



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on March 27, 2008 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the regular meeting held on February 21, 2008 and the special meeting held on February 25, 2008, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on March 27, 2008 with the exception of Minute No. P22/08 pertaining to paid duties which was amended. Details of the amendment are contained in Minute No. P22/08.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **MARCH 27, 2008** at 1:30 PM in the Auditorium, 40 College Street, 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

ABSENT:

Mr. David Miller, Mayor & Member
The Honourable Hugh Locke, Q.C., Member

ALSO PRESENT:

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P45. INTRODUCTIONS

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

Sergeant Janice MacDonald
Staff Sergeant James Gotell
Staff Sergeant Glenn Gray
Staff Sergeant Andrew Schneider
Staff Sergeant Robert Skinner
Staff Sergeant Niels Sondergaard
Staff Sergeant Gregory Thorpe
Detective Sergeant John Babiar
Detective Sergeant Lydia Glavin
Inspector Cory Bockus
Inspector Scott Weidmark
Staff Inspector Peter Lennox
Superintendent Michael Farrar

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P46. RESULTS OF THE 2007 YOUTH IN POLICING INITIATIVE

The Board was in receipt of the following report March 10, 2008 from William Blair, Chief of Police:

Subject: 2007 YOUTH IN POLICING INITIATIVE

Recommendation:

It is recommended that the Board receive this report and presentation on the Service's Youth in Policing initiative.

Financial Implications:

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

Background/Purpose:

On February 14, 2006, the Ministry of Children and Youth Services (MCYS) announced the Provincial Government's new Youth Opportunities Strategy, an initiative to provide avenues for youth to be successful in life. A component of that strategy was a partnership with the Toronto Police Services Board (TPSB), the Toronto Police Service (Service) and the MCYS to employ 100 youth for the summer. Heading into its third year, the program has been a success by several measures.

Discussion:

The Youth in Policing Initiative (YIPI) is a very innovative and comprehensive approach to community partnerships. By employing the youth from identified neighbourhoods, local ambassadors were created. The benefits of the program to the Service were many, and through its success, many other police services wishing to implement identical or similar programs have contacted the Service for advice and guidance.

The mandate of YIPI is to promote youth participation in the work place, while enhancing the link between the police and the community in a safe and positive environment, ultimately promoting the Service as an employer of choice.

The 2007 YIPI was an 8 week program that utilised a broad based approach. From active recruiting to interviews, placements, and orientation, YIPI ensured that the youth that were hired left with a better understanding of the Service, as well as employability and personal skills.

Conclusion:

The YIPI continues to be a beneficial organizational initiative addressing both community partnerships and youth empowerment. The initiative has lent itself to fostering lasting and positive relationships between youth from identified neighbourhoods and members of the Service now and for years to come. It has also served to create over 200 community ambassadors and has established the Service as an employer of choice.

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

Ms. Danielle Francis and Staff Superintendent Mike Federico, Staff Planning and Community Mobilization, were in attendance and delivered a presentation to the Board. A copy of the PowerPoint presentation is on file in the Board office.

The following former YIPI students were also in attendance and spoke to the Board about their experiences:

**Chenthuran Ganesarajah
Shantelle Smith
Owen Song**

The Board received the foregoing report and the presentations and expressed its appreciation of the work done by members of the Service to ensure the success of this important undertaking. The Board also expressed its gratitude for the support received from Ms. Mary-Anne Chambers, the former Minister of Youth and Child Development, without whose financial assistance YIPI would not have been possible.

A copy of the complete final report on the 2007 Youth in Policing Initiative is on file in the Board office.

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**#P47. TORONTO POLICE SERVICE – 2008 REVISED OPERATING BUDGET
REQUEST**

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

Subject: 2008 REVISED OPERATING BUDGET REQUEST FOR THE TORONTO
POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2008 net operating budget request of \$798.3 million (M), a \$12M or 1.5% increase over the 2007 approved net operating budget, excluding the impact of 2008 labour contract settlements; and
- (2) the Board forward a copy of this report directly to City Council for approval at its March 31, 2008 meeting.

Financial Implications:

The Toronto Police Service's (TPS) revised 2008 operating budget request is \$798.3M net (\$836.7M gross). This is an increase of \$12.0M (1.5%) over the approved 2007 net operating budget of \$786.2M.

This revised budget request has been reduced by \$3.0M from the budget approved by the Board at its special meeting on February 25, 2008 (Min. No. P43/08 refers). The reduction of \$3.0M is comprised of a \$200,000 decrease for City Facilities & Real Estate (F&RE) cleaning and utilities charges, and a \$2.8M unallocated budget reduction.

Background/Purpose:

This report provides the Board with the Service's response to the City's Budget Committee recommendations on the Service's 2008 operating budget request (approved at the City's Budget Committee on March 6, 2008), specifically that:

- “72. the 2008 Recommended Operating Budget for the Toronto Police Service of \$841.731 million gross and \$798.260 million net ... be approved; and
73. the Toronto Police Service's 2008 Operating Budget be set at an increase of 1.5% above their 2007 Approved Budget of \$786.218 million and that the Toronto Police Services Board advise the Budget Committee no later than the Third Quarter Operating Budget Variance Report on what adjustments have been made to achieve the 2008 recommended funding level.”

This report also provides a response to a motion, approved by the Board at its meeting on February 25, 2008, “that the Chief of Police provide the Board with a report containing a breakdown of the Vehicle and Equipment Reserve account” (Min. No. P43/08 refers).

Discussion:

At its November 15, 2007 meeting, the Board approved the Service’s 2008 budget request in the amount of \$802.3M net (\$840.8M gross) (Min. No. P386/07 refers), following a detailed budget review process by the Service and Board’s Budget Sub-Committee.

In response to City staff recommendations made to the City’s Budget Committee, the Board approved a revised budget request at its special meeting on February 25, 2008 (Min. No. P43/08 refers). This revised budget was \$1.0M less than the budget request originally approved by the Board at its November 2007 meeting, and was achieved by a \$500,000 reduction to the legal indemnification account, and a \$500,000 increase in miscellaneous revenues. This reduction was, however, still \$3.0M short of the reduction required to meet the City staff 2008 recommended funding level for the Service.

Table 1 provides a summary of the current Board-approved 2008 budget request, which is \$15.0M or 1.9% greater than the approved 2007 budget.

Table 1 - Summary of 2008 Budget Request (Board-approved February 25, 2008)

	Request (\$Ms)	Increase (\$Ms)	Inc. (Dec) over 2007 %
2007 Approved Net Budget - \$786.2M			
(a) Salary Requirements	575.8	5.0	0.6%
(b) Premium Pay	35.3	0.0	0.0%
(c) Statutory Deductions and Fringe Benefits	133.9	3.2	0.4%
(d) Vehicle and Equipment Reserve	12.3	4.6	0.6%
(e) Other Expenditures	82.1	2.5	0.3%
(f) 2008 Effectiveness & Efficiency Initiatives	0.9	0.9	0.1%
(g) Revenues	<u>(39.0)</u>	<u>(1.1)</u>	<u>(0.1%)</u>
2008 Net Budget Request	\$801.3M	\$15.1M	1.9%

City Budget Committee Recommended Budget for TPS:

On March 6, 2008, the City’s Budget Committee approved the City staff recommendation for a 2008 operating budget for the TPS in the amount of \$798.3M net (\$841.7M gross), and requested “that the Toronto Police Services Board advise the Budget Committee no later than the Third Quarter Operating Budget Variance Report on what adjustments have been made to achieve the 2008 recommended funding level.” City Budget Committee recommendations are being

forwarded to Executive Committee for consideration on March 25, 2008, and it is anticipated that the recommendations will be approved and forwarded to City Council for consideration on March 31, 2008.

The City Budget Committee's recommended budget is \$3.0M less than the Board-approved operating budget for the Service. During budget deliberations, the City's Budget Committee also approved an adjustment to the F&RE 2008 operating budget to reflect lower cleaning and utilities charges for the Service. Taking this adjustment into account, there is still a requirement for a \$2.8M reduction to the Service's operating budget to achieve the City's recommended funding level.

The Service has gone through a very thorough budget development and review process to determine the level of funding required to provide effective policing services to the City, and therefore any reduction at this point in the process is somewhat arbitrary in nature. However, in view of the City's financial constraints, the Service will make every attempt to find in-year savings to absorb this reduction, and will advise the Board by no later than the third quarter variance report on what adjustments have been made to achieve the \$2.8M unallocated reduction. In the interim, the \$2.8M reduction will be accounted for by increasing miscellaneous revenue by this amount.

TPS Vehicle & Equipment Reserve:

During the 2008 budget review with City staff, the City Deputy Manager and Chief Financial Officer requested the Service to examine the feasibility of reducing the 2008 contribution to its Vehicle & Equipment Reserve (Reserve), as a way of meeting the lower funding level being recommended by City staff. After a detailed review, the Service concluded that it would not be prudent to reduce contributions, as this would have long-term impacts on the Service's equipment lifecycle replacement plan. The Board was advised accordingly at its special meeting on February 25, 2008, and requested a report containing a breakdown of the Vehicle and Equipment Reserve account. Appendix A provides a snapshot of the current Reserve account, in response to the Board's request.

The Service has developed a lifecycle replacement strategy for vehicles, as well as information technology (IT) and other equipment. The general rule used by the Service is that equipment that requires regular replacement between two and ten years (e.g., vehicles, workstations, servers, etc.) will be funded from the Reserve. Items with a lifecycle of less than two years will continue to be funded through the operating budget, and items with a lifecycle of more than ten years will continue to be funded through the capital budget. This strategy, which has worked very well for vehicle replacements, allows the Service to stabilize its annual operating contributions to meet these cyclical requirements. For example, it is estimated that the replacement of Mobile Workstations will cost \$8.0M (2008 estimate) every four years. Rather than having an \$8M one-time pressure every four years, regular contributions are being made to the Reserve at approximately \$2M per year, to allow a one-time \$8M expenditure every four years.

At this time, the vehicle portion of this Reserve is fully funded. However, the IT and other equipment portion is still being phased in, and will not be fully funded until 2014 based on current plans. Increased annual contributions are therefore required until that time. Once the Reserve is fully funded, annual funding pressures will no longer occur and annual contributions will only change when additional items are approved or to meet the effects of inflation.

Due to the cyclical nature of and varying cost estimates for items to be replaced from the Reserve, the Reserve balance will vary from year to year. However, contributions are being managed such that they eventually stabilize at a level that will ensure the minimum contribution amount is being made to ensure funding for long-term planned spending requirements.

The lifecycle strategy is not yet fully implemented with respect to contributions and the items to be funded from the Reserve. Reserve expenditures, contributions and year-end balances are reviewed annually through the capital and operating budget processes, and the annual contributions adjusted as necessary. Budget development for the 2009-2013 capital program has identified new pressures on the Reserve that are not yet reflected in the current lifecycle replacement plan. The Service is therefore reluctant to reduce the 2008 contribution to the Reserve to help the Service achieve the unallocated \$2.8M City reduction, as any decrease to the 2008 contribution would either result in a significant budget pressure in 2009, or would affect our ability to meet our long-term lifecycle replacement strategy. However, if in-year savings in other areas of the operating budget are not attained, the Service will review the possibility of reducing Reserve contributions during 2008.

Additional Budget Committee Recommendations:

Two additional recommendations were made by the Budget Committee, and are provided below with the Service's response.

”74. the Toronto Police Services Board report back to the Budget Committee following the negotiation of a collective agreement between the Police Service and the Police Association identifying any required adjustments to the Police Service's approved budget.”

A response will be provided when negotiations are completed.

”75. the government of Ontario assume the full responsibility of court security and prisoner transportation costs estimated at \$41.400 million net in 2008 for Provincial courtrooms within the City of Toronto.”

No response is required.

Conclusion:

The City's Budget Committee recommendation for the Toronto Police Service operating budget is \$798.3M net (\$841.7M gross), a 1.5% increase over 2007 but \$3.0M less than the current Board-approved 2008 operating budget. This reduction is currently recommended to be

accommodated through a \$0.2M reduction in cleaning and utility costs for the Service, and a \$2.8M unallocated reduction. As the year progresses, the Service's financial situation will be carefully monitored and any areas that can be reduced will be identified to the Board through regular variance reporting, and will be reported to the City's Budget Committee through the third-quarter variance report.

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

The Board approved the foregoing report and agreed to forward a copy directly to Toronto City Council for its March 31, 2008 meeting.

Attachment A

2008-2012 Reserve Contribution Plan (\$Ms)

	2008	2009	2010	2011	2012
Beginning-of-year balance	18.37	4.15	3.52	4.70	8.32
- uncommitted					
Planned contributions	12.70	16.80	17.84	18.87	19.17
- incremental inc. to contribution		4.10	1.04	1.03	0.30
Planned expenditures:					
- Vehicles	(5.47)	(5.47)	(5.47)	(5.47)	(5.47)
- Workstations, laptops, printers	(3.77)	(4.79)	(4.82)	(3.78)	(3.78)
- Servers	(2.81)	(2.91)	(3.01)	(3.12)	(3.23)
- IT business resumption	(0.00)	(0.00)	(1.59)	(1.64)	(1.70)
- Mobile Workstations	(7.97)	(0.00)	(0.00)	(0.00)	(7.97)
- Network Equipment	(1.60)	(0.97)	(0.48)	(0.50)	(0.52)
- Locker Replacement	(0.55)	(0.55)	(0.55)	(0.00)	(0.00)
- Furniture Replacement	(0.75)	(0.75)	(0.75)	(0.75)	(0.75)
- Radio Replacement*	(4.00)	(2.00)	(0.00)	(0.00)	(0.00)
- Total planned expenditures:	(26.92)	(17.43)	(16.66)	(15.25)	(23.41)
End-of-year balance	4.15	3.52	4.70	8.32	4.08

* \$6M is being borrowed from the Reserve (one-time). This was done to reduce pressure on the Service's capital program

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#P48. 2007 ANNUAL REPORT – HATE/BIAS CRIME STATISTICAL REPORT

The Board was in receipt of the following report February 19, 2008 from William Blair, Chief of Police:

Subject: 2007 HATE/BIAS CRIME STATISTICAL REPORT

Recommendations:

It is recommended that:

The Board receive this report and forward a copy to the City of Toronto Executive Committee for information.

Financial Implications:

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

Background/Purpose:

The Hate Crime Unit of the Intelligence Division has collected statistics and has been responsible to ensure full and thorough investigation of hate/bias crime offences since 1993. Attached is the 2007 Hate/Bias Crime Statistical Report.

Discussion:

The year 2007 was highlighted with a continued relationship with our community partners. The Anti-Black Hate Crimes Committee was formed. The committee membership includes the African Canadian Legal Clinic, the Toronto District School Board, the Black community Police Consultative Committee and the following Toronto Police Service Units; the Command, the Hate Crime Unit, Community Mobilization, Corporate Planning and Corporate Communications. The committee is dedicated to addressing specific concerns relating to hate crime and educating the public about combating hate crime.

Conclusion:

In summary, this report provides the Board with a comprehensive overview of the Hate/Bias Crimes reported and investigated in the City of Toronto in 2007.

Deputy Chief Anthony Warr, of Specialized Operations Command, will be in attendance to answer any questions that the Board may have.

The following persons from the Intelligence Division – Hate Crimes Unit were in attendance and delivered a presentation to the Board:

**Staff Inspector Steve Izzett
Detective Sergeant Steve Irwin
Detective Gary McQueen
Detective Constable Colleen McNamara**

The Board received the foregoing report and the presentation. A copy of the complete Hate Crimes 2007 Annual Report is on file in the Board office.

EXECUTIVE SUMMARY

The information contained in this report provides salient characteristics about the hate/bias victimization of various racial, religious, ethnic and other sub-groups within the City of Toronto for 2007. In addition, this report provides prominent information specific to community groups that are the target for Multi-Bias hate crimes.

In 2007, in the City of Toronto, there was an overall reduction of reported hate/bias crimes. There were 130 hate/bias occurrences recorded in 2007 in contrast with 162 recorded in 2006. These figures represent a 20% decrease from the previous year. Significantly, this is the lowest number of hate/bias crimes recorded since the Hate Crime Unit began collecting statistical data in 1993. Over the past fifteen years, the average number of reported hate/bias occurrences is 206.

The number of reported hate/bias crimes decreased in 2007. The number of arrests, charges and convictions also decreased. The number of arrests recorded was similar to those in 2005 when the number of reported hate crimes was almost identical with 132 occurrences. The total number of charges laid in 2007 was 42.

The year 2007 was the start of a new initiative intended 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.

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#P49. 2007 ANNUAL REPORT – UNIFORM PROMOTIONS

The Board was in receipt of a copy of Minute No. P34/08 containing a copy of the 2007 Annual Report on Uniform Promotions. The Annual Report was originally considered by the Board at its meeting on February 21, 2008 and was deferred to the March 2008 meeting for further detailed consideration.

At the meeting on March 27, 2008, the Board deferred further consideration of the Annual Report to a future meeting.

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#P50. NEW JOB DESCRIPTION – GRANTS ADMINISTRATOR

The Board was in receipt of a copy of Minute No. P32/08 from the February 21, 2008 meeting pertaining to a job description for the new Grants Administrator position. The job description was originally considered by the Board on February 21, 2008. A decision regarding the job description was deferred to the March 2008 meeting so that the Chair could speak with the Chief about the status of new positions, given that the City has not yet approved the Service's 2008 operating budget.

At its meeting on March 27, 2008, the Board approved the job description for the new position. A copy of Minute No. P32/08 is attached for information.

ATTACHMENT

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

#P32. NEW JOB DESCRIPTION – GRANTS ADMINISTRATOR

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

Subject: NEW JOB DESCRIPTION – GRANTS ADMINISTRATOR

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The acceptance of grant funding entails certain obligations on the part of the Service. In most cases, these obligations are contractual in nature as they are set out in an agreement between the Toronto Police Services Board and the grantor. These agreements generally obligate the Service

to achieve specific measurable results and stipulate that specific reporting requirements be met. Funding is also granted on the condition that the Service has in place, the governance and administrative structures, as well as processes necessary to ensure prudent and effective management of the grant. Currently, grants are managed by the Project and Policy Coordinator position within Budgeting & Control; however, the volume of work has increased significantly and is impacting on the other duties of the Project and Policy Coordinator.

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

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

Conclusion:

It is therefore recommended that the Board approve the attached new job description for the position of Grants Administrator (A08063). Upon the Board's approval, the Toronto Police Association will be notified accordingly as required by the Collective Agreement and this position will be staffed in accordance with the established procedure.

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

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: **432**

Pay Class **A08**

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

SUMMARY OF FUNCTION:

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

DIRECTION EXERCISED:

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

MACHINES & EQUIPMENT USED:

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

DUTIES AND RESPONSIBILITIES:

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

dg:141865

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points: 432

Pay Class A08

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

DUTIES AND RESPONSIBILITIES: (cont'd)

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

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

dg:141865

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.

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P51. MOBILE CRISIS INTERVENTION TEAM (MCIT) – PARTNERSHIP
WITH THE SCARBOROUGH HOSPITAL**

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

Subject: MOBILE CRISIS INTERVENTION TEAM (MCIT) - PARTNERSHIP WITH
THE SCARBOROUGH HOSPITAL

Recommendation:

It is recommended that the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with The Scarborough Hospital, on behalf of the Board, for the Mobile Crisis Intervention Team (MCIT) for a term of two years commencing September 1, 2007 and ending on August 31, 2009.

Financial Implications:

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

Background/Purpose:

At its meeting of October 26, 2000, the Board approved the Services' participation in a partnership with St. Michael's Hospital Mobile Crisis Intervention Team (MCIT) to improve the response and provision of services to emotionally disturbed persons (EDP) for a two-year term. (Min. No. 478/2000 refers). The Board, at its meeting of July 29, 2004 approved the continuation of this partnership (Min. No. P210/2004 refers).

At its meeting of June 13, 2005, the Board received a report from the Chief outlining the benefits to the community and the Service from its participation in the MCIT program. The Board requested the Chief "outline potential different designs of the MCIT model for the different divisions targeted for expansion" (Min. No. P195/2005 refers). As a result, the Service commenced discussions with a number of hospitals with the intent to expand this program. Consequently, at its meeting of November, 17, 2005, the Board approved expansion of the Services' participation in a joint partnership with St. Joseph's Hospital MCIT expanding the program to address the demands for service in 11 and 14 Divisions (Min. No. P370/2005 refers).

As reported to the Board, in 2004 the calls for service for EDP in Scarborough exceeded 2,100 and represented 14% of the total calls within the City (Min. No. P195/2005 refers). The demand for service of EDP has remained constant in Scarborough.

Health services are provided to the communities within Scarborough by The Scarborough Hospital. The Scarborough Hospital is a collaboration of operations between Scarborough General and Scarborough Grace Hospitals. The catchment for service of The Scarborough Hospital includes those communities within 41, 42 and 43 Divisions.

The Scarborough Hospital possesses those factors which are required to establish an MCIT partnership, including psychiatric service capabilities and proximity to the community. Recognizing the potential benefits of a partnership with The Scarborough Hospital, in early 2006, the Service commenced discussions to explore the possibility of expanding the MCIT program. The ensuing discussions have resulted in the development of the proposed Memorandum of Understanding (MOU).

Conclusion:

Like the highly successful partnerships operating within 51 and 52 Divisions with St. Michael's Hospital and in 11 and 14 Divisions with St. Joseph's Health Centre, it is anticipated a partnership with The Scarborough Hospital is certain to provide numerous benefits to the community and the Toronto Police Service.

The proposed MOU between The Scarborough Hospital and the Toronto Police Services Board has been reviewed and approved as to form by the City Solicitor. Mr. Jerome Wiley, Criminal and Corporate Counsel for the Toronto Police Service has also reviewed the MOU and is satisfied that the interests of the Service are protected. A copy of the MOU is attached hereto as Appendix "A".

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

The Board was also in receipt of the attached written submission dated March 27, 2008 from John Sewell, Toronto Police Accountability Coalition.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's written submission and refer it to the Chief of Police to consider in conjunction with the attached proposed agreement with The Scarborough Hospital; and**
- 2. THAT the Board approve the foregoing report.**

Toronto Police Accountability Coalition
c/o 50 Baldwin Street
Toronto ON M5Y 1L4.
416 977 5097.
info@tpac.ca , www.tpac.ca

March 27, 2008.

To: Toronto Police Services Board

Subject: Item 7, March 27 meeting,
Mobile Crisis Intervention Teams in Scarborough

We apologized for the lateness of this letter, but it is a result of the agenda not being available until Tuesday.

We are strongly in support of the proposal to expand the Mobile Crisis Intervention Teams into Scarborough through the Memorandum of Understanding with the Scarborough General Hospital recommended in this item.

But we believe the proposal is not comprehensive enough, particularly since the Chief reported to the June 13, 2005 Board meeting on the significant benefits of the MCIT program to the police, and the money that it saves because of the time saved.

One problem is found in Section 13 of the Memorandum of Understanding, where the Service agrees to make one constable available for the MCIT in each of 41, 42, and 43 Divisions. This is further constrained by Section 17, which states that each constable will not work more than 80 hours over a two weeks period.

The hours of operation of the service are not specified, but apparently will be the same as in other divisions, 1 pm to 11 pm, seven days a week. That means 70 hours a week, and that will take two officers, not one, to deliver this service in each Division. Section 13 should be amended to indicate that two officers will be made available.

Further, the Service should expand the MCIT to 24 hours availability with this agreement. As noted, there will be no cost to the service by such an expansion, in fact there will probably be as saving to the police force. If there is a cost, it will be to the hospital which must provide the public health nurse as part of the team. The Board should indicate its wish to expand the MCIT service to 24 hours seven days a week, and should urge the Ministry of Health to provide the appropriate funding to hospitals for this.

MCIT is an excellent alternative to taser use (and as the chief has noted, tasers are used almost entirely on individuals suffering from some mental or emotional affliction), and the Team concept deserves strong support and implementation from the Board. Perhaps the Board should consider writing into the Memorandum that every attempt will be made to ensure the MCIT attends before any use of a taser is contemplated.

We would request these changes to be made.

Yours very truly,

A handwritten signature in black ink, appearing to read "J. Sewell". The signature is fluid and cursive, with a large initial "J" and "S".

John Sewell for
Toronto Police Accountability Coalition.

APPENDIX "A"

MEMORANDUM OF UNDERSTANDING
WITH RESPECT TO
THE MOBILE CRISIS INTERVENTION TEAM

BETWEEN:

TORONTO POLICE SERVICES BOARD

- and -

THE SCARBOROUGH HOSPITAL

PREAMBLE

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

AND WHEREAS a community response team consisting of members of the TSH’s Mental Health Services and members of the Toronto Police Service (the “Service”), hereinafter referred to as the Mobile Crisis Intervention Team (“MCIT”), has been developed to provide prompt assessment and needed support to the citizens of the City of Toronto;

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

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

AND WHEREAS section 35 of the Ontario Mental Health Act, the Personal Health Information Protection Act, the Public Hospitals Act, and the regulations thereunder, impose restrictions on the collection, use and disclosure of patient information, with which restrictions TSH is obligated to comply;

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

NOW, THEREFORE, the parties hereby agree as follows:

Part 1 – Term and Termination

1. This MOU shall be for a term of two (2) years beginning on September 1, 2007 and ending on August 31, 2009.

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

Part 2 - Permitted Disclosure of Information

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

Part 3 – Records

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

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

Part 4 – Obligations of the Service

13. The Service shall make available three (3) constables, one constable from each of 41, 42 and 43 Divisions, to the MCIT for the term of this MOU or any renewal term thereof. The constables shall be dedicated to the MCIT on a full time basis, except when the Chief of the Service or his or her designate requires them to perform police duties in another capacity. Where practicable, the Service shall provide TSH with twenty-four (24) hours prior notice of such service disruption.
14. It is acknowledged that the duties assigned to the constables deployed to the MCIT shall be confined to police duties only, as defined in the Ontario *Police Services Act* and at common law, and also in accordance with Service Governance. The responsibilities assumed by the MCIT constables shall be subject to the approval of the Chief of the Service or his or her designate.
15. The constables deployed to the MCIT shall be qualified to perform the services required pursuant to this MOU and may not be deployed to the MCIT until such time as they have completed the five day Service training course on Crisis Resolution/Officer Safety.
16. The constables deployed pursuant to this MOU shall be and remain employees of the Board and the Toronto Police Service Uniform Collective Agreement shall apply to the MCIT constables.
17. The Service acknowledges that the hours worked by the constables assigned to the MCIT will generally involve an evening or a night shift. The Service shall ensure that hours worked by the constables shall not exceed eighty (80) hours in a two (2) week cycle, subject to any approved overtime. In the event that the constables incur overtime, they shall, as soon as practicable, notify the Officer-in-Charge of the Unit to which they are assigned to request authorization for the overtime.
18. Any misconduct by the constables deployed to the MCIT shall be addressed by the Service in its sole discretion, in accordance with Service Governance and the Ontario *Police Services Act*.
19. The Service shall be liable for the negligent acts or omissions of the constables assigned to the MCIT that occur while performing duties associated with the MCIT.

20. The Unit Commanders of 41, 42 and 43 Divisions or their collective designate shall act as the liaison officer with TSH. The liaison officer shall be responsible for engaging in regular communication with TSH on behalf of the Service, with respect to issues arising from this MOU, including but not limited to work performance and disciplinary procedures, as required, and to attend scheduled meetings, as required.
21. The MCIT program will be guided through a unit specific procedure as it pertains to the MCIT process and implementation. Unit procedures will be similar in size and scope and flow through the Service procedure 06-04, entitled "Emotionally Disturbed Persons".

Part 5 – Obligations of TSH

22. TSH shall make available three (3) registered nurses, in good standing, to the MCIT for the term of this MOU or any renewal term thereof. The nurses shall be dedicated to the MCIT on a full time basis, except when directed to perform nursing duties in another capacity by the Patient Care Director, Mental Health Services. Where practicable, the TSH shall provide the Service with twenty-four (24) hours prior notice of such service disruption.
23. The nurses assigned from the Hospital to the MCIT shall be subject to the approval of the Patient Care Director, Mental Health Services, TSH, or his or her designate.
24. The provision of psychiatric nursing care for the MCIT shall be the responsibility of the nurses assigned by TSH.
25. It is acknowledged that the nurses assigned from TSH to the MCIT shall carry out their duties in accordance with:
 - (a) the policies, by-laws, mission statement, values and procedures of TSH; and
 - (b) the requirements of any professional body or college of which they are members.
26. The nurses assigned to the MCIT from TSH shall be and shall remain employees of TSH.
27. TSH acknowledges that the hours worked by the nurses assigned to the MCIT will generally involve an evening or a night shift. TSH shall ensure that hours worked by the nurses of the MCIT shall not exceed thirty-seven and a half (37.5) hours per week, subject to any approved overtime. Overtime incurred by the nurses shall be dealt with in accordance with TSH's policies and procedures.
28. TSH shall be liable for the negligent acts or omissions of any of its personnel assigned to the MCIT. The Patient Care Director, Mental Health Services, TSH or his or her designate will act as the liaison officer with respect to work performance and disciplinary procedures, as required.

Part 6 – Operation of the MCIT

29. One (1) constable and one (1) nurse assigned to the MCIT will constitute a dedicated team responsible for responding to incoming calls for service. Referrals for MCIT's services may be received directly from field officers through 41, 42 and/or 43 Divisions and or the Toronto Police Service, Communications Services.
30. The MCIT will refer clients to appropriate services if follow-up treatment or assistance is required or recommended.
31. The parties agree to use their best efforts to ensure that the constables and nurses are available for deployment to the MCIT at all times during the term of this MOU.
32. It is acknowledged that a two officer Primary Response Unit (PRU) will be dispatched to all potential emotionally disturbed person calls to assess potential safety issues, need for criminal charges and general suitability of the situation for the MCIT to attend, subject to the priorities determined by the Service, in its sole discretion.
33. Where multiple requests for service are received, the member of the MCIT from TSH shall be responsible for triaging and prioritizing such calls to the best of their ability given available information.
34. It is acknowledged that in the event there are more requests than the MCIT can reasonably be expected to respond to in a timely manner, as determined solely by TSH, the PRU will be responsible for resolving any such event.
35. The nurses assigned to the MCIT will follow the instructions of the Service, including the constables assigned to the MCIT, with respect to any officer or citizen safety issues.
36. The constables assigned to the MCIT shall at all times be subject to the general supervision and direction of the Service during the performance of their duties, including any duties performed when deployed with the MCIT. Similarly, the nurses from TSH assigned to the MCIT shall at all times be subject to the general supervision of the Manager - Regional Crisis Program, Mental Health Services and the Patient Care Director Mental Health Services, TSH.
37. The constables assigned to the MCIT shall be supplied with an unmarked police vehicle equipped with a police radio, mobile workstation and screen, at the discretion of the Chief of the Service. The cost of the vehicle shall be solely borne by the Service, including any costs incurred in fuelling and servicing the vehicle to ensure it is safe for operation. Only Service personnel shall operate this vehicle and they shall do so in accordance with Service Governance with regard to Police Service Vehicle Operations.

38. The MCIT shall determine, at all times having regard to safety and the exigencies of the circumstances, the most appropriate mode of transport for an individual who is arrested or detained pursuant to applicable sections of any federal, provincial or city statutes or by-laws.
39. PRU officers shall transport persons taken into custody in accordance with Service Governance. It is understood that the constables assigned to the MCIT shall maintain, and be solely responsible for, the person in custody.

Part 7 – Insurance & Indemnity

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

Part 8 – Roles and Responsibilities

43. Each party has provided information to the other regarding their respective roles and responsibilities in conjunction with the MCIT and this MOU. Each party expressly agrees to continue to provide updated information to the other party relevant to the services of the MCIT on a continuing basis during the term and any renewal terms of this MOU.
44. The Service shall be responsible for ensuring that its constables receive annually required and/or legislated training.
45. TSH shall be responsible for ensuring that its nurses maintain their discipline specific training and licensure in accordance with TSH’s policies and procedures and also those of the professional regulatory bodies or colleges to which the personnel belong.

Part 9 - General

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

To: Toronto Police Services Board

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

To: **The Scarborough Hospital**
c/o Manager - Regional Crisis Program, Mental Health Services
Scarborough Hospital
3050 Lawrence Avenue East
Scarborough, Ontario
M1P 2V5
Fax: (416) 431-8154

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

IN WITNESS WHEREOF, this MOU has been signed on behalf of the Toronto Police Services Board and the The Scarborough Hospital by their duly authorized officers on the dates noted below:

Toronto Police Services Board

Per:

Signature

Witness

Name and Title (please print)

Date

The Scarborough Hospital

Per:

Signature

Witness

Name and Title (please print)

Date

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P52. SEXUAL ASSAULT AUDIT STEERING COMMITTEE – STATUS
UPDATE**

The Board was in receipt of a report dated March 06, 2008 from Alok Mukherjee, Chair, containing an update on the Sexual Assault Audit Steering Committee. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing report to its April 2008 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P53. PROCESSING OF HUMAN RIGHTS COMPLAINTS

The Board was in receipt of the following report March 06, 2008 from Alok Mukherjee, Chair:

Subject: PROCESSING OF HUMAN RIGHTS COMPLAINTS

Recommendation:

It is recommended that:

1. Beginning at the June 2008 Board meeting, the Chief of Police submit monthly reports for the Board's confidential agendas providing a synopsis of each active internal and external human rights complaints and providing the current status of each complaint.;
2. The Chief of Police consult with the Chair to develop the format of the monthly reports;
3. The Chief of Police, in consultation with the Director of Human Resources Management, report to the Board with respect to how internal human rights complaints are investigated and processed, especially where the complaint may also be the subject of a grievance; and,
4. The Chief of Police in consultation with City Legal, report to the Board on how the determination is made to seek Board consideration of specific human rights complaint proposed settlements.

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

In December 2005, the Board considered a report from the Board's solicitor Mr. Albert Cohen, City of Toronto - Legal Services Division with respect to the processing of human rights complaints (Minute C341/05 refers). At this time, the Board "...expressed the need for a reporting protocol that clearly places the responsibility for control of the complaints with the Board..." The matter was referred to the Chair to consult with the Chief, representatives of City Legal and representatives of City Risk Management with respect to the most appropriate processes to follow in terms of addressing human rights complaints.

Discussion:

In response to the Board's direction, I convened meetings with the appropriate parties and discussed the various flow charts that describe the internal processing of human rights complaints. As a consequence of these meetings, it is my view, that the Board must be informed about the substance and status of all human rights complaints being addressed by the Service. This will provide an opportunity for the Board to identify any systemic issues which might be addressed through Board policy. In virtually all human rights complaints the Board is named as the respondent, and yet, once the complaints are forwarded to the Chief of Police, the Board is not informed about the status or disposition of complaints.

As Board members are aware, the Board has given direction on settlement of only a very few, high profile complaints. It is unclear to me what the basis is for seeking Board direction; therefore, I am recommending that the Chief, in consultation with City Legal, provide the Board with a report describing how the determination is made to bring a human rights matter to the Board for its direction.

Given the Board's role in labour relations and its responsibilities to Service members, it is important that the Board understand, specifically how internal human rights complaints are investigated and processed. The Board also needs to review the inter-relationship between the processing of human rights complaints and provisions of the various collective agreements.

Conclusion:

I am recommending that, beginning in June of this year, the Chief of Police submit monthly reports for the Board's confidential agendas providing a synopsis of active internal and external human rights complaints and providing the current status of each complaint.

With respect to internal human rights complaints, I am recommending that the Chief of Police, in consultation with the Director of Human Resources Management, report to the Board with respect to how internal human rights complaints are investigated and processed, especially where the complaint may also be the subject of a grievance.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P54. FEASIBILITY OF BROADENING THE USE OF THE HAND-HELD
PARKING DEVICES**

The Board was in receipt of the following report January 30, 2008 from William Blair, Chief of Police:

Subject: FEASIBILITY OF BROADENING THE USE OF THE HAND-HELD
PARKING DEVICES

Recommendation:

It is recommended that:

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

Financial Implications:

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

Background/Purpose:

At its meeting of October 18, 2007, the Board received a report on the status of the implementation of the hand-held parking devices project - financial and operational updates. (Min. No. P334/07 refers). The Board requested the Chief of Police to provide a further report on the feasibility of broadening the use of the hand-held parking devices.

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

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

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

The purpose of this report is to provide the Board with information relating to the operational and financial issues that would require consideration, in order to determine the benefits of utilizing the hand-held parking devices, Wireless Parking System (WiPS), for recording and reporting other city maintenance issues should a potential city partner be identified.

Discussion:

Asset Maintenance Reporting from the Field

Using the WiPS software, the hand held devices allow Parking Enforcement Officers to send electronic asset maintenance messages to the Parking Enforcement Unit, Customer Service Section while on routine patrol. Currently, the maintenance issues are associated with pay-and-display machines, parking meters or regulatory signs which are missing, damaged, obstructed or posted in conflict. The Toronto Parking Authority and Transportation Services have a maintenance role which can impact on parking enforcement initiatives. This module was designed and implemented to streamline information sharing between the agencies and enhance communications. When an asset advisory message is entered into the WiPS system, it is electronically received by Toronto Police Service (TPS), Parking Enforcement Unit, Customer Service personnel, who sort, log and transmit “Issue Logs” to Transportation Services or the Toronto Parking Authority, as appropriate. Once the issue has been addressed and feedback is provided by the appropriate partner, the entry is closed in the system and the reporting officer is notified of the action(s) taken.

Current asset reports relate only to deficiencies directly impacting parking enforcement services and are captured in order to restore, maintain or continue enforcement activities in the affected area. Mitigating the risk of public complaints, parking tag withdrawals and towing refunds, that may arise from outstanding maintenance issues, contributes positively to the delivery of fair, equitable and consistent enforcement.

The potential does exist for expansion of the existing technology to allow the reporting of other reportable maintenance issues and electronically process them to an identified city partner. The feasibility of a project to further develop this potential, requires further study should an appropriate city maintenance program be identified. A feasibility study would be required to provide consideration to the following areas of concern:

Operational Impact on the Parking Enforcement Unit

The reporting frequency and location of potential maintenance issues will have a bearing on the front-line operations of the Parking Enforcement Unit. In addition, the unit’s Customer Service Section which provides the administrative “back-end” computer workstations that receive the reports from the field would experience an increased workload. A feasibility study would be required to assess the impact on the following resources of the Parking Enforcement Unit:

- Staffing (both front line and administrative);
- Office space, workstations and additional office furniture;

- The potential impact on efficiency of front line operations.

Efficiencies and/or Program Enhancement for the Potential Partner

The feasibility study also needs to consider the city partner's ability to respond to the increased asset reporting and whether the partner has sufficient resources to respond to these asset advisories in a timely manner. The study should also focus on the potential benefits to the city partner in order to determine if the net benefits can be justified by any additional expenses incurred.

Review of Cost Recovery Options

A part of any feasibility study should be the consideration of an agreement between the TPS and the City for the recovery of costs incurred by the Parking Enforcement Unit as a result of participation in this initiative.

Expansion of the Wireless Parking System (WiPS) Software

It is important to consider that modifications to the existing WiPS software (both front end and back end applications) would be required. Internal resources from the TPS Information Services would need to work in consultation with the Parking Enforcement Unit, the identified city partner and the vendor of the WiPS solution for an initial review of the software and infrastructure work to be performed and to manage and implement the necessary changes to the system. A quotation from the WiPS vendor should be requested and considered as part of the feasibility study for a potential new project. In the event a decision is made to move forward with this initiative to report additional maintenance assets to a city partner, formal Board approval and budgetary funding would be required. The WiPS vendor would then need to be brought on board to participate in the design, testing and launch of the software modifications.

Conclusion:

Although the potential exists to broaden the use of the hand-held devices for additional asset reporting, there are many issues which warrant consideration. At the present time, Parking Enforcement Officers are reporting on asset maintenance issues directly associated to the enforcement of parking regulations. It is in the best interests of our organization to ensure these regulations are enforced in a fair and equitable manner in accordance with the expectations of the public. To expand the reporting of asset maintenance to include areas outside the realm of parking enforcement could be construed by the public as being contrary to the function and mandate of the unit. In any event, the city partner, once identified, would be actively involved with the staff of the Parking Enforcement Unit, TPS Information System Services and the WiPS vendor to conduct an overall assessment of the existing capabilities of the system. This assessment should include a review of the operational impact of expanding the software, the cost/benefit of the expansion of the software as it relates to service delivery and the potential for cost recovery. Once these criteria are more closely reviewed, a well-informed decision on the future expansion of the program could be made.

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

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

Chief Blair noted that, although the potential exists to broaden the use of the hand-held devices, there are a number of issues to be considered. At this time, he would not support any broaden use of the devices.

The Board received the foregoing report and requested that copies be forwarded to the City of Toronto –Executive and Budget Committees for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P55. SPECIAL INVESTIGATIONS UNIT – CHIEF’S ADMINISTRATIVE
REPORTS**

The Board was in receipt of the following report March 05, 2008 from Alok Mukherjee, Chair:

Subject: SPECIAL INVESTIGATIONS UNIT (SIU) - CHIEF'S ADMINISTRATIVE
REPORTS

Recommendation:

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

Financial Implications:

There are no financial implications arising from this report.

Background/Purpose:

At its confidential meeting held on October 18, 2007, the Board considered a report from the Chief regarding whether the Chief’s Special Investigations Unit (S.I.U.) administrative reports could be released publicly (Min. No. C241/07 refers.)

The Board received the Chief’s report and approved the following Motion:

THAT the Chair and Chief work together to develop criteria governing when and what additional information can be released publicly through the semi-annual professional standards reports or through another format that is agreed upon by the Board.

Discussion:

The Chief, the Chair, Service staff and Board staff met recently to discuss this issue. As a result of this discussion, I have largely accepted the information contained in the Chief’s previous report, and understand the need to keep confidential much of the information contained in the Chief’s administrative reports.

However, during this discussion, the Chief and members of the Professional Standards Unit listened to the concerns that I raised, and the rationale for my concerns, and, as a result, have undertaken to enhance certain sections of the Professional Standards Annual and Semi-Annual Reports to include, where appropriate, trends, contextual information and “lessons learned.”

I believe that this enhanced reporting will provide the public with better and more relevant information with which to view the Professional Standards reports.

Conclusion:

Therefore, it is recommended that the Board receive this report for information.

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 MARCH 27, 2008**

#P56. CHILD CARE IN THE WORKPLACE - UPDATE REPORT

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

Subject: STATUS UPDATE ON CHILD CARE

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 on April 26, 2007, received a report on the results of the Service's Childcare Needs Assessment Survey (Min. No. P152/07 refers). A further update was provided to the Board on November 15, 2007 on the selection of a childcare consulting firm, as well as a status update on the use of the emergency/back-up childcare pilot project (Min. No. P366/07).

