



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

**The Minutes of the meeting held on August 21, 2008, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on September 18, 2008 with the exception of Minute No. P239/08 which was amended. Details of the amendment are noted in Minute No. P239/08.**

**MINUTES OF THE PUBLIC MEETING** of the Toronto Police Services Board held on **SEPTEMBER 18, 2008** at 1:30 PM in the Board Room, Police Headquarters, 40 College Street, Toronto, Ontario.

**PRESENT:**

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

**ABSENT:**

**Ms. Judi Cohen**, Member  
**Mr. David Miller**, Mayor & Member

**ALSO PRESENT:**

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P248. INTRODUCTIONS**

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

Mr. Gerald Hanley  
Sergeant Sanjee Aroda  
Sergeant Paul Bissonnette  
Sergeant Eric Dugan  
Sergeant William McGarry  
Sergeant Kevin Sedore

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P249. PSYCHOLOGICALLY HEALTHY WORKPLACE AWARD**

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

Subject: PSYCHOLOGICALLY HEALTHY WORKPLACE AWARD

Recommendation:

It is recommended that the Board receive the Ontario Psychological Association's 2008 Psychologically Healthy Workplace Award on behalf of the Service at its meeting on September 18, 2008.

Financial Implications:

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

Background/Purpose:

In May 2007, the Ontario Psychological Association introduced the Ontario Psychologically Healthy Workplace Award program designed to honour Ontario organizations, companies, and businesses who demonstrate leadership in the development of a psychologically healthy workplace culture. The Service submitted its initial application to the Award program on June 26, 2007. The initial application was followed by extensive and detailed written submissions regarding relevant Service programs and activities, with a focus on the five key areas of Employment Involvement; Employee Growth and Development; Work-Life Balance; Health and Safety; and Employee Recognition. Written submissions were followed by a full-day site visit by the Award Committee on April 2, 2008 that involved interviews with both uniform and civilian members at all levels of the organization.

At a press conference and luncheon held at the Toronto Board of Trade on May 1, 2008, the Ontario Psychological Association announced that the Service had been named the inaugural winner of the Ontario Psychologically Healthy Workplace Award.

Discussion:

Selection as the inaugural recipient of the Ontario Psychologically Healthy Workplace Award represents a significant achievement for the Service recognizing its many programs and activities that contribute to Employment Involvement; Employee Growth and Development; Work-Life Balance; Health and Safety; and Employee Recognition. The Service is one of 250 award winners from more than 40 state and provincial awards programs across North America. As the

Ontario award recipient, the Service is eligible for the American Psychological Association's National Psychologically Healthy Workplace Award to be awarded in March 2009.

At the request of the Command, the Ontario Psychological Association has agreed to make a formal presentation of the Ontario Psychologically Healthy Workplace Award to the Board at its meeting on September 18, 2008.

Conclusion:

The Toronto Police Service has been named the inaugural winner of the Ontario Psychologically Healthy Workplace Award, sponsored by the Ontario Psychological Association. Presentation of this award will be made at the meeting of the Board on September 18, 2008.

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

**Dr. Douglas Saunders, Ontario Psychological Association, was in attendance and presented the inaugural 2008 Ontario Psychologically Healthy Workplace Award to the Chair and Chief of Police.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P250. TORONTO POLICE AMATEUR ATHLETIC ASSOCIATION (TPAAA) &  
INTERNATIONAL CHARITY ASSOCIATION NETWORK (ICAN) 2008  
CHILDREN'S PLAYGROUND GAMES**

The Board was in receipt of correspondence dated August 18, 2008 from Soo Wong, Trustee, Toronto District School Board, regarding the 2008 TPAAA/ICAN Annual Children's Playground Games. A copy of the correspondence is attached to this Minute for information.

**Ms. Wong, Monique Lacey, Kim McIntosh, and others involved in the program, along with a number of elementary school children that participated in the games were in attendance at the Board meeting. They thanked the members of the Toronto Police Service who volunteered at the 2008 TPAAA/ICAN Annual Children's Playground Games. The children presented thank you cards to the Chair and Chief.**



**Soo Wong, Trustee, Ward 20**

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Email: soo.wong@tdsb.on.ca

August 18, 2008

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

Dear Dr. Mukherjee:

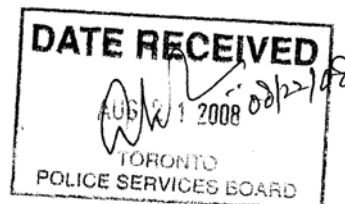
On July 22<sup>nd</sup>, you and Superintendent Clark of 42 Division attended the TPAAA and ICAN's Summer Camp at L'Amoureux Collegiate Institute. The youth counsellors and children who attended this event have asked for my assistance in contacting your office as they would like to present at the September meeting of the Toronto Police Services to thank you and all the TPAAA volunteers for co-sponsoring the July 22nd event for the local children and youth in Scarborough-Agincourt.

I look forward to hear your reply to the above request. If you have further question, please do not hesitate to contact me at (416) 809-6800.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Soo Wong".

