performed by members of the Steering Committee in 2008.

Sexual Assault Audit Steering Committee

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

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

Community Members of the Steering Committee

Community members of the Steering Committee were selected after a review of applications submitted. At its meeting of April 7, 2005, the Board received a report which stated that three individuals had been selected as members of the Steering Committee: Beverly Bain, Amanda Dale and Peggy Gail DeHal-Ramson (Min. No. P148/05 refers).

At that time, Jane Doe was named as a Special Advisor to the Steering Committee. At its meeting of October 14, 2005, the Board approved a report that recommended that Jane Doe’s title be changed from that of “Special Advisor” to that of “community member” as this was seen to be a more appropriate description of her role on the Steering Committee. (Min. No. P324/05 refers).

Amanda Dale and Peggy Gail DeHal-Ramson are not currently serving members of the Steering Committee. In May of this year, Wendy Komiotis was named as a community member to replace Amanda Dale until the end of Ms. Dale’s leave of absence (Min. No. P187/07 refers).

Financial Arrangements with the Community Members of the Steering Committee:

When the Board established the Steering Committee, it approved that community members would be compensated for their work on the Steering Committee (Min. No. P34/05 refers.) A letter of agreement was drafted, providing the details of compensation.

The agreement stated that community members would be entitled to \$100.00 for attendance at each meeting of the Steering Committee and \$50.00 for attendance at each meeting for the purpose of preparing for Steering Committee meetings. Amounts included reimbursement for any associated childcare and travel expenses. The agreement also stipulated that there would be an annual maximum of \$1,250.00 to be paid to each community member in each year of her participation on the Steering Committee. Each community member signed this letter of agreement.

In 2006, the Board also approved an additional unbudgeted expenditure of \$21,260 for the work of the two community members who attended and observed the Sexual Assault and Child Abuse (SACA) course at C.O. Bick College and prepared a report on their findings (Min. No. P199/06 refers).

As of now, therefore, the total cost to the Board for compensation for the community members since the Steering Committee was established is \$26,209.20.

Amounts Received to Date by Community Members of the Steering Committee

Jane Doe

From 2005 to 2007, the total amount paid to Jane Doe was \$11,979.60. For 2007, the allotment of funds, as detailed in her signed letter of agreement, was exhausted in August of 2007. Therefore, invoices submitted for work done after this date have not been paid and are the subject of this report.

Beverly Bain

From 2005 to 2007, the total amount paid to Beverly Bain was \$12,879.60. For 2007, the allotment of funds, as detailed in her signed letter of agreement, was exhausted in August of 2007. Therefore, invoices submitted for work done after this date have not been paid and are the subject of this report.

Peggy Gail DeHal-Ramson

From 2005 to 2007, the total amount received by Peggy Gail DeHal-Ramson was \$1350.00.

Amanda Dale

No money has ever been invoiced by or paid to Amanda Dale.

Wendy Komiotis

No money has ever been invoiced by or paid to Wendy Komiotis.

Discussion:

Breakdown of the Additional Invoices:

The additional invoices fit into the following two categories: 1) invoices for work performed after the 2007 funds for the work of the Steering Committee had been exhausted, as per the signed letters of agreement; and 2) work performed in 2008, for which no letter of agreement provides any funding to be paid.

Since exhausting their 2007 allotment as detailed in their signed letters of agreement, Jane Doe and Beverly Bain have submitted additional identical invoices for further work performed as community members of the Steering Committee. This invoice is attached as Appendix A.

The additional invoices of Jane Doe and Beverly Bain are detailed below.

2007

Each invoice included four community member meetings held in 2007, at a cost of \$50.00 each. In addition, they include a meeting held with Meaghan Gray, a member of the Service's Public Information Unit, to work on the issue of community safety notifications as well as two Steering Committee meetings.

2008

The invoices also include payment for attendance at a meeting held on February 29, 2008 and attended by Jane Doe, Beverly Bain, Chair Alok Mukherjee and myself.

As stated previously, no letter of agreement covers payment for any activities performed in 2008. In any event, it should be noted that the letter of agreement provides that "each Community Member will be entitled to \$100.00 for attendance at each meeting of the Committee." A "special" meeting, like the one held on February 29, 2008, is not contemplated in the letter of agreement.