The purpose of this report is to provide the Board with the results of the Childcare Focus Group Sessions, an update on a preliminary childcare pilot and a further update on the emergency/back-up childcare pilot.

Discussion:

At its meeting on November 15, 2007, the Board was advised that Work-Life Harmony Enterprises was selected as the successful consulting firm to assist the Service in further exploring various childcare options available to its members.

Part of Work-Life Harmony's mandate was to conduct focus group sessions to validate the results of the Childcare Needs Assessment Survey, as well as gather information about the unique childcare challenges faced by its members. Participation in these sessions was voluntary and each member was assured that their comments would not be shared with the Service and all information obtained by the consultant would be provided to the Service in a summarized and aggregate form.

Results of Focus Group Sessions

In total, 21 members voluntarily participated in three focus group sessions which were held at Police Headquarters on October 19, 2007. In order to ensure a broad range of representation, civilian and uniform members were selected from the following groups:

- males and females who had children under the age of 12;
- members from different age groups;
- members with long and short length of service; and
- members (or spouses) who were expecting a baby.

Below are some key findings from the focus group sessions:

- participants welcomed the idea of the Service exploring childcare issues;
- a large percentage of members are aware that it would be difficult for the Service to meet the childcare needs of all its members;
- members who live outside the City of Toronto are aware that it would be difficult for the Service to meet their needs for childcare close to their homes, which is their preference. They acknowledged the political sensitivity to spending City of Toronto tax dollars in other jurisdictions;
- the need for flexible childcare (variable shifts, variable hours, weekend, holidays, etc.) and fluctuating needs due to shiftwork and unexpected work demands in the event of court;
- a childcare facility at Police Headquarters was neither feasible or desirable for those who do not work at 40 College Street. Those who work at 40 College Street have safety concerns of having a childcare centre in, or near, a police facility;
- general concern amongst members for the high cost of childcare, especially since they do not qualify for government subsidies and most find the cost of extraordinary care a burden; and
- general consensus that having some kind of a childcare program in place would help reduce individual and family stress, aid the Service in attracting new recruits, and assist the Service in retaining members after they start having a family.

In summary, the sessions validated the findings of the Service's Childcare Needs Assessment Survey. The sessions also confirmed that members are faced with unique challenges depending on their circumstances. For example, members with younger children expressed concern with the high cost of childcare; members with older children expressed frustration with the lack of flexibility and the fluctuating demand for care for those who require after school care; and members with pre-teens and adolescents, who indicated that the challenge does not stop at age 10 or 12 when most childcare program cease.

Childcare Consultant's Proposal

Ms. Nora Spinks President of Work-Life Harmony Enterprises provided the Service with a preliminary draft pilot proposal which included a number of childcare services, all of which would be co-ordinated and administered through Family Day Care Services. Family Day Care

Services is a licensed charitable organization and dedicated to the care and education of children. The estimated cost of the pilot would be \$500,000. A review of the proposal and information provided has revealed that the estimate cost of the pilot would be extensive for the Service, and unlikely to be expandable in any cost-effective way to benefit a significant number of members, residing in or outside the City of Toronto.

Unfortunately, the services of Work-Life Harmony Enterprises were discontinued in February 2008 for failing to provide the complete scope of services as outlined in the purchase order. The final report from the consultant, which was due by December 7, 2007, was to contain recommended options with a focus on long and short-term strategies, a cost-benefit analysis for each option, as well as the feasibility of creating a stand-alone corporate childcare facility for the Service, including set-up and maintenance costs. Despite two extensions, the Service has never received a final report, although we received a preliminary draft pilot proposal of a childcare pilot as previously indicated. Purchasing Support Services is dealing with the cancellation of the purchase order.

Recommended Proposal

In view of the foregoing, Compensation and Benefits staff have met with representatives from Kids and Company, which is the firm we have partnered with for the emergency/backup childcare pilot project since March 27, 2007, to ascertain whether it has any expanded childcare services available.

Kids and Company is Canada's leading provider of flexible childcare and innovative work/life solutions. Recently, Kids and Company has initiated a corporate program whereby organizations can register with them for an annual membership fee of \$5,000. With this membership, corporate clients would have access to the following childcare services for its members:

- guaranteed childcare spots (with 6 months advance notice) at any Kids and Company's 9 locations within the City of Toronto and single locations in Mississauga, Oakville, Ajax and Newmarket. The Bloor Street location is the only 24/7 operation, and all other locations are open from 7:00 a.m. to 6:00 p.m. with no late fees after closing with advance notice. Monthly fees are based on local market rates and are in the range of \$1,300 to \$1,550 for infants (newborn to 18 months), \$875 to \$1,310 for toddlers, \$835 to \$1,080 for preschool children between the ages of 2.5 to 4.5 years and kindergarten full day; and \$520 to \$960 for kindergarten half days. Care for school-aged children before school is \$240, after school is \$310 and \$520 for before and after school care;
- 20 emergency/back-up childcare days per year for \$350 per child up to the age of 13 years, including school breaks, winter weather closures, etc.;
- nanny care services whereby a nanny placement representative from Kids & Company would work with members to find local or overseas qualified, experienced and nurturing child care providers that would meet their needs. They would also guide our members in each step of the hiring process, assist in preparing required documentation and assist them in integrating their new nannies in their home;
- on-line access to Web Clips that include helpful tips and information on childcare, elder care and family care issues; and

- meals to go service whereby parents of children enrolled in Kids and Company can purchase individual or family portion of meals, with no minimum order, when they pick up their children. Requests for larger orders would have to be pre-ordered. The meals are prepared fresh by “Basil Fresh”, which is a catering partner of Kids and Company, and then frozen. For example, meals available would include Hearty Beef Stew with Rice, Classic Italian Lasagna and other wholesome meals.

In addition, the corporate membership also would include elder care services for aging parents through Kids & Company’s partnership with First Health Care in Ontario. First Health Care has provided more than a million hours of care to its clients of all ages since 1996 through its pool of 500 registered nurses, registered practical nurses, personal support workers and rehab support workers. They are a preferred health care provider to Workers Safety Insurance Board, Department of National Defence and Veterans Affairs Canada, etc. Care can be purchased for 3 hours or up to 24 hours per day at home, hospital or retirement home. Kids & Company corporate clients receive a 10% discount. The hourly cost for elder care would be dependent on the level of care required. For example, the rate for a personal support worker would be \$19.95 per hour, a registered practical nurse \$42.95 per hour and a registered nurse \$59.95 per hour with the corporate discount. It must be noted that the hourly rates are much cheaper if care is required for three hours or more, for example, a registered practical nurse would cost \$34.95 per hour and a registered nurse would cost \$47.95 per hour.

Since the Service has already prepaid Kids and Company \$12,000 as a result of its emergency/backup partnership, they have agreed to waive the cost of the corporate membership fee for 2008. If the Service wishes to continue as a corporate client in 2009 and 2010, the \$5,000 corporate membership fee for each of these years could be taken from the \$12,000 currently being held by Kids and Company as a deposit for the emergency/backup childcare pilot.

Kids and Company has proven to be flexible and responsive to our needs. It is believed that the expanded childcare services available with them will greatly assist our members with meeting their childcare needs.

Update on Emergency/Backup Childcare Pilot Project

The emergency/backup childcare pilot project with Kids and Company was implemented on March 27, 2007. To date, 27 members have registered for this program but none have utilized prepaid corporate passes for emergency/backup childcare services. Work-Life Harmony Enterprises has indicated that there is a tendency for employees not to utilize an external childcare provider in the first year in which it is offered but usage increases with the longer the service is made available. For this reason, it would be advantageous to extend this arrangement.

It must be noted that members also have the option to purchase 20 emergency childcare sessions directly from Kids and Company for \$350 and this fee must be paid upfront. Under this option, each session costs approximately \$17.50 but all the sessions must be used within a one-year period. Any unused sessions would be forfeited and the money is non-refundable. Currently, two members are utilizing this service with Kids and Company.

Conclusion

In summary, the Service will continue to explore the availability of other childcare options to meet the needs of our members. The Service will develop an extensive corporate communication plan to advise the membership of all the services available to them through Kids and Company.

As there is a potential to partner with other City of Toronto departments which operate on a 24/7 work schedule, such as Emergency Medical Services and the Toronto Fire, Compensation and Benefits will be forwarding a letter to the City of Toronto's Children's Services requesting them to consider facilitating or taking a lead role in exploring available childcare options on behalf of the stakeholders. This City agency oversees municipal childcare facilities and has completed joint childcare ventures with other City Departments.

The next childcare update will be provided to the Board at its meeting in March 2009, or earlier if deemed necessary.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P57. RESPONSE TO RECOMMENDATIONS PERTAINING TO THE
COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of the following report February 21, 2008 from William Blair, Chief of Police:

Subject: COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT

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 November 15, 2007, the Board received correspondence, a presentation and recommendations from Scadding Court Community Centre (SCCC) regarding the Community Education and Access to Police Complaints (CEAPC) Demonstration Project.

The Board received the deputations and referred the list of recommendations to the Chair for appropriate action (Board Minute No. P350/07 refers).

Discussion:

The Chair requested that the Chief of Police provide a report to the Board in response to recommendations 1, 3, 4, 5 and 7.

Recommendation 1

The Toronto Police Service continue their collaboration with the Community Education and Access to Police Complaints (CEAPC) initiative and participate in seeking funding to maintain project activities, which is to be administered by Scadding Court Community Centre (as has been done to date).

Response:

The Toronto Police Service (TPS) is committed to serving the diverse communities of Toronto and maintaining partnerships with organizations such as the SCCC. The Service recognizes and

commends the SCCC for all its work on the CEAPC Project and has assigned a senior officer to this project who will liaise with the SCCC.

The TPS also believes that it is important to ensure easy public access to the public complaints system through community based mechanisms, such as the CEAPC Project. The Board has written several letters to the Attorney General supporting the work of CEAPC, the most recent dated December 13, 2007.

Recommendation 3

The Toronto Police Service actively participates in a symposium hosted by the CEAPC partners, Scadding Court Community Centre and the City of Toronto Community Safety Secretariate. This symposium will bring together a range of community, professional and academic stakeholders and will focus on the development of the regulations for Ontario's new police complaints system.

Response:

Inspector Olga Cook, Professional Standards – Complaints Administration, has been designated as the Toronto Police Service's representative in this symposium.

Recommendation 4

The Professional Standards Department of the Toronto Police Services develop a strategy dedicated to effectively addressing and managing complaints brought forward by individuals with mental health issues.

Response:

The TPS has a procedure on how officers are to respond to persons who are emotionally disturbed or have mental illnesses or developmental disabilities (i.e., TPS 06-04 entitled 'Emotionally Disturbed Persons').

Each Division has a designated Divisional Mental Health Liaison Officer who is responsible for coordinating divisional community mental health needs through community service providers, liaising with mental health professionals in the community, ensuring divisional officers are aware of their services, and liaising with the Service's Mental Health Coordinator. The Mental Health Coordinator's responsibilities include maintaining liaison with Divisional Mental Health Liaison Officers, the Mobile Crisis Intervention Team and external agencies on mental health issues.

All public complaints are reviewed and classified by Professional Standards – Complaints Administration. Members of Professional Standards will contact the Mental Health Coordinator and/or the applicable Divisional Mental Health Liaison Officer for assistance with a public complaint investigation, where appropriate.

Recommendation 5

That the CEAPC project learnings be shared with the Training Department of the Toronto Police Services.

Response:

The Training and Education unit regularly holds courses for post Aylmer cadets-in-training, front-line supervisors, senior officers, and new coach officers. As the subject experts, members of Professional Standards attend these courses and lecture on a wide range of conduct issues, including public complaint/misconduct trends. In addition, Professional Standards runs several training sessions each year for Service Unit Complaint Coordinators.

Consideration can be given to CEAPC Project learnings and incorporated into the training curriculum, where appropriate.

Recommendation 7

That the Toronto Police Services create an organizational culture which recognizes and communicates to all members of the organization that the complaint system is an important democratic mechanism which also provides valuable information and opportunities for organizational improvement and development.

Response:

The TPS is committed to ensuring that the complaints system is understandable and transparent to both police officers and members of the public. The Service has numerous procedures in place to ensure that all involved parties are dealt with in a way that is both fair and impartial.

Acts of reprisal are prohibited against any member who, in good faith, reports a breach of Service or Legislative Governance or an act of misconduct.

The TPS recognizes that it is in the public interest to foster and maintain confidence in the honesty and integrity of the TPS and its members. In order to achieve that goal, members are directed to report all known acts of misconduct.

One of the prime objectives of the Professional Standards – Risk Management unit is the early identification of atypical performance among Service members. The unit's goal, in this regard, is to identify these members and to provide early information to management in an effort to ensure that the performance of these members is consistent with the Service's Core Values. The Professional Standards Information System (PSIS) identifies members, based on pre-set thresholds, to provide early intervention opportunities for management.

Every year the TPS Professional Standards Unit produces a semi-annual and annual report. These reports are 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.

The 2006-2008 TPS Priorities identified “Delivery of Service” as a corporate priority. In an effort to ensure officers conduct daily duties and interactions with the public in a professional, non-biased, ethical manner and with a focus on customer service, Professional Standards developed a Customer Satisfaction Survey to be administered to public complainants. The survey was established to gauge the satisfaction of complainants with the quality of service provided to them when filing and resolving public complaints. Surveys were distributed to complainants who initiated a public complaint between April and June of 2007. Survey results are currently being analyzed and will be available in the near future.

The complaints process itself allows a member of the public to make a complaint against a police officer(s) by delivering their written and signed allegation to any TPS facility or the Ontario Civilian Commission on Police Services (OCCPS) – personally or by an agent, by mail, by facsimile or by electronic mail (e-mail).

The Service also recognizes there may be circumstances which require alternative measures for reporting police misconduct. Therefore, the TPS has adopted a way to encourage and assist police officers in reporting misconduct by dedicating a telephone line for anonymous disclosures.

A complainant may request OCCPS to review any decision made by the TPS regarding their complaint. OCCPS may uphold the Chief’s decision, overturn the decision or refer it back to the Chief or another police service for further investigation. In addition, OCCPS may, at any stage of the complaints process, act on its own initiative and direct the Chief to process the complaint or assign the complaint to another police service. A decision made by OCCPS can be appealed by either party to Divisional Court.

Conclusion:

As stated earlier, training on the complaints system is delivered regularly to all post Aylmer cadets-in-training, coach officers, front-line supervisors, senior officers and Unit Complaint Coordinators. Topics covered include composition of Professional Standards, complaint intake, complaint management, penalties, progressive discipline, Police Services Act (PSA) hearings, Bill 103 changes to the PSA, PSIS, Service governance – off-duty behaviour, risk factors, and current trends.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P58. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM: NOVEMBER 2007 TO JANUARY 2008**

The Board was in receipt of the following report February 11, 2008 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) – NOVEMBER 2007 TO JANUARY 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 drastically reduce the requirement for repetitive data entry by clerical staff (Min. No. P186/05 refers).

The mobile workstation component was installed Service-wide in December 2004, providing officers with the ability to enter, modify, and retrieve occurrences in the mobile environment, similar to the functionality available on the desktop.

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).

These reports have included a summary of the operating and maintenance costs to support the application, as documented by Information Technology Services (ITS), in addition to the expenditures incurred by Records Management Services (RMS) – Operations directly relating to eCOPS.

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

The automated downloads to CPIC and UCR within the eCOPS application were intended to eliminate the resource requirements for the coding and classification work historically performed by dedicated RMS staff (Min. No. P339/03 refers).

In June 2006, the responsibility for quality control of all field generated occurrences, including monitoring and validation of CPIC and UCR transactions, was transferred to dedicated quality control liaison staff at the field level (Min. No. P226/06 refers). RMS – Quality Control staff have continued to check a sampling of validations that have already been performed in the field, and have confirmed that despite on-going training and reference material available in many mediums, data errors persist in similar patterns across the Service.

As previously reported to the Board, other police agencies have encountered comparable data integrity issues where tasks have been reassigned from skilled clerical staff to front-line officers (Min. No. P303/07 refers).

RMS will undertake a review of the effectiveness of Divisional Quality Control, to focus on the automated CPIC downloads within the eCOPS application, due to the associated risk management concerns.

Future Planning

eCOPS Maintenance Releases

In terms of future eCOPS development, ITS has committed to providing a maintenance release every four months to address production defects and outstanding change requests (Min. No. P211/07 refers). It must be noted that due to competing demands on limited ITS resources, there are no significant plans to expand the functionality of eCOPS, which has not delivered the sophisticated, integrated, streamlined capabilities originally envisioned. eCOPS maintenance release Version 2.4.1 was successfully implemented in November 2007, as was the contact module (Min. No. P402/07); which will be followed by Version 2.4.2 targeted for release in April 2008.

Production within RMS – Operations continues to be impacted by periodic eCOPS performance issues, during which the speed at which the application processes data is drastically reduced. Future maintenance releases will be designed to improve overall system performance.

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 is required to perform extensive application end-to-end testing prior to the implementation of any changes in the eCOPS production environment. This drain on resources was not foreseen in the eCOPS planning stages and was not factored into the downsizing of the unit as per the original Occurrence Re-engineering Business Plan. For example, senior RMS staff, including Service application administrators, must allocate a minimum of four weeks to perform dedicated testing of the Domain Code redesign to ensure that the production environment will not be impacted upon its release.

Previously, the Board was advised that Domain Codes would be external to the eCOPS application, and as such, would be available to other applications within the Service, standardizing codes (Min. No. P211/07 refers). Due to limited resources within ITS and the labour intensity of developing global codes, the Domain Code maintenance and administration tool will now be specific to eCOPS.

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 refers).

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 is in progress and will be completed by the end of March 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 refers).

Uniform Crime Reporting

Information Technology Services' developers have not yet initiated plans for the Service upgrade to UCR Version 2.2. RMS continues to work cooperatively with Canadian Centre for Justice Statistics (CCJS) liaisons to ensure compliance with federal statistical reporting requirements.

Presently, RMS receives monthly Edit and Imputation Reports from the CCJS detailing UCR errors. These reports are assigned to clerks with UCR expertise to correct these errors in order to preserve statistical accuracy. Due to these efforts, 2007 UCR data has been recognized by CCJS as the most accurate submissions received to date.

Representatives from RMS and Corporate Planning attended a UCR Data Quality Workshop last fall to discuss key issues pertaining to the comparability and reliability of police-reported data. The workshop also provided a forum to examine and develop recommendations and strategies to address identified UCR concerns with the goal of improving the overall quality of statistical data.

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 entries, 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.

Business Process Analysis

The Information Management Processes 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.

IMPART's research has encompassed a review of information management practices and associated business processes in other law enforcement agencies, as well as the evaluation of proprietary records management solutions available in the marketplace. IMPART has presented the Command with a Final Report detailing a number of recommendations for improved, streamlined information management.

A list of business functional requirements for a new records management solution has also been compiled through extensive consultation with subject matter experts across the Service. The Request for Proposal is currently being reviewed and finalized for consideration by the Command in determining the next generation records management solution for the Toronto Police Service.

Conclusion:

Since its inception, there have been numerous technical challenges that have impeded the development of eCOPS and the expansion of its restricted capabilities. These challenges have resulted in repetitive delays in terms of target implementation dates for various infrastructure and application upgrades.

The Service will continue to make every effort to compete with ever-advancing records management technology, and to expend valuable resources to ensure compliance with CPIC Renewal and statistical reporting requirements, including the upgrade to eCOPS to UCR Version 2.2, as well as on-going infrastructure changes to support the future development of the application. As noted in the Business Process Analysis section, the Service is moving forward in its effort to determine the next generation records management solution for the Toronto Police Service.

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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TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P59. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: OCTOBER TO DECEMBER 2007

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

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: OCTOBER, NOVEMBER AND DECEMBER 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting on September 23, 2004, the Board approved 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 October 1, 2007 to December 31, 2007, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
October 1 - December 31, 2008

30-Day	60-Day	90-Day or longer
72%	93.26%	98.31%
Requests to be completed during this time period: 832	233	56
Requests completed: 599	Requests completed: 177	Requests completed: 42
Requests remaining: 233	Requests remaining: 56	Requests remaining: 14

A total of 832 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 October to December is as follows:

Category	Total	Description
Individual/Public	490	- Personal
Business	256	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law Firms - Insurance Companies
Academic/Research	3	- Firearms - Police reports at local park - No. homicides from 1996-2006 – no. unsolved
Association/Group	44	- Mental Health - Children's Aid
Media	1	- Names of TPS officers facing criminal charges, suspended etc...
Government	2	- Consulate
Other	0	-
Statistics	2	- Violent crimes/murder & sexual assaults in Toronto - Vehicle theft at Airport

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:

October 2007	76.73%
November 2007	65.29%
December 2007	73.93%

Conclusion:

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P60. 2007 ANNUAL REPORT – USE OF TASERS

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

Subject: ANNUAL REPORT ON THE USE OF TASERS - 2007

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background:

At its meeting of March 8, 2005, the Board directed the Chief of Police to provide an annual report to the Board on the use of TASERS within the Toronto Police Service (Min. No. P74/05 refers). The following information is provided in response to the request:

- Officer Training
- Incidents of TASER Deployment
- Location of TASER incidents
- Injuries
- Deaths
- Civil Action
- Subject's condition during TASER incidents
- TASER effectiveness

At the beginning of 2007, there were 66 X26 TASERS issued to the Service. Training commenced in February and was concluded in November, resulting in 454 TASERS being issued to members of the Service. High-risk units, such as Hold Up, Intelligence, Drugs, Special Investigation Services, and Fugitive, were issued 90 of these TASERS. The Service did not deploy M26 Advanced TASERS during 2007.

Purposes

This report will provide a review of TASER use by members of the Service for the period of January 1, 2007, to December 31, 2007.

Discussion:

On January 1, 2007, the use of conducted energy weapons was limited by the Ministry of Community Safety and Correctional Services (Ministry) to front-line supervisors and the Emergency Task Force (ETF).

At the conclusion of the TASER pilot project, approval was granted for expansion to all front-line supervisors (Min. No. P281/06 refers). The pilot project was successful in demonstrating that the Service had in place clear policy and procedure, comprehensive training and a firm reporting structure. The Service has maintained the high level of training, reporting and accountability throughout 2007.

Officer Training:

All TASER training is conducted by a certified instructor on the specific device used and approved by the Service. For initial training, approved Service members receive a *minimum of eight (8) hours of training*, which includes theoretical components, practical scenarios, as well as a practical and written examination. All training is conducted in accordance with the guidelines established by the Ministry. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and Ontario Regulation 926 of the Police Services Act.

Incidents of TASER Deployment:

The following information has been extracted from:

- Police Services Act - Use of Force Report (UFR Form 1)
- Toronto Police Service TASER Deployment Report (TPS 584).

In 2007, TASERS were deployed 404 times as an intermediate force option during 368 incidents.

(1) Demonstrated Force Presence: A spark is demonstrated or the laser sighting system is activated. This illustration of the TASER's capability is utilized in order to gain compliance of the subject. At no time does the TASER and/or its darts make contact with the subject.

The TASER was deployed 140 times in demonstrated force presence for operational calls. This total accounts for 35% of the total TASER deployment.

(2) Drive Stun Mode: The electrodes on the TASER are touched to the subject's body transmitting electrical energy.

The TASER was deployed 77 times in the drive stun mode for operational calls. This total accounts for 19% of the total TASER deployment.

(3) Full Deployment: Darts are fired at a subject.

The TASER was fully deployed 187 times for operational calls. This total accounts for 46% of the total TASER deployment.

The relative percentages mentioned for each type of deployment are appended to this report (see Appendix A). Each incident is further itemized in the appended chart (see Appendix B).

Location of TASER Incidents:

The following table indicates the total TASER usage in 2007. These totals have been formatted in a graph form and appended to this report (see Appendix C).

Division	# of Incidents
11	18
12	18
13	16
14	52
22	16
23	10
31	13
32	18
33	10
41	31
42	30
43	30
51	33
52	43
53	5
54	10
55	12
Outside Toronto	3
TOTAL	368

Injuries:

The TASER, when deployed in the “drive stun” mode, may leave signature marks on the skin. When the TASER is deployed in the “full deployment” mode the subject is likely to receive minor skin punctures. As each of these injuries is anticipated with the deployment of the TASER, they are not included under the classification of “injury” for the purposes of this report. In 2007, there was one incident that resulted in serious injury to the subject. The subject was threatening to cause serious bodily harm to himself. As a result of the officer’s actions to prevent further harm, one of the probes contacted the subject’s eye. This incident was investigated by the Special Investigations Unit (SIU) and was subsequently reported to the Board.

Deaths:

In 2007, there were no deaths attributed to the deployment of the TASER by members of the Service.

Civil Action:

The Service's Legal Services Unit has advised that there was one statement of claim, filed in Small Claims Court, received by the Service for a 2006 incident.

Subject Condition During TASER Incidents:

There has been much discussion regarding the issue of TASER use on emotionally disturbed persons (EDPs). The following statistics report the condition of subjects involved in TASER incidents. The relative percentage of each situation is appended to this report (see Appendix D).

Mental Disorder: means any disease or disability of the mind. A person suffering from a mental disorder may have to live with a long-term breakdown of coping skills including perception, decision making and problem solving abilities.

Person in Crisis: means a person who suffers a temporary breakdown of coping skills, but often reaches out for help, demonstrating that they are in touch with reality. Once a person in crisis receives the needed help, there is often a rapid return to normalcy.

Situation	Number of Subjects
Subject perceived to be in crisis	270
Subject perceived to have a mental disorder	77
Animal	5
Total subjects involved	352

*16 incidents did not have a subject

TASER Effectiveness:

In 2007, front-line supervisors were responsible for deploying the TASER 325 times (80%) and the ETF was responsible for deploying the TASER 79 times (20%).

The TASER is reported as being successfully deployed 365 times or 90% of the total deployments in 2007, while 39 times or 10% of the total deployments required another force option to de-escalate the incident. The incidents where the TASER was ineffective can be attributed to shot placement or poor conduction (i.e. heavy clothing).

Conclusion:

The TASER has been proven to be an effective intermediate force option for front-line policing in the de-escalation of violent incidents and is being used across the city of Toronto.

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

The following persons were in attendance and delivered deputations to the Board:

- **Harvey Simmons, Toronto Police Accountability Coalition; ***
- **Peter Rosenthal;***
- **Sri-Guggan Sri-Skanda-Rajah, President, and Tam Goossen, Urban Alliance on Race Relations;**
- **Graeme Norton, Canadian Civil Liberties Association; * and**
- **George Tucker, Director, Toronto Police Association. ***

*** written submission also provided; copy on file in the Board office.**

The Board was also in receipt of a written submission dated March 19, 2008 from Andrew Buxton, Chair, Amnesty International – Toronto Organization. A copy of Mr. Buxton's written submission is on file in the Board office.

During a discussion regarding the format of the annual report, the Board indicated that next year's report should contain more details and analysis.

Chief Blair advised the Board that each TASER collects data including time of deployment. Currently, there are some concerns with the recording of time resulting in inaccuracies.

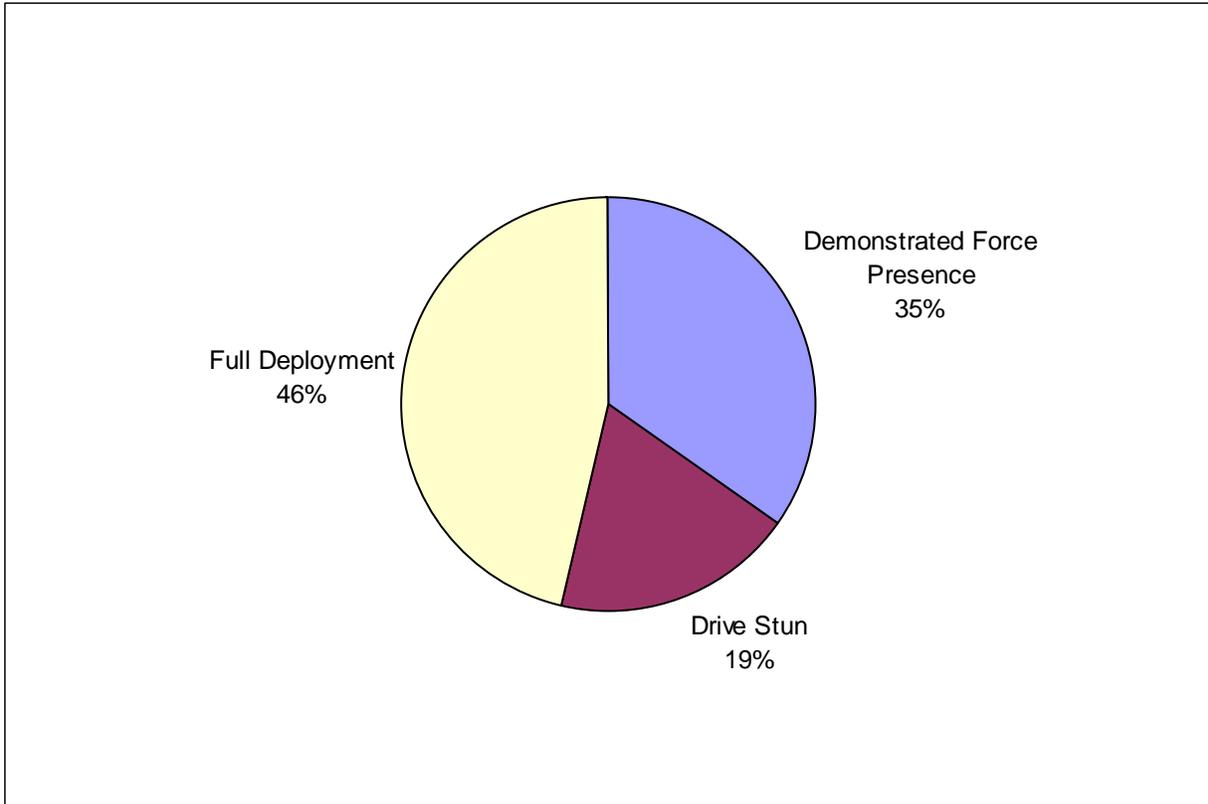
Chief Blair also advised that unintentional TASER discharges may result when officers are unaware that cartridges have not been removed.

The Board approved the following Motions:

- 1. THAT the Board receive the foregoing report from the Chief of Police; and**
- 2. THAT the Board receive the deputations and refer the written submissions and the comments made during the Board's discussion regarding this matter to the Chief for consideration, and that he provide a report to the Board that outlines a revised format for the future annual reports.**

APPENDIX 'A'

TASER Deployment Options



APPENDIX 'B'

TPS TASER Incidents 2007

#	Division	Incident	Deployed by	Reason	Type of Deployment
1	11	Suicidal	FLS	Serious Bodily Harm/Death	Presence
2	11	Suicidal	FLS	Assaultive	Presence
3	11	Drugs	FLS	Assaultive	Full
4	11	Vehicle Stop	FLS	Assaultive	Presence
5	11	Violent male	FLS	Assaultive	Presence
6	11	Arrest	ETF	Assaultive	Full
7	11	Disturbance	FLS	Serious Bodily Harm/Death	Full
8	11	Unintentional	FLS	Unintentional	Full
9	11	Intoxicated	FLS	Serious Bodily Harm/Death	Full
10	11	EDP	FLS	Assaultive	Full
11	11	Arrest	FLS	Assaultive	Full
12	11	Disturbance	FLS	Active Resistant	Presence
13	11	Person w/gun	FLS	Assaultive	Drive
14	11	Arrest	ETF	Serious Bodily Harm/Death	Full
15	11	Medical	FLS	Active Resistant	Presence
16	11	Arrest	FLS	Assaultive	Presence
17	11	EDP	FLS	Assaultive	Presence
18	11	EDP	FLS	Active Resistant	Presence
19	12	Arson	FLS	Assaultive	Full
20	12	Domestic	FLS	Serious Bodily Harm/Death	Presence
21	12	Warrant	ETF	Assaultive	Full
22	12	EDP	FLS	Assaultive	Full
23	12	Drugs	FLS	Assaultive	Full
24	12	Disturbance	FLS	Assaultive	Full
25	12	Unwanted guest	FLS	Assaultive	Drive
26	12	Warrant	ETF	Active Resistant	Presence
27	12	Arrest	FLS	Assaultive	Full
28	12	EDP	FLS	Assaultive	Full
29	12	Intoxicated	FLS	Assaultive	Drive
30	12	Intoxicated	FLS	Assaultive	Full
31	12	EDP	FLS	Assaultive	Drive
32	12	Warrant	ETF	Active Resistant	Presence
33	12	Unintentional	FLS	Unintentional	Full
34	12	Fight	FLS	Assaultive	Presence
35	12	Stolen Auto	FLS	Active Resistant	Presence
36	12	Fight	FLS	Assaultive	Presence

#	Division	Incident	Deployed by	Reason	Type of Deployment
37	13	Domestic	FLS	Serious Bodily Harm/Death	Full
38	13	Arrest	FLS	Assaultive	Presence
39	13	Robbery	FLS	Assaultive	Presence
40	13	Unintentional	FLS	Unintentional	Full
41	13	Booking Hall	FLS	Assaultive	Presence
42	13	Unintentional	FLS	Unintentional	Full
43	13	Search Warrant	FLS	Assaultive	Full
44	13	Unwanted guest	FLS	Assaultive	Drive
45	13	Warrant	FLS	Assaultive	Full
46	13	EDP	ETF	Assaultive	Full
47	13	EDP	ETF	Assaultive	Full
48	13	Arrest	FLS	Assaultive	Full
49	13	Arrest	ETF	Active Resistant	Presence
50	13	Warrant	ETF	Assaultive	Full
51	13	Warrant	ETF	Assaultive	Full
52	13	Warrant	ETF	Assaultive	Presence
53	14	Disturbance	FLS	Assaultive	Drive
54	14	Arrest	FLS	Assaultive	Full
55	14	EDP	FLS	Assaultive	Full
56	14	Disturbance	FLS	Serious Bodily Harm/Death	Drive
57	14	Drugs	FLS	Assaultive	Full
58	14	Drugs	FLS	Assaultive	Full
59	14	Suicidal	FLS	Serious Bodily Harm/Death	Full
60	14	EDP	FLS	Assaultive	Full
61	14	Arrest	FLS	Assaultive	Presence
62	14	Animal	FLS	Assaultive	Full
63	14	Disturbance	FLS	Assaultive	Full
64	14	Arrest	FLS	Assaultive	Drive
65	14	Drugs	FLS	Assaultive	Full
66	14	EDP	ETF	Assaultive	Full
67	14	Dispute	FLS	Assaultive	Presence
68	14	Assault	FLS	Active Resistant	Presence
69	14	Arrest	FLS	Assaultive	Presence
70	14	Drugs	FLS	Assaultive	Full
71	14	Fight	FLS	Assaultive	Full
72	14	Drugs	FLS	Assaultive	Full
73	14	Fight	FLS	Assaultive	Full
74	14	Arrest	FLS	Assaultive	Drive
75	14	Assault	FLS	Assaultive	Drive
76	14	Intoxicated	FLS	Assaultive	Presence

#	Division	Incident	Deployed by	Reason	Type of Deployment
77	14	Fight	FLS	Assaultive	Presence
78	14	Fight	FLS	Assaultive	Drive
79	14	EDP	FLS	Assaultive	Drive
80	14	Assault	FLS	Assaultive	Drive
81	14	EDP	FLS	Assaultive	Drive
82	14	Person w/knife	FLS	Assaultive	Full
83	14	Disturbance	FLS	Assaultive	Drive
84	14	Break and Enter	FLS	Assaultive	Drive
85	14	Arrest	FLS	Active Resistant	Presence
86	14	Person w/knife	FLS	Active Resistant	Presence
87	14	Theft	FLS	Active Resistant	Presence
88	14	EDP	FLS	Active Resistant	Presence
89	14	Suicidal	FLS	Active Resistant	Presence
90	14	Drugs	FLS	Assaultive	Drive
91	14	Fight	FLS	Assaultive	Presence
92	14	Unwanted guest	FLS	Active Resistant	Presence
93	14	Unintentional	FLS	Unintentional	Full
94	14	Fight	FLS	Assaultive	Full
95	14	Arrest	FLS	Serious Bodily Harm/Death	Full
96	14	Warrant	ETF	Assaultive	Presence
97	14	Intoxicated	FLS	Assaultive	Drive
98	14	EDP	FLS	Assaultive	Presence
99	14	Fight	FLS	Assaultive	Presence
100	14	Assault	ETF	Assaultive	Presence
101	14	EDP	ETF	Serious Bodily Harm/Death	Full
102	14	Person w/knife	ETF	Assaultive	Full
103	14	EDP	ETF	Assaultive	Full
104	14	Person w/gun	ETF	Assaultive	Presence
105	22	Pursuit	FLS	Assaultive	Presence
106	22	EDP	FLS	Assaultive	Presence
107	22	Dangerous Driving	FLS	Assaultive	Presence
108	22	Fight	FLS	Assaultive	Presence
109	22	Person with a Gun	FLS	Serious Bodily Harm/Death	Full
110	22	EDP	FLS	Active Resistant	Presence
111	22	EDP-Form 1	FLS	Assaultive	Full
112	22	Unintentional	FLS	Unintentional	Full
113	22	Break and Enter	FLS	Assaultive	Drive
114	22	EDP	FLS	Assaultive	Presence
115	22	EDP	FLS	Assaultive	Presence
116	22	Person with a Knife	FLS	Assaultive	Full

#	Division	Incident	Deployed by	Reason	Type of Deployment
117	22	Dangerous Driving	FLS	Assaultive	Full
118	22	EDP	FLS	Assaultive	Full
119	22	Domestic Assault	FLS	Assaultive	Drive
120	22	EDP	ETF	Assaultive	Full
121	23	Suicide	ETF	Assaultive	Full
122	23	Intoxicated	FLS	Assaultive	Presence
123	23	Unknown Trouble	FLS	Serious Bodily Harm/Death	Full
124	23	EDP	FLS	Assaultive	Drive
125	23	Search Warrant	ETF	Assaultive	Full
126	23	Domestic	FLS	Active Resistant	Presence
127	23	Obstruct	FLS	Active Resistant	Presence
128	23	Unintentional	FLS	Unintentional	Full
129	23	Unintentional	FLS	Unintentional	Full
130	23	Forcible Confinement	ETF	Assaultive	Full
131	31	Warrant	FLS	Serious Bodily Harm/Death	Presence
132	31	Drug Arrest	FLS	Assaultive	Full
133	31	Unintentional	FLS	Unintentional	Full
134	31	EDP	FLS	Assaultive	Full
135	31	Drug Arrest	FLS	Assaultive	Full
136	31	Cell Extraction	ETF	Assaultive	Presence
137	31	Person with a Knife	FLS	Assaultive	Full
138	31	Prisoner Management	FLS	Assaultive	Presence
139	31	Break and Enter	FLS	Active Resistant	Presence
140	31	EDP	FLS	Assaultive	Presence
141	31	Threatening Death	ETF	Serious Bodily Harm/Death	Full
142	31	Warrant	ETF	Serious Bodily Harm/Death	Presence
143	31	EDP	ETF	Assaultive	Full
144	32	Theft Over	FLS	Active Resistant	Presence
145	32	EDP	ETF	Assaultive	Presence
146	32	Theft	FLS	Active Resistant	Presence
147	32	Unintentional	FLS	Unintentional	Full
148	32	Home Invasion	FLS	Serious Bodily Harm/Death	Presence
149	32	Arrest	FLS	Assaultive	Drive
150	32	EDP	FLS	Serious Bodily Harm/Death	Presence
151	32	Threatening Death	FLS	Assaultive	Presence
152	32	Assault Police	FLS	Assaultive	Full
153	32	EDP	FLS	Serious Bodily Harm/Death	Full
154	32	EDP	FLS	Assaultive	Full
155	32	Fare Dispute	FLS	Assaultive	Presence
156	32	Disorderly	FLS	Active Resistant	Presence

#	Division	Incident	Deployed by	Reason	Type of Deployment
157	32	Stabbing	FLS	Assaultive	Presence
158	32	Unintentional	FLS	Unintentional	Full
159	32	Pursuit	FLS	Serious Bodily Harm/Death	Full
160	32	EDP	FLS	Assaultive	Presence
161	32	Assault	ETF	Assaultive	Drive
162	33	Domestic	FLS	Assaultive	Full
163	33	Foot Pursuit-Robbery	ETF	Assaultive	Drive
164	33	Assault	FLS	Assaultive	Drive
165	33	Unintentional	FLS	Unintentional	Full
166	33	Domestic	FLS	Assaultive	Full
167	33	Domestic	FLS	Assaultive	Presence
168	33	Unintentional	FLS	Unintentional	Full
169	33	Domestic	FLS	Assaultive	Presence
170	33	Vehicle Pursuit-Warrant	ETF	Assaultive	Full
171	33	Threatening Suicide	ETF	Assaultive	Full
172	41	EDP	FLS	Assaultive	Full
173	41	EDP	FLS	Assaultive	Full
174	41	Barricaded EDP	ETF	Assaultive	Presence
175	41	EDP	ETF	Serious Bodily Harm/Death	Full
176	41	Person with a Gun	FLS	Active Resistant	Presence
177	41	Domestic	FLS	Serious Bodily Harm/Death	Presence
178	41	EDP	FLS	Assaultive	Full
179	41	EDP	FLS	Assaultive	Full
180	41	Impaired Driving	FLS	Assaultive	Full
181	41	Threatening Death	ETF	Assaultive	Full
182	41	Intoxicated	FLS	Assaultive	Presence
183	41	EDP	FLS	Active Resistant	Presence
184	41	Fight	FLS	Assaultive	Presence
185	41	EDP	FLS	Serious Bodily Harm/Death	Full
186	41	EDP	FLS	Assaultive	Full
187	41	Assault Just	FLS	Assaultive	Full
188	41	Robbery	FLS	Assaultive	Full
189	41	Drug Arrest	FLS	Assaultive	Full
190	41	threatening	FLS	Assaultive	Full
191	41	EDP	ETF	Assaultive	Full
192	41	EDP	FLS	Assaultive	Presence
193	41	Obstruct	FLS	Assaultive	Drive
194	41	Assault with a weapon	ETF	Assaultive	Full
195	41	Search Warrant	ETF	Active Resistant	Presence
196	41	Assault in Progress	FLS	Assaultive	Presence