Soo Wong  
Trustee, Scarborough-Agincourt



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P251.           2008 ENVIRONMENT SCAN**

The Board was in receipt of the following report July 29, 2008 from William Blair, Chief of Police:

Subject:           2008 ENVIRONMENTAL SCAN

Recommendation:

It is recommended that the Board receive the 2008 Environmental Scan.

Financial Implications:

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

Background/Purpose:

The Environmental Scan provides a review of the external factors affecting the need for police service and the internal challenges affecting the Service's ability to respond. Given the long-term nature of many of the trends outlined in the Scan, a complete scan process is not carried out each year (Minute No. P5/01 refers). As 2008 leads into a new business planning cycle, a comprehensive Environmental Scan was completed to assist in priority-setting during the business plan and budget processes, as well as for strategic planning at all levels of the Toronto Police Service (Service).

Discussion:

The 2008 Environmental Scan has been prepared as the result of an on-going process of analysis of internal and external trends by Corporate Planning, with regular feedback from Service units. In addition, an extensive consultation process took place during the preparation of the 2008 Environmental Scan. Input on current and future impacts on policing issues and police service delivery was solicited through a number of external and internal consultations.

External consultations were held with City Councillors, public and private sector agencies (including schools, government services, and community agencies), other criminal justice agencies, chairs of the divisional Community Police Liaison Committees, members of the Chief's Advisory and Youth Advisory Councils, and students involved in the 2007 Youth in Policing Initiative. Four open public forums were also held in different areas of the city. Members of the community were also able to provide input through the Internet, with the information being solicited in English, French, Chinese, Italian, Spanish, and Portuguese.

Internal consultations were held with senior officers, divisional officers, officers from Specialized Operations Command, and members from Executive, Administrative, and Human Resources Commands. Three open forums for Service members were also held: for civilians, officers, and senior officers. And, as with the community, all Service members had the opportunity to provide input through the Service's Intranet home page.

As noted above, the Scan examines external factors (such as changes in crime, victimization, traffic, demographics, calls for service, legislation, technology, etc. – looking for new public safety problems and/or changing community needs or concerns) and internal factors (such as changing human resource and service delivery issues – looking for changes that might influence the need for and/or availability of police resources). At the beginning of each chapter, the 'Highlights' section outlines the main points covered within the chapter. At the end of each chapter, building on the strengths, weaknesses, opportunities, and challenges identified or forecasted within the chapter, there is a list of implications or recommendations for the Police Service. These recommendations provide a possible basis for action in the future.

Conclusion:

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

**Mr. Don Bevers, Manager, and Ms. Carrol Whynot, Senior Planner, were in attendance and delivered a presentation to the Board on the results of the 2008 Environmental Scan.**

**Mr. John Sewell was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission; copy on file in the Board office.**

**A copy of the highlights from the 2008 Environmental Scan is attached for information. A copy of the complete Environmental Scan is on file in the Board office.**

Amendment:

**The foregoing Minute was amended by the Board at its meeting on October 16, 2008 by indicating that on September 18, 2008 the Board also approved the following Motions:**

- 1. THAT the Board receive the Chief's report; and**
- 2. THAT the Board receive the deputation by Mr. Sewell and his written submission.**



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# 2008 ENVIRONMENTAL SCAN



**HIGHLIGHTS**

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## 2008 ENVIRONMENTAL SCAN – HIGHLIGHTS

### DEMOGRAPHIC TRENDS:

- Toronto's population continues to grow at a slower pace than the populations of the other regions of the Greater Toronto Area (GTA). According to Statistics Canada census data, the population of Toronto increased 10.0% between 1991 and 2006, from 2,275,771 to 2,503,281. The population is expected to grow about 20% from the 2006 level, bringing Toronto's population to about 3 million people in 2031.
- Within the GTA in 2006, the median age in City of Toronto was the same as that in Halton (38.4 years), but older than the median ages in Durham (37.7), Peel (35.6), and York (37.5). Toronto had the smallest proportion of children aged 15 or younger and the largest proportion of seniors aged 65 or older.
- Over the past decade, the proportions of very young and school-age children (0-14 years) decreased, while the proportion of teens and young adults (15-24 years) increased. The proportion of seniors 65 years and over also increased slightly, but all the increase occurred in the older senior age group.
- According to the 2006 census, 1 in 2 Toronto residents (50%) were born outside of Canada, up from 48% in 1996 and 49% in 2001. In 2006, of those born outside of Canada, 22% were recent arrivals, having immigrated in the past five years,
- Southern Asia, Eastern Asia, and West Central Asia & the Middle East were the largest sources of newcomers, representing 77% of total immigrants during 2001-2006. Newcomers from Southern and Eastern Asia were predominantly from India and China.
- The growth of the visible minority population has largely been due to the shift in sources of immigration to Canada. Within Toronto, the total visible minority population increased 32% between 1996 and 2006, representing almost half the population in 2006 (47%). South Asians are now the largest visible minority group in Toronto, followed by the Chinese and Black populations.
- Although the numbers were still relatively small, the Korean, Filipino, and Latin American communities also increased significantly between 1996 and 2006.
- While almost half (48%) of the population in the 2006 census said they had a mother tongue other than just English or French, up slightly from 46% in 2001, only 5% of Toronto's population in 2006 said they were not able to carry out a conversation in either French or English.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious make up of the City. Much of the change in Toronto's religious profile was the result of the changing sources of immigration.