Total

The total amount invoiced by Jane Doe and Beverly Bain is \$600.00 each, for a combined total amount of \$1200.00

I believe that it is important that these additional invoices be paid. The community members have played an invaluable role in the work of the Steering Committee, providing excellent expertise and advice. They have written a good critique of the Service's training on sexual assault and I believe that their recommendations will lead to substantive and significant change in such training. Overall, the expertise provided by the community members will greatly aid the Service in its implementation of the Auditor General's recommendations.

I would ask Board members to support my recommendation that they be paid for the good work that they have done.

Conclusion:

Therefore, it is recommended that that the Board approve payment for the additional invoices submitted by Jane Doe and Beverly Bain for a total amount of \$1200.00

The Board approved the foregoing report.

Appendix A
Additional Invoice Submitted by Jane Doe and Beverly Bain

INVOICE

SEXUAL ASSAULT AUDIT STEERING COMMITTEE ACTIVITIES

Sept 19 th	\$ 50.00	Community Group work meeting
Sept 27 th	\$50.00	Community Group work meeting
Oct 3 rd	\$ 50.00	Meeting with Meaghan Grey
Oct 3 rd	\$100.00	Steering Committee Meeting
Oct 10 th	\$50.00	Community Group work meeting
Oct 30 th	\$100.00	Steering Committee Meeting
Nov 5 th	\$50.00	Community Group work Meeting
Sub -Total	\$450.00	
Feb 29 th 2008	\$150.00	
Total	\$600.00	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 19, 2008**

**#P186. REQUEST FOR FUNDS: GOLF TOURNAMENT DURING THE
CANADIAN ASSOCIATION OF POLICE BOARDS (CAPB)
CONFERENCE: AUGUST 14 – 17, 2008**

The Board was in receipt of the following report dated June 10, 2008, from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: CANADIAN ASSOCIATION OF POLICE BOARDS
(CAPB) GOLF TOURNAMENT

Recommendations:

It is recommended that:

- (1) The Board approve an expenditure from the Special Fund in an amount not to exceed \$1620.00 to cover the cost of three groups of four at the CAPB golf tournament.
- (2) The Board offer opportunities to participate in the golf tournament to (a) members of the Victim Services Program and (b) to the Chief of Police for distribution as deemed appropriate.

Financial Implications:

The cost associated for each group of four is \$540.00. This includes the cost of the golf ticket and dinner. If the Board approves the recommendation contained in this report, the Special Fund will be reduced by an amount not to exceed \$1620.00.

Background/Purpose:

The Toronto Police Services Board will be hosting the CAPB Conference from August 14-17, 2008. As part of the itinerary for the conference, the Peel Regional Police Services Board has agreed to host a golf tournament in support of the Cadet Organization Police School (C.O.P.S.).

The tournament will be held on Thursday, August 14, 2008, at BraeBen Golf Course, 5700 Terry Fox Way, Mississauga. Registration will begin at 12:00 noon followed by a shotgun start at 1:00 p.m. Later that evening, a dinner will be held along with a raffle prize draw.

Conclusion:

I believe that the golf tournament will be a very enjoyable event and will contribute greatly to the success of the conference. I, therefore, recommend that the Board approve an expenditure from

the Special Fund in an amount not to exceed \$1620.00 to cover the cost of three foursomes at the CAPB golf tournament and that the Board offer opportunities to participate in the golf tournament to members of the Victim Services Program as well as to the Chief of Police for distribution, as deemed appropriate.

The Board approved the foregoing report.

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**#P187. REQUEST FOR FUNDS: MERRY GO ROUND CHILDREN'S
FOUNDATION'S STEAK AND WINE TASTING FUNDRAISER**

The Board was in receipt of the following report dated June 16, 2008, from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: MERRY GO ROUND CHILDREN'S FOUNDATION
1ST ANNUAL STEAK AND WINE TASTING FUNDRAISER

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$250.00 each, for the purposes of providing sponsorship to the 1st Annual Merry Go Round Children's Foundation's Steak and Wine Tasting Fundraiser.

Financial Implications:

If the Board approves recommendation contained in this report the Board's Special Fund will be reduced by an amount not to exceed \$1,750.00.