#	Division	Incident	Deployed by	Reason	Type of Deployment
197	41	Search Warrant	ETF	Assaultive	Presence
198	41	Person with a Gun	ETF	Assaultive	Presence
199	41	EDP	ETF	Serious Bodily Harm/Death	Presence
200	41	Crowd Control	FLS	Assaultive	Presence
201	41	Search Warrant	ETF	Assaultive	Full
202	41	Intoxicated	FLS	Assaultive	Presence
203	42	EDP	FLS	Assaultive	Drive
204	42	EDP	FLS	Assaultive	Full
205	42	Arrest	FLS	Assaultive	Presence
206	42	Break and Enter	FLS	Assaultive	Presence
207	42	Drugs	ETF	Assaultive	Full
208	42	Weapons	ETF	Assaultive	Full
209	42	Knife	FLS	Assaultive	Presence
210	42	EDP	ETF	Assaultive	Full
211	42	EDP	FLS	Assaultive	Presence
212	42	Knife	FLS	Assaultive	Drive
213	42	Weapons	FLS	Assaultive	Presence
214	42	EDP	FLS	Assaultive	Presence
215	42	Domestic	FLS	Assaultive	Presence
216	42	Assault	FLS	Assaultive	Drive
217	42	Dog Attack	FLS	Assaultive	Full
218	42	EDP	FLS	Active Resistant	Presence
219	42	Arrest	FLS	Assaultive	Presence
220	42	Domestic	FLS	Assaultive	Full
221	42	Arrest	ETF	Assaultive	Presence
222	42	Stolen Vehicle	FLS	Assaultive	Full
223	42	Warrant	ETF	Assaultive	Presence
224	42	EDP	ETF	Serious Bodily Harm/Death	Full
225	42	EDP	FLS	Serious Bodily Harm/Death	Presence
226	42	Weapons	ETF	Serious Bodily Harm/Death	Full
227	42	EDP	FLS	Active Resistant	Presence
228	42	Arrest	FLS	Active Resistant	Presence
229	42	EDP	FLS	Assaultive	Full
230	42	EDP	FLS	Assaultive	Full
231	42	Arrest	FLS	Unintentional	Full
232	42	EDP	FLS	Serious Bodily Harm/Death	Presence
233	43	Arrest	ETF	Active Resistant	Presence
234	43	Assault	FLS	Assaultive	Full
235	43	Weapon	FLS	Assaultive	Presence
236	43	Suicidal	FLS	Assaultive	Full

#	Division	Incident	Deployed by	Reason	Type of Deployment
237	43	Drugs	FLS	Assaultive	Drive
238	43	Drugs	FLS	Serious Bodily Harm/Death	Drive
239	43	Break and Enter	FLS	Active Resistant	Presence
240	43	Drugs	FLS	Serious Bodily Harm/Death	Presence
241	43	Animal	FLS	Active Resistant	Presence
242	43	Arrest	FLS	Assaultive	Drive
243	43	EDP	ETF	Assaultive	Full
244	43	Robbery	FLS	Serious Bodily Harm/Death	Presence
245	43	Alcohol	FLS	Assaultive	Drive
246	43	Break and Enter	FLS	Assaultive	Full
247	43	Arrest	FLS	Assaultive	Drive
248	43	Gun	FLS	Assaultive	Full
249	43	Domestic	FLS	Assaultive	Drive
250	43	Knife	FLS	Assaultive	Full
251	43	Handgun	FLS	Serious Bodily Harm/Death	Presence
252	43	Arrest	FLS	Serious Bodily Harm/Death	Full
253	43	Domestic	FLS	Assaultive	Drive
254	43	Assault	FLS	Assaultive	Full
255	43	Arrest	FLS	Assaultive	Full
256	43	Domestic	FLS	Active Resistant	Presence
257	43	Arrest	FLS	Assaultive	Drive
258	43	Search Warrant	ETF	Active Resistant	Presence
259	43	Alcohol	FLS	Assaultive	Full
260	43	EDP	ETF	Serious Bodily Harm/Death	Presence
261	43	Gun	FLS	Assaultive	Full
262	43	Arrest	FLS	Assaultive	Full
263	51	EDP	FLS	Assaultive	Full
264	51	Drugs	FLS	Assaultive	Drive
265	51	Arrest	FLS	Assaultive	Drive
266	51	EDP	FLS	Assaultive	Full
267	51	Arrest	FLS	Assaultive	Drive
268	51	EDP	ETF	Assaultive	Presence
269	51	Alcohol	FLS	Active Resistant	Presence
270	51	Drugs	FLS	Assaultive	Full
271	51	Arrest	FLS	Assaultive	Full
272	51	Drugs	FLS	Assaultive	Full
273	51	Drugs	FLS	Assaultive	Presence
274	51	Suicide	FLS	Serious Bodily Harm/Death	Full
275	51	Drugs	FLS	Assaultive	Full
276	51	Suicide	FLS	Serious Bodily Harm/Death	Full

#	Division	Incident	Deployed by	Reason	Type of Deployment
277	51	Drugs	FLS	Assaultive	Full
278	51	EDP	FLS	Assaultive	Full
279	51	Drugs	FLS	Assaultive	Full
280	51	Assault	FLS	Assaultive	Full
281	51	Arrest	FLS	Active Resistant	Presence
282	51	Arrest	FLS	Assaultive	Presence
283	51	Arrest	FLS	Assaultive	Drive
284	51	Domestic	FLS	Serious Bodily Harm/Death	Drive
285	51	Assault	FLS	Assaultive	Drive
286	51	Arrest	FLS	Assaultive	Drive
287	51	Arrest	FLS	Assaultive	Full
288	51	Suicide	FLS	Serious Bodily Harm/Death	Full
289	51	Arrest	FLS	Assaultive	Full
290	51	Knife	FLS	Serious Bodily Harm/Death	Full
291	51	EDP	FLS	Assaultive	Drive
292	51	Arrest	FLS	Active Resistant	Presence
293	51	Search Warrant	ETF	Assaultive	Full
294	51	EDP	ETF	Assaultive	Drive
295	51	Arrest	FLS	Assaultive	Full
296	52	Assault Just	FLS	Assaultive	Full
297	52	Drug Arrest	FLS	Assaultive	Full
298	52	Assist Police	FLS	Assaultive	Presence
299	52	Stabbing	FLS	Serious Bodily Harm/Death	Presence
300	52	Disorderly	FLS	Assaultive	Drive
301	52	Disturbance	FLS	Assaultive	Full
302	52	Arrest	FLS	Assaultive	Full
303	52	Fight	FLS	Assaultive	Full
304	52	Fight	FLS	Assaultive	Presence
305	52	Prisoner Management	FLS	Assaultive	Drive
306	52	Cause Disturbance	FLS	Assaultive	Drive
307	52	Fight	FLS	Assaultive	Drive
308	52	EDP	FLS	Assaultive	Full
309	52	Assault	ETF	Assaultive	Full
310	52	Fight	FLS	Assaultive	Full
311	52	Intoxicated	FLS	Assaultive	Presence
312	52	Trespassing	FLS	Assaultive	Full
313	52	EDP	FLS	Assaultive	Full
314	52	Prisoner Management	FLS	Assaultive	Full
315	52	Assault	FLS	Assaultive	Full
316	52	EDP	FLS	Assaultive	Drive

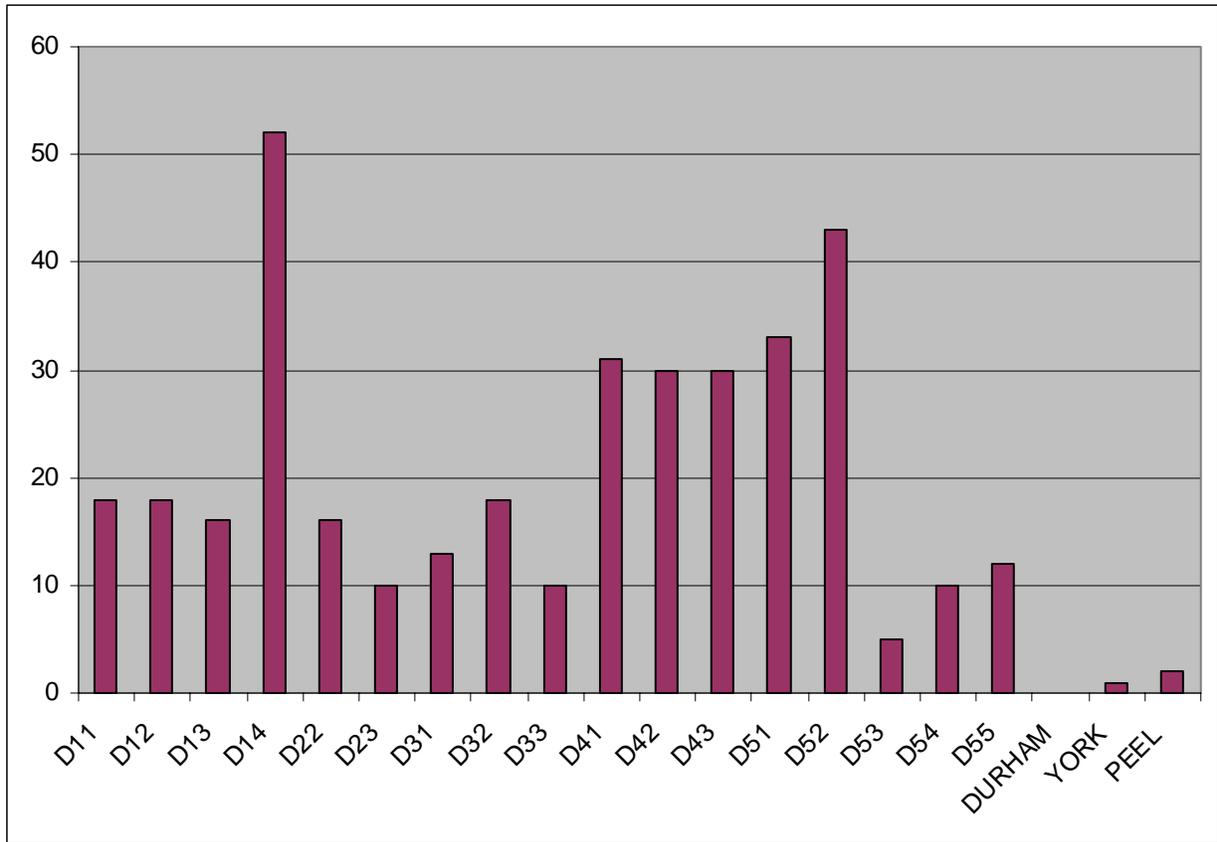
#	Division	Incident	Deployed by	Reason	Type of Deployment
317	52	Arrest	FLS	Assaultive	Drive
318	52	Intoxicated	FLS	Assaultive	Drive
319	52	Assault/Resist Arrest	FLS	Assaultive	Drive
320	52	Cause Disturbance	FLS	Assaultive	Drive
321	52	Fight	FLS	Assaultive	Full
322	52	Unintentional	FLS	Unintentional	Full
323	52	Cause Disturbance	FLS	Assaultive	Full
324	52	Fraud	FLS	Assaultive	Full
325	52	Unknown Trouble	FLS	Assaultive	Full
326	52	Arrest	FLS	Active Resistant	Presence
327	52	Fight	FLS	Assaultive	Full
328	52	Prisoner Management	FLS	Assaultive	Drive
329	52	Fight	FLS	Assaultive	Full
330	52	Assault Police	FLS	Assaultive	Full
331	52	Assault Police	FLS	Assaultive	Full
332	52	Fight	FLS	Assaultive	Drive
333	52	Fight	FLS	Assaultive	Full
334	52	Intoxicated	FLS	Assaultive	Full
335	52	Fight	FLS	Assaultive	Full
336	52	Domestic	FLS	Assaultive	Full
337	52	Assault Police	FLS	Assaultive	Presence
338	52	Assault Police	FLS	Assaultive	Presence
339	53	Domestic	FLS	Active Resistant	Presence
340	53	Assault	FLS	Active Resistant	Presence
341	53	EDP	FLS	Assaultive	Full
342	53	EDP	FLS	Assaultive	Presence
343	53	Arrest	FLS	Assaultive	Drive
344	54	EDP	ETF	Serious Bodily Harm/Death	Presence
345	54	Robbery	FLS	Assaultive	Full
346	54	EDP	FLS	Assaultive	Full
347	54	EDP	FLS	Assaultive	Drive
348	54	EDP	FLS	Assaultive	Presence
349	54	Drugs	FLS	Assaultive	Full
350	54	Unintentional	FLS	Unintentional	Full
351	54	Arrest	FLS	Assaultive	Full
352	54	Drugs	ETF	Serious Bodily Harm/Death	Full
353	54	Unwanted guest	FLS	Assaultive	Presence
354	55	Form 1	FLS	Serious Bodily Harm/Death	Full
355	55	Fight	FLS	Assaultive	Presence
356	55	Arrest	FLS	Active Resistant	Presence

#	Division	Incident	Deployed by	Reason	Type of Deployment
357	55	Wanted person	FLS	Serious Bodily Harm/Death	Presence
358	55	Fight	FLS	Assaultive	Presence
359	55	Intoxicated	FLS	Assaultive	Drive
360	55	Arrest	FLS	Assaultive	Full
361	55	Suicidal	ETF	Serious Bodily Harm/Death	Full
362	55	Arrest	FLS	Assaultive	Drive
363	55	Assault	FLS	Assaultive	Drive
364	55	Intoxicated	FLS	Assaultive	Drive
365	55	EDP	FLS	Assaultive	Full
366	Outside	Vehicle Stop	FLS	Active Resistant	Presence
367	Outside	Warrant	FLS	Assaultive	Full
368	Outside	Warrant	FLS	Assaultive	Presence

Note: Unintentional TASER discharges are largely due to the non-removal of the cartridge prior to spark-testing the device at a proving station.

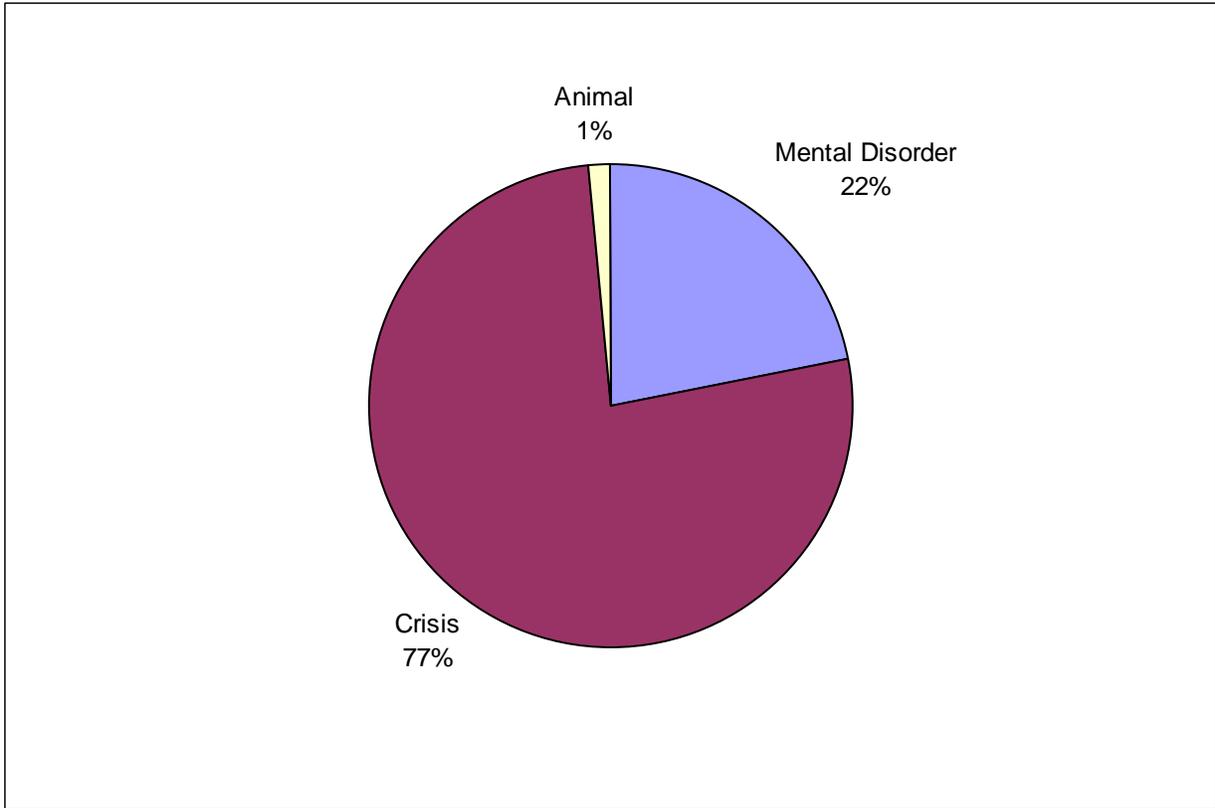
APPENDIX 'C'

Incident Location



APPENDIX 'D'

Condition of Subjects



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P61. 2007 ANNUAL REPORT – PARKING ENFORCEMENT UNIT TAG
ISSUANCE**

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

Subject: ANNUAL REPORT: 2007 PARKING ENFORCEMENT UNIT TAG
ISSUANCE

Recommendation:

It is recommended that:

- (1) the Board forward a copy of this report to the City of Toronto Executive Committee for its information.

Financial Implications:

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

Background/Purpose:

This report provides information on the Parking Enforcement Unit achievements, activities and annual parking tag issuance during the year 2007 (Appendix A refers).

Discussion:

Annual Parking Tag Issuance

The Parking Enforcement Unit analyzes historical parking tag data on an annual basis, in order to forecast anticipated parking tag issuance for Parking Enforcement Officers (PEOs), Municipal Law Enforcement Officers (MLEOs) and police officers. The City of Toronto requests this information for use during the budget process.

Based on historical trends, the total parking tag issuance for the year 2007 was forecast to be 2,800,000 tags. Total parking tag issuance includes tags issued by PEOs, MLEOs and police officers. The actual 2007 issuance is approximately 2,859,434 tags, which exceeds the anticipated parking tag issuance by approximately 60,000 tags. The estimated gross revenue estimate for 2007 is \$79.0M.

The following is a breakdown of actual parking tag issuance estimates by group:

- Parking Enforcement Unit 2,582,260 tags;
- MLEOs 257,959 tags;
- Police Officers 19,215 tags.

Other Information

During the 2007 calendar year, Parking Enforcement Officers were instrumental in recovering 1,944 stolen vehicles. Of this figure, 1,159 can be directly attributed to Project Street Sweeper. Members of the unit were also responsible for towing approximately 35,893 vehicles, including 1,076 that were un-plated. The officers also responded to 116,677 calls for service from members of the public.

Conclusion:

The Parking Enforcement Unit prides itself on delivering service to the community that is fair and equitable to all. In 2007, the tag issuance projection was 2.8M tags. The final total for 2007 is estimated to be 2,859,434 tags. This represents an increase of approximately 60,000 over the projected number.

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

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

Appendix A

Parking Enforcement Unit	<u>2007</u>
Parking Tag Issuance - PEOs	2,582,260
Parking Tag Issuance - PEOs, MLEOs, PCs	2,859,434
Processable Tag Rate PEOs	99.8%
Absenteeism (Short-term sick)	3.2%
Assaults	57
Stolen Autos Recovered	1,944
➔ Stolen Autos Recovered - Street Sweeper	1,159
➔ Stolen Autos Recovered - PEOs	785
Vehicles Towed	35,893
Calls for service received	116,677
Assist Police Service	
➔ Arrest Assists	65
➔ Unplated Vehicles Towed	1,076
➔ Interpretations	143
Hours Spent on Interpretations	385
➔ Special Events	48
Hours Spent on Special Events	1,112
➔ P.O.A. Charges (Disabled Permits)	583
➔ Disabled Permit Seizures/ HTA	865

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P62. MEMORANDUM OF UNDERSTANDING WITH THE TORONTO
TRANSIT COMMISSION – ACCESS TO AND USE OF IMAGES FROM
CCTV CAMERAS**

The Board was in receipt of the following report February 19, 2008 from William Blair, Chief of Police:

Subject: MEMORANDUM OF UNDERSTANDING WITH THE TORONTO TRANSIT
COMMISSION FOR REMOTE ACCESS TO, AND USE OF, IMAGES FROM
THE TTC'S CLOSED CIRCUIT TELEVISION CAMERAS

Recommendation:

It is recommended that the Board authorize the Chair of the Toronto Police Services Board to enter into an agreement with the Toronto Transit Commission (TTC), on behalf of the Board, regarding access to and use of images from the TTC's Closed Circuit Television (CCTV) cameras, until such time as it is terminated by either party in accordance with the Memorandum of Understanding (MOU).

Financial Implications:

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

Background/Purpose:

At its meeting of January 22, 2008, the Board received a report from the Chief of Police requesting that it approve an MOU between the TTC and the Board regarding access to and use of images from the TTC's CCTV cameras (Min. No. P14/08 refers).

At that time, the Board agreed that the report should be referred back to the Chief of Police for the wording within the MOU to be amended "*as it relates to policies governing the Service's use of CCTV's and the conditions for monitoring and collecting images captured by the TTC cameras*" to better reflect the purpose and intent of the agreement.

Discussion:

As requested, the MOU has been amended to clearly reflect that all access to the TTC CCTV's cameras by authorized members of the Service will be incident based in relation to law enforcement and community safety matters. The Service will at no time utilize TTC CCTV cameras to conduct live monitoring of video images.

The intent of this agreement is solely to create a more efficient method for officers to access pre-captured TTC video images, which they currently request and obtain in the course of their duties and have since the inception of video monitoring on TTC property, several years ago.

In the past, when an incident occurred within a TTC subway system related to law enforcement or public safety, a police officer, as part of the investigative process, would attend at the TTC station where the incident took place to obtain a copy of the video image related to the incident being investigated.

The TTC is currently implementing the use of digital recordings onto a digital video recorder throughout their subway system. As a result of this, video images related to subway stations are now downloaded to and accessed through TTC headquarters. Therefore, officers from all divisions throughout the city are now required to attend TTC headquarters to obtain any video images they may need as part of an investigation. The implementation of the attached MOU will remove this requirement and allow officers to obtain TTC video images directly from our Video Services unit. It is anticipated that this will expedite the process for officers and allow them to carry out their duties more effectively.

There are numerous scenarios which may require the Service to request video images captured from TTC cameras. These scenarios do not all involve the investigation of crime. For example, when incidents occur on or around TTC property that may result in a coroner's inquest, the police would acquire a copy of the video images captured during the date and time of the event, as part of their investigation. These scenarios may involve such incidents as a motor vehicle accident, a fire or a death within the subway system.

The ability for an officer to acquire these video images forms an integral part of the officer's investigation. As the TTC retain video images for a period of 72 hours, after which time they are erased, the acquisition of these images is time sensitive. As stated earlier, the MOU that has been created between the TTC and TPSB would allow the Service to acquire the necessary video images in a more efficient and timely manner.

The Service is cognizant of the public's right to privacy and recognizes that controls must be put in place to ensure that right is protected. Therefore, only authorized members of the Video Services unit will have the ability to access and retrieve video images from TTC CCTV cameras. These members have received training and are knowledgeable on the provisions of the *Municipal Freedom of Information and Protection of Privacy Act (MFFIPA)*. Also, in addition to Service procedures and the Standards of Conduct, these members are governed by a unit-specific procedure with regard to the access and retrieval of video images from TTC CCTV cameras.

The Manager of the Video Services unit will also ensure that the computer, to be used solely for accessing images from TTC CCTV cameras, will be maintained in a logged-out state unless it is actively being used in accordance with its permitted uses.

As stipulated in the MOU, the members of the Video Services unit will maintain a logbook to record the details pertaining to each time the cameras have been accessed, including the reason the access was required. Each of the recorders also creates an internal log when accessed which

indicates the length of time the system was logged in for. The TTC will compare the TPS logbook entries against the internal logs to ensure that all TPS access has been performed in accordance with the terms and conditions of the MOU.

It should also be noted that the TTC has developed policy, which is expected to be implemented shortly, to govern video surveillance at TTC owned, leased and occupied properties. This policy was developed in consultation with the Information Privacy Commissioner of Ontario, in accordance with the privacy provisions of *MFIPA*.

Conclusion:

The TPS recognizes that while video surveillance can be a useful tool in the investigation of law enforcement and community safety matters, its use must be strictly monitored. As stated earlier in this report, the Service will not access TTC CCTV cameras to conduct live monitoring. Each access by authorized Service members shall be carried out in accordance with the MOU.

The proposed MOU between the TTC and the Board has been reviewed and approved as to form by the City Solicitor. Counsel for the Toronto Police Service has also reviewed the MOU and is satisfied that the interests of the Service are protected. A copy of the MOU is appended to this report.

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

The Board approved the foregoing report.

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING made in quadruplicate this _____ day of _____, 2008 (the “Effective Date”).

BETWEEN:

TORONTO TRANSIT COMMISSION
(hereinafter “TTC”)

– and –

TORONTO POLICE SERVICES BOARD
(hereinafter “TPSB”)

DEFINITIONS

1. In this MOU:

“Business Day” means a day other than a Saturday, Sunday or statutory holiday in the Province of Ontario;

“CCTV” means closed circuit television;

“Communication Equipment” is defined in Section 5;

“Computer” is defined in Section 3;

“DVR” means digital video recorder;

“Fibre Optic Cable” is defined in Section 5;

“MFIPPA” means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended;

“MOU” means this Memorandum of Understanding as between TTC and TPS;

“Parties” means both of TTC and TPSB;

“Remote Access” is defined in Section 2;

“TPS” means the Toronto Police Service;

“TPSB” means the Toronto Police Services Board and includes its officers, employees and agents;

“TTC” means the Toronto Transit Commission and includes its officers, employees and agents;

“TTC Captured Images” is defined in Section 2;

“TTC Video Recording System” is defined in Section 2.

PURPOSE

2. The TTC has established, for safety and security purposes, a network of video recording equipment, including but not limited to CCTV cameras, throughout its subway system (“TTC Video Recording System”).

When an incident occurs on or around TTC property, related to law enforcement and community safety, the TPS, as part of its investigative process, request a copy of TTC video images captured during the date and time of the incident for analysis purposes.

To provide the TPS with a more efficient means of retrieving these video images, the TTC has agreed to give the TPS remote access to its CCTV local area network (“Remote Access”). This will allow the TPS to retrieve pre-captured video images from select locations throughout the TTC subway system (“TTC Captured Images”) on the terms and conditions as set out in this MOU.

EQUIPMENT & MAINTENANCE

3. TTC agrees to provide TPS with one (1) desktop computer (“Computer”) to be used solely for the purposes of Remote Access. TPS shall not use the Computer for any other purpose. TPS shall be responsible for any and all maintenance and repair of the Computer. Should the Computer require replacing or should TPS require additional computers, TPS shall be responsible for all costs with respect to purchasing a replacement or additional computer, save and except if such replacement computer is required solely as a result of the TTC upgrading or changing the TTC Video Recording System.
4. Should TPS need to replace the Computer or add an additional computer(s), TPS shall notify TTC – Head of Communication Services, SEC Engineering at 416-292-2922 in order to ensure that proper access privileges and permissions are provided.
5. TTC will provide TPS with communication equipment consisting of an Ethernet media converter with two (2) 10/100 Mb/s ports and one (1) multimode birg port (“Communication Equipment”) and fibre optic cable from College Station to TPS headquarters, 11th floor communication room (“Fibre Optic Cable”) for the Remote Access. TTC grants TPS a license to use two (2) multimode fibre strands from the Fibre Optic Cable. Any repairs to the TTC Communication Equipment or Fibre Optic Cable shall be the responsibility of TTC, save and except that first line diagnosis shall be the responsibility of TPS as follows:

- (a) If the Fibre Optic Cable or Communication Equipment is shown to be faulty, as indicated on the Communications Equipment status lights as Power ON and Port 3 Lk/Act OFF, TPS will contact TTC transit control at phone number 416-393-3444. TTC will verify that the Fibre Optic Cable link or Communication Equipment is faulty and will report back to TPS with a repair time commitment. It is understood and agreed that all installation, maintenance and repair of Fibre Optic Cable and Communication Equipment shall be carried out and performed by the TTC, its employees and/or contractors
6. TTC hereby grants TPS a license for the term of this MOU of an indefeasible right to use (“IRU”) the Fibre Optic Cable and Communication Equipment as more particularly set out in Section 5 above. TPS shall not be permitted to assign, sublicense, sublease or otherwise transfer any right, title or interest in the Fibre Optic Cable or Communication Equipment to any person without the prior written consent of the TTC, which consent may not be unreasonably withheld.
7. All equipment, unless expressly stated otherwise in this MOU, which is required by TPS for Remote Access shall be the responsibility of TPS.

PERMITTED USE OF REMOTE ACCESS

8. TPS shall ensure that all video images retrieved from TTC CCTV cameras are incident based and logged according to the requirements of this MOU. TPS will not use the TTC CCTV cameras to conduct live monitoring.
9. TPS acknowledges and agrees that it will keep the Computer software application in the logged-out state unless it is actively in use. When login is required, the purpose shall be noted each time for audit purposes in a logbook as described in Section 13 below. The TTC’s Video Recording System will maintain a log of all login activity, including length of time logged-in.
10. TPS shall not alter the network settings on the Computer (or any replacement computer or any additional computer) unless given explicit instructions to do so by the TTC.
11. TPS will not connect any other device to the Communication Equipment without the prior written consent of the TTC.
12. To ensure only authorized computers connect to the TTC Video Recording System, TTC may use such measures to control unauthorized connections, including, but not limited to, MAC address permissions.
13. TPS agrees to maintain appropriate logs with respect to any and all Remote Access by TPS. The logs shall include, but not be limited to authorized staff that have collected, used or disclosed the TTC Captured Images, and date, time and activity for each access to a DVR. The logbook(s) must remain in a safe and secure location at all times and shall be produced

to the TTC, upon reasonable notice, for audit purposes. TTC shall conduct regular annual audits of TPS' use of Remote Access, including the logbooks, which audits shall be conducted in accordance with the TTC's Video Recording Policy.

14. TPS agrees that Remote Access shall only be permitted for law enforcement or public safety purposes. No other uses are permitted, without the express written consent of the TTC.

USE OF TTC CAPTURED IMAGES

15. TPS shall ensure that all TTC Captured Images accessed by TPS through the use of Remote Access are collected, used and disclosed in accordance with *MFIPPA*, TPS procedures and the *Criminal Code*.
16. Any TTC Captured Image collected by TPS through the use of Remote Access shall remain in the custody and control of TPS, subject to the obligations of the police to provide copies to the Crown Prosecutor.
17. TPS acknowledges and agrees that all access to TTC Captured Images shall be restricted to authorized TPS personnel who require access to perform their employment responsibilities.
18. TPS shall ensure that it has written procedures regarding conditions for the retrieval, use and disclosure of TTC Captured Images through the use of Remote Access. The content of those procedures shall be in compliance with the terms and conditions of this MOU.
19. If TPS becomes aware of any unauthorized access or disclosure of a TTC Captured Image in contravention of this MOU, it shall immediately notify the TTC Chief Special Constable. If required, the TTC Chief Special Constable shall notify the Information and Privacy Officer of Ontario.

SUSPENSION OF SERVICES

20. TTC may, at any time, upon 48 hours notice, suspend TPS' Remote Access, at its sole discretion. In cases of emergency, the TTC may immediately suspend TPS' Remote Access and TTC will make best efforts to advise TPS of such suspension.

TERMINATION

21. The Parties agree that either Party may terminate this MOU, without liability, upon ninety (90) days notice to the other Party.
22. Notwithstanding Section 21, TTC may terminate this MOU at any time in the event that TPS breaches any term or provision of this MOU.
23. Upon termination and if requested by TTC, at its sole discretion, TPS agrees to return the Computer and any TTC Supplied Equipment, if practical, to the TTC. This Section 23 shall survive termination of this MOU.

INDEMNITY

24. TPSB shall indemnify and save and hold harmless the TTC, its Commissioners, officers and employees (collectively “Indemnified Parties”) from and against all loss, liability, damages, expenses and costs which the Indemnified Parties may incur, related to or arising from this MOU, including the collection, use and/or disclosure of TTC Captured Images, except for those that arise from the negligent acts or omissions or willful misconduct of the Indemnified Parties or any of them. If as a result of the parties entering into this MOU, the Indemnified Parties are, without fault on their part, made a party to any litigation, except for litigation commenced by TPSB against the TTC, TPSB shall protect, indemnify and hold harmless the Indemnified Parties and shall pay all costs, expenses and reasonable legal fees that may be incurred by the Indemnified Parties as a result of such litigation. This Section 24 shall survive termination of this MOU.

NOTICE

25. Unless expressly stated otherwise in this MOU (see Sections 4 and 5), all correspondence or notices made pursuant to this MOU shall be made in writing and addressed as follows:

(a) TTC:

Toronto Transit Commission
1900 Yonge Street
Toronto, ON
M4S 1Z2

Fax No. 416-485-9394
Attention: General Secretary

(b) TPS:

Toronto Police Service
40 College Street
Toronto, ON
M5G 2J3

Fax No. 416-808-8182
Attention: Unit Commander, Video Services Unit

Any such notice or other communication shall be deemed to have been given and received, if delivered, on the day on which it was delivered, if before 5:00 p.m. on a Business Day and if not on the next Business Day, if transmitted by telefax on the day of transmission and acknowledged receipt, if before 5:00 p.m. on a Business Day and if not on the next Business Day, and, if mailed, on the fifth Business Day following the day on which it was mailed (except in the case of any actual or anticipated disruption of the postal service, when notices shall be delivered or transmitted by fax).

MISCELLANEOUS

26. TPS acknowledges and agrees that the TTC does not make any representations or warranties with respect to the availability or quality of the images obtained through the TTC Video Recording System and or Remote Access. TTC does not provide any guarantee of uninterrupted access to the TTC Video Recording System, however TTC will make best efforts to notify TPS, in advance, of any planned outages and their duration. TTC will attempt to accommodate, if possible, any TPS request to delay a planned outage.

27. The Parties agree that this MOU may be reviewed periodically at the request of either Party.

28. This MOU may be amended at any time by the mutual consent of the Parties. All amendments shall be made in writing and signed by both Parties.

29. No action or failure to act by TTC shall constitute a waiver of any rights afforded to TTC under this MOU nor shall any action of failure to act constitute an approval of or acquiescence, except as may be specifically agreed in writing.

IN WITNESS WHEREOF, the TTC and TPSB have respectively executed and delivered this MOU as of the date set out above.

Date: _____

TORONTO TRANSIT COMMISSION

Per: _____

Name:

Title:

c/s

Per: _____

Name:

Title:

I/we have authority to bind the corporation

Date: _____

TORONTO POLICE SERVICES BOARD

Per: _____

Name:

Title:

c/s

I/we have authority to bind the Board

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P63. APPLICATION OF CITY OF TORONTO MUNICIPAL CODE CHAPTER
140, “LOBBYING”, TO THE POLICE SERVICES BOARD AND ITS
MEMBERS**

The Board was in receipt of the following report March 11, 2008 from Albert Cohen. City of Toronto – Legal Services Division:

Subject: Application of City of Toronto Municipal Code Chapter 140, “Lobbying”, to the Police Services Board and its Members

Recommendation:

It is recommended that this report be received for information.

Background:

At its meeting held on February 21, 2008, the Board requested a report from the City Solicitor regarding the application of City of Toronto Municipal Code Chapter 140, “Lobbying”, to the Board and its members

Discussion:

Theoretically, Chapter 140 of the Municipal Code could apply to the Board both in respect to lobbying of City officials by the Board or its members acting on behalf of the Board and in respect to lobbying of the Board by third parties.

In fact, neither situation is covered by Chapter 140. First, the Chapter explicitly excludes lobbying of City officials by the Board or its members when acting in an official capacity. This, of course, would not preclude the application of the Chapter to lobbying that a Board member may undertake in a personal capacity for matters independent of the Board.

Second, the Chapter does not apply to lobbying of the Board. The lobbying provisions of the City of Toronto Act, 2006, only apply to lobbying of “public office holder” as defined in that statute. The definition of “public office holder” specifically excludes members of the Board.

However, there is authority in the statute to include as a “public office holder” such other persons as may be determined by City Council who are appointed to any office or body by Council. This might serve as the basis for designating Board members appointed by Council as being public office holders and, therefore, subject to the lobbying restrictions. However, in adopting the report establishing the lobbyist system, Council considered the following in the report:

Council appoints some members of the Police Services Board but is unable to include all Board members as public office holders for the purpose of the registry. All Board members should be treated the same and, to avoid operational confusion...Board members should be treated in a consistent manner. Therefore, it is recommended that Council not include as public office holders only those Board members it appoints, and instead provide members of the Police Services Board...with an exemption from registration requirements.

Therefore, thus far Council has chosen not to designate the Board members it appoints to the Board as public office holders, likely due to the inconsistency it would create between different members of the same board, some of who are appointed by the City and some of who are appointed by the Province.

Despite this, Board members should note that the Code of Conduct for Board members, contained in Regulation 421/97 made under the Police Services Act, restricts Board members' conduct. For example, section 10 of the Code of Conduct provides that Board members shall not use their office to advance their interests or the interests of any person or organization with whom or with which they are associated. Similarly, the Municipal Conflict of Interest Act would also prohibit Board members from participating in Board decisions when to do so would constitute a conflict of interest as defined under that statute.

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 MARCH 27, 2008**

**#P64. LEGAL FEES - TORONTO POLICE SERVICES BOARD – CIVIL
ACTION INVOLVING MR. NORMAN GARDNER – ENDING
DECEMBER 31, 2007**

The Board was in receipt of the following report February 18, 2008 from Alok Mukherjee, Chair:

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

Recommendation:

It is recommended that the Board approve payment of legal fees charged by Torys LLP, in the amount of \$865.82.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2007 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Torys LLP for professional services rendered in connection with the above-noted matter. The attached account is for the month ending December 31, 2007, in the amount of \$865.82.

I have also appended a letter dated February 11, 2008, from Mr. Albert Cohen, City Solicitor, Legal Services, in which he recommends "*payment of this invoice as it is reasonable in my opinion.*"

I, therefore, recommend that the Board approve payment of this account from the Board's 2007 operating budget.

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

The Board approved the foregoing report noting that additional information was considered during the in-camera meeting (Min. No. C87/08 refers).



Anna Kinastowski, B.A., LL.B.*

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

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

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

File No. 8404-A60-4879.06

February 11, 2008

Delivered by Regular Mail

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

Dear Ms. Campbell:

Re: Toronto Police Services Board ats Norm Gardner

Enclosed please find account REF: 1158114/32032-2002 dated January 30, 2008 from Torys LLP for the period ending December 31, 2007. I recommend payment of this invoice as it is reasonable in my opinion.

Yours truly,

Albert H. Cohen
Director of Litigation

AHC:tt
Encl.



TORYS
LLP

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada
Tel 416.865.0040
Fax 416.865.7380
www.torys.com



January 31, 2008

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

Dear Mr. Cohen:

Re: Toronto Police Services Board ats. Norm Gardner

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

Yours very truly,

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

Trisha Jackson

Tel 416.865.7322
Fax 416.865.7360
tjackson@torys.com

PDSJ/fc
Enclosure

Feb 8/08
Approved for payment
A handwritten signature in blue ink, appearing to be initials "AD".

In Account With **TORYS**
LLP

Suite 3000
79 Wellington St. W.
Box 270, TD Centre
Toronto, Ontario
M5K 1N2 Canada

TEL 416.865.0040
FAX 416.865.7380

www.torys.com

All accounts
are payable on receipt.

GST registration number
R119420685

January 30, 2008

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

Re: Toronto Police Services Board ats. Norm Gardner

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

Fee		\$799.00
<u>Disbursements Subject to GST</u>		
Copies	\$4.50	
Courier	12.00	
Laser Printing	2.65	
On-Line Research Charges - Lexis	<u>6.44</u>	25.59
GST		<u>41.23</u>
TOTAL		<u>\$865.82</u>

TORYS LLP

Per: 

REF: 1158114/32072-2002

Please retain this copy
for your files.

Interest at the rate of 4.80% per year, calculated on a daily basis,
will be charged on all accounts overdue one month or more.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P65. TORONTO POLICE SERVICES BOARD – 2007 YEAR-END
OPERATING BUDGET VARIANCE REPORT**

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

Subject: 2007 YEAR-END OPERATING BUDGET VARIANCE REPORT FOR THE
TORONTO POLICE SERVICES BOARD

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$000s)	Year-End Actual Expend. (\$000s)	Projected (Under)/Over- Expend. (\$000s)
Salaries & Benefits (incl. premium pay)	\$779.6	\$814.0	\$34.4
Non-Salary Expenditures	<u>\$1,458.7</u>	<u>\$1,320.2</u>	<u>(\$138.5)</u>
Total	<u>\$2,238.3</u>	<u>\$2,134.2</u>	<u>\$104.1</u>

The final year-end surplus is \$104,100. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Salaries were in excess of the budget due to slight difference in actual versus budgeted salary rates.

Non-salary Budget

Non salary accounts were under spent by \$138,500. The majority of this savings was due to less than anticipated legal costs (\$225,400) for arbitration grievances. These costs are difficult to project as the cost of individual cases can vary significantly. These savings were partially offset by City charge backs for legal services (\$124,800).

In accordance with the City's cost-containment efforts, the Board suspended all conference spending for the remainder of 2007. This resulted in \$15,300 of savings.

Conclusion:

The year-end favourable variance was \$104,000. This variance was mainly attributable to less than anticipated legal costs.

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 MARCH 27, 2008**

**#P66. TORONTO POLICE SERVICE – 2007 YEAR-END OPERATING
BUDGET VARIANCE REPORT**

The Board was in receipt of the following report March 04, 2008 from William Blair, Chief of Police:

Subject: YEAR-END REPORT 2007: OPERATING BUDGET VARIANCE, TORONTO
POLICE SERVICE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

On July 19, 2007, the City Manager of the City of Toronto provided an e-mail communication indicating that "all Divisions and ABCs immediately implement cost containment measures with the goal of reducing operating and capital costs for the remainder of 2007." At its meeting of July 25, 2007, the Board was in receipt of my response to the City Manager's e-mail, and the Board recommended that "Chief Blair continue to control costs, monitor expenditures, implement any necessary additional cost containment measures and report on any savings achieved" (Min. No. P265/07 refers). This variance report updates the response provided to the Board in the previous variance report, presented at the Board's November meeting (Min. No. P381/07 refers), and provides information on the Service's 2007 year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Salaries	570.9	570.5	(0.4)
Premium Pay	41.4	43.1	1.7
Benefits	130.7	129.9	(0.8)
Materials and Equipment	26.6	27.1	0.5
Services	<u>70.6</u>	<u>67.9</u>	<u>(2.7)</u>
Total Gross	<u>840.2</u>	<u>838.5</u>	<u>(1.7)</u>
Revenue	<u>(54.0)</u>	<u>(59.1)</u>	<u>(5.1)</u>
Total Net	<u>786.2</u>	<u>779.4</u>	<u>(6.8)</u>

The final 2007 year-end surplus is \$6.8M, which is \$2.0M more than previously reported. Details for each expenditure category are provided below.