- According to the 2006 census, median household income in the City of Toronto increased to \$52,833 in 2005, up from \$42,752 in 1995, however Toronto's median household income was lower than the median household income in each of the four outer GTA regions. Toronto also had the highest incidence of low income: 24%, compared to 9% in Durham, 8% in Halton, 14% in Peel, and 13% in York.
- Census income data for Toronto households reflected a growing income inequality: in 2005, while 21% of Toronto's households had an income of over \$100,000, up from 12% ten years previously, almost half (47%) had an income under \$50,000.
- A 'snapshot' completed by the City of Toronto on the night of April 19<sup>th</sup>, 2006, estimated that there were a minimum of 5,052 people homeless. Those who live on the streets of Toronto typically face a greater risk of harm than those who have a home to return to for security, and, given their situation, are relatively likely to come into contact with police.

### **CRIME TRENDS:**

- In 2007, a total of 194,151 non-traffic *Criminal Code* offences occurred in Toronto, representing a 5.0% decrease from 2006, a 3.7% decrease from five years ago, and a 7.5% decrease from ten years ago in 1998. In general, crime decreased between 1998 and 2000, and then remained relatively stable for five years before a slight increase in 2006 and a decrease in 2007.
- Between 2006 and 2007, decreases were noted for all major categories of crimes, including a 2.5% decrease for violent crime, a 4.1% decrease for property crime, and a 9.0% decrease for other non-traffic *Criminal Code* offences.
- The specific crimes that decreased between 2007 and 2006 included assault (-2.0%), sexual assault (-0.9%), robbery (-3.6%), break and enter (-8.3%), auto theft (-6.4%), theft from auto (-6.4%), fraud (-4.8%), offensive weapons (-17.8%) and drugs (-6.7%). The only offences that showed an increase were homicide (19.2%) and other theft (1.6%).
- The decrease in crime between 2007 and 1998 was driven mainly by a drop in the number of property crimes (-16.3%); the number of violent crimes remained relatively the same, while the number of other *Criminal Code* offences increased (16.2%).
- While overall crime decreased over ten years ago, specific crimes increased. These included homicide (64.2%), robbery (8.7%), fraud (89.1%), offensive weapons (62.9%), and drugs (57.7%).
- The number of robberies recorded in 2007 was a drop from the peak seen in 2006, but it was still a 4.3% and an 8.7% increase over five years ago and ten years ago, respectively. With regard to types of robberies, while the number of home invasions showed a large increase (21.2%), robberies involving financial institutions/businesses decreased (-8.8%).

- In terms of the total number of crimes per 1,000 population, a trend of decrease was seen over the past ten years. The overall all rate of non-traffic *Criminal Code* offences decreased from 83.5 offences in 1998 to 75 offences in 2006, and dropped further to 70.6 offences in 2007.
- Of the average 70.6 non-traffic *Criminal Code* offences that occurred per 1,000 population in 2007, 12.2 were violent crimes, 41.4 were property crimes, and 17 were other non-traffic *Criminal Code* offences.
- The overall crime clearance rate improved over the past ten years. Just over half (51.2%) of crimes were cleared in 2007, compared to 48.4% in 2003 and 44.9% in 1998. In particular, while the clearance rate for violent crime remained at about 70%, the clearance rate for both property crime (32.2%) and other *Criminal Code* offences (83.7%) represented an improvement over ten years ago.
- In 2007, 25.9% of non-sexual assaults, 37.0% of robberies, and 6.8% of sexual assaults involved the use of weapons. In 2007, weapons were used more frequently in robberies and non-sexual assaults than five years ago, but less frequently than ten years ago. In contrast, weapons were used less frequently in sexual assaults than five years ago, but more frequently than ten years ago.
- In the past three years, about one-quarter of robberies have involved the use of firearms. The 2007 proportion was a slight drop from the peak (26.0%) in 2006. Fewer than 2.0% of sexual and non-sexual assaults involved firearms.
- The number of marijuana grow-operations investigated by the police and the number of persons charged for such operations in 2007 decreased from the record highs in 2005.
- The number of persons arrested and charged for *Criminal Code* offences in 2007 was a 4.1% decrease from 2006, but a 3.3% increase over 2003. Over the past five years, the charge rates decreased for violent crime (-4.3%), property crime (-1.5%) and traffic offences (-12.1%), while charge rates for other *Criminal Code* (5.5%) and drug offences (42.3%) increased. Males in the younger age groups continued to have the highest arrest rates.
- In 2007, 31, 52, and 14 Divisions were the busiest stations in terms of number of crimes. In terms of calls for service, 14, 51, and 31 Divisions had the largest proportion of dispatched calls serviced. Divisions 52, 51, and 14 continued to have the highest overall crime rates per 1,000 population.
- Relative to eighteen other Canadian cities of 'comparable' population size, in 2006, the crime rate in Toronto ranked eighth for overall crime, fourth for violent crime, and thirteenth for property crime. Between 2002 and 2006, Toronto was one of the four cities that had an increase in the overall crime rate, but was one of the cities that had a decrease in both the violent crime rate and the property crime rate. All the cities in the comparison had an increase in the per capita cost of policing; Toronto had the seventh largest increase of 31.9%, compared to the largest increase of 47.3%.