Background/Purpose:

Merry Go Round Children's Foundation is a Toronto-based charity whose mission is to level the playing field for children by donating home computer systems including internet access to those children who are observed by teachers to embody a passion for learning and the potential to excel academically if given more opportunity. It is a volunteer effort which brings together members of the educational, policing and corporate communities to share their expertise in particular fields pertaining to this unique program.

On Monday, June 23, 2008, a steak and wine tasting fundraiser in support of this important charity is scheduled to take place. The fundraiser will be hosted by Mr. Tony Aspler and Chief Blair and Deputy Chief Jane Dick will also be in attendance. It is being held at Jacobs & Co. Steak house, 12 Brant Street, Toronto, and will begin at 5:30 p.m.

Given the Toronto Police Service's commitment to this program, I recommend that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$250.00 each, for the purposes of providing sponsorship to the 1st Annual Merry Go Round Children's Foundation's Steak and Wine Tasting Fundraiser.

The Board approved the foregoing as amended below:

THAT the Board approve the purchase of tickets for Board members *and their guests* who wish to attend, to a maximum of seven tickets at the cost of \$250.00 each, for the purposes of providing sponsorship to the 1st Annual Merry Go Round Children's Foundation's Steak and Wine Tasting Fundraiser.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
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#P188. REGISTRATION OF NEW POLICE VESSEL

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

Subject: REGISTRATION OF NEW POLICE VESSEL

Recommendation:

It is recommended that the Board authorize the Chair to execute vessel registration documents on behalf of the Board.

Financial Implications:

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

Background/Purpose:

Transport Canada has implemented a new process for the registration of vessels in Canada. This new process changes the manner in which police vessels are registered.

Discussion:

In the past, the Manager of Equipment and Supplies at Fleet and Materials Management (the "Manager") was responsible for ensuring that all police vessels were properly registered. A new federal registration process, however, now requires a corporate seal to be affixed to certain registration documents. Only the Toronto Police Services Board, and not the Toronto Police Service, possesses such a seal.

On November 13, 2007, a new vessel was purchased by Fleet and Materials Management. The Manager attempted to register the vessel in the usual manner. In March 2008, the registration was returned for modification and the Manager was advised that a new process had been implemented. With the assistance of the Service's legal counsel, the Manager again attempted to register the vessel, in accordance with specific instructions provided by Transport Canada. Again, the registration was returned. The Manager has now been advised by Transport Canada that certain documents require a corporate seal and authorized signature.

Conclusion:

As all vessels must be registered before they can operate in Canadian waters, the new Service vessel is not yet in use and has been docked. Given that we are now approaching the busiest season for the Marine Unit, there is some urgency in ensuring that the new vessel is properly registered and put into service.

In light of this, it is requested that the Board authorize the Chair to execute the registration documents for the new vessel and any future vessel registration documents on the Board's behalf.

Deputy Chief Jane Dick will be in attendance to answer any questions the Board may have in this regard.

The Board approved the foregoing report.

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**#P189. PROJECT BLACKHAWK – UPDATE ON ARRESTS AND GUN
STATISTICS**

Chief Blair provided the Board with details of the 30 criminal search warrants that were executed in a series of pre-dawn raids that took place earlier today in the Greater Toronto Area. Chief Blair advised that the Toronto Police Service had participated in a joint task force investigation with several other police services, including Peel Regional, Waterloo Regional and the OPP. The investigation targeted alleged illegal drug and gun smuggling activities.

The Board was advised that the raids resulted in over 30 arrests and the seizure of 47 firearms. An additional 35 firearms, and drugs with an estimated value of \$160 million, were seized during the course of the investigation.

Chief Blair also provided a presentation on firearms statistics for the year 2007. A paper copy of the presentation slides is on file in the Board office.

The Board received the update.

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#P190. TASERS

The Board approved the following Motion:

THAT the Board submit a resolution to be considered at the Canadian Association of Police Board's Annual General Meeting in August 2008 that a Working Group on TASERS be established comprised of representatives of CAPB, CACP, the Canadian Police Research Centre, and other appropriate partners to work on a national governance framework on the use of TASERS in Canadian police services.

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#P191. ADJOURNMENT

Alok Mukherjee
Chair