Salaries:

The 2007 year-end final status for this category is a \$0.4M surplus, which is \$0.9M less than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Uniform Salaries	\$434.0	\$436.3	\$2.3
Civilian Salaries	<u>\$136.9</u>	<u>\$134.2</u>	<u>(\$2.7)</u>
Total Salaries	<u>\$570.9</u>	<u>\$570.5</u>	<u>(\$0.4)</u>

Uniform separations for 2007 were 253 compared to the budget of 250. Recruit class sizes were adjusted during the year in an attempt to maintain an average deployed strength of 5,510 for 2007 and 2008. Although the Service was able to maintain its deployed strength on average, the Service incurred an increased recruit cost, resulting in an unfavourable variance of \$0.8M in uniform salaries. An additional unfavourable variance of \$1.5M arose from year-end liability adjustments (e.g., for retention pay, Ontario Police College fees) and other minor variances in various accounts.

As indicated in my response to the City Manager (Min. No. P265/07 refers), we reviewed civilian vacancies on a case-by-case basis, and temporarily deferred the filling of those positions where such deferral did not adversely impact the objectives and priorities of the Service. Many of our civilian vacancies arose in areas that require 100% staffing (e.g., court services, communications). As a result, the savings from the deferred backfill of various civilian positions was approximately \$0.3M.

The 2007 operating budget included \$3.5M in part-year funding for the hiring of 90 additional court officers to address additional court rooms and wanding requirements, expansion of cells, and the conversion of civil courts to criminal courts. The Service had endeavoured to staff all new courts as they opened. However, there were some delays in the opening of some of the new courts. Furthermore, due to the hiring process and attrition of current court officers, savings in the salaries for court officers were also realized. \$2.4M in savings have been realized in total court funding for 2007. These savings are one-time savings due to the timing of court openings, and the Service's capacity to staff all courts. Although these one-time savings will not impact on the projected annualized cost of the new courts, the entire court budget was reviewed in preparation of the 2008 operating budget.

Premium Pay:

The 2007 year-end final status for this category is a \$1.7M deficit, which is \$1.7M more than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Court	\$10.5	\$11.0	\$0.5
Overtime	\$6.0	\$6.5	\$0.5
Callback	\$7.6	\$6.6	(\$1.0)
Lieutime Cash Payment	<u>\$17.3</u>	<u>\$19.0</u>	<u>\$1.7</u>
Total Premium Pay	<u>\$41.4</u>	<u>\$43.1</u>	<u>\$1.7</u>

The Service continues to strictly enforce the monitoring and control of premium pay. Staff are continuously made aware that overtime is to be authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits).

As per the working agreement, lieu-time cash payments to staff are made four (4) times per year with the last payment occurring in December. The final payment is the largest of the four and, since it is subject to how staff use their accumulated time prior to the cut-off date of November 30th, it is the hardest to project. The payout and the year-end liability were both larger than anticipated, resulting in an unfavourable variance of \$1.7M.

Benefits:

The 2007 year-end final status for this category is a \$0.8M surplus, which is \$0.3M more than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Medical/Dental	\$30.8	\$30.3	(\$0.5)
OMERS/ CPP/EI/EHT	\$83.5	\$83.2	(\$0.3)
Sick Pay/CSB/LTD	\$6.3	\$6.3	\$0.0
Other (e.g. WSIB, life ins.)	<u>\$10.1</u>	<u>\$10.1</u>	<u>\$0.0</u>
Total Benefits	<u>\$130.7</u>	<u>\$129.9</u>	<u>(\$0.8)</u>

Medical/dental costs were less than budgeted. These trends have been reflected in the 2008 operating budget request, as the 2008 request for medical/dental takes into consideration projected 2007 experience.

The favourable variance in OMERS/ CPP/EI/EHT was mainly a result of salary savings described in the “salaries” section, above.

Materials and Equipment:

The 2007 year-end final status for this category is an over-expenditure of \$0.5M, which is \$0.2M more than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Vehicles (gas, parts, purchases)	\$13.8	\$14.3	\$0.5
Uniforms	\$3.6	\$3.6	\$0.0
Other Materials	\$4.6	\$4.6	\$0.0
Other Equipment*	<u>\$4.6</u>	<u>\$4.6</u>	<u>\$0.0</u>
Total Materials & Equip	<u>\$26.6</u>	<u>\$27.1</u>	<u>\$0.5</u>

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

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

All discretionary expenditures were cancelled or deferred wherever it was possible to do so. Decisions on expenditures for equipment were made on a case-by-case basis, in the context of operational necessity, and took into account whether the useful life could be reasonably extended, without an adverse impact on operations or increase in maintenance costs.

The reason for the over-expenditure in this category was higher than budgeted fuel costs, mainly as a result of higher fuel prices. The full-year impact of every one cent increase in the price of gasoline is \$60,000.

Services:

The 2007 year-end final status for this category is a \$2.7M surplus, which is \$2.0M more than previously reported.

Expenditure Category	2007 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Legal Indemnification	\$1.0	\$0.4	(\$0.6)
Uniform Cleaning Contract	\$2.2	\$1.9	(\$0.3)
Courses/Conferences	\$1.6	\$1.3	(\$0.3)
Clothing Reimbursement	\$1.7	\$1.5	(\$0.2)
Computer Lease/Maint	\$13.2	\$12.4	(\$0.8)
Phones/Cell Phones/911	\$6.2	\$6.2	\$0.0
Contribution to Reserves	\$15.7	\$15.7	\$0.0
Caretaking / Maintenance	\$15.5	\$14.6	(\$0.9)
Other Services*	<u>\$13.5</u>	<u>\$13.9</u>	<u>\$0.4</u>
Total Services	<u>\$70.6</u>	<u>\$67.9</u>	<u>(\$2.7)</u>

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

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

The Service achieved a savings of \$300,000 through deferral of attendance at various courses/conferences, and restrictions in the number of members attending the same sessions. It must be noted that the Service budgeted only for required needs and that significant reductions in the training and development accounts cannot be sustained without negatively impacting our members' ability to maintain and enhance their technical knowledge and expertise.

The \$0.8M reduction in computer maintenance accounts, implemented to absorb part of City Council's \$1.6M budget reduction, is reflected in the budget. A further savings of \$800,000 was achieved in this account due to various maintenance contracts occurring later than estimated, and at a cost less than estimated.

The Service was informed at year-end that the City chargeback for caretaking, maintenance and utilities was going to be significantly less than budgeted, resulting in a savings of \$0.9M. The majority of this savings (\$0.65M) was for utilities. As a result, the Service is pursuing whether a reduction to the 2008 recovery by the City is possible based on the 2007 year-end actual spending.

Expenditures, with off-setting revenue amounts, occurred in "other services" accounts, resulting in a \$0.4M over-expenditure for that group of accounts.

Revenue:

The final year-end favourable variance for revenues is \$5.1M, which is \$2.5M more than previously reported.

Revenue Category	Annual Budget (\$Ms)	Year-End Actual Expend (\$Ms)	(Under)/Over- Expend. (\$Ms)
Recoveries from City	(\$5.1)	(\$6.4)	(\$1.3)
CPP and Safer Communities Grants	(\$15.7)	(\$15.7)	\$0.0
Other Government Grants	(\$9.4)	(\$9.4)	\$0.0
Fees (e.g. paid duties, alarms, reference checks)	(\$9.4)	(\$10.5)	(\$1.1)
Secondments	(\$2.3)	(\$2.8)	(\$0.5)
Draws from Reserves	(\$5.0)	(\$5.0)	\$0.0
Other Revenues (e.g. prisoner returns)	(\$7.1)	(\$8.8)	(\$1.7)
Reversal of accounting liabilities	<u>(\$0.0)</u>	<u>(\$0.5)</u>	<u>(\$0.5)</u>
Total Revenues	<u>(\$54.0)</u>	<u>(\$59.1)</u>	<u>(\$5.1)</u>

As previously reported, the Service received \$1.1M from Manulife Financial, due to a previous favourable experience rating in its life insurance claims. In addition, the Service experienced favourable variances in its paid duty accounts, which were partially offset by unfavourable variances in police record checks, for a net favourable variance of \$1.1M. The Service also had a \$0.6M favourable variance in various other revenues such as monitor and transcription recoveries, and the Service had \$0.5M in additional secondment recoveries.

A further net \$1.3M favourable variance in recoveries from the City for off-duty Provincial Offences Act (POA) court attendance was realized as a result of the cash versus time elections of members attending POA court.

The September 30, 2007 variance report (Min. No. P381/07 refers) indicated that the Service had commenced a review of its liability and deferred revenue accounts, and that the Board would be provided the results of this review, following the 2007 year-end process. Based on the review completed, a \$0.5M favourable variance has been realized since certain liabilities are no longer required.

Conclusion:

The 2007 year-end favourable variance is \$6.8M, which is \$2.0M more than previously reported. This surplus was mainly attributable to: under-expenditures in court security costs; medical and dental benefits; computer maintenance accounts; city chargeback (mainly for utilities), and greater-than-anticipated revenues.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P67. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2007 YEAR-END OPERATING BUDGET VARIANCE REPORT**

The Board was in receipt of the following report March 03, 2008 from William Blair, Chief of Police:

Subject: YEAR-END REPORT 2007: OPERATING BUDGET VARIANCE, TORONTO
POLICE PARKING ENFORCEMENT UNIT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

The purpose of this report is to provide information on Parking Enforcement's 2007 year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	Annual Budget (\$000s)	Year-End Actual Expend. (\$000s)	(Under)/Over- Expend. (\$000s)
Salaries	\$23,143.4	\$22,835.3	(\$308.1)
Benefits	\$4,577.9	\$4,567.5	(\$10.4)
Premium Pay	<u>\$1,307.5</u>	<u>\$1,293.8</u>	<u>(\$13.7)</u>
Total Salaries & Benefits	\$29,028.8	\$28,696.6	(\$332.2)
Materials	\$1,444.8	\$1,076.7	(\$368.1)
Equipment	\$524.0	\$423.6	(\$100.4)
Services	\$3,673.5	\$3,426.0	(\$247.5)
Revenue	<u>(\$1,049.0)</u>	<u>(\$983.9)</u>	<u>\$65.1</u>
Total Non Salary	\$4,593.3	\$3,942.4	(\$650.9)
Total	<u>\$33,622.1</u>	<u>\$32,639.0</u>	<u>(\$983.1)</u>

The final 2007 year-end surplus is \$1.0M, which is \$0.6M more than previously reported. Details are discussed below.

Salaries & Benefits (including Premium Pay):

Staff attrition was greater than the levels anticipated in the 2007 approved budget. As a result, a \$0.3M favourable variance was achieved in salaries and benefits. Premium pay expenditures were on budget.

Non-salary Expenditures:

The 2007 year-end final status for this category is a \$0.7M surplus, which is \$0.5M more than previously reported.

This surplus was primarily due to savings in some costs (e.g. paper, maintenance) for the hand held parking devices. The 2006 capital budget provided a sufficient inventory of supplies and warranties that extended into 2007, resulting in part-year costs in 2007 for these requirements, even though full-year costs were budgeted. These costs are expected to be fully annualized for 2008 and the operating budget request has been maintained at the 2007 level. The remaining savings are attributed to small variances in various other accounts.

Conclusion:

The 2007 year-end favourable variance is \$1.0M. This surplus was mainly attributable to savings from greater-than-anticipated attrition, a delay in the annualization of some costs related to the hand held parking devices, and less-than-expected costs in other various accounts.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P68. TORONTO POLICE SERVICE: 2007 YEAR-END CAPITAL BUDGET
VARIANCE REPORT**

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

Subject: YEAR-END REPORT 2007: CAPITAL BUDGET VARIANCE REPORT FOR
THE TORONTO POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$12,000 from the 2006 carry forward for the Time Resource Management System (TRMS) project to the Voice Logging Recording System project;
- (2) the Board approve a transfer of \$0.28M from the 2007 allocation for the 23 Division project to the Facility Security project;
- (3) the Board approve a transfer of \$70,000 from the 2007 allocation for the Jetforms project to the Human Resource Management System (HRMS) project;
- (4) the Board approve a transfer of \$5,000 from the 2006 carry forward for the Jetforms project to the 14 Division project; and
- (5) the Board approve a transfer of \$0.73M from the 2006 carry forward for the Information Technology (IT) Business Resumption Project and \$0.75M from the 2007 allocation for the Workstation, Laptop, and Printer Lifecycle project, for a total of \$1.5M to the Server Lifecycle project.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation in a particular year can be carried forward for one year. The available funding for 2007 was \$42.97 Million (M), comprised of \$32.95M in new debt funding and \$10.02M carried forward from 2006. The Service incurred total expenditures of \$39.2M in 2007, which represents an 82% spending rate on a gross basis (i.e. excluding the DND contribution). On a net basis, the Service had an under-expenditure of \$3.8M for 2007, of which \$3.6M will be carried forward to 2008, and the remaining \$0.2M will be returned to the City (either as the amount remaining from completed projects, or the amount of unspent 2006 funds).

Background:

Toronto City Council, at its meeting of March 7, 2007, approved the Toronto Police Service's (TPS) 2007–2011 Capital Budget at a net total expenditure of \$32.95M for 2007, with \$163.7M identified for the 5 years 2007-2011. Council's approval levels were less than what had been

approved by the Board. As a result, at its March 22, 2007 meeting, the Board approved a revised capital program that met the funding level approved by Council (Min. No. P137/07 refers). The Service's 2007-2011 approved Capital Program averages \$32.7M per year, over the five-year period.

This capital variance report provides the status of projects as at December 31, 2007, and also includes recommendations for budget transfers between projects. Capital budget transfers, due to projects with multi-year cash flows, are classified as either temporary or permanent transfers. Temporary transfers are required in those instances where a project's current year funding allocation is exceeded, but the total project is still within the approved budget (i.e., future year funds are required in the current year). In these instances, a temporary transfer is required from another project, but the transfer is reversed in the following year. Permanent transfers are required to cover any project over-expenditures. The transfer of funds, in these cases, must come from another capital project that can sustain a permanent reduction, as funding for the overall capital program must stay the same. All transfers require Board and Council approval and are itemized in the recommendations for that purpose.

Discussion:

Summary of Capital Projects:

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

Key Highlights / Issues:

The following provides summary information on key projects within the Capital Program. The numbers in the brackets is the total cost estimate for the project as included in the 2007-2011 capital program.

- 23 Division (\$17.7M)

This project provided for the construction of a new 23 Division facility (with a central lock-up) at Finch Avenue and Kipling Avenue, which was completed early in 2007. From the \$2M available in 2007, \$1.7M was spent, with a remaining \$0.3M to be carried forward to 2008 to cover final grading and landscaping requirements. Approval is being sought for a temporary 2007 transfer of \$0.28M from this project to the Facility Security project, to accommodate in-year pressures in that project (refer to the Facility Security project later in this report). These funds will be transferred back to the 23 Division project in 2008. This project has been completed below budget, as only about \$0.1M will be required in 2008 for re-grading of the site. Any unspent amount will be returned back to the City in 2008 as the project will be closed out.

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

Construction of the new training facility started on February 19, 2007, with an anticipated substantial completion date (at that time) of November 6, 2008. Labour disruptions in June 2007 resulted in a delay of seven weeks and impacted the construction schedule by a total of four weeks. Although the project regained momentum after the labour disruption and was progressing very well, the earlier-than-expected winter conditions in November and December made work progress challenging. The rate of construction progress on the project is satisfactory, and all efforts are being made to make up the lost time; however, construction is currently being projected to be completed seven weeks behind schedule. The projected project cost is still within the approved capital budget. The non-construction components are now in the process of being finalized, which will provide more definite cost estimates for this portion of the project.

The site services, excavations and foundations are 100% complete. Structural steel is currently 90% erected and installed on the Range building, and 95% complete on the Academic building. Metal decking is proceeding on the roof of the Range and Academic buildings. All major construction tenders have been awarded, and the achievement of LEED Silver certification is on target.

The Department of National Defence (DND) has notified the City and TPS that Treasury Board has approved the participation of DND on this project. DND staff is attending the project site meetings. However, until the lease is finalized, DND will not release any funds. TPS and City Legal and Facilities & Real Estate staff have worked closely with DND staff to finalize the lease, and in February 2008, an agreement was reached on the lease terms. The lease has been signed by the City Treasurer and the City Clerk and has been forwarded to DND for execution. It is expected that DND sign-off will occur by mid-March and the total maximum payment of \$12M will be deposited into a City trust account by March 31, 2008. This will enable the Service to start drawing against the trust account in accordance with the lease agreement.

Of the \$27.3M 2007 available funding, \$23M was spent and the remaining funds will be carried forward to 2008 to continue the project.

- Intelligence / Special Investigation Facility (\$4.8M)

This project provides upgrades to the existing Special Investigation Services (SIS)/ Intelligence facility. The first phase of the project in 2007 was for the installation of a “Dry” Fire Suppression System in the computer room, a security system upgrade and office space renovation. Of the \$1.0M 2007 available funding, \$0.55M was spent and the remaining funds will be carried forward to 2008 to complete the first phase of this project.

- Property and Evidence Management (\$0.3M for study and \$22.7M for new facility)

In 2007, \$0.26M was available for a Property and Evidence Management Storage Feasibility study. The purpose of the study was to determine the Service’s requirements from an

evidence management technology and a long-term physical storage perspective, to adequately store evidence and property. IGC Logistics, through a competitive procurement process, was awarded the contract for the study. The study commenced in April 2007 and was completed in September 2007 at a total cost of \$0.25M. The remaining funding of \$8,000 will be returned back to the City.

The study determined that, since the Property and Evidence Management Unit is not governed by typical warehouse controls and standards such as yearly inventory volume forecasts, predefined number and sizes of items to store, and product obsolescence, there is no Information Technology (IT) solution that will help to increase the storage capacity of the current facility.

At the commencement of the study, the warehouse had reached 96% capacity in the large/bulk storage area which accounts for two-thirds of the total storage area of the warehouse. It was determined that without immediate action, this portion of the warehouse would reach 100% capacity in March 2008. Since capital funding for a new facility is currently allocated in the Service's capital program beginning in 2012, retro-fitting of the existing facility is required in order to increase the longevity of the current facility. The retro-fitting of the existing facility is estimated to cost \$0.3M, and will be accommodated from the Service's 2008 State-of-Good-Repair capital project. This retrofitting combined with several internal process initiatives undertaken to alleviate the current storage pressures, should increase the life of the current facility by about five years.

With respect to the long-term solution of a new facility, the consultant's study further recommended that a 228,800 sq. ft. facility, situated on 10 acres of land, would be required to fulfil the evidence storage requirements of TPS for the next twenty-five years. Buying the land and constructing a new building for this purpose is cost prohibitive. However, this matter is time-sensitive and as a result, members of TPS met with representatives from the City of Toronto on November 9, 2007 and again on January 9, 2008 to discuss a potential site (an existing warehouse office complex) that would meet the needs of the Property Unit. This site could also accommodate other TPS and/or City units and therefore a thorough review is required. On-going discussions are continuing with the City on this matter, recognizing that the re-location of the Property and Evidence Management Unit must take place by mid 2012. At that point in time, the unit will have reached 100% storage capacity and will no longer be able to receive any seized evidence.

- 14 Division (\$23.7M)

This project provides funding for construction of a new 14 Division facility. A surplus school site owned by the Toronto District School Board (TDSB) was identified that met the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007. City Council approved the acquisition in December 2007. The cost of the property is \$6.0M, and will be provided for from the City's Land Acquisition Reserve Fund (LARF). The City is currently doing its due diligence on the site and expects the transaction to close by no later than September 2008.

The 2007-2011 Capital Program assumed design work would commence in 2007. Due to the delays in acquiring the property, no design work was done in 2007. Therefore, at its meeting of September 20, 2007, the Board approved the transfer of the 2007 allocation of \$0.994M for the 14 Division project to the Radio Replacement Project (Min. No. P308/07 refers). Subsequent to the transfer, some real estate fees were incurred. As a result, approval is being sought for a permanent transfer of \$5,000 to this project from the Jetforms project, to provide funding for these fees. The total estimated cost for this project was increased to \$25.5M in the 2008-2012 capital program and will be revised, as necessary, as it progresses through the environmental, design, site plan and permit approval processes.

- 11 Division (\$24.3M)

The new 11 Division facility project is scheduled to start in 2008 as per the 2007-2011 Capital Program (i.e., no funding is included in 2007), and similar to 14 Division, a surplus school site owned by the TDSB was identified that met the needs of the Service. The TDSB approved the sale of this property to the City in late June 2007, and City Council approved the acquisition in December 2007. The cost of this property is \$8.8M, and will be provided for from LARF. The City is currently doing its due diligence on the site and expects the transaction to close by no later than September 2008. The Service has adjusted its cash flow for this project in the 2008-2012 Capital Program based on the acquisition of the identified property and determination of the timing of construction for both this and 14 Division.

Construction on this facility is scheduled to start before the new 14 Division, which is expected to start approximately nine months later. A project plan for the 11 Division project will be provided to the Board at its March 2008 meeting. The total estimated cost for this project was increased to \$30.8M in the 2008-2012 capital program and will be revised, as necessary, as it progresses through the environmental, design, site plan and permit approval processes.

- Voice Logging System (\$1.0M)

This project provided for the Voice Logging System (VLS) architecture, which replaced the Voice Logging Systems at 703 Don Mills Road and 4330 Dufferin Street sites. The system will provide for more timely and efficient audio searches and reconstruction capabilities.

This project was completed slightly over budget (\$12,000). The majority of the overage (\$7,000) is attributed to the purchase of an Uninterruptible Power Supply (UPS) to protect the equipment cabinets in the event of power interruption, which could corrupt the data for VLS and other data equipment. A permanent transfer of \$12,000 to this project from the Time Resource Management System (TRMS) upgrade project is required to cover the shortfall.

- Geocoding System (\$0.5M)

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

From June to December 2007, the project team defined the requirements, created the project charter, and completed the Request for Proposal (RFP) document for issuance to vendors. Vendor selection and contract negotiation are estimated to be finalized in the first quarter of 2008. As a result, none of the \$0.46M available 2007 funding was spent, and therefore will be carried forward to 2008.

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

The Computer Assisted Scheduling of Courts (CASC) system is a critical legacy application that runs on a Unisys mainframe. CASC is used by Toronto Courts (for non-criminal courts), as well as City of Toronto and TPS staff to schedule and manage police officers' court attendance.

At its meeting of July 10, 2007, the Board approved MSS International Ltd. (MSS) as the vendor for the supply of professional services for the migration of the CASC system from the mainframe to a service-oriented architecture (Min. No. P252/07 refers). The vendor has delivered the migrated code and TPS is in the process of system testing. Up to this point, no major issues have been identified. The user acceptance testing will be conducted, followed by parallel runs in March 2008.

It is estimated that the implementation will be completed by the end of the second quarter of 2008. From the \$1.5M available funding in 2007, \$0.5M was spent in 2007 and the remaining funds will be carried forward to 2008.

- Jetforms Replacement (\$1.3M)

This project provided funding for the replacement of Jetforms, a system that is used by the Service to provide electronic forms for administrative and operational functions, including Provincial and Federal forms. This project was completed in 2007, \$80,000 below budget. As a result, \$75,000 of the remaining amount from this project is recommended for the following permanent transfers:

- \$70,000 to the Human Resource Management System (HRMS) project (refer to the HRMS project for further detail);
- \$5,000 to 14 Division to fund preliminary real estate fees.

The remaining amount, subsequent to the transfers, will be returned back to the City.

- HRMS Upgrades and Additional Functionality (\$3.2M)

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

This project experienced delays due to additional time spent in the initial planning stage to ensure the project plan reflected the project objectives. As a result of these delays, \$20,000 was returned to the City at the end of 2006 due to the City's one-year carry forward rule. The technical upgrade of the HRMS application was successfully completed in June 2007.

The capacity of TPS staff to effectively work concurrently on the second phase of the HRMS project (i.e. additional functionality) and the Time Resource Management System (TRMS) project was determined to be very limited, and would therefore hamper the Service's ability to properly complete both projects. Based on the estimated total project cost for the completed HRMS technical upgrade, a \$1.9M surplus was projected in the overall HRMS project in June 2007. Due to additional funding requirements for the TRMS project and to accelerate the purchase of radios, transfers of \$0.74M to the TRMS project and \$1.165M to the Radio Replacement project were approved by the Board (Min. No. P277/07 and P308/07 respectively refer).

The HRMS technical upgrade project was fully completed at the end of October 2007. The final cost was \$70,000 higher than anticipated and, due to the transfers outlined above, created a funding shortfall. As a result, a permanent transfer of \$70,000 is required to the HRMS project from the Jetforms project, which was completed under budget.

- TRMS Upgrades and Additional Functionality (\$2.7M)

This project provides for the upgrade of TRMS, to ensure the system is current and more cost-effectively supported in the future. A project charter and work plan were presented to the Steering Committee on May 8, 2007. The work plan provided the design and development efforts required for the next phase of the project, which includes the technical upgrade of the application. This phase began in September 2007, and is scheduled for completion in May 2008.

The project team reviewed the revised work plan, with respect to resource and equipment requirements to complete the upgrade. This review concluded that \$0.98M in additional funding was required for this project, and transfers from HRMS project (\$0.75M) and the Intelligence/Special Investigations Services Facility renovation project (\$0.235M) were approved by the Board (Min. No. P293/07 refers). As a result of these transfers, the budget for this project has been increased to \$3.6M in the 2008-2012 capital program.

In 2007, available funds in the TRMS project included \$48,000 that was carried over from 2006 and was not spent in 2007. Based on the City's one-year carry-forward rule, this amount must be returned to the City. However, since the Voice Logging project requires additional funding of \$12,000 (refer to Voice Logging project), approval is being sought for a permanent

transfer of \$12,000 from the TRMS project to cover that shortfall. The remaining \$36,000 will be returned back to the City.

- Police Community Automated Notification System (PCANS) (\$0.9M)

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

Due to uncertainties around DND participation with the New Training Facility, TPS did not enter into any significant commitments for this project in 2007, in order to give the Service some flexibility to apply funds from this project to the New Training Facility, should a satisfactory conclusion with DND not be reached. It is anticipated that this project will start in March 2008, and should be completed by the end of the year. The entire 2007 available funding will be carried forward to 2008.

- In-Car Camera (ICC) (\$8.7M)

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

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

At its January 2008 meeting, the Board approved Panasonic as the Vendor of Record for In-Car Cameras and authorized the Service to move ahead with the implementation of 168 ICC systems at a cost of \$1.8M (Min. No. P8/08 refers).

It is anticipated that approximately \$5M of the overall budget will be required to upgrade the existing infrastructure (i.e. networks, servers, storage and wireless network). TPS staff is scheduled to complete a detailed estimate for the cost of the infrastructure requirements by the second quarter of 2008. Once this estimate is completed, the Service will be in a position to determine the number of additional ICC systems, if any, that can be purchased. The Board will be advised accordingly.

From the 2007 available funding of \$1.1M for this project, \$0.38M was spent on networking equipment for 7 Divisions in 2007. The remaining funds will be carried forward to 2008.

- Digital Video Asset Management System (DVAMS) (\$5.7M)

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

A Steering Committee was established in early 2006 to oversee the overall management of the project. A Project Manager was hired in September 2006, and a Developer was hired in November 2006. A core project team consisting of Information Technology Services and Video Services members has been established. A project charter was a critical initial project phase deliverable and was approved on November 14, 2006. An RFP was issued in January 2007 and TranTech Inc. (TranTech) was approved by the Board in July 2007 as the core DVAM solution vendor for the acquisition of hardware, software and professional services (Min. No. P250/07 refers). The contract between the Service and TranTech was signed in November 2007 at which time the project commenced Phase 3 of the 5-phase project. Initial tasks in Phase 3 include detailed project planning and functional requirements validation for solution development and implementation. In parallel, the project team is managing requirements from inter-related projects such as In-car Camera, public space Closed Caption Television (CCTV) and the Toronto Transit Commission CCTV initiatives for DVAMS central repository management. This project is currently on time and on budget.

- Facility Security (\$3.7M)

This project addresses site security for police facilities based on a Service-wide security assessment completed in November 2006. Site locations and work were itemized and prioritized for the 2007 work plan, by the Command. The scope of work consisted of the installation or upgrading of chain link fences as well as the provision of a combination of manual and automatic security gates where required. Work commenced in October 2007 and was scheduled for completion by the end of the year. Unit Commanders' feedback resulted in a change of scope with some fence reconfigurations, automatic gates replacing some manual gates, installation of cameras at key locations, as well as the deferral of work at two sites from the 2007 work plan. Remaining work on this project will be completed in 2008, based on available funding.

In 2007, \$0.56M in funding was available for this project. However, to address some security deficiencies, the Service accelerated the work to be completed in 2007 and, as a result, \$0.84M was spent. The \$0.28M over-expenditure in 2007 represents accelerated spending of the cash flow provided for in 2008. However, the total project cost remains within the approved budget. Therefore, to accommodate the increased spending in 2007, a temporary transfer of \$0.28M to this project from the 23 Division project is required.

- Radio Replacement (\$29.5M)

In order to maximize the use of available capital funding, and minimize the impact on future years' debt requirements, unused funds in two projects (14 Division and HRMS) were transferred to the Radio Replacement project during 2007 (Min. No. P308/07 refers). These transfers, combined with \$0.2M carried over from 2006 resulted in \$2.4M of available funds in 2007 of which \$2.2M was spent. The remaining \$0.1M will be returned to the City based on the one-year carry-forward rule. It should be noted that the transfer of these funds to the Radio Replacement project did not increase the total cost estimate of the project, as the allocation in 2010 was reduced by a similar amount.

Other than debt expenditure projects:

- Lifecycle Replacements (\$77.6M)

This project reflects the lifecycle replacement programs for the Service's fleet, equipment and IT requirements funded from the Vehicle and Equipment Reserve. The server replacement project is one of the projects within the lifecycle replacement program. During 2007, one of the leases for servers was coming to an end. In keeping with the Service's end of lease strategy, it was appropriate to purchase replacement servers. Due to under expenditures in other lifecycle projects (Workstation, Laptop, and Printer, and IT Business Resumption) in 2007, the Service was able to accommodate the server acquisition at a cost of \$1.4M. As a result, temporary 2007 transfers of \$0.75M from the Workstation, Laptop and Printer lifecycle project and \$0.73M from the IT business resumption project (for a total of \$1.4M) are required. The 2008 plan for server acquisition has been adjusted so that this \$1.4M can be returned to the Workstation, Laptop and Printer lifecycle and IT business resumption projects.

Conclusion:

The Service incurred a total expenditure of \$39.2M in 2007, compared to \$42.97M in available funding (a 91.1% spending rate). This represents an under-expenditure of \$3.8M for 2007, of which \$3.6M will be carried forward to 2008. The remaining \$0.2M will be returned to the City as per the one-year carry-forward rule.

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

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

2007 Year-end Capital Budget Variance Report

Appendix 1

Project Name	Available to Spend in 2007	2007 Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
Facility Projects:					
23 Division	2,043.9	1,703.1	340.8	17,665.0	Project was completed in 2007 under budget. Please refer to the body of the report for additional information.
Traffic Services and Garage Facility	250.0	230.0	20.0	7,100.0	Move was completed on April 2, 2007. Minor work is still being done.
New Training Facility	27,259.4	22,989.2	4,270.2	75,832.0	Please refer to the body of the report.
Intelligence/Special Investigation Facility	1,000.0	545.1	454.9	4,800.0	Please refer to the body of the report.
Property and Evidence Management (Feasibility Study)	258.0	250.0	8.00	258.0	Please refer to the body of the report.
14 Division	0	4.8	-4.8	23,659.6	Please refer to the body of the report.
Information Technology Projects:					
Voice Logging Recording System	301.0	313.1	(12.1)	974.0	Please refer to the body of the report.
Geocoding Engine	457.0	0.0	457.0	457.0	Please refer to the body of the report.
CASC System	1,500.0	453.7	1,046.3	1,500.0	Please refer to the body of the report.
Jetforms Replacement	550.0	473.3	76.7	1,250.0	Project was completed in 2007 under budget. Please refer to the body of the report for additional information.
HRMS Upgrades and Additional functionality	250.0	325.6	(75.6)	1,015.0	Please refer to the body of the report.
TRMS Upgrades and Additional functionality	1,903.0	1,849.7	53.3	3,648.0	Please refer to the body of the report.
Police Community Automated Notification System	927.0	0.0	927.0	927.0	Please refer to the body of the report.
Replacement of Call Centre Management Tools	296.0	295.4	0.6	886.0	This project is on budget and on schedule and was completed at the end of 2007.
In-Car Camera	1,124.0	408.9	715.1	8,662.0	Please refer to the body of the report.
Automated Vehicle Location System Expansion	754.3	544.1	210.2	1,590.0	This project is on budget and on schedule and will be completed by the end of 2008.

2007 Year-end Capital Budget Variance Report

Appendix 1

Project Name	Available to Spend in 2007	2007 Actual	Year-End Variance (Over) / Under	Total Budget Project Cost	Comments
Strong Authentication	606.8	562.0	44.8	1,555.0	This project was slightly below budget. The remaining funding will be returned back to the City.
Digital Video Asset Management II	2,098.4	2,097.9	0.5	5,665.0	Please refer to the body of the report.
Radio Replacement	2,363.6	2,254.3	109.3	35,525.7	This project is on budget and on schedule. Please refer to body of report for additional information.
State of Good Repair-Police	2,243.7	1,941.2	302.5	29,430.0	This project is on budget.
Facility Security	560.9	838.7	-277.8	3,660.0	Please refer to the body of the report.
Furniture Lifecycle replacement	1,000.5	949.1	51.4	3,000.0	This project is on budget.
Advanced TASER Deployment	138.9	137.0	1.9	1,100.0	This project was completed in 2007 on budget.
Total	47,886.40	39,166.2	8720.2	230,159.3	
TOTAL other than debt expenditure	11,778.4	9,660.9	2,117.5	208,687.0	
TOTAL Land	14,692.0	0.0	14,692.0	20,192.0	
Funding from DND	-4,916.0	0.0	-4,916.0	-4,916.0	
TOTAL excluding Land and Other than debt expenditure	42,970.4	39,166.2	3,804.2	225,243.3	

2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Facility Projects										
23 Division (Kipling and Finch)	15,165	-454.6	2,500	0	0	0	0	2,500	0	17,665
New Training Facility (Replacement of C.O. Bick)	5,900	1,140.9	26,169	38,663	5,100	0	0	69,932	0	75,832
11 Division -Central Lock-up	0	0	0	555	7,112.5	10,528.8	6,101.9	24,298.2	0	24,298.2
14 Division-Central Lock-up	1,000	990.9	0	1,952	6,652	9,539	4,516.6	22,659.6	0	23,659.6
Traffic Services and Garage Facility (9 Hanna)	7,100	0	250	0	0	0	0	250	0	7,350.0
Intelligence / Special Investigation Facility	0	0	1,000	1,000	2,800	0	0	4,800	0	4,800
Property & Evidence Management	0	0	258	0	0	0	0	258	22,696	22,954
Long Term Facility Plan	0	0	0	0	0	0	0	0	105,186	105,186
Information Technology Projects										
Automated Vehicle Location System Expansion	780	349.3	405	405	00	0	0	810	0	1,590
HRMS Upgrades and Additional Functionality	1,915	1,415	0	745	500	0	0	1,245	0	3,160
TRMS Upgrades and Additional Functionality	2,453	1,903	0	215	0	0	0	215	0	2,668
In – Car Camera (cashflow change)	662	124	1,000	2,300	2,300	2,400	0	8,000	0	8,662
Digital Video Asset Management II	2,350	2,098.4	0	2,015	1,300	0	0	3,315	0	5,665
Jetforms Replacement	700	0	550	0	0	0	0	550	0	1,250
Geocoding Engine	0	0	457	0	0	0	0	457	0	457
Police Community Automated Notification System	0	0	927	0	0	0	0	927	0	927
CASC System Replacement	0	0	1,500	0	0	0	0	1,500	0	1,500
Data Warehouse Establishment	0	0	0	0	0	0	0	0	6,594	6,594
Record Management Systems Replacement	0	0	0	0	0	0	0	0	8,000	8,000
Electronic Document Management	0	0	0	0	0	0	0	0	500	500
Radio Console Dispatch for Communication Centre	0	0	0	0	0	0	0	0	220	220
Replacements/Maintenance/Other Projects										
Radio Replacement (cashflow change)	8,525.7	199.6	0	0	0	9,600	11,400	21,000	0	29,525.7
Facility Security	2,745	160.9	400	515	0	0	0	915	0	3,660
State-of-Good-Repair – Police	10,730	543.7	1,700	1,800	1,900	1,900	1,900	9,200	9,500	29,430
Furniture Lifecycle Replacement	2,250	250.5	750	0	0	0	0	750	0	3,000
Total – Capital Budget Request	62,218.1	8,679.7	37,866	50,165	27,664.5	33,967.8	23,918.5	173,581.8	152,696	388,495.9

2007-2011 Capital Program

Project Name	Plan to end of 2006	2006 Carry Over	2007-2011					2007-2011 Proj. Total Plan	2012-2016 Proj. Total Plan	Total Project
			2007	2008	2009	2010	2011			
Other than debt - Funded from Reserve										
Vehicle and Equipment Replacement	15,099	0	5,098	5,033	5,033	5,033	5,033	25,230	25,165	65,494
Workstation, laptop, printer – lifecycle	7,058	33.0	4,341	4,040	5,260	4,300	4,480	22,421	26,150	55,629
Servers – lifecycle	4,505	108.3	0	2,810	2,910	3,010	3,120	11,850	16,950	33,305
IT business resumption – lifecycle plan	6,663	1,185.5	260	0	0	1,590	1,640	3,490	8,920	19,073
Mobile Workstations	0	0	0	0	6,436	0	0	6,436	15,940	22,376
Network Equipment	0	0	0	0	0	0	0	0	4,610	4,610
Locker Replacement	0	0	550	550	550	550	0	2,200	0	2,200
Radio Replacement	0	0	0	4,000	2,000	0	0	6,000	0	6,000
Total – Funded from Reserve	33,325	1,329.8	10,249	16,433	22,189	14,483	14,273	77,627	97,735	208,687
Land Cost										
54 Division	1,708	1,708	0	0	0	0	0	0	0	1,708
14 Division	4,230	4,230	0	0	0	0	0	0	0	4,230
41 Division	3,254	3,254	0	0	0	0	0	0	0	3,254
11 Division	2,500	2,500	3,000	0	0	0	0	3,000	0	5,500
13 Division	0	0	0	0	0	0	0	0	5,500	5,500
Total Land Cost	11,692	11,692	3,000	0	0	0	0	3,000	5,500	20,192
Summary										
Total Gross Request	107,292.7	21,743.4	51,115	66,598	49,853.5	48,450.8	38,191.5	254,208.8	255,931	617,432.59
Less Draw from Reserve	-33,325	-1,329.8	-10,249	-16,433	-22,189	-14,483	-14,273	-77,627	-97,735	-208,687.1
Less Recovery from Dept of National Defence (DND)	0	0	-4,916	-2,458	-2,458	0	0	-9,832	0	-9,832
Less Land Cost	-11,692	-11,692	-3,000	0	0	0	0	-3,000	-5,500	-20,192
Total Net Capital Budget Request	62,275.7	8,721.6	32,950	47,707	25,206.5	33,967.8	23,918.5	163,749.8	152,696	378,721.5

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P69. PROPERTY LOCATED AT 2054 DAVENPORT ROAD - NEW 11
DIVISION**

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

Subject: PROPERTY LOCATED AT 2054 DAVENPORT ROAD

Recommendation:

It is recommended that

- 1) the Chief of Police update the Board on the operational and financial impact to the Toronto Police Services Board that may result from the potential designation of 2054 Davenport Road under Part IV of the Ontario Heritage Act; and,
- 2) the Board authorize the Chair to take any action that may be required to represent the interests of the Toronto Police Services Board in this matter.

Financial Implications:

There are no financial impacts arising from this report.

Background/Purpose:

I have appended correspondence, dated February 21, 2008, from the Acting Manager of the City of Toronto's Planning Division's Preservation Services, Ms Mary MacDonald to Toronto Police Service CAO Tony Veneziano.

Discussion:

On March 27, 2008, the Toronto Preservation Board will consider the appended staff report which recommends that the property located at 2054 Davenport Road be placed on the City of Toronto's inventory of heritage properties and that City Council designate the property under the Ontario Heritage Act. This property has been acquired by the City as the location of a new Division. The potential Heritage Designation will have potential financial and operational impact upon the Service's ability to use the property has had been intended.

Conclusion:

I recommend that the Chief of Police update the Board on the operational and financial impact to the Toronto Police Services Board that may result from the potential designation of 2054 Davenport Road under Part IV of the Ontario Heritage Act. I further recommend that the Board authorize me to take any action that may be required to represent the interests of the Toronto Police Services Board in this matter.

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

Subject: NEW 11 DIVISION - PROJECT STATUS AND MANAGEMENT PLAN

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation contained in this report. The new 11 Division is an approved project in the Service's 2008-2012 Capital Program and currently estimated to cost \$25.47M.

The current estimate is based on the construction cost of the new 23 division, updated for inflation, as well as various functional requirements and assumptions made with respect to the scope of the new 11 Division facility. Environmental conditions of the property could also impact the cost of the project depending on the level of remediation required. The cost will therefore most likely change as the project progresses through the various environmental, design, site plan and permit approval processes. A firm cost estimate will therefore not be known until tendering for the various construction activities is complete.

It is also important to note that the Service was recently advised that City Heritage and Preservation Services staff will be recommending that City Council include Carleton Village Public School (the building on the site) on the City's Inventory of Heritage Properties, and is interested in designating this property under Part IV of the Ontario Heritage Act. Designating the current building as heritage could have significant financial implications on the project, depending on the nature and extent to which the heritage attributes would have to be accommodated. It could also result in delays to the project schedule which could cause further cost increases.

Background/Purpose:

The Toronto Police Service (TPS) has instituted a Project Management (PM) framework that can be applied to all projects. The PM framework provides a structured approach to managing projects, by identifying the scope of the project as well as key activities, roles and responsibilities.