## YOUTH CRIME:

- To put youth crime in perspective, three issues must be noted. First, a very small proportion of young persons aged 12 to 17 years are involved in criminal activity, and even fewer are involved in violent crimes. Second, youth crime statistics reflect the number of youths arrested for criminal offences, not the actual level of crime involving young offenders. Third, it is believed that only a portion of youth crime is actually reported to police.
- In recognition of the strong provisions for alternative measures contained in the *Youth Criminal Justice Act* (YCJA), proclaimed in April 2003, Statistics Canada revised their reporting of youth criminal activity in Canada to include both youths charged with a criminal offence and youths accused of, but not charged with, a criminal offence.
- National youth crime statistics showed that, in 2006, 73,941 Canadian youths were charged with a non-traffic criminal incident and a further 103,924 youths were arrested and cleared otherwise (that is, not by charge). The overall total youth crime rate was 68.9 per 1,000 youths, a decrease of 5.7% from 73.1 in 1997. The 2006 national youth charge rate was 28.6, down 37.0% from 45.4 in 1997.
- In Toronto in 2007, 7,828 young persons were arrested for all types of *Criminal Code* offences, down 5.6% from 2006 and 10.6% from 2003.
- Compared to five years ago in 2003, the number of youths arrested in 2007 for a violent offence remained the same; however, the number of youths arrested for a property crime or other *Criminal Code* offence decreased 19.9% and 11.0%, respectively.
- For every 100 youths arrested for *Criminal Code* offences in 2007, on average, 75 were male and 25 were female, compared to 2003 when 74 were male and 26 were female. Notwithstanding year-to-year variation, the number of youths arrested over the past five years, indicates an overall decreasing trend for both male and female youths.
- In 2007, on average, 46.8 of every 1,000 young persons in Toronto were arrested for a *Criminal Code* offence, including 14.0 arrested for a violent crime, 18.8 for a property crime, and 14.1 for other *Criminal Code* offences. Male youths had an arrest rate of more than three times that of female youths, and the overall charge rate for youths was almost double that for adults.
- The total number of crimes reported as occurring on school premises in 2007 decreased 8.1% from 2006 due to decreases in weapons offences, break & enters, and robberies. Crimes occurring on school premises increased 10.0% from five years ago in 2003, but decreased 11.8% from ten years ago in 1998. Thefts and non-sexual assaults were generally the most frequently.

- In 2007, a total of 755 youths were charged with drug-related offences, compared to 852 youths in 2006 and 462 youths in 2003. The youth charge rate for drug offences was 3.8 per 1,000 youths in 2007, compared to 4.3 in 2006 and 2.5 in 2003.

### **VICTIMS & WITNESSES:**

- Of seventeen Census Metropolitan Areas (CMAs) studied by Statistics Canada in the 2004 General Social Survey (GSS), the Toronto CMA had the fourth lowest total victimization rate, equal to Vancouver, but higher than St. Johns, Montreal, and Quebec. The highest victimizations rates occurred in Halifax and Edmonton.
- The GSS found that men and women experienced comparable overall violent victimization rates in Canada. In 2004, there were 111 violent incidents per 1,000 men, compared to 102 per 1,000 for women. However, the rate of sexual assault was five times higher for women than for men, while the rates of both assault and robbery were higher for men than for women.
- According to the 2004 GSS, the proportion of victimization incidents reported to the police was lowest in Ontario and highest in Quebec. Those aged 15 to 24 years were the least likely age group to report victimization to the police. With regard specifically to the reporting of violent victimization, robbery and assault were most likely to be reported (46% for robbery and 39% for assault), while sexual assaults were the least likely at 8%.
- According to research in the US, youth were willing to report crimes if an injured victim needed help, when the crime was intended for themselves or a family member, or if they felt there was little chance the offenders to identify them.
- Toronto Police Service data indicate that the overall number of victims of selected violent crimes decreased 2.4%, to 32,903 victims in 2007 from 33,707 in 2006, and decreased 1.1% from 1998 when there were 33,269 victims.
- When examining the rate of victimization, it was found that overall victimization by the selected violent crimes decreased 3.2%, to 12.0 victims per 1,000 people in 2007 from 12.4 victims per 1,000 in 2006. The rate per 1,000 population in 2007 was the lowest rate in 10 years.
- The rate of assault against women in 2007 was 8.4 per 1,000, 10.6% lower than the 9.4 in 1998. The rate of assault against men in 2007 was 9.9 per 1,000, 14.7% lower than the 11.6 in 1998.
- In contrast, the rate of robberies against men increased 6.7% between 1998 and 2007, from 3.0 to 3.2 per 1,000. The rate of robberies against women, however, decreased 14.3%, from 1.4 in 1998 to 1.1 per 1,000 in 2007.
- In Toronto, 18-24 year olds had the highest rates of violent victimization for the past four years.