This report provides the Board with information on the status of the new 11 Division capital project including key activities to be carried out, estimated timelines, current assumptions with respect to scope and budget, and essentially how the project will be managed.

Discussion:

At its December 2007 meeting, City Council approved the acquisition of the property at 2054 Davenport Road (Carleton Village Public School) for a new 11 Division facility. In view of that approval, the Service has commenced the necessary activities to get this project started and managed properly. Information on the status of the project, activities in progress, and how the project will be managed is provided in the sections below.

What is the Status of the Project?

City Legal Services and City Facilities and Real Estate are currently in the process of completing the real estate transaction for the new 11 Division property at 2054 Davenport Road. City staff have indicated that the transaction may be completed as late as September 2008, however, all efforts are being made to expedite this process and potentially have the deal completed by mid-year. City staff are commissioning an environmental consultant to prepare the necessary Environmental Assessment documents that will form part of the due diligence process for the acquisition of the property.

A Project Charter and Scope statement has been developed for this project, and a copy is on file in the Board Office. In addition, a Project Steering Committee (PSC) has been established.

The Service is in the process of issuing a Request for Expression of Interest for architectural services. This process will enable the Service to short list a minimum of four architectural firms that will subsequently be requested to submit proposals through a formal Request for Proposal (RFP) process.

Work will begin soon on the RFP for construction management services, and it is anticipated this RFP will be issued in the next 4-5 months.

What is the Purpose of the Project Charter and Scope Statement?

The development of the Project Charter at the start of a project is an important step in the PM framework. The Project Charter outlines the persons responsible for the project deliverables, key stakeholders and their involvement, and authority levels within the structure of the project. In addition, the charter provides a point of reference with respect to the assumptions used to develop various aspects of the project such as the budget and the schedule. The charter will be utilized to develop the project management plan and will be the term of reference for decisions related to the project and its deliverables.

As part of the TPS PM framework, the project charter is used to initiate, plan, monitor, control, execute and close out the project. The project management plan will reflect on key decision making issues that need to be introduced at the PSC level, allowing staff to take the necessary actions to ensure that the needs of the Service and Board are met. All key items are flagged and tracked on a project plan, and timelines and costs associated with each component are identified. The PM plan is developed using key milestone dates and is updated monthly through progress reports.

The tracking of the tasks and work packages allows the Project Manager to manage the project, monitor and control changes, and mitigate any potential risks that may affect the outcome of the project. The final product of the plan is a close out document that is submitted to the PSC identifying the project successes and or lessons learned. This information will be shared with appropriate staff so that it can be applied to future projects.

What is the role of the Project Steering Committee?

The Service, as part of its project management process, establishes a PSC for major capital projects. The PSC is the formal governing body for the project. The PSC provides guidance to project staff and assists with key decisions affecting budget, schedules, scope, risks, etc.

A PSC has been established for the new 11 Division facility project. The PSC is chaired by the Director of Finance and Administration, and includes representation from Administrative Command, Divisional Policing Command, Central Field, 11 Division, Information Technology Services, and Facilities Management.

What are the Roles and Responsibilities of the Various Project Team Members?

Position/Body /Stakeholder	Roles and Responsibilities
Project Steering Committee	<ul style="list-style-type: none"> • Guides project staff • Approves key decision elements affecting, budget, schedule or scope • Provides guidance on risks • Formal body that has jurisdiction over project outcome
Project Manager (TPS Staff)	<ul style="list-style-type: none"> • Accountable for project • Manages project work to achieve objectives • Develops charter and plans • Manages project budget • Manages the Construction Manager and Architect • Manages project team and coordinates execution of tasks • Reports status and project health monthly to the Manager, Facilities Management and the Project Steering Committee • Manages and escalates any issues that arise during project • Manages stakeholder expectations • Manages project schedules and timelines in ensuring deliverables are obtained • Manages the coordination of the non-construction components of the project (security, furniture, IT equipment, telephone, etc.) • Approves all payments to vendors • Reviews all changes and recommends approval, or approves as authorized • Manages and escalates all risks that affect critical path, budget and scope • Manages and reviews all tender documents and submissions in accordance with TPS purchasing by-law

	<ul style="list-style-type: none"> • Reviews and assists with development of procurement documents for consultants and equipment, and subtrades • Ensures TPS is protected in case of litigation
City Facilities and Real Estate Staff	<ul style="list-style-type: none"> • Escalates any issues or risks to project manager • Ensures all information is provided to the Ministry of the Environment and reports status to project manager • Ensures all information is provided to City departments or other entities for approval of permits, applications, etc., monitors status, and facilitates/expedites process as necessary • Reviews all Construction Manager draws and recommends payment • Reviews all Change Orders for accuracy, fairness and legitimacy and recommends processing • Prepares REOI and RFP documents for environmental consulting • Provides documentation for transition from Construction to City Operations take over • Provides assistance with warranty items, deficiencies etc. • Ensures City's interests are protected
Architect (Prime Consultant)	<ul style="list-style-type: none"> • Designated architect of record, per provincial legislation • Provides all design and technical services • Gathers information from TPS, the community, and the stakeholders • Designs facility in accordance to Ontario Building Code • Designs facility ensuring that user needs are addressed • Prepares working drawings and specifications for tendering and construction • Manages respective sub-consultant groups and coordinates drawings and specifications • Applies for all permits and municipal approvals • Provides construction administration of project changes • Reviews and certifies payments to Construction Manager
Construction Manager	<ul style="list-style-type: none"> • Is the project's "Constructor" as designated by the Occupational Health and Safety Act • Provides technical guidance and quality engineering services to examine construction options, identify cost-effective alternatives, and control costs • Prepares tender documents for all construction services required • Administers the various tender processing to ensure competitive bidding • Contracts with sub trades for construction services • Prepares construction schedule and monitors and manages progress • Manages construction services and processes, and ensures that TPS needs and expectations are met • Manages all risks relating to schedule, budget, scope, occupational health and safety, etc. • Prepares monthly reports, identifying budget, construction status, schedule etc. • Acts as an agent of the TPS/City
Community	<ul style="list-style-type: none"> • Champions community involvement

Representative	<ul style="list-style-type: none"> • Communicates to the community • Member of the Facility Design Committee • Ensures community interests, input, suggestions are forwarded to the Facility Design Committee
11 Division Representative	<ul style="list-style-type: none"> • Coordinates 11 Division police operational requirements • Acts as the divisional contact person on building operations and services (security, life safety, etc.) • Initial contact for building deficiencies once building is occupied • Coordinates building services (locker assignment, keys, signage, etc.)

How will the Board be kept Informed on the Status of the Project?

The Board will be kept apprised of the project status through the periodic capital variance reporting process. These capital variance reports will provide information on the general health of the project with respect to budget, schedule and deliverables. Any issues or matters of note will also be provided. If a significant issue arises that the Board should be aware of or that requires immediate attention, then an ad hoc report will be prepared to the Board on the specific issue. A close out report will also be provided to the Board at the completion of the project.

What Assumptions Were Made in Developing the Project Plan, Schedule and Budget?

During the development of the project budget and schedule, several assumptions were made based on historical data from similar projects recently completed, as well as the current site and building's condition. A list of key assumptions for the new 11 Division project, as included in the project charter, are provided below:

- Property is zoned for a police facility.
- Property is not contaminated to the extent requiring specialized environmental remediation.
- There are no underground services or easements across the property.
- Facility is all new construction, that is, no part of the existing building will be retained.
- Facility will not exceed 2 storeys in height plus basement for a total area of approximately 56,000 square feet.
- Facility will have surface parking for all vehicles.
- Security will include access control utilizing the existing warrant card system. Close Circuit Television (CCTV) monitoring with full digital recording in coordination with the Digital Video Asset Management System (DVAMS) will also be included. An automatic Emergency Response system will be installed in detention areas, and front desk.
- All usable equipment from the current facility, i.e. electronics, computers, furniture, shelving etc. will be transferred to the new facility.
- Sequential permit application will be utilized, to facilitate a quicker construction start.
- Sequential tendering of construction trades will be utilized.

What is the Budget for this Project and is it Final?

The budget for the project as approved in the 2008-2012 Capital Program is \$25.47M. This budget includes both the construction and non-construction components of the project, but excludes the cost of the property (which was funded from the City's Land Acquisitions Reserve Fund).

The current budget is very preliminary and is based on the recently completed new 23 Division, updated for inflation, as well as various functional requirements and assumptions made with respect to the scope of the new 11 Division facility. The cost estimate will therefore most likely change as the project progresses through the various environmental, site plan and permit approval processes. As part of the normal construction management process, the Construction Manager will validate project construction costs at key checkpoints. These key checkpoints occur when working drawings are 30%, 70% and 100% complete. The 100% checkpoint estimate provides a more accurate estimate. However, it is not until the major construction tenders have been awarded that a firm construction cost will be available. It should be noted however, that the final cost of the project could be impacted by:

- higher than budgeted requirements for the non-construction components of the project (e.g. furniture and equipment);
- labour disruptions;
- City municipal, building and planning requirements;
- removal of unknown underground structures;
- the level of environmental remediation required on the site; and
- other unknown factors that are beyond the Service's control.

As more information becomes available and better estimates are developed, the Board will be kept informed of the impacts on the project budget and schedule.

How will the Budget for this Project be Managed?

The project manager for the project is the Service's Capital Projects Coordinator, who is responsible for managing the budget. Monthly meetings will be held between Facilities Management, Budgeting and Control, and Financial Management to review project expenses, commitments and projections. The information from these meetings forms the baseline for the periodic variance reports provided to the PSC, Command and Board. The project budget is broken down into line item detail so that individual items can be monitored and managed. Any discrepancy in individual budget line items is reported to the PSC for direction.

What Process will be used to Develop the Design for the New Facility?

The Service will be engaging the services of an architectural firm that will be responsible for the design of the facility and act as the prime consultant for the project. The facility will be designed using the TPS model division study and lessons learned from the recently completed 23, 43 and 51 Division projects. Things that worked well and lessons learned from those projects, as well as

the New Training Facility project, will be taken into account in the design and management of the new 11 Division project.

The building will be designed and constructed to Leadership in Energy and Environmental Design (LEED) Silver standards. The facility will be constructed using the Construction Management approach. The facility will have surface parking for police and visitor vehicles. The property will be fenced based on a design that will compliment the surrounding architecture. The facility will be a Central Lock up with 25 cells and a bull pen.

A full needs assessment forms part of the information gathering sessions that the consultant team will conduct to determine/confirm the operational requirements of the new facility, as well as how to best fit and blend the facility into the community and the parameters of the property at 2054 Davenport Road. The information gathered, combined with City site plan requirements and input from the community, will form the basis for the design of the facility.

Will there be Community involvement in the Design of the Facility?

Community involvement in the design of the facility is critical to the success of the project and helps foster an important partnership with the community.

In the case of the new 11 Division project, there will be two community representatives on the design committee due to the pending change in the divisional geographical boundaries.

The community representatives will be members of the Facility Design Committee, and will therefore have an opportunity to provide input into the design of the facility. The community representatives will be required to attend the design meetings, and essentially act as a conduit for the community by facilitating information flow from the community to the design committee.

How will the Community and Public be kept Apprised on the Project?

In addition to community representation on the design committee, it is also important to ensure that there is ongoing communication and consultation with the entire community on the progress of the project, as well as to solicit feedback and answer any questions that may arise. The communication and consultation process has already commenced and will continue throughout the project. The communication process includes:

- **Town Hall meetings:** These are important sessions that keep the public apprised on the project and help identify any community concerns and input for consideration. Information that is solicited from the community assists and guides key elements of the building design, such as the community room, public lobby as well as exterior finishes. These meetings also provide members from the community with an opportunity to ask questions related to this project. Two town hall meetings for the new 11 Division project have already been held in 2008. At the second meeting, on February 28th, members of the Service provided information on the current status of the project, how the project will be managed, and the process for community involvement. Future meetings will be held at key milestones in the project or as the need arises.

- Community Police Liaison Committee (CPLC): This committee will also be used to provide information on the project. All CPLC members are aware of the new facility and several have attended the Town Hall meetings. They each receive regular updates on the progress of the facility and are responsible for sharing these updates with their constituent bodies, as well as provide community feedback to the design committee.
- Webpage: A webpage has been developed for the new 11 Division that the community can access. The webpage will provide highlights of the project, relevant information for the community, and includes a section of frequently asked questions and answers. The webpage will be periodically updated as the project progresses.

What are the Timelines for the Completion of this Project?

The project is scheduled to be completed by August 2011. The following chart, broken down by the various phases of the project, identifies key project milestone dates.

Phase	Description (end result activities)	Date Estimate.
Initiation	Prime Consultant and team start date (contract award is expected to occur earlier)	November 2008
Initiation	Construction Manager start date (contract award is expected to occur earlier)	November 2008
Initiation	Completion of real estate transaction including obtaining historical information of building	September 2008
Planning	Present design to Community for input	February 2009
Planning	Fully developed detailed design including Community input	April 2009
Planning	Design process complete with approval of layout and design from the Command	May 2009
Monitoring and Control	Confirmation of budget estimate based on 70% design completion and report to Board	November 2009
Monitoring and Control	Budget verified against award of all tenders and contracts to subcontractors	November 2009
Execution	Construction start	October 2009
Execution	Construction Substantial Completion	February 2011
Closing	Move – in	August 2011

This timeline could change as a result of unforeseen factors. The Board will be advised if there is any significant change to the current schedule.

Is the site for the New 11 Division designated as Heritage?

The surplus school on the 2054 Davenport Road site is currently not designated as a heritage building. However, in late February 2008, the Service's Chief Administrative Officer was advised by City Heritage and Preservation Services staff that they will be recommending to City Council that Carleton Village Public School be included on the City's Inventory of Heritage Properties, and that the City state its intention to designate this property under Part IV of the Ontario Heritage Act. Designating the current building as heritage could have significant financial implications on the project, depending on the nature and extent to which the heritage attributes would have to be accommodated. It could also result in delays to the project schedule which could also cause costs to increase. Service staff will be meeting with City staff to obtain a better understanding of what the proposed heritage designation means and the potential impacts it could have on this project. The Board will be kept apprised accordingly.

Will the Divisional Boundaries Change as a Result of Where the New Site is Located?

The 2054 Davenport Road property is outside the current 11 Division boundary and falls within the current 12 Division boundary. As a result, the new location of 11 Division will require some divisional boundary changes. These boundary changes will impact the current boundaries of 11, 12 and 31 Divisions, and potentially 14 Division as well. The Service has established a committee to review the boundary issues and develop recommendations. The Board will be advised accordingly.

Conclusion:

The City is in the process of finalizing the acquisition of 2054 Davenport Road for a new 11 Division facility, and anticipates completing the real estate transaction by September 2008.

In order to ensure this project is properly managed, the Service has developed a project management framework that identifies the project scope, key assumptions made, roles and responsibilities, and accountability for deliverables.

The new 11 Division capital project is the first facility project to utilize a formal project management framework from the start of the project.

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

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and advised that he continues to have discussions with staff in Heritage Preservation Services regarding the status of the recommendation to designate the property at 2054 Davenport Road under the Ontario Heritage Act.

cont...d

The Board approved the following Motions:

- 1. THAT the report from the Chair be approved;**
- 2. THAT the report from the Chief be received; and**
- 3. THAT, given that the Board has a direct interest in overseeing building projects, and should have a meaningful leadership and participatory role in such projects, that with respect to the new No. 11 and 14 Division facilities, the Board direct the Chair and the Chief to establish a process which provides the Board with a decision-making role at major steps of development from the inception.**



Ted Tyndorf, Chief Planner & Executive Director
City Planning Division

Heritage Preservation Services
City Hall
100 Queen Street West
Suite A18
Toronto ON M5H 2N2

Barbara Leonhardt
Director

Tel: (416) 338-1075
Fax: (416) 392-1973
Refer to: Scott Barrett at (416) 338-1083
E-mail: sbarret3@toronto.ca
www.toronto.ca/planning

February 21, 2008

Toronto Police Services
Administrative Command
40 College Street
Toronto, ON M5G 2J3
Attention: Tony Veneziano, Unit Commander:

Dear Mr. Veneziano:

The property at 2054 Davenport Road has been identified as a significant part of Toronto's built heritage. The City of Toronto is interested in designating this property under Part IV of the *Ontario Heritage Act*.

When a property is designated, it gives City Council the legal authority to ensure alterations are appropriate to the property's heritage character. Heritage Preservation Services is responsible to Council, and administers the development review process of Toronto's heritage properties. Its staff is composed of architects, planners and historians who have expertise in the development process within the city of Toronto. They work to ensure that the valuable legacies of our past are considered during the review process.

Heritage Preservation Services intends to present the enclosed report recommending designation of this property to the Toronto Preservation Board at its meeting on March 27, 2008. This meeting will take place at City Hall in Committee Room 1 on the second floor at 2 p.m. The report will also be considered by the Etobicoke York Community Council at its meeting on May 6, 2008. You will receive more information about the timing of this second meeting closer to the date. Both of these meetings are open to the public, and you or your representatives are welcome to speak or write in to these bodies.

If you would like to depute at the Board meeting, please contact Colleen O'Neill of the Clerk's Department at 416-392-5227 or email her at coneill@toronto.ca with your name, address and telephone number and the item in which you are interested.

If you would like further information regarding the proposed designation of this heritage property please contact Heritage Preservation Services by telephone at (416) 338-1083 or by e-mail at sbarret3@toronto.ca.

Sincerely,

Mary MacDonald
Acting Manager, Preservation Services

✓



**STAFF REPORT
ACTION REQUIRED**

**2054 Davenport Road – Intention to Designate, Part IV,
Section 29, Ontario Heritage Act**

Date:	January 31, 2008
To:	Toronto Preservation Board Etobicoke York Community Council
From:	Director, Policy and Research, City Planning Division
Wards:	Davenport – Ward 17
Reference Number:	

SUMMARY

This report recommends that City Council include the property at 2054 Davenport Road (Carleton Public School, 1914) on the City of Toronto Inventory of Heritage Properties and state its intention to designate the property under Part IV, Section 29 of the Ontario Heritage Act. The site has been acquired by the Toronto Police Services as the location of a new police station. The proposed designation would enable City Council to manage change and encourage the retention of the building's heritage values and attributes.

RECOMMENDATIONS

The City Planning Division recommends that

1. City Council include the property at 2054 Davenport Road (Carleton Public School) on the City of Toronto Inventory of Heritage Properties;
2. City Council state its intention to designate the property at 2054 Davenport Road (Carleton Public School) under Part IV, Section 29 of the Ontario Heritage Act;
3. If there are no objections to the designation in accordance with Section 29(6) of the Ontario Heritage Act, the solicitor be authorized to introduce the Bills in Council designating the property under Part IV, Section 29 of the Ontario Heritage Act;

4. If there are objections in accordance with Section 29(7) of the Ontario Heritage Act, the Clerk be directed to refer the proposed designation to the Conservation Review Board.

Financial Impact

There are no financial implications resulting from the adoption of this report. The public Notice of Intention to Designate will be advertised on the City's web site in accordance with the City of Toronto Act provisions.

ISSUE BACKGROUND

In 2007, the Toronto District School Board agreed to sell its property at 2054 Davenport Road to the Toronto Police Services, which plans to build a police station on the site. The property contains Carleton Public School, which was most recently known as the South Building of Carleton Village Public School.

Following research and evaluation, staff have determined that the property at 2054 Davenport Road meets the criteria for municipal designation prescribed by the Province of Ontario. The proposed designation would enable City Council to manage change and encourage the retention of the building's values and attributes in any redevelopment of the property. The Reasons for Designation (Attachment No. 3) describe the original (1914) school at the southeast corner of the property and exclude the subsequent additions to the site.

COMMENTS

The property at 2054 Davenport Road is worthy of designation under Part IV of the *Ontario Heritage Act* for its cultural heritage value or interest, and meets the criteria for municipal designation prescribed by the Province of Ontario. Located on the northwest corner of Davenport Road and Osler Street, Carleton Public School (1914) is a well-designed example of an early 20th century educational building with Edwardian Classical features, an institution of historical importance to the community, and a local landmark in the West Toronto neighbourhood.

A location map (Attachment No. 1) and photographs (Attachment No. 2) are attached. The Reasons for Designation are intended to be posted on the City of Toronto's web site and served on the owners of 2054 Davenport Road and the Ontario Heritage Trust according to the provisions of the Ontario Heritage Act. The Reasons for Designation include a statement of the cultural heritage value of the property with a description of its heritage attributes.

CONTACT

Mary MacDonald
Acting Manager, Heritage Preservation Services
Tel: 416-338-1079
Fax: 416-392-1973
E-mail: mmacdon7@toronto.ca

SIGNATURE



Barbara Leonhardt
Director, Policy and Research

ATTACHMENTS

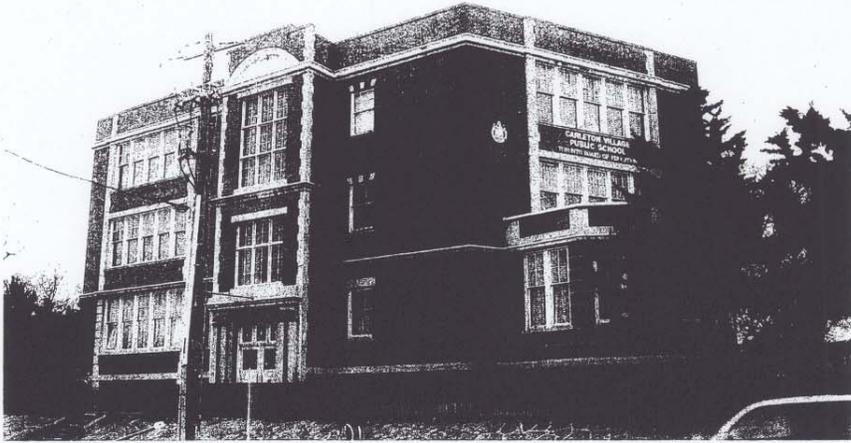
Attachment No. 1: Location Map
Attachment No. 2: Photographs
Attachment No. 3: Reasons for Designation



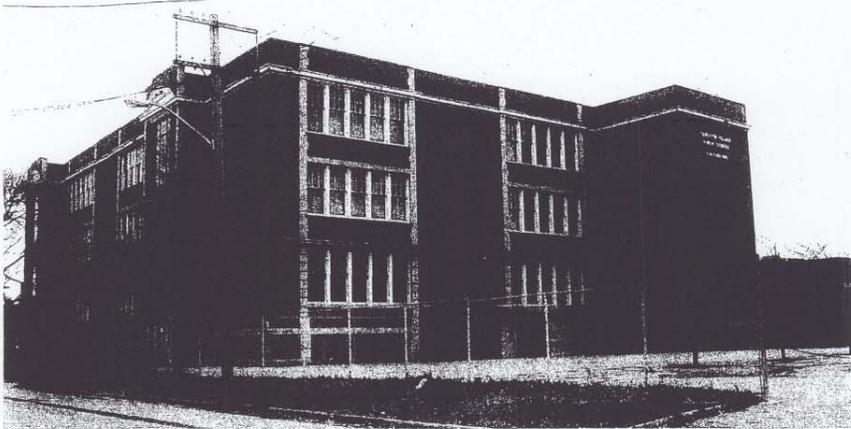
This map is for information purposes only;
The exact boundaries of the property are not shown.

PHOTOGRAPHS: 2054 DAVENPORT ROAD

ATTACHMENT NO. 2



Principal (south) façade on left and southeast corner on right



East elevation on left and rear (north) wall on right

Carleton Public School

Description

The property at 2054 Davenport Road is worthy of designation under Part IV, Section 29 of the Ontario Heritage Act for its cultural heritage value, and meets the criteria for municipal designation prescribed by the Province of Ontario under the three categories of design, associative and contextual value. According to Toronto District School Board records, Carleton Public School was completed in 1914 on the northwest corner of Davenport Road and Osler Street. It was later known as the South Building of Carleton Village Public School.

Statement of Cultural Heritage Value

Carleton Public School is a representative example of an early 20th century educational building with features of Edwardian Classicism. The style, initiated during the reign of Edward VII, was popular before World War I with its restrained Classical detailing. Carleton Public School is distinguished by its irregularly-shaped plan, designed to highlight the angle created by the intersection of Davenport Road and Osler Street, and a distinctive bow window.

Historically, Carleton Public School is an institution of significance to the community. The 1914 school replaced an earlier building (1899) that served the Carleton neighbourhood, one of three communities that joined together as the Town of West Toronto Junction in 1889. Following its amalgamation with the City of Toronto, the area continued to grow as its strong industrial core attracted workers and a demand for housing, churches and schools. It was later renamed Davenport Road Public School and, beginning in 1989, was known as the South Building of Carleton Village Public School following a merger with Osler Senior Public School.

Carleton Public School is associated with the practice of Toronto architect F. E. Belfry, who was known for his plans for educational buildings in the city. Belfry previously designed Oakwood Collegiate (1910) and Regal Road Public School (1913), with the latter property designated under Part IV, Section 29 of the Ontario Heritage Act.

Contextually, Carleton Public School is a landmark on the northwest corner of Davenport Road and Osler Street where it is positioned on an elevated site overlooking the intersection. In the vicinity, Davenport-Perth United Church (built in 1901 and now a community centre) at 1900 Davenport Road is designated under Part IV, Section 29 of the Ontario Heritage Act.

Heritage Attributes

The heritage attributes of Carleton Public School related to its cultural heritage value as a well-designed example of Edwardian Classicism that is a neighbourhood landmark are:

- The scale, form and massing
- The irregularly-shaped plan, which extends three stories above a raised base
- The red brick cladding, with brick, artificial stone and wood detailing
- The flat roofline that is marked by an extended cornice, brick parapet and stone detailing
- The treatment of the lower storey, with banded brickwork and stone band courses
- The organization of the long east elevation on Osler Street and the short south façade on Davenport Road with frontispieces that contain entrances in the lower storey with segmental-arched pediments and stepped parapets above
- The placement of the entries in Classically-detailed surrounds with three-part transoms
- The repetition of the flat-headed window openings, which are placed in groups of five on the southeast, south and east facades, as oversized openings on the frontispieces (south and east), and as single openings on the south and east elevations
- The truncated southeast corner, where a distinctive bow window projects from the lower storey
- The angled west elevation, which is visible from Davenport Road, and the rear (north) wall, which is viewed from Osler Street, where the cladding, detailing and fenestration is repeated from the east and south facades

The additions to the school complex, dating to the 1960s and 1970s and located on the southwest end of the property are not included in the Reasons for Designation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P70. NATIONAL METROPOLIS CONFERENCE, HALIFAX, NOVA SCOTIA

The Board was in receipt of the following report March 13, 2008 from Alok Mukherjee, Chair:

Subject: NATIONAL METROPOLIS CONFERENCE, HALIFAX, NOVA SCOTIA –
APRIL 4, 2008

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$900.00 to fund my attendance at a workshop at the Metropolis Conference to be held in Halifax on April 4, 2008.

Financial Implications:

Funds to cover this expense will be re-allocated from within the Board's 2008 requested operating budget for conference attendance.

Background/Purpose:

I have been invited to participate in a workshop to be held on April 4, 2008 from 2:00 PM to 5:30 PM. The workshop is entitled "Municipalities as Guardian of Public Interest". The workshop is part of the National Metropolis Conference in Halifax.

Discussion:

The Canadian Commission for UNESCO (United Nations Educational, Social and Cultural Organization) is inviting municipalities from across Canada to join a Canadian Coalition of Municipalities Against Racism and Discrimination and be part of a larger international coalition being promoted by UNESCO.

The purpose of the Coalition is to establish a network of municipalities committed to adopting local plans of action based on ten common areas for addressing racism and discrimination within their jurisdictions.

The workshop at Metropolis focuses on the following four common "Commitments" described in the "Call for the Canadian Coalition of Municipalities Against Racism and Discrimination" as part of the responsibility of Municipalities as a guardian of public interest:

1. Increase vigilance against systemic and individual racism and discrimination
2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination

3. Inform and support individuals who experience racism and discrimination
4. Support policing services in their efforts to be exemplary institutions in combating racism and discrimination

Discussions during the session in which I will be participating will address how municipalities and other organizations approach these four commitments and the conditions for success. Barbara Hall, Chief Commissioner, Ontario Human Rights Commission will chair the Session.

The first half will be dedicated to short presentations by municipal staff and police service representatives. Besides myself, they will include:

Eric La Penna, Montreal Police
Annie Claude Scholtes, City of Gatineau
John Reilley, City of Edmonton

The second half of the session will include short presentations from the point of view of Human Rights Commissions, including:

Ann Divine, Nova Scotia Human Rights Commission
Shaheen Azmi, Ontario Human Rights Commission

Conclusion:

I request that the Board approve expenditure not to exceed \$900.00 to fund my attendance at the workshop at the Metropolis Conference to be held in Halifax on April 4, 2008.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P71. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES: JULY TO DECEMBER 2007**

The Board was in receipt of the following report March 03, 2008 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT 2007: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES - JULY 1 TO DECEMBER 31, 2007

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the write-offs processed. The write-off amount of \$5,210 in the second half of 2007 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately \$302,000. The adequacy of this account is analyzed annually and any adjustment required will be included in operating expenses.

Background/Purpose:

At its meeting of May 29, 2003 the Board approved the new Financial Control By-law 147. Part IX, Section 29 – Authority for Write-offs, includes the requirement for a semi-annual report to the Board on amounts written off in the previous six months (Min. No. P132/03 refers.)

This report provides information on the amounts written off during the period of July 1 to December 31, 2007.

Discussion:

During the six month period of July 1 to December 31, 2007, a number of accounts totalling \$5,210 were written off, in accordance with By-law 147. The write-offs are all related to paid duty administrative fees and vehicle/equipment rentals.

Paid Duty Administrative Fees and Equipment Rentals (\$5,210):

Paid duty administrative fees and equipment rentals have generated an average annual recovery for the Toronto Police Service of about \$4.1 million over the past three years. The amount of \$5,210 written off in the last six months of 2007 represents 0.13% of the average annual revenue for these fees.

Paid duty customers are provided with an invoice for the administrative fee and any equipment rentals, after the paid duty has been completed. The Toronto Police Service Central Paid Duty Office and Financial Management unit work closely with divisions, units and customers to ensure that accurate and complete invoices are sent to the proper location, on a timely basis. Customers are provided with progressively assertive reminder letters every 30 days if their accounts are outstanding. Customers with balances outstanding over 90 days must make payment arrangements with Financial Management or they can be denied additional duties. This practice is in place for all customers, unless the Central Paid Duty Office determines that there are public security reasons for continuing to provide paid duties.

The \$5,210 written off includes two balances over \$1,500 each. One balance related to crowd control duties over three days for a street party. Although the invoices were submitted shortly after the conclusion of the duties, the event organizer's temporary office was closed down and the organizer's principals could no longer be located. The second balance related to a number of weekend duties for a downtown restaurant. The establishment filed for bankruptcy protection. Both accounts were immediately forwarded to the Service's collection agency, which made every effort possible to locate the principals of both organizations, without success. As the Service is an unsecured creditor, and there are no significant business assets, the likelihood of collection is low. These amounts have therefore been written off.

The write-off also includes a number of small dollar value customer balances which had been forwarded to the Service's collection agency. The collection agency's staff is equipped with various information resources such as on-line credit bureau access and database networks, which allow them to locate individuals, as well as businesses and their principals.

In all cases, customer accounts that have been written off were closed by the collection agency after all collection and trace efforts were exhausted. In most cases, the businesses had been dissolved, leaving no assets from which the amounts due to the Toronto Police Service could be paid, or the companies had filed for bankruptcy leaving no recourse for TPS as an unsecured creditor.

Recovery of Previous Write-Offs (\$2,396)

In 2007, Financial Management was able to recover \$2,396 of previously written off account balances. These recoveries are the result of work by the Service's Accounts Receivable staff and the Service's collection agency. Accounts Receivable, in consultation with the Central Paid Duty Office, ensures that paid duty services are not provided to customers requesting new paid duties where it is known that a balance was previously written off, until the amount previously owed is paid. In addition, D&A Collections is sometimes successful in collecting old balances when they are contacting customers with new balances submitted to them for collection.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period July 1, 2007 to December 31, 2007. The write-off of these accounts clears those outstanding receivables where collection efforts have been fully exhausted.

Action has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's Accounts Receivable collection procedures.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P72. 2007 ANNUAL REPORT – TORONTO POLICE SERVICES BOARD’S
CONSULTING EXPENDITURES**

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

Subject: ANNUAL REPORT: TORONTO POLICE SERVICES BOARD’S 2007
CONSULTING EXPENDITURES

Recommendation:

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

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Board Minute P45/03 refers), approved a motion requiring the reporting of all consulting expenditures on an annual basis. City Finance also requires annual reporting of consulting expenditures as per their prescribed format. As a result, consulting expenditures are provided to the Board and this information is also forwarded to the City’s Deputy City Manager and Chief Financial Officer. Attachment A reflects the 2007 consulting expenditures for the Police Services Board.

City Finance requires the attached information by February 26, 2008 and in order to comply with this, the attached has been forwarded to the City’s Deputy City Manager and Chief Financial Officer.

Conclusion:

Therefore, it is recommended that the Board receive this report for information.

The Board received the foregoing report.

ATTACHMENT A

2007 Consulting Expenses - Board

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
External Lawyers and Planners – Account #4091	02-01-00	8258491	Hicks Morley Hamilton Stewart	Various Legal Services including representation at arbitrations, legal opinions, WSIB issues, job eval., etc (BM#P333/02 expired on Sept/07 and was renewed for another 5 year period ending Sept. 30/2012 (P290/07))			\$359,222.00	
TOTAL						\$519,200.00	\$359,222.00	655,610.00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P73. 2007 ANNUAL REPORT – TORONTO POLICE SERVICE'S
CONSULTING EXPENDITURES ENDITURES**

The Board was in receipt of the following report March 03, 2008 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2007: CONSULTING EXPENDITURES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Min. No. P45/03 refers), requested that the Service report all consulting expenditures on an annual basis. In addition, the Board at its meeting of March 23, 2006 (Min. No. P103/06 refers), requested that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Deputy City Manager and Chief Financial Officer can provide a consolidated report to City Council.

This report provides details of the 2007 consulting expenditures for the Service's operating and capital budgets, in the City's prescribed format. The information has already been forwarded to the City as the completion of the Service's year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City's February 22, 2008 deadline.

Discussion:

Details of the 2007 consulting expenditures for the Service's operating and capital budgets are provided in Attachment A.

The Service has taken steps to manage the use of consultants and only contract for these services where the skills are not available in-house and/or where there is not a permanent requirement for the expertise/skill set, as well as when additional resources are required to deliver projects with prescribed timelines, and the Service does not have the required resource capacity.

The 2007 operating consulting expenditures (as reflected in Attachment A) were \$0.5M under spent against the 2007 budget for this line item. The majority of this under-expenditure was in the Information Technology (\$0.2M) and Management/Research and Development (R&D) categories (\$0.2M). The Service is attempting to rely less on technology consultants and do more work in-house and therefore savings were achieved in this area. Projects requiring Management/R&D consultants were started later than expected in 2007 resulting in under spending. However, these requirements will continue in 2008 and have been budgeted accordingly. The operating account estimate for consulting services is developed using zero-based budgeting. As such, the 2008 budget request for consulting services is based on the 2008 requirements.

The 2007 capital consulting expenditures (as reflected in Attachment B) were \$2.5M. The majority of the expenditures (\$2.2M) pertain to information technology projects. Capital projects generally involve multi-year cash flow requirements and the 2007 expenditure may therefore represent only a portion of the contract value.

Conclusion:

The 2007 consulting expenditures for the Service's operating and capital budgets are reported annually to the Board and the City. The Service ensures that consulting services are used only where necessary and beneficial to the Service. The 2007 consulting expenditures totalled \$3.5M (\$1M for operating and \$2.5M for capital).

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

The Board received the foregoing report.

ATTACHMENT A

2007 Consulting Expenses – Operating

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
Technical	06/07/2007 11/27/2007	6022544 6023989	PSTG Consulting Inc.	Management Review of Facilities Management Unit Phase I and II	\$ 67,538.00		\$ 56,935.00	
	06/20/2007 11/01/2007 06/13/2007 08/14/2007 09/26/2007	3341236 3351657 6022586 6023020 6023373	T Harris Environmental Mgmt Inc.	Mould assessment, 54, Division. Lead and combustion (carbon monoxide, nitrogen dioxide) assessment for 41 and 22 Divisions, Emergency Task Force and C.O. Bick College, and ventilation assessment for Divisions 22, 32, 41, 52, Emergency Task Force and C.O. Bick College	30,588.00		30,588.00	
Sub-Total					\$ 98,126.00	\$ 89,000.00	\$ 87,523.00	\$ 18,660.00
Information Technology	01/05/2007	6021549	Sapphire Technologies Canada (CNC Global Limited)	Provide development services for rewriting the middle layer of the Criminal Information Processing System (CIPS) application for the period January 1 st to December 31 st , 2007.	146,875.00		146,875.00	
	11/14/2006	6021003	Planview Inc.	Plan and implement the final production environment comprised of three systems: production, test/development and training. January 1, 2007 to completion.	140,000.00		64,632.00	
	05/28/2007	6022447	Mapinfo Canada	Analysis to improve end-user experience.	19,500.00		19,500.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
	10/11/2007 11/26/2007 11/21/2007	6023470 6023962 6023921	Hewlett-Packard Canada Ltd.	Review current Radia environment, identify existing customizations for upgrade purposes, provide suggestions to simplify implementation, best practices and knowledge transfer. Assessment of Toronto Police Service's categorization and the effective use of the Service Center from a Helpdesk perspective. Assessment of service requests and related processes in preparation for the re-design to meet Information Technology Infrastructure Library (ITIL)	92,400.00		92,400.00	
	08/20/2007	6023053	Comnetix Computer Systems	Consulting services for ORACLE database upgrade for RICI system.	4,000.00		4,000.00	
	11/09/2007	6023823	IIL Canada Inc.	Configure and pilot a Fundamentals Project Management Course	43,470.00		42,030.00	
	11/12/2007	6023829	Advanced Recruitment Consultant	Assessment to determine the framework for enterprise architecture in Toronto Police Service (TPS)	45,000.00		15,000.00	
	11/12/2007	6023837	Advanced Recruitment Consultant	Assessment of existing technology security policies for enhancement to latest industry policies.	41,000.00		13,667.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
	11/15/2007	6023879	Microsoft Canada Inc.	Assist with the design of the Exchange 2007 messaging environment in preparation for the implementation of a Proof of Concept (PoC) and to illustrate how to accomplish a full scale roll-out.	89,360.00		39,504.00	
	04/11/2007	6022115	IBM Canada Ltd.	To provide technical on-site mentoring for the migration to Rational ClearQuest V 7.0; test management and upgrade of Rational Analyst Studio to Rational Suite.	12,460.00		12,460.00	
	09/13/2007	6023250	IBM Canada Ltd.	Provide assistance with the installation and configuration of monitoring alerts, threshold parameters and roll-out of the monitoring solution.	47,600.00		48,819.00	
	10/22/2007	6023574	Compugen Inc.	Review of current network transport, equipment and future plans for technology upgrades	13,000.00		13,000.00	
	11/06/2007	6023776	Nortel Canada	Situation assessment and network strategy report and recommendations.	22,000.00		22,000.00	
	12/04.2007	6024028	Morrison Hershfield Limited	Assessment and recommendation on options for the installation of an uninterruptible power source for the computer room at 703 Don Mills Road.	13,250.00		13,250.00	
Sub-Total					\$ 729,915.00	\$ 765,400.00	\$ 548,627.00	\$ 288,888.00

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
Management/R&D	02/13/2007 06/13/2007 06/01/2007 08/24/2007	3320038 3336582 6022487 6023107	Hay Group Limited	Review of job evaluation and compensation comparison; review director HR jobs; and job market comparison review of Information Technology Services (ITS) Unit.	17,360.00		17,360.00	
	03/16/2007	6021955	Mercer (Canada) Limited	Research and analyze calculations, valuations and expense comparison for health benefits and for negotiations for current collective agreement expiring December 31, 2007.	75,000.00		74,195.00	
	07/18/2007	6022851	Work-Life Harmony Enterprises	To provide assistance in the development of suitable child care options for employees	33,000.00		33,000.00	
	08/27/2007	6023114	Gibson, William C.	Providing advice regarding collective agreement, per Board Minute #C149/07.	56,604.00		39,623.00	
	10/24/2005	Per Board Minute #P244	St. Stephen's Community House	Conflict resolution services in response to audit recommendation "Review of the Investigation of Sexual Assaults- Toronto Police Service" per Board Minute #P244 dated July 11, 2005.	0.00		7,425.00	
	08/07/2007	6022979	Lovas Stanley/Ray & Berndtson	Assist in the recruitment and assessment for the position of Director of Human Resources Management	60,000.00		59,864.00	
	09/21/2007	6023330	Urban Dimensions Group Inc.	Employment Systems Review of the Service's Human Resources' policies, practices, processes, procedures and issues.	39,520.00		39,520.00	
Sub-Total					\$ 281,484.00	\$ 445,500.00	\$ 270,987.00	\$ 202,103.00

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Budget	2007 Expenditure	2006 Expenditure
External Lawyers & Planners	03/21/2007	3325233	Stockwood LLP	Advise on "Returns to Justice of the Peace", judicial review and review of opinion of practice and issues.	57,829.00		68,160.00	
	04/10/2007	3327666						
	06/12/2007	3336315						
	07/10/2007	3339641						
	09/11/2007	3346437						
	10/11/2007	3349436						
	11/08/2007	3352336						
	12/13/2007	3356042						
	12/14/2007	3356239						
	06/01/2007	6022493						
	09/19/2007	6023305						
	10/15/2007	6023489						
11/15/2007	6023871							
	07/19/2007	3340957	Hunt Partners LLP	Advise re judicial proceedings.	11,356.00		13,762.00	
	07/19/2007	3340970						
	09/12/2007	3346494						
	11/05/2007	3351987						
	12/07/2007	3355484						
	06/11/2007	6022556						
	11/15/2007	6023869	Bellmore & Moore	Advise on appeal procedure.	35,450.00		35,450.00	
	10/25/2007		Thornton Grout Finnigan, In Trust	Research the discharge of Workplace Safety Insurance Board payment under the Bankruptcy and Insolvency Act	0.00		2,695.00	
Sub-Total					\$ 104,635.00	\$ 152,600.00	\$ 120,067.00	\$ 57,522.00
Creative Communications	02/27/2007	6021841	Students Commission of Canada	Assist in the development of parents' pamphlet and video script writing contest for the Peace Project.	753.00		753.00	
Sub-Total					\$ 753.00	\$ 2,400.00	\$ 753.00	\$ 68,000.00
TOTAL					\$1,214,913.00	\$1,454,900.00	\$1,027,953.00	\$ 635,173.00

ATTACHMENT B

2007 Consulting Expenses – Capital

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Expenditure	2006 Expenditure
Technical	14 Division	05/07/2007	6022307	Sun, Thomas	14 Division rendering to Heydon Park community.	\$ 4,752.00	\$ 4,475.00	
	New Training Facility	05/02/2007 10/22/2007 06/06/2007 12/19/2006	3331062 3350519 6022528 3312062	Terraprobe Ltd.	Geotechnical testing for soils bearing capacity at 70 Birmingham site; technical review of Geotechnical testing; design of the underground gas venting system at 70 Birmingham.	5,470.00	5,470.00	
	New Training Facility	08/31/2007	6023156	Shaheen & Peaker Limited	Assessment of landscape requirements in relation to Risk Management Plan for new training facility	7,873.00	7,290.00	
	New Training Facility	02/14/2006	6018885	Golder Associates Ltd.	Geotechnical testing for Ground source Heat Pump	49,000.00	48,793.00	
	New Training Facility	11/15/2004	6015175	Jacques Whitford Ltd.	Engineering proposal for concrete slab assessment at 70 Birmingham.	3,250.00	3,250.00	
Sub-Total						\$ 70,345.00	\$ 69,278.00	\$ 1,740,031.00
Information Technology	Strong Authentication – Computer Security	01/05/2007	6021548	Interactive Computer Software	To provide development services for rewriting Canadian Police Information Center (CPIC) Gateway Application for the period January 1, 2007 to December 31, 2007.	208,000.00	191,500.00	
	CASC System Replacement	08/10/2007	6023003	MSS International Limited	To provide professional management services in the migration of the Computer Assisted Scheduling of Courts system (CASC) from the mainframe to a service oriented architecture. Board Minute P252 July 10, 2007.	702,000.00	325,000.00	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Expenditure	2006 Expenditure
	Digital Video Asset Management II	09/12/2006	6020353	DJINN Software Inc.	Direction in the deployment and change management activities for the Digital Video Asset Management (DVAM II) project.	396,900.00	253,050.00	
	Digital Video Asset Management II	11/14/2006	6020994	Allstream Inc.	Assist in technical documentation and knowledge transfer for the Digital Video Asset Management (DVAM II) project.	264,730.00	188,370.00	
	Digital Video Asset Management II	09/11/2007	6023220	Trantech Inc.	Program management for the design, installation, system integration, deployment and documentation of Digital Video Asset Management (DVAMS)	2,653,616.00	361,644.00	
	TRMS additional functionality	04/05/2006	6019266	Katalogic Inc.	Project management, functional and technical support services for the installation and customization upgrade of the Time Resource Management System (TRMS).	584,829.00	157,346.00	
	HRMS additional functionality	04/05/2006	6019266	Katalogic Inc.	Project management, functional and technical support services for the installation and customization upgrade of the Human Resource Management System (HRMS).	145,865.00	273,650.00	
	HRMS additional functionality	11/14/2007	6023861	Oracle Corporation Canada Inc.	Assessed the application and implementation of the PeopleSoft Human Capital Management (HRMS) upgrade to version 8.9 by performing a certification test to ensure proper installation and standard functionality as specified on the Post Installation Checklist can be demonstrated.	3,400.00	3,400.00	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2007 Expenditure	2006 Expenditure
	TRMS additional functionality	11/14/2006	6021009	Infor Global Solutions (Canada)	Provide gap analysis, review existing Time Resource Management System (TRMS) functionalities and assess current issues identified during the functional discovery. Board Minutes P210, July 10, 2006 and P275, August 10, 2006	447,039.00	358,664.00	
	TRMS additional functionality	10/19/2007	6023569	Katalogic Inc.	Project management, functional and technical support services for the installation and customization upgrade of the Time Resource Management System (TRMS). Board Minute P277-07 August 9, 2007.	261,253.00	75,526.00	
Sub-Total						\$ 5,667,632.00	\$ 2,188,150.00	\$ 429,088.00
Management/ R&D	Property and Evidence Management Storage	03/22/2007	6021998	IGC Logistics Group Inc.	Needs assessment and feasibility study of the Property and Evidence Management Unit.	250,000.00	250,000.00	
Sub-Total						\$ 250,000.00	\$ 250,000.00	\$ 0.00
TOTAL						\$ 5,987,977.00	\$ 2,507,428.00	\$ 2,169,119.00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P74. 2007 ANNUAL REPORT – POLICE COOPERATIVE PURCHASING GROUP

The Board was in receipt of the following report March 03, 2008 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2007: POLICE COOPERATIVE PURCHASING GROUP

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147 amended by By-Law No. 148, 151, 153, 156 and 157 (By-law), requires that the Chief of Police report annually to the Board on any expenditure over \$500,000 processed through the Police Cooperative Purchasing Group (PCPG) in the preceding year. In response to this requirement the following information is provided.