- Focus groups with domestic violence survivors conducted for the TPS found that reasons for not calling the police included: fear that the situation would escalate if there was outside intervention; belief that the incident was an isolated one; preference in seeking support and assistance from religious leaders; concerns that the survivor was somehow responsible for the situation; and, concerns that family and community members would judge the survivor and his or her partner harshly.
- According to the Service's communications (I/CAD) database, the number of calls for domestics attended by officers in 2007 decreased 1.2% from 2006 and 16.0% from 1998. The average time spent by officers at these types of calls, however, continued to increase from 2.3 hours in 1998 to 4.7 hours in 2007.
- According to I/CAD, the number of calls for domestic assaults attended by officers in 2007, also decreased, 5.2% from 2006 and 45.1% from 1998. The average amount of time spent by officers at these calls also increased, from 3.5 hours in 1998 to 7.4 hours in 2007.
- Total harassment (stalking) incidents reported to the Toronto Police Service increased 120% from 1998 to 2007, from 1,183 to 2,599 incidents. While most victims in each of the past ten years were female, this proportion decreased over the ten-year period, from 83.1% in 1998, to 76.0% in 2007.
- Those living on the street do not have permanent housing, which is an important feature of protection from crime. Their exposure to victimization is enhanced by their concentration in highly populated urban areas, and many homeless occupy unsafe places that attract motivated offenders and offer little guardianship. The homeless are also more likely to be in positions where they witness crimes, and their direct and indirect contact with crime makes the homeless more fearful of crime and concerned about their vulnerability.
- In Toronto, there were a total of 130 hate/bias occurrences reported in 2007, the lowest of the past decade. The number in 2007 was 19.7% lower than 162 hate crimes in 2006, and 43.0% lower than the 228 hate crimes in 1998. In 2007, the single communities most targeted in 2007 were the Black and Jewish communities.
- In 2007, the Victim Services Program assisted 15,872 victims by telephone, an increase of 4.0% compared to 2006. On-scene assistance was provided in 20.2% of cases.

#### **TRAFFIC:**

- Worldwide, approximately 1.2 million people die in road crashes each year, and about 50 million are injured. The term 'accident' can give the impression that traffic events cannot be managed because of unpredictability and inevitability. However, traffic events can be analyzed and action taken towards prevention.

- The national target established in Canada's Road Safety Vision Plan is a 30% reduction in the average number of road users killed or seriously injured during the 2008-2010 period. Canada is making progress toward the 30% reduction, but continues to lose ground to other top-ranked member nations in the Organization for Economic Cooperation and Development (OECD). When comparing the death rate per billion kilometres travelled, and traffic collision deaths per 100,000 population, Canada is ranked 10<sup>th</sup> of the 30 member nations in the OECD.
- In Toronto in 2006, there were 1.14 million motor vehicles registered, which translated to an average of 1.16 vehicles per household. There are approximately 10,033 different streets in Toronto, and the streets, expressways, ramps, and laneways cover approximately 27.4% of the city's total area.
- Metrolinx, the Province of Ontario's transportation planning agency for the region extending from Oshawa to York Region to Hamilton, is developing a Regional Transportation Plan aimed at preparing for population growth and the resulting severe congestion. The plan is estimated for completion in the fall of 2008.
- According to the Toronto Screenline count, during a 24-hour period, there are approximately 1.292 million inbound trips and 1.244 million outbound trips in a day. Most of the trips entered Toronto from the north, followed by travel from the west. The fewest trips originated from the east.
- In 2007, there were approximately 56,026 reportable collisions, an increase of 4.3% from the 53,699 reportable collisions in 2006, but a 14.9% decrease from the 65,838 reportable collisions in 1998. The number of collisions in 2007 represented the third lowest number of collisions of the past 10 years, and extended the relatively stable trend seen since 2004.
- The average time spent by officers on a property damage collision in 2007 increased 13.7% from 2006, while the average time spent by officers in 2007 on a personal injury collision increased 4.5% from 2006. The average time spent on a personal injury collision (4.4 hours), was the longest average time in the past 10 years.
- There were 52 people killed in traffic collisions in 2007, an 8.8% decrease from the 57 killed in 2006, and a 40.9% decrease from the 88 killed in 1998. The 52 people killed in 2007 represented the lowest number of traffic deaths in the past 10 years, and the continuation of an encouraging downward trend since 2002. Toronto's traffic collision fatality rate in 2007 was 1.9 per 100,000, which was the lowest rate compared to seven other large Canadian cities.
- In 2006, the City of Toronto installed 267 traffic signal countdown timers at various intersections in Toronto, followed by approximately another 260 in 2007. The city, if approved, is planning to install another 840 in 2008, and finish the remaining intersections in 2009. These timers may contribute to safer pedestrian and driver practices at intersections, which may in turn reduce collisions, injuries, and deaths.