Discussion:

During 2007, the following expenditures with a value exceeding \$500,000 were made through PCPG in accordance with the By-law.

Item	Vendor	2007 Expenditure (\$)
Vehicles	Ford	3,024,284.04
Vehicles	GM	1,369,404.36
Uniform Clothing	The Uniform Group	516,458.38
Body Armour	Pacific Safety	934,385.71

Conclusion:

The Service has been and continues to be a member of the PCPG since its inception in 1996. The group continues to provide its members (Police Services) throughout the Province the opportunity for cost savings through volume buying and standardization of equipment. Pricing agreements are awarded through the PCPG process for related items such as marked and

unmarked police cars, tires, ammunition, pepper spray, body armour, uniform clothing, and footwear. The process continues to work well, with the PCPG members sharing the administrative responsibility for the procurement process.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P75. 2007 ANNUAL REPORT – SOLE AND SINGLE SOURCE PURCHASES

The Board was in receipt of the following report March 03, 2008 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2007: SOLE AND SINGLE SOURCE PURCHASES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147 amended by By-Law No. 148, 151, 153, 156 and 157 (By-law), requires that the Chief of Police report annually to the Board on any sole and single source purchases for goods or services with a value greater than \$10,000 in the preceding year. In response to this requirement, the following information is provided.

Discussion:

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

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

The following tables summarize the sole and single source purchases over \$10,000 that occurred in 2007.

Sole Source Purchases:

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

Vendor	Value of Purchase Order Issued in 2007 (\$)
Motorola Canada Limited	2,034,570.95
MD Charlton Co. Ltd.	197,682.95
Ram Power Systems	91,999.80
Iris Technologies Inc.	84,445.20
Pitney Bowes Canada Inc	53,816.40
Netcordia Inc.	48,600.00
Cyberklix	40,947.95
Hewlett Packard Canada	38,880.00
Communication Research Centre	38,880.00
R. Nicholls Distributors	34,126.44
Net Presenter	31,716.36
Supergravity Incorporated	31,563.00
Cognos Incorporated	24,624.00
OPNET Technologies	20,865.60
Colt Canada	17,334.00
Gravel Agency Inc.	14,946.55
FDR	13,774.36
TOTAL	2,818,773.56

Single Source Purchases:

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

Vendor	Value of Purchase Order Issued in 2007 (\$)
Met-Scan Canada Ltd.	448,353.48
Infor Global (Workbrain)	358,664.00
Interactive Computer Software	104,000.00
CNC Global	78,000.00
Michael Sale	50,252.13
W.M. Gibson	39,623.00
Nortel Canada	22,000.00
TOTAL	1,100,892.61

The above sole and single source purchases (25 purchase orders) represent a total of 1.7% of the total number of purchase orders or 8.4% of the total dollar value of purchase orders issued by the Service in 2007, greater than \$10,000.

Conclusion:

The Service's purchasing procedures require that goods/services be obtained through a competitive process. However, there are situations where goods/services must be single or sole sourced. These types of procurements are managed through a formal procedure that is overseen by the Manager, PSS, and that requires proper justification and approval before a commitment is made. To further increase the transparency of this process, this report provides the Board with a list of sole and single source purchase orders over \$10,000 that were issued in 2007.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P76. 2007 ANNUAL REPORT – PUBLIC SECTOR SALARY DISCLOSURE

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

Subject: ANNUAL REPORT 2007: PUBLIC SECTOR SALARY DISCLOSURE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the recommendation contained in this report.

Background/Purpose:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, the Toronto Police Service (TPS) is required to disclose the names, positions, salaries and taxable benefits of employees who were paid \$100,000 or more in a year. The report includes active, retired and terminated members. This information, which includes Toronto Police Service and Toronto Police Service Board employees, is also submitted to the City of Toronto Pension, Payroll and Employee Benefits division for inclusion in a corporate report filed, by the City, with the Ministry of Municipal Affairs and Housing.

Discussion:

The *Public Sector Salary Disclosure Act, 1996* defines “Salary Paid” as “the amount paid by the employer to the employee in a given year, as reported on the T4 slip (Box 40 minus Taxable Benefits total).”

The salary paid amount includes acting pay, premium pay and court time and may include such items as retroactive pay. Taxable benefits are reported as a separate line item. Taxable benefits for TPS include the value of life insurance premiums for coverage provided by the employer. Taxable benefits also include an amount for the standby charge and operating benefit of being assigned and utilizing an employer provided vehicle for non-business related travel.

Number of Employees on the 2007 Disclosure Listing (Appendix A):

In 2007, seven hundred and sixty nine (769) employees earned more than \$100,000. This total includes six hundred and twenty two (622) staff whose base salary is normally under \$100,000. The earnings for these employees were the result of their combined base salary, premium pay and other possible payouts such as final vacation pay, sick pay and retroactive adjustments. Premium pay is the result of court attendance, overtime earned when members work beyond their regular shift and call-backs when members are requested to return to work for various operational reasons.

Paid Duty Earnings:

Paid duties are centrally managed and distributed to units. Members are paid for the hours worked on paid duties by the individuals or businesses requesting the service.

Under the *Public Sector Salary Disclosure Act, 1996*, the Service is not required to report paid duty earnings as part of the “salary paid” from the Service. These earnings are therefore not included in this report.

Conclusion:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, this report provides the names, positions, salaries and taxable benefits of Service and Board employees who were paid more than \$100,000 in 2007. The report is provided to the Board for information, and has been forwarded to the City for inclusion in a corporate report filed with the Ministry of Municipal Affairs and Housing.

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

Following a discussion, the Board approved the following Motions:

- 1. THAT the foregoing report be received;**
- 2. THAT, with regard to public sector salary disclosure, the Chief of Police provide a report for the April 2008 in-camera meeting outlining the activities and responsibilities of all non-senior officers earning \$125,000 or more; and**
- 3 THAT, given the need for the Board to ensure transparency and accessibility, future annual reports include a Record of Employees’ Salaries and Benefits in descending numerical order in addition to alphabetical order.**

APPENDIX A

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Adelson	Sandy	Senior Advisor, Policy and Communication, Police Services Board	102,117.03	322.66
Alderdice	Jeffery	Sergeant	109,345.78	274.25
Aldridge	Adam	Plainclothes Police Constable	101,956.07	281.32
Alexander	David	Detective	109,674.28	283.14
Alexander	Charles	Sergeant	107,578.57	289.90
Alexiou	Demitrios	Plainclothes Police Constable	100,171.43	273.26
Allen	Michael	Sergeant	105,147.77	266.63
Alphonso	Mark	Staff Sergeant	100,655.32	319.28
Amos	Sean	Plainclothes Police Constable	102,162.40	266.50
Anand	Anil	Detective Sergeant	100,033.98	319.28
Angle	Brian	Detective	111,540.52	296.14
Armstrong	James	Detective	104,346.12	296.14
Asselin	Glenn	Detective	113,687.43	289.90
Atkinson	Graham	Plainclothes Police Constable	101,589.44	266.50
Audette	David	Police Constable	104,979.27	256.62
Babiar	John	Sergeant	128,003.34	289.90
Babineau	Philip	Sergeant	101,676.65	296.14
Backus	Leslie	Detective	121,842.57	289.90
Badowski	John	Staff Sergeant	106,007.11	326.04
Baj	Stanislaw	Sergeant	104,420.22	296.14
Balint	Michael	Plainclothes Police Constable	101,907.47	266.50
Bangild	Jeffrey	Plainclothes Police Constable	103,021.14	266.50
Banks	Wayne	Detective	103,847.98	296.14
Baptist	Robert	Staff Sergeant	108,133.68	319.28
Barenthin	Glenn	Staff Sergeant	100,524.00	326.04
Barnard	Douglas	Plainclothes Police Constable	114,733.42	281.32
Barnes	Murray	Detective	103,300.92	283.14
Barredo	Francisco	Staff Sergeant	109,918.34	312.50
Barsky	Michael	Detective	116,110.68	289.90
Barwell	David	Detective	117,227.93	296.14
Bass	Lorne	Police Constable	117,263.26	265.20
Bates	Wayne	Detective	114,841.64	296.14
Beadman	Brian	Sergeant	114,334.81	285.48
Beers	Clay	Manager, Radio and Electronics	123,457.37	388.26
Bell	Alan	Detective	103,987.90	296.14
Bell	Daryl	Plainclothes Police Constable	103,907.90	266.50
Bellec	Francois	Plainclothes Police Constable	107,457.86	250.25

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Bergen	Francis	Staff Sergeant	116,318.87	326.04
Bernardo	Israel	Sergeant	104,140.73	279.30
Besenthal	Frank	Staff Sergeant	102,045.01	326.04
Beson	Mark	Plainclothes Police Constable	104,203.77	266.50
Bevan	William	Detective	105,549.71	289.90
Biggerstaff	John	Detective	106,728.05	296.14
Bilak	Stephen	Sergeant	107,689.15	296.14
Billington	Gary	Staff Sergeant	102,794.99	326.04
Bird	Keith	Project Leader, Information Technology Services	103,213.19	309.40
Birrell	John	Plainclothes Police Constable	116,831.16	272.74
Bishop	Stephen	Detective	100,026.25	289.90
Black	Marinella	Manager, Compensation and Benefits	137,592.42	627.38
Blair	William	Chief of Police	270,052.59	1,480.63
Blair	Jeffrey	Police Constable	119,665.73	243.61
Bobbis	Richard	Sergeant	118,409.02	280.58
Bockus	Cory	Staff Sergeant	100,315.70	326.04
Bortkiewicz	Christine	Manager, Occupational Health and Safety	113,472.04	500.86
Bosward	William	Staff Sergeant	101,548.67	326.04
Botham	Gordon	Plainclothes Police Constable	100,622.54	248.86
Bowman	Brian	Sergeant	106,497.39	296.14
Boyce	Ronald	Detective	111,399.24	289.90
Boyce	John	Staff Sergeant	119,235.40	326.04
Boyd	Edward	Inspector	119,749.32	531.58
Boyle	Kenneth	Staff Sergeant	107,548.70	326.04
Bradshaw	Keith	Detective	103,189.58	296.14
Brammall	Michael	Plainclothes Police Constable	109,142.72	273.26
Branton	Shane	Detective	114,537.73	287.04
Brar	Satinder	Inspector	121,317.82	536.38
Breen	Francis	Staff Inspector	127,146.31	7,938.17
Briden	Richard	Detective	103,416.50	296.14
Briggs	Ian	Detective	124,148.30	296.14
Brigham	John	Detective	112,834.17	296.14
Britton	Frances	Sergeant	106,327.11	281.89
Broadfoot	Alexander	Detective	104,123.30	289.90
Brons	James	Detective	102,933.74	289.90
Brookes	Ralph	Staff Sergeant	100,603.73	326.04
Brown	John	Detective Sergeant	102,200.54	326.04
Brown	Allen	Detective	130,254.09	296.14

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Brown	David	Inspector	120,840.38	536.38
Brown	Robert	Detective	113,003.63	296.14
Browne	Terrence	Detective	107,941.95	289.90
Brownell	David	Detective Sergeant	105,135.78	326.04
Bryson	Lawrence	Staff Sergeant	121,556.06	326.04
Buck	Christopher	Detective Sergeant	124,329.25	326.04
Bui	Tam	Detective	117,467.07	274.82
Buligan	Dennis	Staff Sergeant	100,583.17	326.04
Burgess	Brian	Detective	102,051.82	289.90
Burks	Charles	Detective Sergeant	114,856.14	319.28
Burns	Robert	Staff Sergeant	103,872.11	326.04
Button	Peter	Staff Sergeant	115,971.46	288.42
Button	Bernadette	Inspector	119,495.24	371.04
Bydal	Stanley	Detective	108,589.26	296.14
Byrnes	Elizabeth	Staff Inspector	121,212.44	543.82
Caissie	Paul	Sergeant	108,044.58	296.14
Califaretti	Sandra	Manager, Financial Management	127,181.94	404.82
Callaghan	Peter	Detective Sergeant	106,378.87	319.28
Campbell	Douglas	Sergeant	101,063.59	289.90
Campbell	Donald	Staff Inspector	124,110.47	8,012.55
Campbell	Edward	Detective	101,573.38	296.14
Campbell	Joanne	Executive Director, Police Services Board	130,921.52	418.08
Campbell	John	Senior Administrator, Human Resources	104,318.66	470.34
Canepa	Antonio	Plainclothes Police Constable	124,283.16	281.32
Cannon	Michael	Staff Sergeant	103,774.89	326.04
Carbone	Mike	Detective	124,433.79	289.90
Carter	Maxwell	Staff Sergeant	108,313.02	326.04
Carter	Randolph	Staff Sergeant	100,837.21	319.28
Casbourn	Gregory	Police Constable	109,029.92	265.20
Cashman	Gerald	Staff Sergeant	103,151.84	326.04
Cave	Randal	Plainclothes Police Constable	112,111.65	281.32
Cecile	Glen	Detective	117,630.00	289.90
Cenzura	Kenneth	Superintendent	137,219.39	8,604.39
Cernowski	Andrew	Financial Planner	104,318.66	470.34
Chambers	Courtney	Staff Sergeant	107,137.70	312.50
Charles	Anthony	Detective	100,696.58	296.14
Chase	Richard	Detective	106,189.59	296.14
Chiasson	Marcel	Detective	119,789.49	289.64
Chiu	Sin-Yi	Sergeant	101,776.71	279.02

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Chornook	Stephen	Police Constable	100,530.68	256.62
Churkoo	Doodnath	Police Constable	106,195.81	253.90
Chuvalo	Ivania	Police Constable	112,048.42	149.40
Ciani	Maria	Manager, Labour Relations	138,103.56	439.40
Clarke	Paul	Police Constable	120,905.83	253.37
Clarke	Robert	Superintendent	137,219.39	9,598.58
Clarke	Douglas	Plainclothes Police Constable	103,924.10	281.32
Clarke	Steven	Staff Sergeant	102,908.36	326.04
Clendinning	Mark	Detective	101,890.29	289.90
Clifford	Ronald	Staff Sergeant	135,268.07	319.14
Coffin	Philip	Police Constable	106,738.02	265.20
Cohen	Alan	Police Constable	126,864.21	242.06
Cole	Donald	Staff Sergeant	104,093.40	326.04
Cole	Gregory	Detective Sergeant	113,414.75	326.04
Colton	Guy	Sergeant	109,162.67	296.14
Cook	Russell	Staff Sergeant	119,455.27	319.14
Cook	Olga	Inspector	123,794.40	549.64
Cooke	Lee	Police Constable	117,179.57	242.06
Cornford	Christopher	Plainclothes Police Constable	106,341.97	273.26
Correa	Robert	Plainclothes Police Constable	104,307.09	273.18
Corrie	Anthony	Staff Superintendent	148,117.85	8,009.96
Corrigan	Neil	Detective Sergeant	106,866.70	319.28
Cottrell	John	Staff Sergeant	100,891.12	326.04
Coulter	Allan	Sergeant	100,352.75	296.14
Cowley	George	Director, Legal Services	148,117.35	9,981.41
Crawford	Paul	Staff Inspector	127,146.31	13,327.57
Crawford	Christian	Staff Inspector	127,210.91	10,347.28
Crews	Alexander	Police Constable	107,002.44	256.62
Cristiano	Guido	Police Constable	127,054.57	265.20
Cristofaro	Angelo	Director, Finance and Administration	148,117.35	677.30
Crone	Timothy	Staff Sergeant	101,090.66	319.28
Crone	Donald	Detective Sergeant	102,665.56	326.04
Culkin	Robert	Plainclothes Police Constable	105,872.65	248.86
Cunningham	Robert	Senior Telecom Engineer	103,699.13	467.85
Curtin	Helen	Manager, IT Governance	127,181.94	404.82
Dalgarno	Gordon	Inspector	120,840.38	536.38
Dalziel	David	Detective	102,361.52	296.14
Daniels	Mark	Sergeant	138,450.68	289.64
Darnbrough	Daniel	Detective	109,270.40	296.14
Davies	Robert	Plainclothes Police Constable	100,131.86	252.77

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Dawson	George	Staff Sergeant	102,925.43	326.04
De Caire	Glenn	Staff Superintendent	148,117.85	677.30
De Lottinville	Joseph	Detective	119,630.49	296.14
Decourcy	John	Detective Sergeant	111,535.87	326.04
Deller	Garry	Detective	103,446.58	296.14
Demelo	Carlos	Plainclothes Police Constable	101,695.15	266.50
Demkiw	Myron	Detective Sergeant	107,199.56	318.97
Denton	Mark	Police Constable	109,376.92	265.20
Derry	Kim	Deputy Chief	199,361.07	10,894.01
Dewling	Norman	Staff Sergeant	103,109.49	326.04
Dey	Robin	Sergeant	104,431.06	289.90
Dhaliwal	Surinderjit	Senior Technical Analyst, Information Technology Services	108,599.91	286.52
Di Passa	Domenico	Detective	115,280.96	289.90
Di Tommaso	Mario	Inspector	120,840.38	536.38
Dick	Jane	Deputy Chief	185,729.81	8,870.01
Dickinson	David	Plainclothes Police Constable	100,216.57	258.44
Dicosola	Michele	Sergeant	106,902.47	274.52
DiDanieli	Roberto	Staff Sergeant	101,273.73	319.28
Digiovanni	Giuseppe	Detective	128,460.84	289.90
Dillane	Brent	Detective	106,424.84	296.14
Dodson	Roger	Manager, Employee and Family Assistance Program	118,033.48	375.44
Doherty	Braden	Police Constable	102,679.80	254.03
Dokurno	Richard	Detective	101,955.60	289.90
Dominey	Paul	Sergeant	103,599.61	267.78
Dorazio	David	Plainclothes Police Constable	102,923.57	281.32
Dove	Bradley	Staff Sergeant	102,486.49	326.04
Downs	Richard	Detective	104,770.12	296.14
Drennan	Craig	Detective	105,082.34	289.90
Duffus	Richard	Plainclothes Police Constable	110,771.27	268.84
Dunn	Beverly	Police Constable	104,168.69	256.62
Dunstan	Douglas	Detective	119,158.02	296.14
Durham	Cameron	Staff Sergeant	104,584.45	326.04
Dury	Benjamin	Plainclothes Police Constable	106,431.76	266.50
Duthie	Robert	Sergeant	105,078.36	296.14
Dziemianko	Staislaw	Plainclothes Police Constable	114,161.95	272.02
Earl	Michael	Inspector	120,840.38	536.38
Eckhardt	Gary	Project Leader, Information Technology Services	101,258.78	309.40
Elaschuk	Melissa	Plainclothes Police Constable	105,238.48	254.60

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Eley	Stuart	Inspector	116,279.32	334.80
Elliott	Everett	Plainclothes Police Constable	106,896.49	281.32
Elliott	Christopher	Plainclothes Police Constable	100,916.60	266.50
Ellis	Stanley	Staff Sergeant	102,701.96	326.04
Ellis	Gary	Superintendent	137,219.39	1,708.29
Ellis	Michael	Manager, Facilities Management	117,907.95	536.38
Ellison	William	Inspector	120,840.38	536.38
Ernst	Timothy	Police Constable	105,543.49	265.20
Ervick	Dale	Detective Sergeant	108,471.53	326.04
Eschweiler	Gary	Police Constable	101,827.42	265.20
Escudero Whu	Tsui-Chee	Project Leader, Information Technology Services	100,188.13	309.40
Evans	Bryce	Inspector	120,840.38	536.38
Evelyn	Dion	Supervisor, Telecom & Electronics	100,092.00	482.62
Everest	John	Detective	104,421.04	289.90
Fadi	Steven	Plainclothes Police Constable	105,711.08	266.50
Fahey	Dennis	Detective	102,960.18	296.14
Fairey	Russill	Detective	101,067.36	296.14
Farrar	Michael	Superintendent	127,146.31	9,553.52
Farrell	George	Staff Sergeant	108,517.72	319.28
Farrugia	Marie	Sergeant	102,597.53	289.90
Faul	Leonard	Inspector	120,840.38	536.38
Federico	Michael	Staff Superintendent	148,117.85	9,030.21
Fenton	David	Staff Inspector	122,303.50	383.72
Ferguson	Scott	Detective	109,095.30	283.14
Ferguson	Stephen	Detective	114,865.82	296.14
Ferguson	Hugh	Superintendent	137,219.39	11,078.21
Fernandes	Selwyn	Superintendent	137,219.39	6,650.68
Fernandes	Christopher	Inspector	116,503.13	319.28
Fernandes	Cyril	Staff Inspector	125,691.03	16,537.24
Ferris	Lisa	Plainclothes Police Constable	101,438.88	273.26
Finlay	Allan	Sergeant	104,963.10	296.14
Fitzgerald	Thomas	Inspector	120,840.38	536.38
Forde	Keith	Deputy Chief	199,361.05	11,026.23
Forestell	Michael	Detective	105,847.36	289.90
Fortin	Louis-Marie	Detective Sergeant	116,529.78	300.74
Foster	Roy	Detective	112,508.75	296.14
Fowler	Wayne	Detective	123,543.35	289.90
Franks	Randy	Inspector	119,421.09	527.98
French	John	Staff Sergeant	101,901.40	326.04

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Frigon	Robert	Plainclothes Police Constable	101,112.76	273.26
Frimeth	Kevin	Sergeant	116,010.38	289.90
Fynes	Adrian	Detective Sergeant	102,622.91	326.04
Gallant	Stacy	Detective	115,960.73	289.90
Gallant	Timothy	Detective	113,876.97	288.08
Gallant	Robert	Detective	103,092.61	296.14
Garland	Marina	Plainclothes Police Constable	100,666.49	259.99
Gauthier	Helen	Superintendent	137,219.39	10,052.76
Gauthier	Richard	Staff Superintendent	148,117.85	10,666.20
Gee	William	Police Constable	100,640.93	242.06
Genno	Robert	Inspector	120,840.38	536.38
Genovy	Shaun	Detective	106,748.70	289.90
Gerry	Daryle	Sergeant	107,241.94	296.14
Getty	Shawn	Detective Sergeant	103,051.19	319.28
Getty	Gregory	Staff Inspector	119,749.32	531.58
Gheysar	Makda	Financial Planner	104,318.66	470.34
Giannotta	Celestino	Director, Information Technology Services	148,117.35	677.30
Gibson	James	Sergeant	100,565.74	296.14
Gibson	Graham	Detective	109,377.29	289.90
Gibson	William	Director, Human Resource Management	122,573.51	407.12
Giczi	Jim	Detective	119,304.41	289.64
Giedroyc	Karol	Staff Sergeant	106,165.59	318.97
Giesche	Chad	Plainclothes Police Constable	100,495.03	258.44
Gilbert	Scott	Staff Sergeant	107,053.20	326.04
Giroux	Gary	Detective Sergeant	137,240.79	326.04
Glavin	Phillip	Sergeant	110,484.11	296.14
Glendinning	Gregory	Detective	100,167.24	296.14
Goh	Andre	Manager, Diversity Management	102,488.29	507.62
Gordon	Evan	Police Constable	111,738.77	265.20
Gordon	Robert	Detective	111,246.23	296.14
Goss	Jason	Plainclothes Police Constable	103,845.91	266.50
Goss	Geoffrey	Police Constable	101,716.04	265.20
Gottschalk	Paul	Superintendent	137,219.39	15,347.06
Grady	Douglas	Inspector	120,840.38	536.38
Grant	Stephen	Superintendent	137,219.39	11,518.94
Grant	Gary	Staff Superintendent	125,216.29	3,531.13
Grant	Cindylou	Project and Policy Co-ordinator	104,318.66	470.34
Gray	Pauline	Detective Sergeant	118,193.55	312.50
Greenaway	Colin	Detective	112,195.72	293.50

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Greenwood	Kimberley	Inspector	120,840.38	536.38
Greer	Marie	Detective Sergeant	100,269.69	326.04
Greig	Robert	Detective	115,071.43	296.14
Griffin	Shain	Plainclothes Police Constable	105,295.68	266.50
Griffiths	David	Detective	101,155.40	289.90
Grinton	Gary	Detective Sergeant	132,008.07	319.14
Gross	Pavel	Manager, Information Systems	121,574.55	555.24
Grosvenor	Susan	Staff Inspector	127,146.31	13,913.50
Gyde	Brian	Sergeant	101,542.53	296.14
Hagerman	David	Police Constable	111,706.34	256.62
Haines	Keith	Staff Sergeant	106,791.83	326.04
Haines	David	Plainclothes Police Constable	102,300.62	250.12
Hall	John	Police Constable	112,797.43	265.20
Halman	Darren	Staff Sergeant	110,976.43	319.28
Hamel	Joseph	Detective Sergeant	100,680.75	326.04
Hamilton	Peter	Plainclothes Police Constable	103,244.09	273.26
Hans	Daljit	Detective	118,474.97	289.90
Hargan	Robert	Sergeant	115,575.62	296.14
Harmsen	Peter	Sergeant	109,032.11	296.14
Harnett	Robert	Detective	113,504.37	289.90
Harras	John	Detective	103,786.34	289.90
Harris	Stephen	Staff Inspector	127,146.31	11,322.87
Harris	Debbie	Detective	107,577.80	291.82
Harris	David	Detective	104,654.92	289.90
Hatherly	Randy	Staff Sergeant	103,708.02	326.04
Haunts	Alan	Detective Sergeant	101,035.49	326.04
Hayes	Daniel	Staff Inspector	127,146.31	9,268.82
Hayward	Mark	Sergeant	118,378.31	296.14
Healy	Michael	Detective	103,690.83	296.14
Heard	Christopher	Sergeant	101,539.96	285.48
Heather	Thomas	Police Constable	103,298.02	265.20
Heitzner	Robert	Detective	107,418.56	283.14
Hemingway	Richard	Detective Sergeant	101,632.56	326.04
Henderson	Norman	Administrator, Fleet & Materials Management	137,211.32	627.38
Henkel	Heinz	Detective	135,455.21	289.90
Hesse	Geoffrey	Detective	121,159.03	296.14
Hewitt	Stephen	Police Constable	131,982.63	245.78
Hewner	Elizabeth	Manager, Budgeting & Control	130,891.46	597.48
Hewson	Kent	Detective	104,639.04	296.14
Hibbeln	Philip	Detective	106,260.46	289.90

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Hicks	Stephen	Sergeant	101,200.60	296.14
Higgins	Paul	Plainclothes Police Constable	113,743.72	273.26
Higgins	Christopher	Sergeant	101,876.81	289.90
Hildred	Lesley	Detective	107,385.68	289.90
Hilton	Tyrone	Plainclothes Police Constable	101,545.64	266.50
Hochradl-Zorko	Stephanie	Plainclothes Police Constable	106,977.62	266.50
Hodgert	Douglas	Police Constable	101,945.53	265.20
Hofland	Matthew	Sergeant	109,930.32	278.06
Holmes	John	Detective	102,493.71	296.14
Holt	Glenn	Inspector	120,840.38	536.38
Horton	Brian	Police Constable	103,589.11	256.62
Horton	Christopher	Police Constable	106,515.69	3,242.06
Hotham	Kevin	Detective	100,230.30	296.14
Howell	Jeffrey	Staff Sergeant	100,638.90	326.04
Howell	John	Staff Sergeant	104,473.08	326.04
Howes	Peter	Manager, Records Management	139,274.05	585.99
Howlett	Wayne	Police Constable	107,140.91	265.20
Howson	Philip	Sergeant	100,458.43	296.14
Hughes	Trudy	Detective	110,432.88	289.90
Hughes	Guy	Police Constable	102,962.57	256.62
Hunt	Glen	Police Constable	120,429.48	256.62
Hurley	William	Staff Sergeant	102,830.06	326.04
Hussein	Riyaz	Staff Sergeant	106,648.04	319.28
Hutchings	Donald	Sergeant	104,227.83	296.14
Hutchison	Gary	Sergeant	101,459.13	296.14
Ihasz	John	Detective	101,887.52	296.14
Innis-Vautour	Laila	Detective Sergeant	103,977.57	326.04
Irani	Paulo	Plainclothes Police Constable	107,913.29	266.50
Ireland	Morgan	Police Constable	116,969.42	250.12
Irish	Timothy	Sergeant	107,730.07	285.48
Irish	David	Detective	112,875.49	296.14
Irwin	Stephen	Detective Sergeant	106,895.38	326.04
Izzett	Steven	Staff Inspector	127,146.31	4,744.11
Jacob	Timothy	Sergeant	102,123.89	287.08
Jhajj	Charanjit	Police Constable	117,418.84	251.87
Johnston	Jeffrey	Plainclothes Police Constable	101,991.90	273.26
Johnston	Brian	Detective	100,247.46	289.90
Johnston	Robert	Inspector	118,034.28	523.18
Johnston	Tricia	Police Constable	113,877.11	263.35
Johnstone	Timothy	Detective	110,501.89	293.50

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Johnstone	Quintin	Detective Sergeant	100,601.21	326.04
Jones	Gordon	Inspector	119,749.32	531.58
Karpow	Peter	Detective	111,776.42	296.14
Kay	Colin	Detective	107,069.69	296.14
Kay	Brian	Plainclothes Police Constable	104,375.88	268.14
Kealey	Devin	Staff Sergeant	105,260.75	312.24
Kellock	Stewart	Sergeant	103,590.84	296.14
Kelly	Brian	Detective	101,200.05	288.08
Kennedy	Bruce	Staff Sergeant	107,126.35	326.04
Kenny	Brian	Detective Sergeant	105,881.82	326.04
Kerr	Terry	Plainclothes Police Constable	105,490.05	281.32
Kijewski	Kristine	Director, Corporate Services	148,117.35	677.30
Kim	Jong	Police Constable	100,223.57	263.38
Kim	Min	Police Constable	111,281.01	242.06
Kim	Sang-Rae	Manager, Enterprise Architecture	137,211.32	424.58
King	Stuart	Plainclothes Police Constable	102,791.39	273.26
Kinsman	Kenneth	Inspector	120,840.38	536.38
Kis	Andrew	Detective	107,562.83	296.14
Kisielewski	Dariusz	Police Constable	103,624.14	256.62
Knapper	Robbert	Staff Sergeant	104,274.92	326.04
Kofler	Rudolph	Sergeant	105,642.30	296.14
Kuck	Heinz	Inspector	119,749.32	525.55
Kulmatycki	Joel	Detective	109,420.17	287.04
Kyriacou	Savas	Detective Sergeant	107,968.99	326.04
Laing	Darren	Detective	102,528.30	289.90
Lahey	Wayne	Detective	111,728.88	289.90
Lalla	Lester	Police Constable	103,483.64	242.06
Lamch	Edward	Sergeant	101,807.02	296.14
Land	Stephen	Detective Sergeant	105,024.96	326.04
Lane	Arthur	Police Constable	106,798.14	265.20
Lawrence	Roderick	Sergeant	102,336.95	296.14
Lawrence	Charles	Manager, Training & Development	127,181.94	578.24
Lee	Noel	Staff Sergeant	103,576.40	326.04
Leermakers	William	Police Constable	103,074.97	257.75
Lemaitre	Robert	Plainclothes Police Constable	111,429.77	266.50
Lennox	Peter	Staff Inspector	120,840.38	536.38
Lentsch	Paul	Plainclothes Police Constable	101,075.04	254.53
Leung	Sheung	Plainclothes Police Constable	110,252.42	269.88
Lindale	Michael	Police Constable	100,170.69	265.20
Linton	Lawrence	Staff Sergeant	100,479.87	326.04

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Lipkus	Andrew	Plainclothes Police Constable	101,974.17	252.70
Liska	Jan	Sergeant	101,618.61	296.14
Liska	Irene	Detective	104,990.59	289.90
Lithgow	William	Staff Sergeant	104,938.23	326.04
Little	Michelle	Plainclothes Police Constable	107,304.81	266.50
Lloyd	Bradford	Detective	105,227.02	284.96
Locken	Alan	Sergeant	101,848.38	296.14
Loucks	Wilson	Plainclothes Police Constable	116,238.20	281.32
Lowrey	Alan	Detective Sergeant	101,059.83	307.98
Lucas	Patrick	Detective	113,677.05	289.90
Luff	Daniel	Detective	105,880.37	296.14
Lum	Soon	Police Constable	106,595.31	256.62
Lynch	Thomas	Detective Sergeant	104,133.97	326.04
Macaraeg	Juanita	Senior Advisor, Quality Assurance	103,388.31	466.19
MacDonald	Gregory	Detective Sergeant	100,843.30	299.59
MacDonald	Leo	Detective	101,636.03	289.90
Macdonald	Robert	Sergeant	102,485.64	296.14
MacDonald	Hector	Police Constable	102,709.45	242.06
MacDonnell	Brian	Detective	104,079.44	289.90
MacGregor	Jason	Plainclothes Police Constable	102,354.47	266.50
Macias	Antonio	Sergeant	104,694.49	289.90
MacIntyre	Brian	Detective Sergeant	101,082.52	319.28
MacKenzie	Thomas	Plainclothes Police Constable	100,900.18	3,254.66
MacKrell	James	Staff Sergeant	104,170.57	326.04
Madeira	Eduardo	Police Constable	140,412.71	275.40
Madill	Allan	Sergeant	103,535.98	284.96
Mahoney	Julie	Plainclothes Police Constable	102,545.29	273.26
Mahoney	Shawn	Detective	122,725.83	289.90
Maisonneuve	Daniel	Detective	106,802.19	289.90
Malcolm	David	Detective Sergeant	101,065.26	326.04
Male	David	Plainclothes Police Constable	105,419.53	250.12
Mancuso	Anita	Plainclothes Police Constable	115,491.61	273.26
Mann	Amarjit	Police Constable	100,073.80	250.12
Marchack	Roger	Sergeant	107,483.05	283.14
Margetson	John	Detective	116,208.33	286.52
Marks	David	Staff Inspector	125,209.99	12,373.59
Martin	Joseph	Sergeant	102,739.56	278.38
Martin	Robert	Plainclothes Police Constable	100,938.09	281.32
Martin	Paul	Staff Sergeant	100,264.11	326.04
Martin	Kathryn	Inspector	105,383.20	329.60

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Martin	Peter	Senior Analyst, Information Technology Services	103,571.76	286.52
Martino	Joseph	Manager, Purchasing Support Services	117,827.26	536.38
Mason	Robert	Plainclothes Police Constable	106,903.31	281.32
Matic	Michael	Staff Sergeant	104,759.31	326.04
Matthews	Raymond	Detective	112,282.00	296.14
Matthews	John	Staff Sergeant	101,496.79	326.04
Matthews	Stephen	Plainclothes Police Constable	107,209.05	258.44
McCall	Andrew	Plainclothes Police Constable	102,123.09	273.26
McCormack	David	Inspector	119,749.32	531.58
McCran	Robert	Detective	105,348.44	296.14
McCready	William	Detective Sergeant	107,563.37	326.04
McCrimmon	Norman	Police Constable	111,909.71	295.80
McDonald	John	Detective	105,877.57	296.14
McDonald	James	Plainclothes Police Constable	100,782.42	258.44
McDougall	Robert	Plainclothes Police Constable	105,978.27	259.99
McGovern	Michael	Senior Analyst, Information Technology Services	100,965.85	286.52
McGuire	Jeffrey	Staff Superintendent	140,294.35	9,775.88
McHugh	James	Detective	112,055.06	296.14
McIlhone	Thomas	Superintendent	135,866.31	12,504.53
McKinnie	Amanda	Sergeant	103,884.04	289.90
McLane	James	Detective Sergeant	106,756.46	326.04
McLane	James	Detective	108,078.97	289.90
McLane	Gregory	Inspector	114,884.19	441.31
McLean	James	Sergeant	101,167.98	296.14
McLean	Barbara	Staff Sergeant	114,084.34	317.73
McLeod	Vernett	Staff Inspector	124,385.35	9,204.39
McManus	Michael	Sergeant	103,939.90	296.14
McNeilly	Joseph	Detective	115,902.42	296.14
Meech	Raymond	Sergeant	109,411.65	289.90
Meehan	Patrick	Detective	104,647.37	289.90
Meloche	Shawn	Sergeant	103,381.31	289.90
Memme	Nicolas	Inspector	120,840.38	536.38
Merritt	Michael	Police Constable	100,225.19	268.92
Metcalfe	Mary	Inspector	119,749.32	531.58
Mi	Yaoming	Senior Technical Analyst, Information Technology Services	105,130.15	286.52
Miles	Jeremy	Police Constable	103,958.04	3,242.06
Milic	Dany	Police Constable	102,892.76	256.62

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Miller	Paul	Staff Sergeant	110,963.18	326.04
Mills	Steven	Police Constable	103,076.04	265.20
Miranda	Eduardo	Plainclothes Police Constable	100,957.98	3,255.92
Mitchell	Stephen	Sergeant	101,678.70	296.14
Moffatt	Michael	Police Constable	103,411.98	265.20
Molinaro	Antonio	Patrol Supervisor, Parking Enforcement	109,741.40	174.46
Momeni	Orang	Sergeant	140,764.14	275.52
Monaghan	Patrick	Detective Sergeant	105,508.92	326.04
Monahar	Dion	Plainclothes Police Constable	103,315.79	264.64
Monteiro	Robert	Police Constable	108,990.92	264.95
Mooney	Richard	Detective	101,001.94	296.14
Moorcroft	Brian	Staff Sergeant	100,078.04	326.04
Moore	Brett	Police Constable	122,632.31	253.90
Moreira	Peter	Detective	100,923.29	283.14
Mori	Deborah	Detective	100,848.85	296.14
Morin	Michael	Police Constable	106,817.25	265.20
Morris	Leslie	Sergeant	104,647.10	283.14
Morris	Robert	Staff Sergeant	103,329.35	326.04
Morris	Nickolas	Police Constable	129,002.92	265.20
Morse	Stephen	Detective Sergeant	103,269.44	326.04
Mountford	Gerald	Staff Sergeant	105,873.39	326.04
Mountjoy	Gary	Police Constable	101,286.43	265.20
Moxam	Darren	Police Constable	105,874.55	255.29
Mulholland	Gary	Staff Sergeant	101,029.71	326.04
Mullen	Michael	Plainclothes Police Constable	115,604.33	266.50
Mullin	George	Staff Sergeant	101,076.71	326.04
Mungal	Matthew	Sergeant	101,555.88	289.38
Munroe	Randal	Superintendent	137,219.39	10,661.46
Munroe	Kelly	Police Constable	112,811.24	265.20
Murdoch	Richard	Staff Sergeant	110,793.16	326.04
Murphy	Liam	Police Constable	108,110.41	256.62
Murray	David	Sergeant	113,964.56	289.90
Murrell	Kevin	Staff Sergeant	112,806.16	304.41
Narine	Shaun	Staff Sergeant	104,185.69	315.25
Nasner	Stefan	Plainclothes Police Constable	110,389.39	281.32
Neadles	William	Inspector	119,749.32	531.58
Nealon	Daniel	Staff Sergeant	122,863.99	326.04
Nevin	Patrick	Detective	116,564.82	296.14
Newman	Patrick	Sergeant	104,259.92	296.14
Newton	Deedee	Detective	113,810.68	289.90