- Traditionally, law enforcement agencies have issued traffic tickets using a paper-intensive, highly manual procedure, which sometimes leads to a lack of accuracy, and to data entry issues. Hand-held electronic ticketing devices are now being used, tested, or considered by police services in a number of North American cities.
- In June 2007, Bill 203, *Safer Roads for a Safer Ontario Act*, increased fines for street racers and aggressive drivers, including those who drive 50km/h or more over a posted speed limit. Furthermore, the legislation allows police to immediately suspend the driver's licence and impound his or her vehicle for seven days for street racing, stunt driving, or participating in a driving contest.
- In 2007, there were a total of 2,107 persons charged with drinking and driving offences in Toronto. This represented a 3.3% decrease from the 2,180 charged in 2006, but a 13.5% increase from the 1,856 persons charged in 1998.
- The Centre for Addiction and Mental Health found that 20% of Ontario high schools students admitted to driving a vehicle within one hour of using cannabis at least one time within the preceding year. Other surveys have found that about 4.8% of Canadian drivers had driven a vehicle within two hours of using cannabis, while about 20% admitted to taking a potentially impairing drug (prescription, legal, or illegal) within two hours of driving.

#### **CALLS FOR SERVICE:**

- A total of 1.79 million calls were received in 2007, the same as in 2006, 8.5% fewer than in 2003, and 2.8% more than ten years ago in 1998.
- After continued increases in the early years of this decade, the number of calls received through the emergency and non-emergency lines both showed a trend of decrease in recent years. Compared with calls ten years ago, the number of calls received through the emergency line increased 9%, while calls received through the non-emergency line showed a 3.2% decrease.
- In 2007, about 52.3% of the calls were received through the emergency line, with the rest (47.7%) received through the non-emergency line. This was a slight reversal compared to ten years ago in 1998 when 48.3% of calls were received through the emergency line and 51.7% were received through the non-emergency line.
- Fewer than half (47.7%) of the calls received in 2007 were dispatched for police response; this was a slight increase from 2003 (47.4%), but a decrease from 1998 (48.3%).
- The number of dispatched calls in 2007 was a 7.9% decrease from 2003, but a 1.4% increase from ten years ago (1998).

- Both emergency and non-emergency calls failed to meet the recommended service standards for response time and proportion of cases to be covered. Despite some improvement in response time for both emergency and non-emergency calls in the past few years, the 2007 response times for both emergency and non-emergency calls still increased compared to ten years ago.
- The average time required to service a call was found to have increased considerably over the past ten years. The increases were particularly large over the past five years, with a 22% increase in service time for all calls and an 81% increase for Priority 1 calls.
- Over the past ten years, despite a significant decrease (49.3%) in the number of Priority 1 calls serviced, the total time commitment for servicing calls increased (29.5%), due mainly to increased service time rather than increased time waiting for the police to arrive. Adequately staffing the Primary Response function – the officers who respond to calls – and other police programs, and delivering timely responses to emergencies will remain a serious challenge for the Service.

### **TECHNOLOGY & POLICING:**

- According to Statistics Canada, about 73% of Canadians aged 16 and older (19.2 million), went on-line for personal reasons during 2007. This was an increase of 5% compared to the 68% who said they'd been on-line in 2005. Differences in Internet use were found on the basis of income, education, and age.
- Research in 2005 found that 94% of youth reported that they had Internet access at home and by the time the youth was in Grade 11, more than half (51%) had their own Internet-connected computer that was separate and apart from the family computer.
- Social networks such as Facebook and MySpace can be a medium for criminal and socially unacceptable behaviour, including cyber-crimes and cyber-bullying. The posting of personal details and photographs on such sites could be used to identify or profile a particular user in order to exploit or to increase the success of other Internet scams or on-line attacks.
- A survey of 2,474 youth conducted by the Kids Help Phone, found that over 70% of respondents reported being bullied on-line and 44% of respondents reported having bullied someone on-line on at least one occasion.
- According to a report to the United States (US) Congress, despite growing concerns for national security, computer vulnerabilities continue and the number of computer attacks reported by industry and government increase. Transnational terrorist groups continue to become increasingly skilled in modern technology. Cyber-crime has emerged as a weapon and a tool for transnational criminal organizations and is expected to play a larger role in organized crime in the future.