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Ngan	Edward	Senior Advisor, Quality Assurance	104,247.65	470.34
Nicol	Brett	Detective	109,795.72	283.14
Nicolle	Chad	Plainclothes Police Constable	103,265.42	266.50
Nielsen	Daniel	Detective Sergeant	133,159.50	298.44
Nielsen	Christian	Manager, Shop Operations	102,917.50	326.11
Noll	Carl	Detective Sergeant	106,071.02	326.04
Norrie	Andrew	Staff Sergeant	104,801.63	319.14
Northrup	Jeffrey	Police Constable	102,443.00	256.62
O'Brien	Kenneth	Police Constable	104,443.01	265.20
O'Connor	Brian	Inspector	120,840.38	375.44
O'Grady	Sandy	Staff Sergeant	105,417.44	319.28
Oliver	Paul	Detective	118,071.58	289.90
Olsen	Frank	Detective	102,890.57	289.90
Ong	Rhoel	Police Constable	105,138.37	250.12
Onyszkiewicz	Andrew	Detective Sergeant	106,095.48	326.04
O'Riordan	Wayne	Plainclothes Police Constable	104,921.08	258.44
Osborne	Brent	Plainclothes Police Constable	102,170.39	258.44
O'Toole	Kimberley	Sergeant	100,995.67	283.14
Ouellet	Andrew	Police Constable	107,485.82	250.12
Ouellette	David	Plainclothes Police Constable	103,223.45	256.42
Ouellette	Robert	Plainclothes Police Constable	107,515.71	266.50
Page	Howard	Detective Sergeant	135,476.58	319.14
Palermo	Michael	Plainclothes Police Constable	120,149.63	266.50
Papadopoulos	Kyriakos	Police Constable	113,399.20	242.06
Park	Chris	Plainclothes Police Constable	109,419.83	248.99
Parmar	Mandeep	Police Constable	100,005.57	242.06
Parsons	Stuart	Plainclothes Police Constable	107,777.98	273.26
Partridge	Frank	Staff Sergeant	105,098.00	326.04
Pasini	Rudy	Staff Sergeant	101,047.90	326.04
Patterson	William	Staff Sergeant	103,960.88	326.04
Peacock	Jason	Plainclothes Police Constable	107,110.29	266.50
Peconi	Stephen	Detective	114,089.47	296.14
Peden	Wayne	Superintendent	137,219.39	13,166.10
Pedneault	Joey	Plainclothes Police Constable	102,818.80	266.50
Pelletier	Christian	Police Constable	123,907.43	3,242.06
Perlstein	Dan	Program Manager, Wireless Net	126,406.44	420.39
Perreault	Sean	Sergeant	101,305.45	284.96
Perta	Marie	Senior Advisor, Human Resources	104,247.65	470.34
Phelps	John	Detective	105,619.56	296.14
Philipson	Graeme	Sergeant	118,122.08	270.44

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Phillips	Robert	Plainclothes Police Constable	105,788.68	281.32
Pigram	Alan	Sergeant	104,460.77	296.14
Pilkington	Roy	Superintendent	137,219.39	8,694.58
Pipe	Stephen	Staff Sergeant	102,642.35	326.04
Preston	Debra	Inspector	120,840.38	536.38
Prisor	Rolf	Staff Sergeant	103,691.05	326.04
Proctor	Norman	Detective	100,176.18	289.90
Proulx	Steven	Detective	104,338.02	296.14
Proulx	Kevin	Police Constable	101,282.56	242.06
Pugash	Mark	Director, Corporate Communications	148,117.35	7,618.40
Pulla	Gino	Sergeant	110,606.08	296.14
Pye	Norman	Superintendent	133,930.87	12,092.48
Pyke	Donald	Detective	104,766.79	296.14
Qualtrough	James	Detective Sergeant	102,466.89	326.04
Qualtrough	Robert	Superintendent	137,219.39	7,346.30
Quan	Douglas	Detective Sergeant	109,940.68	323.18
Quigley	Daniel	Sergeant	104,767.29	296.14
Quinn	Michael	Sergeant	103,325.17	279.30
Radford	Barry	Detective	112,224.02	289.90
Ramer	Donald	Superintendent	129,987.08	9,213.32
Ramji	Aly	Detective	110,354.02	289.90
Ramprashad	Dwarkh	Police Constable	121,896.25	251.87
Randle	Mark	Detective	108,032.19	296.14
Raybould	Brian	Staff Inspector	127,146.31	10,651.40
Rebellato	Larry	Detective	102,116.19	283.14
Redden	Jeffrey	Sergeant	122,843.55	289.90
Redick	Reginald	Staff Sergeant	107,271.49	326.04
Redman	Suzanne	Detective	109,305.97	289.90
Reed	Philip	Staff Sergeant	101,081.69	326.04
Reeves	Lawrence	Staff Sergeant	108,347.73	326.04
Reid	Jonathan	Plainclothes Police Constable	108,969.08	264.30
Reid	Ronald	Detective	116,997.06	296.14
Reid	Kevin	Sergeant	102,328.18	296.14
Remy	Smedley	Detective	103,167.36	289.64
Rennie	Alexander	Detective	102,992.91	296.14
Rew	Stephen	Detective	123,265.69	296.14
Reynolds	Stephen	Staff Sergeant	108,384.45	326.04
Reynolds	Fergus	Staff Sergeant	111,520.78	364.00
Ricciardi	Marco	Police Constable	103,539.30	257.81
Richards	Clive	Staff Sergeant	105,716.76	326.04

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Rinkoff	Paul	Plainclothes Police Constable	120,366.88	254.66
Roberts	Scott	Staff Sergeant	111,346.07	326.04
Robinson	Daniel	Detective	115,260.52	289.90
Romito	Marino	Police Constable	102,475.63	3,242.06
Rose	Douglas	Sergeant	113,489.71	289.90
Rosenberg	Howard	Police Constable	132,001.62	256.62
Ross	Daniel	Sergeant	127,823.19	296.14
Ross	Keith	Plainclothes Police Constable	110,247.69	273.26
Rossi	Kimberly	Manager, Parking Support Services	101,651.33	458.72
Rubbini	David	Police Constable	113,946.86	265.20
Ruffolo	Frank	Staff Inspector	122,303.50	4,893.40
Russell	Thomas	Inspector	119,749.32	531.58
Rutherford	John	Sergeant	110,157.64	296.14
Ruttner	Alexander	Police Constable	100,684.90	250.12
Ryan	Ernest	Superintendent	137,219.39	9,563.36
Ryan	Stephen	Detective Sergeant	144,463.60	319.28
Ryta	Antoni	Plainclothes Police Constable	100,045.52	281.32
Sabadics	Daniel	Staff Sergeant	100,848.21	319.28
Sadler	Stephen	Sergeant	109,270.42	289.90
Sandeman	John	Manager, Video Services	127,176.71	578.24
Sanders	Neil	Police Constable	124,177.13	250.12
Sansom	Douglas	Detective	114,225.31	296.14
Sardella	Glenn	Plainclothes Police Constable	102,660.68	266.50
Saunders	David	Inspector	105,189.69	326.04
Saunders	Mark	Detective Sergeant	112,190.49	326.04
Sawyer	Andrew	Detective	101,831.86	289.90
Scanlan	Kimberly	Detective Sergeant	101,868.03	319.28
Scavone	Gabriele	Police Constable	142,866.58	265.20
Schertzer	John	Staff Sergeant	106,614.39	288.42
Schueder	Mark	Sergeant	108,053.00	296.14
Scott	Gordon	Detective	129,691.81	293.50
Scott	Alyn	Detective Sergeant	103,720.18	326.04
Scriven	Patrick	Sergeant	111,381.71	296.14
Scudds	Paul	Staff Sergeant	101,009.54	326.04
Seldon	William	Detective Sergeant	101,589.21	326.04
Serroul	Gordon	Sergeant	101,671.07	296.14
Sexsmith	Donald	Plainclothes Police Constable	107,124.99	281.32
Shank	Richard	Detective	110,406.60	283.14
Sheaves	William	Staff Sergeant	101,566.37	326.04
Sheppard	Daniel	Detective Sergeant	118,125.71	306.49

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Shetty	Vijay	Plainclothes Police Constable	101,579.81	266.50
Shields	Gail	Police Constable	104,009.66	256.62
Shirlow	Robert	Detective Sergeant	102,439.14	326.04
Shulga	John	Police Constable	109,154.09	265.20
Silliker	Garry	Staff Sergeant	103,666.69	326.04
Simpkins	David	Staff Sergeant	105,109.77	326.04
Sinclair	Larry	Staff Inspector	127,146.31	7,415.10
Sinopoli	Domenic	Detective	106,768.36	289.90
Sisk	Darren	Detective	100,133.66	289.90
Skeath	John	Staff Sergeant	104,133.37	326.04
Skinner	Kelly	Plainclothes Police Constable	102,773.25	266.50
Skubic	Frank	Detective Sergeant	121,179.25	326.04
Sloly	Peter	Staff Superintendent	148,117.85	473.98
Small	Vernon	Detective	106,929.82	296.14
Smissen	John	Plainclothes Police Constable	103,575.50	266.50
Smit	Brian	Sergeant	100,844.12	296.14
Smith	William	Plainclothes Police Constable	100,919.45	273.26
Smith	Frederick	Superintendent	137,802.45	13,518.88
Smith	Steven	Detective	100,608.10	289.90
Smith	Randolph	Staff Sergeant	109,205.90	326.04
Smith	Michael	Manager, Equipment & Supply	117,907.95	536.38
Smith	Raymond	Project Leader, Information Technology Services	102,245.43	309.40
Smollet	Brody	Staff Inspector	127,146.31	7,263.34
Smyth	Craig	Supervisor, Video Services	101,831.55	327.34
Sneddon	Gordon	Inspector	119,749.32	531.58
Spurling	Peter	Sergeant	108,251.82	296.14
Stasiak	Leszek	Detective Sergeant	102,367.97	326.04
Ste-Croix	Bradley	Plainclothes Police Constable	101,050.23	261.55
Stehouwer	Peter	Sergeant	107,311.95	296.14
Stein	Warren	Plainclothes Police Constable	100,059.29	258.44
Stewart	Terry	Detective	105,556.16	296.14
Stibbe	Clinton	Police Constable	103,666.23	245.78
Stinson	Andrew	Sergeant	109,570.65	280.58
Stolf	Robert	Plainclothes Police Constable	103,464.43	266.50
Stone	Paul	Police Constable	102,062.15	246.10
Strathdee	Robert	Superintendent	135,344.39	4,771.10
Stronach	Michelle	Manager, Program Management Office	136,787.57	219.70
Stubbings	Richard	Superintendent	128,050.76	7,859.87
Styra	Dana	Manager, Quality Assurance	127,181.94	578.24

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Suddes	Kevin	Staff Sergeant	125,658.42	326.04
Sukh	Emmanuel	Police Constable	118,797.67	265.20
Sukumaran	Rajeev	Sergeant	104,079.86	269.06
Sutcliffe	Darrin	Detective	100,354.51	289.90
Swackhamer	Brent	Sergeant	104,438.66	289.90
Tait	Keith	Police Constable	100,604.45	265.20
Tanabe	Shingo	Plainclothes Police Constable	104,874.86	258.44
Tanghe	Lawrence	Police Constable	108,644.51	265.20
Tanouye	Johnny	Inspector	120,840.38	536.38
Taverner	Ronald	Superintendent	137,219.39	14,569.34
Taylor	Kenneth	Detective Sergeant	130,054.25	366.32
Taylor	Scott	Plainclothes Police Constable	101,039.21	262.72
Taylor	Jason	Plainclothes Police Constable	106,098.06	258.44
Teeter	Robert	Detective	102,630.41	296.14
Therault	John	Plainclothes Police Constable	102,766.65	273.26
Therault	Donald	Detective	106,558.25	289.90
Thomas	Michael	Police Constable	100,417.98	256.62
Thomas	Sonia	Staff Sergeant	100,828.61	312.50
Thomas	Wayne	Police Constable	105,787.07	265.20
Thompson	Michael	Police Constable	151,028.88	256.62
Thoms	Heather	Manager, Computer Operations	104,318.66	470.34
Thorne	Ronald	Sergeant	120,112.44	296.14
Thrush	Sean	Police Constable	104,501.60	254.03
Tilley	Mark	Staff Sergeant	100,609.72	326.04
Tjerkstra	Roelof	Detective	106,423.67	296.14
Tomei	Giuseppe	Staff Inspector	127,146.31	10,792.43
Tomlinson	Jason	Plainclothes Police Constable	105,253.93	258.44
Tracey	Mark	Police Constable	104,901.61	254.87
Tracy	Steven	Staff Sergeant	109,394.06	319.28
Tramontozzi	Nunziato	Detective	112,007.09	289.90
Trimble	Peter	Detective	105,173.27	283.14
Troup	Peter	Sergeant	107,866.28	289.90
Tso	Wing-Ip	Sergeant	109,301.63	289.90
Tulipano	Rosario	Staff Sergeant	104,749.36	326.04
Tweedy	Neale	Superintendent	108,788.61	4,617.32
Tymburski	Edward	Staff Sergeant	103,747.74	326.04
Urbaniak	Thomas	Detective	102,656.21	289.90
Van Andel	Phillip	Staff Sergeant	118,796.28	307.64
Van Seters	Paul	Police Constable	119,108.05	265.20
Vanderhart	Gregory	Police Constable	100,033.67	265.20
Veit	Oswald	Sergeant	104,863.86	282.22

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Veneziano	Tony	Chief Administrative Officer	201,530.36	10,934.28
Verwey	Albert	Police Constable	103,044.02	265.20
Vickers	David	Detective Sergeant	104,382.58	326.04
Vieira	Abilio	Staff Sergeant	120,994.37	319.14
Villani	Anthony	Sergeant	100,259.67	296.14
Villani	Luigi	Staff Sergeant	107,641.54	326.04
Villemaire	Douglas	Police Constable	108,487.76	265.20
Vipari	Carol	Corporate Psychologist	143,812.58	659.06
Virani	Abdulhameed	Police Constable	153,784.02	251.87
Vittie	Deborah	Detective	100,713.81	296.14
Vo	Thao	Plainclothes Police Constable	110,031.27	258.44
Vorvis	Paul	Inspector	120,840.38	536.38
Walker	James	Staff Sergeant	100,259.73	326.04
Walker	Jerome	Manager, Communications & System Operations	118,000.26	348.02
Wallace	James	Police Constable	126,510.57	265.20
Wallace	John	Inspector	120,840.38	536.38
Walters	Gregory	Detective	103,175.49	286.52
Ward	Vanessa	Detective	102,181.25	289.90
Ward	Paul	Detective	112,889.14	289.90
Wardle	William	Staff Inspector	127,146.31	8,731.50
Wark	Terry	Detective Sergeant	113,449.04	326.04
Warr	Anthony	Deputy Chief	199,361.05	12,753.11
Waters	Jason	Sergeant	108,598.98	283.14
Watson	Marlene	Staff Inspector	127,146.31	10,771.76
Watts	Steven	Detective	116,322.04	289.90
Welch	Mark	Sergeant	104,063.57	296.14
White	Christopher	Superintendent	137,219.39	12,228.79
White	Ruth	Superintendent	136,834.03	12,451.97
White	John	Detective Sergeant	103,509.10	326.04
White	Deidra	Manager, Customer Service	114,844.12	478.45
White	Crisalida	Manager, Staffing & Recruitment	112,226.92	492.99
Whitefield	Ronald	Inspector	120,840.38	536.38
Whitla	Ronald	Detective	108,560.18	296.14
Whittemore	Scott	Detective	116,230.49	289.90
Whittle	Roy	Staff Inspector	127,146.31	11,435.20
Whitworth	Ernest	Staff Sergeant	104,199.88	319.28
Whynot	Carrol	Senior Corporate Planner	117,827.26	375.44
Wilcox	Jane	Superintendent	129,390.28	2,229.77
Wiley	Jerome	Criminal and Corporate Counsel	162,196.00	745.16
Williams	Michael	Staff Sergeant	101,316.40	326.04

RECORD OF EMPLOYEES' 2007 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Taxable Benefit
Williams	Kyle	Detective	108,562.25	296.14
Willms	David	Senior Technical Analyst, Information Technology Services	110,851.48	309.40
Wilson	David	Sergeant	109,725.68	296.14
Witty	Earl	Superintendent	129,987.08	11,496.06
Wolf	Raymond	Detective	109,029.19	296.14
Wollenzien	Bernhard	Plainclothes Police Constable	100,226.63	281.32
Woodhouse	Martin	Detective	153,530.02	296.14
Woodley	David	Staff Sergeant	104,263.42	326.04
Wright	Reginald	Detective	110,565.61	296.14
Wright	Lester	Detective	103,696.34	296.14
Yarenko	John	Detective	103,772.26	296.14
Yeandle	Kimberley	Inspector	120,840.38	536.38
Yeo	Darren	Police Constable	115,160.00	255.29
Young	Blain	Sergeant	105,025.79	289.90
Yu	Clifford	Police Constable	114,175.27	256.62
Yuen	Peter	Inspector	117,899.17	365.76
Zambri	Carmelo	Sergeant	108,090.72	288.08
Zarb	Raymond	Detective Sergeant	102,589.95	319.14
Zebeski	David	Sergeant	109,199.55	278.98
Zeleny	John	Detective	121,929.83	289.90
Zubek	Joseph	Staff Sergeant	103,198.28	326.04
Zych	Stefan	Police Constable	110,127.29	265.20

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P77. BOARD POLICY – PROCESS TO APPOINT CHIEF OF POLICE,
DEPUTY CHIEF OF POLICE AND CHIEF ADMINISTRATIVE
OFFICER**

The Board was in receipt of the following report March 05, 2008 from Alok Mukherjee, Chair:

Subject: BOARD POLICY – PROCESS TO APPOINT CHIEF OF POLICE, DEPUTY
CHIEF OF POLICE AND CHIEF ADMINISTRATIVE OFFICER

Recommendation:

It is recommended that the Board approve the attached policy entitled “Process to Appoint Chief of Police, Deputy Chief of Police and Chief Administrative Officer.”

Financial Implications:

There are no financial implications related to the content of this report.

Background/Purpose:

Under ss. 31(1)(d) of the *Police Services Act*, the Board shall “recruit and appoint the chief of police and any deputy chief of police...”, which includes the position of chief administrative officer.

This is an important Board responsibility and it is important the process is codified in Board policy.

I have appended Board policy, “Process to Appoint Chief of Police, Deputy Chief of Police and Chief Administrative Officer” for your approval.

At the Chair’s request, the Board referred the foregoing report back to the Chair.

TORONTO POLICE SERVICES BOARD

POLICY AND DIRECTIONS

TPSB POL – XXX

Process to Appoint Chief of Police, Deputy Chief of Police and Chief Administrative Officer

x	New
	Amended
	Reviewed – No Amendments

Board Authority:

Board Authority:

BOARD POLICY

The Toronto Police Services Board is committed to ensuring that its appointment process is fair, transparent, equitable and consistent.

In accordance with this commitment, it is the policy of the Toronto Police Services Board that the selection process to recruit and appoint the Chief of Police, a Deputy Chief of Police and the Chief Administrative Officer (CAO) be consistent with the following general process, consisting of four steps: application, interview, verification and appointment.

Step 1: Application

In order to apply and be eligible for appointment, candidates must have conformed, presently conform and continue to conform to the Service's core values and meet all of the eligibility requirements for the position, including those identified in documents or notices advertising the position. Failure to conform to the Service's core values may result in the candidate being removed from the process at any stage.

Step 2: Interview

Candidates who have met the eligibility requirements shall attend an interview with an interview panel comprised of at least two Board Members.

Step 3: Verification

Recommendation for appointment will be subject to verification of all information provided by the candidate. Further, candidates must continue to conform with the eligibility requirements, as stated, and not be the subject of a criminal investigation or charge, a charge of misconduct under the *Police Services Act*, a public complaint or a harassment complaint.

Step 4: Appointment

The decision to appoint a candidate to a position shall be made by the Board and recorded in its Minutes.

General

In accordance with the Board’s Race and Ethnocultural Equity Policy, the methods used to attract and select candidates must be free from bias or prejudice on the grounds of race, sex, place of origin, sexual orientation, age, disability and socio-economic status

REPORTING:

LEGISLATIVE REFERENCE

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

BOARD POLICIES:

Number	Name

BOARD OFFICE PROCEDURES:

Number	Name

SERVICE PROCEDURES: Refer to service procedures.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P78. LIFEGUARD SALARY RATES FOR 2008

The Board was in receipt of the following report February 15, 2008 from Aileen Ashman, Director, Human Resources Management:

Subject: LIFEGUARD SALARY RATES FOR 2008

Recommendation:

It is recommended that the Board approve the salary rates for lifeguards for 2008.

Financial Implications:

Budgeting and Control has confirmed that funding is available in the 2008 Operating Budget to hire 77 lifeguards and 11 head lifeguards based on 2007 salary rates. The proposed salary increase of 3.25% for lifeguards will have a 2008 operating budget impact of \$22,500. This amount will be included in the 2008 operating budget request as part of the salary settlement process.

Background/Purpose:

Since 2001, the Toronto Police Service has been solely responsible for lifeguard services at designated beaches in the City of Toronto.

The Service has, in the past, matched the City of Toronto rates for lifeguards. The last salary increase covering the year 2007 was approved by the Board on January 25, 2007 (Min. No. P22/07 refers).

Discussion:

The City has confirmed that the 2008 salary increase for its lifeguards is 3.25%. In keeping with past practice, it is therefore recommended that the Board increase the salary rates for lifeguards and head lifeguards as follows, with no shift bonus:

	2007 Hourly Rate	Recommended 2008 Hourly Rate (+3.25%)
Lifeguard	\$ 12.81	\$ 13.23
Head Lifeguard	\$ 14.67	\$ 15.15

Conclusion:

In summary, the proposed increase in lifeguard salary rates for 2008 is necessary to ensure consistency with those rates paid to the City of Toronto lifeguards.

I will be in attendance to respond to any questions the Board may have.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P79. LEGAL INDEMNIFICATION – CASE NO. GR/2007

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

Subject: LEGAL INDEMNIFICATION - CASE NO. GR/2007

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

Discussion:

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

Conclusion:

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

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

The foregoing report was withdrawn by the Chief of Police in conjunction with a confidential report on this matter (Min. No. C69/08 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P80. 2007 ANNUAL REPORT – SECONDARY ACTIVITIES

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

Subject: ANNUAL REPORT: 2007 SECONDARY ACTIVITIES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Activities (Min. No. C45/93 refers). At the March 21, 1996 meeting, the Board further requested that all further semi-annual reports on secondary activities include the number of new applications for secondary activities, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Min. No. P106/96 refers). At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annual (Min. No. P450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities (Min. No. P55/01 refers).

Service Procedure 14-25 requires members to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place them in a conflict with Section 49(1) of the Police Services Act (P.S.A.). As an aid to members when determining whether to seek approval, Service Procedure 14-25 contains a non-exhaustive list of activities that may be considered to contravene Section 49(1) of the P.S.A. Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the P.S.A.

Section 49(1) states:

- 49(1) A member of a police force shall not engage in any activity,
- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so;
 - (b) that places the member in a position of conflict of interest, or is likely to do so;
 - (c) that would otherwise constitute full-time employment for another person; or
 - (d) in which he or she has an advantage derived from employment as a member of a Police Service.

Applications may also be denied for the following reasons:

- (1) Where the applicant has demonstrated a history of poor attendance or poor performance. Reference: P.S.A. s49(1)(a).
- (2) Where the secondary activity might bring discredit upon the member's reputation as an employee or upon the reputation of the Toronto Police Service. Reference: P.S.A. s74(1).
- (3) Where it involves the use of programs, lesson plans, technology, materials, equipment, services or procedures which are the property of the Service. Reference: P.S.A. s49(1)(d).

The Chief exercises his discretion, on a case-by-case basis, to determine whether an application is likely to violate Section 49(1) of the P.S.A. Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

A "member" as defined in the P.S.A., means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, auxiliary police officers and school crossing guards are not covered under Section 49(1) of the P.S.A. or Service Procedure 14-25. Auxiliary police officers are volunteers, not employees of the Service, and school crossing guards are considered employees of the City of Toronto, although the co-ordination of the crossing guards is administered by the Service.

Discussion:

During 2007, there were 58 new applications for secondary activity received from members requesting approval to engage in secondary activities. None of the applications submitted were considered to be in conflict with Section 49(1) of the Police Services Act.

The attached 2007 Annual Report on New Applications for Secondary Activity details the type of activities, the number of applications received from uniform and civilian members and the status of the applications. As of December 31, 2007, our records indicate that 1,348 members of the Service have engaged in secondary activities.

Conclusion:

This report provides the Board with an annual summary of secondary activities for 2007.

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

The Board received the foregoing report.

**2007 ANNUAL REPORT
ON NEW APPLICATIONS FOR
SECONDARY ACTIVITY**

<i>TYPE OF ACTIVITY</i>	NUMBER OF UNIFORM APPLICATIONS	NUMBER OF CIVILIAN APPLICATIONS
Sales/Service	4	16
Consultant/Instructor	2	3
Teacher/Lecturer	3	
Clerical/Office		1
Driver	2	
Restaurant/Food Services		
Business Services		1
Arts/Media	1	3
Labourer		
Cashier		
Volunteer Firefighter		
Security		15
Writer	1	
Marketing		
Army/Military		3
Counselor		1
Paramedic/Medical Services		
Auxiliary Officer		2
TOTAL	13	45

Of the 58 applications received none were considered to be in conflict with Section 49(1) of the Police Services Act.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P81. 2007 ANNUAL REPORT – SUMMARY OF GRIEVANCES

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

Subject: 2007 SUMMARY OF GRIEVANCES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

The overall legal costs expended in 2007 in resolving grievances amounted to \$466,928.24. The following is a breakdown of costs by type of grievance:

Number and Type of Grievance	Costs Incurred in 2007
2 Transfers	\$122,084.35
4 Terminations	90,015.43
3 Policies	84,668.76
1 Abuse of Sick/WSIB Benefits	34,022.37
2 Interest Arbitrations(Central Sick Bank and Compressed Work Week)	31,503.01
1 Violation of Management Rights	20,831.27
1 Reclassification	20,590.70
1 Accommodation	20,077.25
2 Legal Indemnifications	16,491.74
1 Documentation/Penalty	15,222.58
1 Promotion	6,184.94
1 Overtime	2,289.60
2 Harassments	1,264.10
2 Denial of Sick Benefits	1,024.65
1 Demotion/Reclassification	657.49
TOTAL COST FOR 2007	\$466,928.24

These costs include fees for legal counsel, arbitrator fees and disbursements related to the arbitration hearings.

Background/Purpose:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February of each year (Min. No. C30/03 refers). The Board further requested that the public report include the cost of the grievances, the total costs for the year and the number of grievances where the Board, Association or both were successful.

Discussion:

During the year 2007 there were thirty (30) new grievances filed. Of this number, five (5) grievances were either withdrawn or resolved by the parties, and twenty-five (25) remain ongoing.

In addition to the above, thirty-six (36) grievances that were outstanding from previous years were resolved in 2007. Eighteen (18) grievances were resolved through three (3) arbitration decisions. One (1) decision was in favour of the Board, one (1) decision was partly in favour of the Board and partly in favour of the Association and one (1) decision was in favour of the Association. Ten (10) grievances were withdrawn or abandoned by the Association and the remaining eight (8) grievances were resolved by the parties outside the arbitration process.

The Board has been provided with a full copy of the arbitration decisions referred to above.

Conclusion:

In summary, this report provides the Board with the total costs and the number of grievances for the year 2007.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P82. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: OCTOBER TO
DECEMBER 2007**

The Board was in receipt of the following report February 12, 2008 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: OCTOBER TO DECEMBER 2007

Recommendation:

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

Financial Implications:

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

Background/Purpose:

Toronto Police Services Board Policy and Directions (Board Minute #P157/05) requires that Special Fund expenditures be reported to the Board on a quarterly basis. This report is provided in accordance with such direction. The TPS Board remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period 2007 October 1 to 2007 December 31.

As at 2007 December 31, the balance in the Special Fund was \$603,598. During the fourth quarter, the Special Fund recorded receipts of \$61,670 and disbursements of \$81,205. There has been a net decrease of \$305,520 against the December 31, 2006 fund balance of \$909,118.

Auction proceeds have been estimated for the fourth quarter as the actual deposits have not yet been made. The Property and Evidence Management Unit of the Service and Rite Auction Limited continue their partnership in 2007. A 40% commission rate continues to apply to all auction proceeds earned.

Funds expended this quarter include Board approved contributions to TPAAA sponsorship, awards for service members and recognition of community members.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund both within and beyond 2008:

- Futures program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009.
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)
- Recognition of Meritorious Service (service awards)
- Recognition of Board Members who complete their appointments
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

The contract with Ernst and Young to provide the audit of the financial statements of the Special Fund has expired. Due to the length of time required in searching for a new auditor, the City has extended the services of Ernst and Young to audit the 2008 financial statements. In discussion with the City, we will be starting the process of competitive bidding for the audit engagement in 2008. The Board is expected to receive and approve the draft 2007 audited financial statements in its July 2008 board meeting.

Conclusion:

As required by Toronto Police Services Board Policy and Directions (Board Minute #P157/05), fourth quarter proceeds and expenditures are being reported to the Board. It is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND									
2007 FOURTH QUARTER RESULTS WITH INITIAL PROJECTIONS									
PARTICULARS	2007							2006	COMMENTS
	INITIAL PROJ.	ADJUSTED PROJ.	JAN 01 TO MAR 31 07	APR 01 TO JUN 30 07	JUL 01 TO SEPT 30 07	OCT 01 TO DEC 31 07	JAN 01 TO DEC 31 07	TOTALS	
BALANCE FORWARD	909,118	909,118	909,118	910,348	718,578	623,133	909,118	349,983	2007 projections are based on 2006 actual results. The adjusted projection is based on the results to date as at the quarter.
REVENUE									
PROCEEDS FROM AUCTIONS	300,000	250,000	63,418	59,925	42,376	92,438	258,156	297,568	Auction proceeds for the second quarter were estimated as no deposits have been made as of yet.
LESS OVERHEAD COST	(120,000)	(100,000)	(40,506)	(19,469)	(16,951)	(41,059)	(117,984)	(126,866)	The overhead cost is calculated as 40% of the proceeds based on the Rite Auctions agreement.
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	0	
UNCLAIMED MONEY	50,000	100,000	8,457	41,340	2,024	2,296	54,116	745,036	PEMU continues to clear out unclaimed cash to the Special Fund if rightful owners are not located.
LESS RETURN OF UNCLAIMED MONEY	0	0	0	(823)	0	(1,883)	(2,706)	0	
INTEREST	12,500	23,000	2,536	9,032	8,054	9,133	28,755	12,739	Interest income is based on the average monthly bank balance. The activity fee includes bank service charges and the activity fee allocation.
LESS ACTIVITY FEE	(280)	(240)	(13)	(49)	(161)	(225)	(448)	(219)	
LESS CHEQUE ORDER	(100)	(100)	0	0	0	(148)	(148)	0	
SEIZED LIQUOR CONTAINERS	3,500	540	273	0	0	1,120	1,392	3,447	
OTHER	0	0	0	0	0	0	0	0	
TOTAL REVENUE	245,620	273,200	34,165	89,956	35,343	61,670	221,134	931,705	
BALANCE FORWARD BEFORE EXPENSES	1,154,738	1,182,318	943,283	1,000,304	753,921	684,803	1,130,252	1,281,688	Rounding can impact the reported amounts from quarter to quarter and year to year. Rounding differences are not significant.
DISBURSEMENTS									
POLICE COMMUNITY INITIATIVES									
SERVICE									
CPLC & COMM. OUTREACH ASSIST	29,000	28,000	0	28,000	0	(2,862)	25,138	22,427	Police Community initiative payments are made at various times during the year based on Police Services Board approval.
UNITED WAY	8,000	4,000	0	4,000	0	0	4,000	8,000	
OTHER	47,000	78,600	27,000	12,300	0	0	39,300	15,800	
COMMUNITY									
RACE RELATIONS	0	7,000	0	3,512	0	0	3,512	0	
VICTIM SERVICES PROGRAM	0	100,000	0	100,000	5,000	0	105,000	5,000	
BLACK HISTORY MONTH	2,000	3,500	3,500	0	0	0	3,500	2,000	
VARIOUS ORGANIZATIONS	50,000	50,000	0	6,700	5,629	(1,007)	11,322	9,873	
TPAAA ASSISTANCE	400	30,000	400	14,400	0	7,000	21,800	5,400	
FITNESS FACILITIES	0	25,000	0	12,245	0	0	12,245	0	Dotmar Athletics
FUTURES PROGRAM - YOUTH PROGRAMS	100,000	130,000	0	61,460	101,478	0	162,938	180,000	9 Heavens Healing Academy, Chester Le Community Caribbean Tales
RECOGNITION OF SERVICE MEMBERS									
AWARDS	35,000	35,000	0	6,583	15,374	26,998	48,955	32,627	Award and recognition ceremonies for Police Officers
CATERING	20,000	20,000	0	360	2,811	32,397	35,568	16,167	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS									
AWARDS	16,000	16,000	0	6,198	0	7,060	13,258	16,082	Award and recognition ceremonies for Community Members/Citizens.
CATERING	7,000	7,000	0	5,783	0	9,160	14,943	7,328	
RECOGNITION OF BOARD MEMBERS									
AWARDS	52	100	52	0	0	0	52	0	
CATERING	2,000	3,200	1,632	0	0	0	1,632	0	
CONFERENCES									
BOARD									
COMM. POLICE LIAISON COMMITTEES	7,000	7,000	0	7,040	0	0	7,040	6,400	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	5,500	0	0	5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	0	0	0	0	0	0	0	0	
OTHER	0	0	0	0	0	0	0	27,484	
DONATIONS									
IN MEMORIAM	500	1,000	200	400	0	200	800	100	
OTHER	500	100	0	0	0	0	0	100	
DINNER TICKETS	5,000	5,000	150	1,000	495	845	2,490	5,390	Dinner tickets includes retirements as approved on BM 414/95
AUDIT FEE	8,000	8,000	0	6,245	0	1,415	7,660	6,892	The audit fee is based on a contracted amount which expires after the 2007 year end.
TOTAL DISBURSEMENTS	342,952	564,000	32,935	281,726	130,788	81,205	526,654	372,570	
SPECIAL FUND BALANCE	811,786	618,318	910,348	718,578	623,133	603,598	603,598	909,118	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P83. REQUEST FOR FUNDS: HUMAN RIGHTS PROJECT CHARTER –
“UNDERSTANDING HUMAN RIGHTS” WORKSHOP**

The Board was in receipt of the following report March 04, 2008 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: HUMAN RIGHTS PROJECT CHARTER -
"UNDERSTANDING HUMAN RIGHTS" WORKSHOP

Recommendation:

It is recommended that the Board approve an expenditure from the Special Fund in an amount not to exceed \$1900.00 exclusive of taxes to fund the refreshments for the “Understanding Human Rights” Workshop.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board’s Special Fund will be reduced by an amount not to exceed \$1900.00 excluding applicable taxes.

Background/Purpose:

On May 17, 2007, the Toronto Police Services Board (TPSB), the Toronto Police Service (TPS), and the Ontario Human Rights Commission (OHRC) executed the *Human Rights Project Charter* (Min No. P179/07 refers).

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

In keeping with the commitment to endorsing the Human Rights Project, the Chief of Police has established various sub-committees to assist with the implementation of overall change objectives dealing with the elimination of any discrimination that may exist in the practices of the Toronto Police Services that may be contrary to the *Ontario Human Rights Code*.

On Monday, March 31, 2008, approximately 70 members from all three organizations will gather for a one-day educational workshop entitled "Understanding Human Rights". This event will take place at Humber College. The workshop will include break-out sessions of 4 groups and

plenary sessions dealing with anti-racism in organizations and power & privilege. A number of guest speakers will be in attendance along with Chief William Blair, Chair Barbara Hall and Board Member Hamlin Grange. Refreshments and a lunch will be provided to all attendees.

Conclusion:

I, therefore, recommend that the Board approve an expenditure from the Special Fund in an amount not to exceed \$1900.00 exclusive of taxes to fund the refreshments for the “Understanding Human Rights” Workshop.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P84. REQUEST FOR FUNDS: HABITAT FOR HUMANITY WOMEN BUILD
2008**

The Board was in receipt of the following report February 27, 2008 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: HABITAT FOR HUMANITY WOMEN BUILD 2008

Recommendation:

It is recommended that the Board approve an expenditure from the Board's Special Fund in the amount of \$5,000.00 to support a Toronto Police Service fundraising initiative for Habitat for Humanity Women Build 2008 in which a team of women from the Toronto Police Service (TPS) will raise money to build a home for a deserving family in Scarborough, Ontario.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by the amount of \$5000.00.

Background/Purpose:

Poverty, welfare and homelessness have become an undeniable truth facing communities within Toronto and Canada today. In Toronto, over 190,000 children are living in poverty. Currently there are approximately 67,000 families on the waiting list for social housing. The average wait time for an applicant for social housing to receive a one bedroom home is eight to ten years. The cycle of poverty continues to plague families through one generation after another.

Habitat for Humanity Canada is a national, non-profit, faith-based organization working towards a world where everyone has a safe and decent place to live. Habitat for Humanity is committed to building simple, decent, affordable homes in partnership with low-income families and promoting homeownership as a means to breaking the cycle of poverty. Habitat for Humanity believes in giving a hand up; not a hand out. To that end, the Habitat Partner Family must:

- currently live in substandard housing;
- be willing to volunteer 500 hours of "sweat equity";
- repay a zero-down payment, interest-free mortgage over 25 years.

In 2008, Habitat for Humanity Toronto will be building fifteen (15) homes in the Lawrence Avenue East and Manse Road area in Scarborough. Habitat for Humanity Toronto is dedicating the building of ten (10) of these homes as “Women Build” projects. This would mean that the volunteers used to build the homes would be primarily women for ten of the fifteen homes constructed. This initiative is unique and exceptional as traditionally world wide the “Women Build” projects have been limited to only one home per year. As a point of reference, Habitat for Humanity International, which spans 93 countries, has built over 225,000 homes around the world, of which less than 1,000 have been built by women crews. To date, only seventeen (17) Women Build Habitat homes have been built in Canada.

Discussion:

A team of female members of the TPS lead by Deputy Chief Jane Dick are seeking the opportunity to be “Title Home Donor” for one of the homes. It is the intention of this TPS Team to proudly hand over the key to a new home to a dedicated and worthwhile recipient from the City of Toronto. This commitment would require \$100,000.00 to be raised by participating female members of the TPS and female volunteers who are actively engaged in assisting the TPS. It is also the intention of the organizing committee to encourage members of Community Police Liaison Committees and Consultative Committees currently working alongside the TPS to join and participate in this fundraising initiative. Money raised towards this goal will be through canvassing and fundraising events. Habitat for Humanity has established a deadline of September 2008 to receive the \$100,000.00 commitment from the TPS, hence fundraising must commence immediately. Habitat for Humanity has advised that the TPS Team fundraising goal of \$100,000.00 would be ideal, however if the amount of \$100,000.00 is not raised by the deadline, the Team would still be a valuable addition to the project and recognized in an appropriate format by Habitat for Humanity Toronto. The TPS and the Toronto Police Services Board (Board) would not be responsible for any shortfall below the \$100,000.00 goal.

Fundraising will include TPS members canvassing family, friends, co-workers and corporations to solicit donations directed only towards the charitable organization of Habitat for Humanity Toronto. Habitat for Humanity Toronto will be solely responsible for the issuance of tax receipts and all money raised will go directly to Habitat for Humanity Toronto and directly to the cost of building the “TPS Team” home. When canvassing, participating TPS members will be required to record donations on a form supplied by Habitat for Humanity Toronto, and financial donations collected will be forwarded to the finance co-ordinator of the organizing committee within the TPS and delivered directly to Habitat for Humanity Toronto. To aid in our fundraising efforts, Habitat for Humanity Toronto will provide space for the TPS Team on the Women Build microsite to facilitate on-line donations. Links will be established for this initiative from the TPS intranet and internet directly to the TPS Team microsite that is located on the Habitat for Humanity Toronto website.

This initiative is certain to foster outstanding community partnerships that will result in many positive benefits and would enhance the public image of the TPS. The outstanding abilities and spirit of female members from across our organization would be showcased locally, nationally and internationally. This endeavour is also intended to promote teamwork, support, community spirit and mentorship within the TPS and is in keeping with the Service’s Core Values.

The financial support from the Special Fund will serve as the first committed donation towards our \$100,000.00 goal, and ensure a place in history for the women of the TPS.

The TPS team would also like to extend the opportunity to female members of the Board to join this energetic, committed team to achieve an outstanding community accomplishment.

Conclusion:

The Toronto Police Service Vision Statement states “*we are committed to deliver police services, which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome all challenges*”. The female membership participating in this endeavour are working together to overcome the challenges associated with poverty in our city.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P85. REQUEST FOR FUNDS: 2008 INVESTING IN OUR DIVERSITY
AWARDS GALA**

The Board was in receipt of the following report February 15, 2008 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: INVESTING IN OUR DIVERSITY SCHOLARSHIP
AWARDS

Recommendations:

It is recommended that

- (1) The Board approve an expenditure from the Special Fund, in an amount not to exceed \$1,300.00 to purchase tickets for a table at the Investing in our Diversity Awards Gala; and
- (2) Tickets be provided to interested Board members and that the remaining tickets be provided to members of the Board's Advisory Panel on Community Safety.

Financial Implications:

If the Board approves recommendation number one, the Board's Special Fund will be reduced by the amount of \$1,300.00.

Background/Purpose:

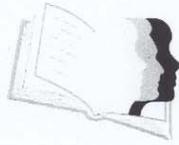
I am in receipt of correspondence dated January 28, 2008, from Mr. Kevin Lee, Scadding Court Community Centre (copy attached), regarding the 2008 Anti-Racism Scholarship Awards Dinner and Fundraiser.

The Scadding Court Community Centre (SCCC), in partnership with the Toronto Community Housing Corporation (TCHC), has developed an initiative to recognize and honour youth commitment to diversity and equality. Since 2003, this unique program has provided \$150,000 to students for their post-secondary education, with \$56,000 awarded in scholarships and bursaries in 2006 alone.

This year's scholarship awards ceremony will recognize the dedication of young people who are focusing on anti-racism work in their communities and will consist of fourteen \$4,000 scholarships to graduating secondary students living in various priority neighbourhoods throughout the city. The Gala will be held on May 29, 2008, at the Bright Pearl Seafood Restaurant

To ensure the event's success, SCCC relies on the financial support from various organizations. I, therefore, recommend that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$1,300.00 to sponsor the Investing in our Diversity Awards Gala and that tickets be provided to interested Board members and that the remaining tickets be provided to members of the Board's Advisory Panel on Community Safety

The Board approved the foregoing.



The 2008
*Investing in our Diversity:
Awards Dinner & Fundraiser*

Toronto Community Housing



Head Patron
Former Chief Justice Roy McMurtry

Municipal Chair
Mayor David Miller

Scholarship Co-founder
William McMurtry

HONOURARY ADVISORY COMMITTEE

Adam Vaughan
Councillor, City of Toronto

Alex Dagg
National Co-Director, UNITE HERE

Barbara Hall
Chief Commissioner,
Ontario Human Rights Commission

Bill Graham
MP, Toronto Centre-Rosedale

Ceta Ramkhalawansingh

Chief William Blair
Toronto Police Service

Denham Jolly
CEO, FLOW 93.5

Alok Mukherjee
Chair, Toronto Police Services Board

Dr. John Ralston Saul

Joseph Mapa
CEO, Mt. Sinai Hospital

Ian Epstein
Blaney McMurtry LLP

Madeline Ziniak
Vice President, OMNI Television

Dr. Mitchell E. Kosny
Chair, Toronto Community Housing Corp.

Peggy Aitchison
Principal, Forest Hill Collegiate Institute

Sandeep Lal
President, Metro Label

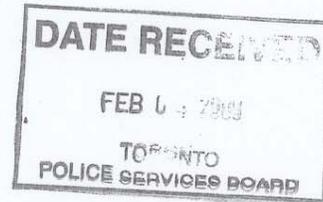
Shairal Chandra

Uchal Powell
Carpenter's Union Local 27

Alok Mukherjee
Chair, Toronto Police Services Board
40 College St.
Toronto, ON
MSG 2J3

January 28, 2007

Dear Mr. Mukherjee,



Diversity has become integral to Canadian identity, and nowhere in Canada is it more reflected than in the City of Toronto. Scadding Court Community Centre (SCCC) through our partner Toronto Community Housing Corporation (TCHC) has therefore developed a unique initiative to recognize and honour young peoples' commitment to diversity and equality.

Presented by SCCC and TCHC, the *Investing in our Diversity Scholarship Awards* recognize the commitment of young people doing anti-racism work in their communities. This awards program consists of fourteen \$4,000 scholarships presented to graduating secondary students who live in the Scadding Court community and in TCHC residences in Regent Park, Pelham Park, Glendower, Rexdale and the Lawrence Heights neighborhoods. With a combined total of \$56,000 available to youth, both organizations are acknowledging the commitment of a new generation of leaders.

In order to make this event a success, it is paramount that we generate enough funds in advance to provide fourteen \$4,000 scholarships. The annual fundraiser *Investing in our Diversity Awards Gala* will be held May 29th, at the Bright Pearl Seafood Restaurant to support the program. This event offers companies an opportunity to promote their commitment to diversity and to the community through corporate sponsorship. Enclosed is a package outlining sponsorship opportunities.

As well, the *Investing in our Diversity Scholarship Awards Gala Dinner* also acts as a fundraiser for "Outer Limits", an intervention project for diverse youth from Toronto Community Housing communities. Through an international work exchange in India, participants are presented with life-changing experiences. The overseas internship supports "at-risk" youth to build on their skills and make life-changing decisions.

We believe that as a successful and progressive organization, the Toronto Police Service is a natural match to act as a community partner for this project. As one of the scholarship sponsors, your logo will appear prominently in all print material and advertising. Sponsorship options include:

- ✓ Sponsoring a scholarship in your company's name for \$6,000
- ✓ Purchasing a corporate table for 10, at the gala dinner for \$1,300
- ✓ Purchasing half of a corporate table for 5, at the gala dinner for \$650
- ✓ Contributing a donation of any amount

As we continue to build upon the award program's success, Scadding Court has partnered with Ryerson University to develop a mentoring and internship opportunities for youth. If your organization would be interested in discussing how your staff can mentor or host a talented and bright youth, please contact us.

We also look forward to hearing from you as to your availability for presenting an award at the dinner and helping to recognize the achievements of young people and their commitment to making a positive contribution in the lives of others.

As a community leader and valued member of the Scholarship Program's Honourary Advisory Committee, we believe that your involvement will continue to be a great benefit to this worthwhile enterprise and we truly hope that you will join us in making this venture a success.

To confirm your attendance and your availability to present an award, or for any additional information, please do not hesitate to contact Areej Hasso, Manager of Development and Community Engagement at Scadding Court Community Centre: a.hasso@scaddingcourt.org or (416) 392-0335 x 230.

Sincerely,



Kevin Lee
Executive Director

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P86. REQUEST FOR FUNDS: 2008 UNITY GALA

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

Subject: REQUEST FOR FUNDS – 2008 UNITY GALA

Recommendation:

It is recommended that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$5,000.00, for sponsorship of 2 tables-of-10 for youth leaders at the 2008 Unity Gala.

Financial Implications:

If the Board approves recommendation contained in the report, the Board's Special Fund will be reduced by the amount of \$5,000.00.

Background/Purpose:

In partnership with the Toronto Youth Cabinet, BLOCKHeadz (Building Links on Community Korner) will be hosting the 3rd Annual Unity Gala on June 19 2008. This event will be sponsored by national and local corporations, foundations and individuals and will celebrate the achievements and contributions of Toronto's youth leaders.

The Gala dinner will be held at the Docks Entertainment Complex and will host approximately 600 guests, including elected officials from all three levels of government, corporate executives, civic leaders, arts and sports celebrities.

I, therefore, recommend that the Board approve expenditure, from the Special Fund, in an amount not to exceed \$5,000.00 to sponsor the 2008 Unity Gala.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P87. REQUEST FOR FUNDS: CHIEF OF POLICE GALA – VICTIM
SERVICES PROGRAM**

The Board was in receipt of the following report February 07, 2008 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: CHIEF OF POLICE FUNDRAISING GALA IN
SUPPORT OF THE VICTIM SERVICES PROGRAM

Recommendations:

It is recommended that:

- (1) The Board approve an expenditure from the Special Fund, in an amount not to exceed \$2,000.00, to support the Victim Services Program of Toronto by purchasing tickets for a table at the Chief of Police Gala; and
- (2) Tickets be provided to interested Board members and that the remaining tickets be provided to the Chief of Police for distribution as deemed appropriate.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by an amount not to exceed \$2,000.00.

Background/Purpose:

I am in receipt of correspondence from the Chief of Police (copy attached) announcing the Chief of Police Gala in support of the Victim Services Program of Toronto. The gala will be held on April 10, 2008 at the Four Seasons Hotel – Regency Ballroom.

The Victim Services Program of Toronto is a community-based not-for-profit organization that is essential not only to victims, but also to police officers at the scene. For the past several years, the Board has provided funding to the Victim Services Program to demonstrate its gratitude for the valuable contribution made by all members of Victim Services. It depends on community support and donations from various companies and organizations.

The Chief of Police Gala will provide an opportunity to raise funds and to celebrate the vital role that Victim Services plays, and the partnership it shares with the Toronto Police Service and the Toronto Police Services Board.

Conclusion:

I, therefore, recommend that the Board approve an expenditure from the Special Fund, in an amount not to exceed \$2,000.00, to support the Victim Services Program of Toronto by purchasing tickets for the Chief of Police Gala.

The Board approved the foregoing report.



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



William Blair
Chief of Police

File Number:

January 2008

Dear Friend,

It is with great pleasure that I write you today asking for your support of The Victim Services Program of Toronto, a community-based organization that the Toronto Police Service is very proud to be associated with. As The Chief of Police, I know this volunteer-driven organization is highly valued, respected and essential not only to victims, but also to police officers at the scene.

An independent not-for-profit registered charity operating in close partnership with the Toronto Police Service, the Victim Services Program of Toronto is the **only** agency in Toronto providing immediate on-site crisis, trauma, safety and support services to victims of crime or sudden tragedy. They depend on community support and donations from people such as yourself and the companies or organizations you represent. These donations keep Victim Services on the job 24 hours a day, 365 days a year restoring, rebuilding and enhancing the quality of life of those touched by tragedy.

With this in mind, I have the distinct pleasure of announcing:

THE CHIEF OF POLICE GALA
April 10, 2008
The Four Seasons Hotel – Regency Ballroom
Reception 6:30 p.m. – Dinner 7:00 p.m.

I sincerely hope you will save the date for this important Fundraising Event, and join me in celebrating this vitally important and unique partnership between the Toronto Police Service and The Victim Services Program of Toronto. In the weeks to come, you will receive your invitation to this exciting event.

I'm looking forward to seeing you there.

Sincerely,

William Blair
Chief of Police





CHIEF *of* POLICE Gala

April 10, 2008
Four Seasons Hotel, Toronto
Regency Ballroom

Tickets and Tables

Gala Tickets

Per Seat \$ 200

Gala Tables

Per Table of 10 \$ 2,000

Per **Chief of Police Friendship Table** ... \$ 2,000

- 8 guests and 2 tickets for Victim Services volunteers/staff
- Invitation for 2 to VIP Reception

Diamond 'Presenter' Sponsor

- Exclusivity Sponsor, Presenter status on all event materials, Presenter mention in all pr/media, 2 Reserved Tables in prime location, 20 invitations to VIP Reception where Company Executive will have photo opportunity with Chief, Sponsor Executive seated at Head Table, Special Photo/Certificate Portfolio Momento

\$ 20,000

Platinum Sponsor

- Platinum Sponsor recognition in all promotional materials, Releases, Signage at the event, 10 invitations to VIP Reception where Company Executive will have photo opportunity with Chief, 2 Reserved Tables in prime location, Sponsor Executive seated at Head Table, Special Photo/Certificate Portfolio Momento

\$ 15,000

Gold Sponsor

- Recognition as Gold Sponsor in all promotional materials, Releases, Signage at the event, 4 invitations to VIP Reception where Company Executive will have photo opportunity with Chief, One reserved table in prime location, Special Photo/Certificate Portfolio Momento

\$ 10,000

Silver Sponsor

VIP Reception or General Reception Sponsor • Entertainment Sponsor • Silent Auction Sponsor • Décor Sponsor

- Each of these Sponsors will receive full recognition as 'Type' of Sponsor in promotional materials, Gala Program and Signage at the event. Silver Sponsors will also receive Table Signage.

\$ 5,000



CHIEF of POLICE Gala

April 10, 2008
Four Seasons Hotel, Toronto
Regency Ballroom

**- RSVP -
Fax Back
Sheet**

Ticket and Table Purchases

- I wish to purchase _____ **Tickets** @ \$200 per seat
- I wish to purchase _____ **Tables** @ \$2,000 per Table
- I wish to purchase _____ **Chief of Police Friendship Tables** @ \$2,000
 - 8 guests and 2 tickets for Victim Services volunteers/staff
 - Invitation for 2 to VIP Reception

Alternatively:

- I will not be able to attend, however I am making a donation in the amount of \$ _____.
- I have a Silent Auction Item I would like to donate. The item is a _____.
The value of the item(s) is \$ _____.

Sponsorship Opportunities

- | | | | |
|--|-----------|--|----------|
| <input type="checkbox"/> Diamond 'Presenter' Sponsor | \$ 20,000 | <input type="checkbox"/> VIP Reception Sponsor | \$ 5,000 |
| <input type="checkbox"/> Platinum Sponsor | \$ 15,000 | <input type="checkbox"/> General Reception Sponsor | \$ 5,000 |
| <input type="checkbox"/> Gold Sponsor | \$ 10,000 | <input type="checkbox"/> Entertainment Sponsor | \$ 5,000 |
| | | <input type="checkbox"/> Silent Auction Sponsor | \$ 5,000 |
| | | <input type="checkbox"/> Décor Sponsor | \$ 5,000 |

The Victim Services Program of Toronto is a not-for-profit registered charity. Qualified contributions are tax deductible. Official receipts will be issued on request. (BN: 89409 3467 RR0001)

PLEASE COMPLETE AND RETURN

Name _____		Position/Title _____	
Company Name _____			
Address _____	City _____	Province _____	Postal Code _____
Telephone _____	Fax _____	E-mail _____	

My payment of \$ _____ is enclosed in the form of:

- Cheque (Please make payable to: The Victim Services Program of Toronto)
Send cheque to: Chief's Gala Office, Toronto Police Service, 1500 Don Mills Road, 6th Floor, Toronto, Ontario, M3B 3K4

- VISA MasterCard Card Number: _____ Expiry Date: _____

Signature: _____

- Please reserve and invoice as indicated above

For additional information about Tickets, Tables or Sponsorships, call (416) 808-6620

RSVP to: Chief's Gala Office, Toronto Police Service, 1500 Don Mills Road, 6th Floor, Toronto, Ontario, M3B 3K4
Call: (416) 808-6620 **Fax:** (416) 981-3366 **Email:** chiefsgala@torontopolice.on.ca

PROGRAM ADVERTISING RATES

Inside Front Cover	\$ 2,250	Inside Back Cover	\$ 2,000
Outside Back Cover	\$ 2,500	Full Page	\$ 1,500
Half Page	\$ 1,000	Quarter Page	\$ 600
Business Card	\$ 400	Double Page Spread	\$ 2,500

** These fees are net. No agency commissions are recognized. Prices are subject to GST. Contact us for production size specifications.

To reserve advertising space in the Gala Program, or for any questions:

Call: (416) 808-6200 Fax: (416) 981-3366 Email: chiefsgala@torontopolice.on.ca

Send materials to: Chief's Gala Office, Toronto Police Service, 1500 Don Mills Road, 6th Floor, Toronto, Ontario, M3B 3K4

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P88. REQUEST FOR FUNDS: CHIEF OF POLICE GALA – CRIME
STOPPERS PROGRAM**

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

Subject: REQUEST FOR FUNDS: 12th ANNUAL CHIEF OF POLICE GALA DINNER

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 \$300.00 each, for the purposes of providing sponsorship to the 12th Annual Chief of Police Gala Dinner.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by an amount not to exceed \$2,100.00.

Background:

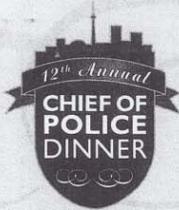
I am in receipt of correspondence dated February 19, 2008 (copy attached), from Mr. Michael P. Bagg and Mr. Lorne M. Simon, regarding the 12th Annual Chief of Police Gala Dinner.

In recognition of the Toronto Police Service's longstanding participation in Crime Stoppers programs, the Board has been invited to consider sponsorship of the 12th Annual Chief of Police Gala Dinner. This year's event will be held on May 14, 2008 at the Arcadian Court, 401 Bay Street.

The 12th Annual Chief of Police Gala Dinner is an excellent way to honour the Toronto Police Service and to further promote this important initiative as well to assist in the fight and prevention against crime.

It is recommended that the board continue to support the Toronto Crime Stoppers Program with the approval of this report.

The Board approved the foregoing report.



MAY 14th, 2008

HONOURARY CHAIR

David Mirvish
Mirvish Enterprises

DINNER CHAIR

Michael P. Bagg
Toronto Police Widows and Orphans Fund

Lorne Simon
Chair, Toronto Crime Stoppers
Michael Communications Media Group

Sean Sportun
Vice-Chair, Toronto Crime Stoppers
Mac's Convenience Stores Inc.

COMMUNITY ADVISORY COMMITTEE

Kev Auty
Home Depot

Michael Girgis
Onestop Media Group

Staff Superintendent Gary Grant, Retired
Toronto Police Service
Founder, Toronto Crime Stoppers

Gary Jaynes
Humber College Institute of
Technology & Advanced Learning

Russell Lazar
Mirvish Enterprises

David Leonard
DDB Canada

Harry McMurtry
Affleck Greene Orr LLP

Louise Russo
W.A.V.E.
(Walk Against Violence Everywhere)

TORONTO POLICE COORDINATOR

Detective Larry Straver
Toronto Police Service



Dinner Office:

Michael Communications Media Group
890 Caledonia Road
Toronto, Ontario M6B 3Y1
Tel 416-785-5037 | Fax 416-785-1647
Email | crime_stoppers_dinner@222tips.com

February 19, 2008

Dear Crime Stoppers Friend,

Plans are well underway for the 12th Annual Chief of Police Gala dinner at the Arcadian Court, 401 Bay Street. The dinner is taking place on Wednesday, May 14, 2008 and supports all of the Toronto Crime Stoppers initiatives that Chief Blair encourages.

"I am proud The Toronto Police Service is associated with a volunteer-driven organization such as Toronto Crime Stoppers who share our vision of helping prevent and solve crime", says Chief William Blair.

Toronto Crime Stoppers was founded 24 years ago and our performance speaks volumes about what the residents of Toronto will do to eliminate and prevent crime in their community. It was just this past January when one concerned citizen called 416-222-TIPS and from that tip, drugs and illegal handguns were intercepted from making their way onto our streets.

Toronto Crime Stoppers needs your help. Every tipster that assists in solving a crime is eligible for a reward that is funded wholly through donations and specific fundraising events like our annual Dinner. To continue this battle against crime, we need your help financially. Not only will the May 14th dinner be an entertaining and fun evening for those in attendance, but any show of solidarity – Sponsorship, Silent Auction addition or cash donation - will help Toronto Crime Stoppers in our mission as a community-based, not-for-profit organization.

We can all make a difference in the fight against crime and its prevention in our communities. Please do your part. We hope to see you May 14th at The Chief of Police Dinner.

Sincerely,

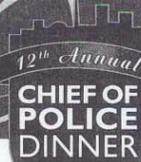
Michael P. Bagg
Chair | 2008 Crime Stoppers Dinner

Lorne M. Simon
Chair | Toronto Crime Stoppers

P.S. Please review the enclosed fax back order form to identify your level of support, we need your help. Even if you are unable to attend the dinner, tax-deductible donations is a great way to show your support for our stand against solving crime. Crime Stoppers is a federally registered charity. Charitable # 89172 6798 RR001.



www.222tips.com



MAY 14th, 2008

TORONTO CRIME STOPPERS

12TH ANNUAL CHIEF OF POLICE DINNER SPONSORSHIP OPPORTUNITIES

Diamond "Presenter" Sponsorship Package – \$50,000

- The "Presenter" Sponsor will be given exclusivity at this level
- Sponsor receives "Presenter" status on all collateral material at the event
- Sponsor receives "Presenter" mentions for all media support
- Sponsor will receive "Presenter" status on all promotional material, including the dinner Website
- Two tables reserved in a prime location for the company
- Twenty invitations to exclusive VIP Reception, during which a Company Executive will be photographed with the Chief of Police
- Sponsor Executive to sit at the Head Table
- Priority selection of table
- Special commemorative gift from Toronto Crime Stoppers

Platinum Sponsorship Package – \$25,000

- Sponsor to receive full recognition as Platinum Sponsor in all promotional material, press releases, Website and signage at the event
- Twenty invitations to exclusive VIP Reception, during which a Sponsor Executive will be photographed with the Chief of Police
- Two tables reserved in a prime location for the sponsor
- Sponsor Executive to sit at Head Table
- Priority selection of table
- Sponsor to receive special commemorative gift from Toronto Crime Stoppers

Gold Sponsorship Package – \$12,000

- Sponsor to receive full recognition as Gold Sponsor in all promotional material, Website and signage at the event
- Ten invitations to exclusive VIP reception, during which a Sponsor Executive will be photographed with the Chief of Police
- One table to be reserved for the sponsor in a prime location
- Priority selection of table
- Sponsor to receive special commemorative gift from Toronto Crime Stoppers

Reception/Entertainment Sponsorship Package – \$5,000 (Maximum 5 Sponsors)

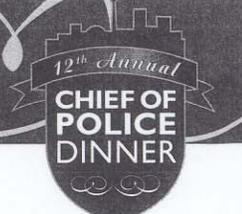
- Sponsor to receive full recognition as Reception Sponsor in all promotional material, Website and signage at the event
- Sponsored table will have special signs recognizing the contribution

Toronto Crime Stoppers is a federally-registered charity. Charitable # 89172 6798 RR001





www.222tips.com



MAY 14th 2008

12TH ANNUAL CHIEF OF POLICE DINNER RSVP

Dinner Ticket Purchases:

- I wish to purchase _____ tables @ \$3,000 per table.
- I wish to purchase _____ seats @ \$300 per seat.
- I wish to purchase _____ Chief of Police Friendship tables
(8 guests and 2 senior police officers) @ \$3,000 per table.

Other:

- Unfortunately, I won't be able to attend but, I am making a donation in the amount of \$ _____.
- I have a silent auction item I would like to donate. The item is a _____.
- The value of the items is \$ _____.

Sponsorship Opportunities:

- Diamond "Presenter" Sponsor \$50,000
- Gold Sponsor \$12,000
- Platinum Sponsor \$25,000
- Reception/Entertainment Sponsor \$5,000

Toronto Crime Stoppers is a federally-registered charity, Qualified contributions are tax deductible. Official receipts will be issued on request. Charitable # 89172 6798 RR001

Name: _____ Title: _____

Company: _____

Address: _____

City: _____ Province: _____

Postal Code: _____

Telephone: () _____ Fax: () _____

Email: _____

My payment of \$ _____ is enclosed in the form of:

- Cheque – please make payable to: **Toronto Crime Stoppers Dinner** Send cheque to Toronto Crime Stoppers Dinner Office
- Visa Mastercard American Express Card No. _____

Expiry Date: _____ Signature: _____

2008 Program Advertising Rates

Inside Front Cover	\$2,095	Full-Page	\$1,550
Inside Back Cover	\$2,095	Half-Page	\$1,095
Outside Back Cover	\$2,450	Quarter-Page	\$650
DPS Double-Page Spread	\$2,295	Business Card	\$500

These fees are net. No agency commissions are recognized. Prices are subject to GST. *Contact us for production size specifications.

For dinner information, or to reserve advertising space, call:

Tel: 416-785-5037 Fax: 416-785-1647 Email: crime_stoppers_dinner@222tips.com

Please send all money and materials to:

Toronto Crime Stoppers Dinner Office c/o Michael Communications Media Group | 890 Caledonia Road | Toronto, Ontario M6B 3Y1



HELP US KEEP TORONTO A SAFE CITY

Toronto Crime Stoppers is a distinctive partnership of the community, the police and the local media. This program provides the public with a proactive way to anonymously assist the police in solving crimes. We have assisted police in solving murders, armed robberies, sexual assaults, child exploitation, break-and-enters, and many more crimes.

Toronto Crime Stoppers is a federally-registered not-for-profit charitable organization. Tax dollars are not available to Crime Stoppers to pay rewards. All rewards are paid from donations received from business and citizens of Toronto.

The power to keep Toronto a safe city is in your hands. Any crime is one crime too many. Toronto Crime Stoppers plays a vital role in keeping Toronto safe by reducing the number of crimes in the city.

Be a player in the fight against crime... support Toronto Crime Stoppers.

12TH ANNUAL CHIEF OF POLICE DINNER

Toronto Crime Stoppers needs your help. Every tip that leads to solving a crime is eligible for a reward that Crime Stoppers provides thanks to donations from citizens like you. To continue this fight against crime, we need your financial support. Please stand up and support Crime Stoppers by attending the 12th Annual Chief of Police Dinner.

Wednesday, May 14th, 2008

Arcadian Court, 8th Floor

401 Bay Street, Toronto

Cocktails 6:00pm Dinner 7:30pm

Tickets \$300 per person \$3,000 per table of ten

Silent Auction Live Entertainment



William Blair was appointed Chief of the Toronto Police Service on April 26, 2005. The Toronto Police Service employs over 5,500 police officers and 2,000 civilian employees, making it the largest municipal police service in Canada, and one of the largest in North America. Chief Blair started his 30-year policing career as a beat officer in downtown Toronto, and continued with assignments in drug enforcement, organized crime units, and major criminal investigations. Chief Blair holds a Bachelor of Arts Degree from the University of Toronto with dual disciplines of Economics and Criminology (1981) and a Certificate in Law Enforcement Administration from the University of Toronto (1983). He is a graduate of the Federal Bureau of Investigation National Academy (1990) and the Police Leadership Program from the University of Toronto, Rotman School of Business Management (2002) and National Executive Institute (2006). Chief Blair's repertoire of impressive achievements includes membership with various international, provincial, and national Chief of Police associations. He is also a frequent guest lecturer at the University of Toronto. He has also overseen the development of the Toronto Anti-Violence Intervention Strategy (TAVIS) to combat violent crime. Chief Blair has grown up as a life-long resident of Toronto and is proud and honoured to serve the people of Toronto as its Chief of Police.



DINNER M.C. Scott Fox is a #1 rated morning radio personality on Z103.5, Toronto. Z103.5 is the school media partner for Toronto Crime Stoppers, providing Crime Stoppers with the Z103.5/Crime Stoppers vehicle, as well as promotional materials and giveaways for school events. Scott has been an active supporter of Crime Stoppers and the Toronto Police Service for many years. Scott recently hosted the Crime Stoppers Charity Golf Tournament this past summer, and he's also actively involved in the Student Crime Stoppers program, which works to educate young people regarding the positive impact Crime Stoppers can have on their school and community. In the 2007 Toronto Sun Reader's Choice Awards, Scott was the winner of 3 gold medals including Favourite Morning Show, Favourite Radio Personality, and Top Toronto Personality – pretty big recognition for a man who, at the age of 16, began his career fetching coffee and washing station vehicles as the intern for a local AM station in Newmarket. In his spare time Scott is an avid golfer, home renovation enthusiast, and enjoys spending time with his family and cruising Lake Ontario in his boat. With over 15 years of on-air experience, Scott has hosted hundreds of fundraising and corporate events across Canada. His quick wit and natural speaking ability makes him a perfect choice to host the 2008 Toronto Crime Stoppers Chief of Police Dinner. You can listen to Scott Fox weekday mornings from 5:00am – 9:00am on Today's Hit Music, Z103.5.



TORONTO CRIME STOPPERS PRESENTS

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TORONTO STAR



MAY 14TH 2008

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P89. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
RESPONSE TO JURY RECOMMENDATIONS FROM THE INQUEST
INTO THE DEATH OF O'BRIEN CHRISTOPHER-REID**

The Board was in receipt of the following report January 15, 2008 from William Blair, Chief of Police:

Subject: RESPONSE TO JURY RECOMMENDATIONS FROM THE CORONER'S
INQUEST INTO THE DEATH OF O'BRIEN CHRISTOPHER-REID -
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 O'Brien Christopher-Reid.

Financial Implications:

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

Background/Purpose:

A Coroner's Inquest into the death of O'Brien Christopher-Reid was conducted in Toronto from November 5, 2007 to December 14, 2007. At its meeting of December 19, 2007, the Board received the initial jury verdict and recommendations (Min. No. P416/07 refers).

Discussion:

Of the 12 recommendations issued by the jury, eight are specifically directed to the Toronto Police Services Board/Toronto Police Service (Nos. two to nine) and one was directed jointly to the Toronto Police Services Board/Toronto Police Service and the Ontario Police College (No. one). The remaining three recommendations were directed to the Ministry of Health and Long Term Care (Nos. 10 to 12).

Responsibility for preparing the Board report on the Response to Jury Recommendations from the Coroner's Inquest into the Death of O'Brien Christopher-Reid was assigned to Corporate Planning. Corporate Planning has been advised by the office of Dr. James Edwards, Presiding Coroner, Office of the Chief Coroner, that the full Coroner's report will not be available until approximately mid-February.

The full report is required to allow Corporate Planning and various stake holders to respond to the recommendations in context of the events as set out in the Coroner's Verdict Explanation.

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

A copy of the initial inquest jury verdict and recommendations was released on December 14, 2007 and is appended to this report as Appendix "A", for your information.

Conclusion:

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

The Board approved the foregoing report.

Appendix "A"

COPY

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VERDICT/RECOMMENDATIONS**



INQUEST
TOUCHING THE DEATH OF
O'Brien Christopher-Reid
JURY VERDICT AND RECOMMENDATIONS

December 2007



Office of
The Chief
Coroner
Bureau du
Coroner
en chef

Verdict of Coroner's Jury

We the undersigned Effie Elopoulos of Toronto
Natalia Kostiw of Toronto
Shirani Perinpanathan of Toronto
Ray Traichel of Toronto
Charles Willson of Toronto

the jury serving on the inquest into the death of

Surname: Christopher-Reid Given name: O'Brien
 Aged: 26 held at Toronto, Ontario
 From the 5th of Nov. to the 1st of Dec., 20 07
 By Dr. James N. Edwards Coroner for Ontario

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 VERDICT/RECOMMENDATIONS**

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

1. Name of deceased O'Brien Christopher-Reid
2. Date and time of death June 13, 2004 13:22 hrs.
3. Place of Death Sunnybrook Health Science Center, Toronto
4. Cause of death Multiple gunshot wounds of posterior torso and left lateral chest, perforating left lung
5. By what means Homicide

Original signed by Foreman

Original signed by jurors

The verdict was received on the 14 day of December 20 07

Original signed by Coroner

We the jury in the Christopher-Reid inquest recommend:

To the Chief of Police of the Toronto Police Service, the Toronto Police Services Board and the Ontario Police College:

1a) The Toronto Police Services to include **greater emphasis** in its training of new police recruits and in its annual use of force requalification training:

- i) de-escalation techniques to include opportunities to initiate soft communication approaches when situations warrant;
- ii) interactions with emotionally disturbed persons;
- iii) racial diversity issues.

b) The events leading up to the death of O'Brien Christopher-Reid, be implemented for scenario based training to new police recruits and in yearly use of force requalification training for police officers.

To the Chief of Police of the Toronto Police Service and the Toronto Police Services Board:

2) The Toronto Police Service continue to seek input from experts in the field of mental health and from consumer survivors groups, to develop new training initiatives and methods of delivery of their training programs. Upon completion of the training program, a variety of evaluative tools should be applied to assess understanding of the material presented.

3) When an officer has been involved in an incident that results in serious injury or death, there **must** be a review of the incident by the Use of Force Review Committee. This includes a **mandatory** review of the officer's actions, to determine whether re-training of the officer is required before the officer resumes active police duties.

4) All members of the Toronto Police Services should be informed of the nature and availability of the Mobile Crisis Intervention Teams and of the importance of utilizing them in appropriate circumstances.

5) There should be further study of the possibility of utilizing Mobile Crisis Intervention Teams for phone consultation in the course of making a situation safe.

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6) If specialized units such as the Emergency Task Force or Mobile Crisis Intervention Teams are en route to an incident, dispatchers should try, if circumstances permit, to ensure and confirm that primary response unit officers have received the information that specialized units are en route. If possible, dispatchers should provide primary response unit officers with estimates of how long it will be until specialized officers arrive.

7) The Toronto Police Services should research a new range of intermediate force options for primary response officers.

8) The Toronto Police Services should immediately implement the use of lasers for all primary response officers.

9) Any legislation and policies regarding the use of Force Report Form 1 be reviewed to consider whether part B should be retained for permanent police record.

To the Ministry of Health and Long Term Care:

10) The Ministry of Health and Long Term Care consider promoting and providing financial support to police services and hospitals to support the expansion of operating hours of the Mobile Crisis Intervention Teams in the City of Toronto.

11) That the Ministry of Health and Long Term Care consider promoting and advertising to the general public, information about the Mental Health and Justice Services Community Referral Access Line and the related telephone numbers.

12) That the Ministry of Health and Long Term Care review and consider current legislation policies and funding to address:

- a) criteria by which patients are released from psychiatric hospitals;
- b) community and nursing support for released patients;
- c) family support mechanisms that include:
 - i) education and counselling of patient's specific disorders;
 - ii) further considerations for doctors to use discretion to disclose to a patient's family and significant others any pertinent information.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

#P90. RECOMMENDATION TO EXPEDITE THE PASSING OF BILL C-2

The Board was in receipt of the attached copy of correspondence dated February 12, 2008 from David Miller, Mayor, City of Toronto, to Joan Fraser, Chair of the Standing Committee on Legal and Constitutional Affairs, containing a recommendation to expedite the passing of Bill C-2.

The Board received the correspondence and authorized the Chair to write a similar letter to The Honourable Joan Fraser expressing the Board's support for the passing of Bill C-2.

Mayor

DAVID MILLER

February 12, 2008

The Honourable Joan Fraser
Chair of the Standing Committee on Legal and Constitutional Affairs
The Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Senator Fraser:

The people of Toronto continue to be victimized by senseless acts of violence and handgun-related crime. Bill C-2 would amend the *Criminal Code* and strengthen the consequences for gun crime. Working together the Government of Canada, the Province of Ontario, and the City of Toronto have made considerable efforts to ensure that its communities are secure, and that individuals and families are safe to partake in healthy and productive lives.

I support the provisions in Bill C-2 relating to: mandatory minimum sentences for serious firearms offences, changes to the provisions concerning dangerous offenders, long-term offenders and recognizances to keep the peace, and bail for offences involving firearms. The legislation being proposed will complement the community-based initiatives to enhance opportunities for youth and to address the root causes of gun-related crime underway in Toronto.

As part of this commitment, I am requesting that you expedite the passing of Bill C-2 through the Standing Committee on Legal and Constitutional Affairs. I am asking the Prime Minister and the opposition leaders for their support in passing this bill.

I am committed to getting guns off the streets of Toronto and advocate a ban on handguns and stiffer penalties for crimes involving guns.

Yours truly,



Mayor David Miller
City of Toronto

DATE RECEIVED

MAR 05 2008

TORONTO
POLICE SERVICES BOARD

cc. Hon. Stephen Harper, Prime Minister of Canada
Hon. Dalton McGuinty, Premier of Ontario
Hon. Chris Bentley, Ontario Attorney General
Dr. Alok Mukherjee, Chair of the Toronto Police Services Board
Chief Bill Blair, Toronto Police Services



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TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P91. FUNDS FOR THE RECRUITMENT OF NEW FRONT-LINE POLICE
OFFICERS FOR THE TORONTO POLICE SERVICE**

The Board was in receipt of the attached copy of correspondence dated March 06, 2008 from David Wilson, President, Toronto Police Association, to William Blair, Chief of Police, regarding funds for the recruitment of new front-line police officers for the Toronto Police Service.

The Board received the correspondence.



**TORONTO
POLICE
ASSOCIATION**

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Toronto, Ontario,
Canada M2J 1R5

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Dave Wilson
President

Douglas Corrigan
Vice President

Rick Perry
Director
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Larry Molyneaux
Director
Member Benefits

Thomas Froude
Director Civilian
Administrative Services

Edward Costa
Director
Civilian Field Services

Mike Abbott
Director Uniform
Administrative Services

George Tucker
Director
Uniform Field Services

Tim Zayack
Director
Uniform Field Services

March 6, 2008

Chief William Blair
Toronto Police Service
40 College Street
Toronto ON M5G 2J3

Dear Chief Blair:

RE: Police Officer Recruitment Fund

The federal government announced in the Budget that it will provide funding to provinces and territories to support them in recruiting 2,500 new front-line police officers.

This government initiative is due in large part to extensive lobbying by local, provincial and national police organizations including the Toronto Police Association. I think we all believe that this is an important initiative and we are asking you to join forces with the Toronto Police Services Board, Mayor Miller, the Province of Ontario and the Toronto Police Association to work with the federal government to set aside appropriate municipal funds to recruit and hire more officers to better meet the community safety needs for Toronto.

As you know, the Toronto Police Service will loose over 1400 police officers to retirement and resignations over the next few years. We must be proactive and start now to increase our compliment. It is critical to public and officer safety that new recruits get a chance to draw on the knowledge and experience of senior members before they leave the job.

We cannot stand back quietly and miss this important opportunity. Now is the time to secure our portion of new recruits and ensure adequate staffing levels are maintained in the future.

We would be pleased to work with you on this important issue.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Dave Wilson
President

c: Alok Mukherjee, Chair, Police Services Board
David Miller, Mayor



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 27, 2008**

**#P92. RESPONSE TO THE BOARD'S RECOMMENDATION FOR CIVILIAN
GOVERNANCE TRAINING FOR POLICE RECRUITS AT THE
ONTARIO POLICE COLLEGE**

The Board was in receipt of the attached copy of correspondence dated February 28, 2008 from Rick Bartolucci, Minister of Community Safety and Correctional Services, with regard to civilian governance training for police recruits at the Ontario Police College.

The Board received the Minister's correspondence.

**Ministry of Community Safety
and Correctional Services**

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

**Ministère de la Sécurité communautaire
et des Services correctionnels**

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél.: 416-325-0408
Télec.: 416-325-6067



CU08-00493

FEB 28 2008

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

Dear Dr. Mukherjee:

Thank you for your letter of February 4, 2008, reiterating the Toronto Police Services Board's (TPSB) request regarding civilian governance training for police recruits. I am pleased to respond.

As I indicated in my response of January 9, 2008, staff at the Ontario Police College (OPC) did review the TPSB's recommendation and were unable to add additional material to the program without removing existing program material. OPC staff have indicated that recruits do receive copies of the *Police Services Act* and are given an overview of its contents. In addition, recruits are provided with information on civilian oversight during a lecture period provided by the Special Investigations Unit. I am pleased to note from the TPSB Minute No. P05/08 that Toronto recruits receive this information in an orientation session prior to their attendance at the OPC.

I understand that you are making arrangements to meet with Mr. Rudy Gheysen, Director of the OPC, to discuss the issue. I encourage the open dialogue and hope that you are satisfied with the outcome.

Again, thank you for writing, and for your continued interest and support of policing in the province.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rick Bartolucci".

Rick Bartolucci, MPP, Sudbury
Minister

c: Mr. Bernie Morelli, President
Ontario Association of Police Services Boards

Mr. Rudy Gheysen



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**#P93. RESPONSE TO BOARD'S CORRESPONDENCE REGARDING THE
COMMUNITY EDUCATION AND ACCESS TO POLICE COMPLAINTS
DEMONSTRATION PROJECT**

The Board was in receipt of the attached correspondence dated February 26, 2008 from Chris Bentley, Attorney General, regarding the Community Education and Access to Police Complaints Demonstration Project.

The Board received the Minister's correspondence.

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M5G 2K1
Tel: 416-326-4000
Fax: 416-326-4016

Procureur général
Édifice McMurtry-Scott
720, rue Bay
11^e étage
Toronto ON M5G 2K1
Tél.: 416-326-4000
Télééc.: 416-326-4016



Our Reference #: M07-08443

FEB 2 6 2008

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

Dear Mr. Mukherjee:

Thank you for your letter dated December 13, 2007, regarding the Scadding Court Community Centre's Community Education and Access to Police Complaints Demonstration Project (CEAPC).

My Ministry worked closely with the Scadding Court Community Centre throughout the LeSage consultation and during the legislative process for the *Independent Police Review Act, 2007* (formerly Bill 103). I certainly appreciate the positive role that Scadding Court has played in this process.

We hope to announce the appointment of the first Independent Police Review Director (IPRD) in the near future. The IPRD and his or her staff will work closely with the community and the police to work out many of the operational details of Ontario's new police complaints system. When the new IPRD is appointed, we will ask that he or she contact both Scadding Court and the Toronto Police Services Board to discuss ways that your respective organizations can continue contributing to the improvement of Ontario's police review system.

Once again, thank you for writing.

Yours sincerely,

A handwritten signature in black ink, appearing to be "Chris Bentley".

Hon. Chris Bentley
Attorney General

c: Mr. Kevin Lee, Scadding Court Community Centre

DATE RECEIVED

FEB 2 9 2008

TORONTO
POLICE SERVICES BOARD

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#P94. AWARD OF CONTRACT TO AGILYSYS, INC.

The Board was in receipt of the following report dated March 26, 2008 from Albert Cohen, City of Toronto – Legal Services Division:

Subject: Award of Contract to Agilysys, Inc.

Recommendation:

It is recommended that the Board amend Recommendation No. (1) in Board Minute No. P378/07 to reflect the award of the contract to Agilysys, Inc. rather than Agilysys Canada Inc.

Background:

At its meeting held on November 15, 2007, the Board awarded a contract to Agilysys Canada Inc to act as vendor of record for the supply of computer server hardware, software and components and to provide software maintenance, upgrade protection and training on software releases for the installed server hardware and server related software products, for the period from January 1, 2008 to December 31, 2010.

In the course of finalizing the contract, staff in the City Legal Division noted that the proposal in this matter had actually been submitted in the name of Agilysys, Inc. rather than Agilysys Canada Inc.

Discussion:

Staff in the Legal Division has been advised by legal counsel for both companies that Agilysys Canada Inc. is a wholly owned subsidiary of Agilysys, Inc. Although the proposal was formally submitted on behalf of Agilysys, Inc., it was submitted by sales representatives of Agilysys Canada Inc. and the latter corporate name was often informally used to identify the company. Therefore, the incorrect name was used in the report.

In order to clarify the record and ensure that the Board Minute correctly reflects the proper name of the proponent, I recommend that the Board amend Minute P378/07, from its meeting held on November 15, 2007, to identify the correct contracting party.

cont...d

The Board approved the following Motions:

- 1. THAT the Board re-open Minute No. P378/07 from the meeting held on November 15, 2007 in order to consider a report from the City Legal Division that clarifies the proper name of the proponent;**
- 2. THAT the Board approve the report dated March 26, 2008 from Mr. Albert Cohen, City Legal Division; and**
- 3. THAT Minute No. P378/07 be amended accordingly**

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#P95. ADJOURNMENT

Alok Mukherjee
Chair

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