- Stolen computers, laptops, and mobile phones pose security challenges for individuals and organizations, as many laptops have integrated wireless local area network capabilities that enable users to access organizational resources by way of third-party networks. Consequently, items such as stolen laptops may be used to gain unauthorized access into an internal network.
- The Internet and illegal access to personal identifiers through hacking and other means has exacerbated the problem of identity theft and frauds. Identity theft and fraud have become major concerns for both the criminal justice system and the private sector, especially given their overlap with other crimes such as terrorism, money laundering, drug trafficking, human smuggling, and weapons dealing.
- ‘Web 2.0’ has transformed how racism, anti-Semitism, homophobia, and general intolerance against minorities is spread across the Internet. ‘Web 2.0’ refers to a second generation of web-based communities and hosted services, such as Facebook, MySpace, and YouTube, designed to promote collaboration, sharing, and new connections.
- Computers have become one of the most common conduits used by pedophiles to lure children into illicit sexual relations, produce illegal sexually explicit images of children, and to share images and videos worldwide. Technology has allowed great amounts of storage space to be available on affordable hard drives and portable USB storage devices, enabling pedophiles to store enormous amounts of images and videos.
- Today’s 9-1-1 emergency systems cannot support communications involving text, data, images, or video, and, in addition, although technologies used by individuals with disabilities have improved dramatically, access to 9-1-1 may have not improved for these users to the same extent as for others.
- Beyond the more traditional methods associated with biometrics, such as fingerprint/palm print recognition, face recognition, iris recognition, and hand/finger geometry, a number of other identification methods are being further developed and/or commercialized.
- Organizations around the world have begun to realize the frailties of the planet. In response to environmental issues, police services are producing environmental reports and environmental policies, using e-ticketing, and driving alternative fuel vehicles.

### **POLICE RESOURCES:**

- In 2007, the total strength of Toronto Police Service was 7,596 members, up 1.0% from 7,518 members in 2006, and 11.8% from 6,796 members in 1998.

- Between 2006 and 2007, uniform strength increased from 5,665 in 2006 to 5,681 in 2007, while civilian strength increased 3.3%, from 1,853 to 1,915.<sup>1</sup> Uniform and civilian strengths increased 12.8% and 8.7%, respectively, from 1998. The civilian strength increase was driven by a 63.2% increase in Court Security Officers; staffing in other civilian positions decreased by 1.6%.
- Over the past decade, the number of police officers per 100,000 people in Toronto increased 2.1%, from 202.3 officers in 1998 to 206.6 officers in 2007.
- The median age of uniform officers in December 2007 was 39.2 years, down slightly from 39.6 years in 2006. However, the proportion of officers over the age of 50 years almost tripled over the past 10 years, from 6.6% in 1998 to 18.3% in 2007.
- In 2007, almost one in three (31.4%) uniform members had 20 or more years of service, while almost half (46.3%) of the uniform members had less than 10 years of service. The average uniform length of service was 14.8 years.
- The median age of Primary Response constables was 32.3 years, compared to 36.3 years for all constables. In 2007, the median length of service for Primary Response constables was 3.4 years, compared to 7.9 years for all constables.
- In 2007, there were 253 separations (including 158 retirements), down slightly from the 266 separations in 2006, but almost double the 143 separations in 1998.
- During 2007, 45.8 non-traffic *Criminal Code* offences were reported per constable, an 8.4% decrease from the 50.0 reported in 2006 and an 18.4% decrease from 56.1 reported in 1998.
- The actual number of uniform officers assigned to front-line uniform duties in Divisional Policing Command units and specific Operational Services units (e.g. Traffic Services, Marine Unit, etc.), including supervisors, was, in 2007, 6.6% higher than in 2006 (from 3,480 to 3,709 officers) and 10.9% higher than in 1998 (3,343 officers).
- While the Service's representation of visible minority and female officers remained below community representation, the proportions consistently increased each year over the past decade.
- In 2007, the uniform/officer strength was comprised of 1.7% visible minority or Aboriginal women, 16.2% visible minority or Aboriginal men, 15.0% non-minority women, and 67.1% non-minority men.
- Although the overall representation of female police officers in the Toronto Police Service (16.7%) was below both the national (18.5%) and provincial (17.2%) averages, women were better represented at senior officer and supervisory ranks in Toronto.

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<sup>1</sup> Uniform strength includes all police officers and 124 cadets-in training. Civilian strength includes all permanent, full-time civilian members with the exception of cadets-in-training and parking enforcement personnel.

- In the face of an aging population poised to retire and/or restructure their work-life, a shrinking youth cohort entering into the workforce, increased overall competition for workers, and a diminishing interest in a policing as a career, the Toronto Police Service will continue to face on-going and increasing challenges in recruiting, training, and retaining police officers.

## **URBAN TRENDS:**

- Canada is facing a series of urban challenges including: economic competitiveness, environmental degradation, urban infrastructure decay, inadequate transportation systems, inadequate housing, and meeting the needs of vulnerable groups.
- Existing federal resources need to be allocated in a more efficient and effective manner, and strategic investments are required in economic development, physical infrastructure, social services, transportation and transit, communications, housing and environmental protection.
- The participation of communities in creating solutions to urban problems through interaction and co-operation is important to positive results. Urban society must have concern for the future if communities are to become engaged in the prevention of social problems. This concern can take many forms, including taking responsibility for the preservation of public places, such as city parks, buildings, and communities.
- Toronto is one of the most diverse cities in the world and one of the safest major metropolitan areas in North America. It was ranked the #1 city in North America for best quality of life and top city region of the future by Foreign Direct Investment (FDI) magazine, and ranked 2<sup>nd</sup> in North America (15<sup>th</sup> worldwide) in the 2007 Mercer Human Resources Quality of Living Survey.
- The future of Toronto is about re-building and re-urbanizing – about maturing, because the city has exhausted opportunities to grow outward. Diversity is a major strength of Toronto and is vital to the social, cultural, and economic life of the city.
- Future success relies on understanding relationships and interdependencies; Toronto must be a connected city that realizes that all aspects of daily life are linked. A successful future also depends on leaders and stewards coming from all parts of the community: from volunteers in grassroots organizations to CEOs in Toronto's largest corporations.
- The City of Toronto has been successfully working towards accommodating the residential growth expected to occur by 2031, and a number of key areas have been marked for growth by the Official Plan. These 'priority growth areas', in which the city is encouraging future development, are the Downtown and Central Waterfront, the Avenues, the Centres, and the Employment Districts.

- Community revitalization projects in the city have been important in bringing a renewed excitement and community ownership to a number of older neighbourhoods. However, large developments have and will require the uprooting of community members, involve large construction challenges, and require important partnerships.
- Homelessness is an unfortunate reality for many people, and city services must be aware of its extent, origins, and significance. A continuing challenge for prevention strategies is a lack of complementary planning from other areas, such as corrections, policing, and hospitals. Intervention at these entry points may reduce the likelihood that community members end up on the street or in shelters.
- There is increased interest in expanding public transit as the federal, provincial, and municipal governments have recognized the economic, social, and environmental costs of traffic congestion in major urban areas.
- Transit can enhance quality of life by: improving traveller choice, keeping downtowns healthy, bringing opportunity to disadvantaged members of society, improving access to the labour force, containing urban sprawl, improving air quality and health, reducing greenhouse gas emissions, and enhancing municipal standby capability.
- The Toronto Transit Commission (TTC) currently has about 1,144 closed circuit television cameras (CCTV) installed on its surface vehicles, and 1,200 CCTV cameras located throughout its 69 subway stations. It is planning to have all its surface vehicles equipped with CCTV cameras (4 in each vehicle) and five cameras in each of its 144 Wheel Trans vehicles by 2009. In addition, there are plans to increase the number of cameras in the subway system to 2,300 by the end of 2011.
- The TTC is reviewing its use of force policies, to address health and safety concerns of their special constables. The review will also assess whether the special constables should be armed with firearms and/or Tasers. A consultant has been hired by the TTC to conduct the study, and results will be published in a report expected at the end of 2008.
- In 2006, a study was published in the journal of Policing and Society on security intelligence networks and private security. Among the main findings, it was found that the majority of private security firms (76%) reported sharing some form of standardized intelligence information with their clients more often than with the public police.
- The Western Hemisphere Travel Initiative (WHTI) is an American law that requires all travellers, including citizens from Canada and the United States (US), to present a valid passport or other approved secure document when travelling to, through, or from the US from within the western hemisphere. As of January 1<sup>st</sup>, 2009, this new requirement will take effect.

- Marine ports that receive international shipping are all vulnerable to criminal infiltration, and exploitation. Organized crime groups have links to marine ports and the most significant influences are linked to outlaw motorcycle gangs, traditional crime groups, and local domestic crime groups. Criminality at marine ports affects law enforcement across Canada, as the ports are conduits for illicit products, including illicit drugs, tobacco, alcohol, firearms, illegal migrants, stolen vehicles, and so on.
- In June 2006, a report entitled *Emergency – Municipalities Missing From Disaster Planning* outlined two major challenges for municipalities. First, because municipalities are most likely where initial response will be concentrated, they must have a voice in shaping legislative policies and regulations with regard to security and emergency preparedness. Second, the funds allocated at all levels of government for public security and emergency preparedness must be distributed according to a recognized plan, which would require the recognition, consultation, and proper funding of municipalities.

### **PUBLIC PERCEPTIONS:**

- According to the 2004 Statistics Canada General Social Survey, almost all Canadians (94%) in 2004 said that they were satisfied with their safety from crime – an increase from both 1999 (91%) and 1993 (86%)
- According to the results of the Service's 2007 community survey, most Toronto residents (91%) felt their neighbourhoods were safe, up from 86% in 2006 and from 74% in 2000. Slightly fewer people felt that Toronto in general was safe (82%).
- Toronto residents were also generally less likely to be concerned about crime and disorder. The only disorder issues of increased concern in neighbourhoods were noise, vandalism, and graffiti. People considered guns the most serious policing problem in Toronto overall each year since 2005, although the proportion decreased from 2005 to 2007.
- Most people (89%) said they were satisfied with the delivery of police service to their neighbourhood, up slightly from 88% in 2006 and from 74% in 2000. Slightly more people, however, said they were satisfied with the Police Service overall (93%).
- Almost three in ten Toronto residents (29%) in 2007 said that they believed that Toronto police officers targeted members of minority or ethnic groups for enforcement, down from 33% in 2006, but up from 26% in 2000.
- Of those in 2007 who'd had contact with police, most (88%) said they felt the officer treated them with respect during the contact. This proportion was just slightly higher than in 2006 or 2000 (86% and 87%, respectively). Of those who'd had police-initiated contact with police, 80% said they felt the officer(s) had treated them fairly, up from 77% in 2006 and 76% in 2000.

- According to the results of the Service's annual survey of high school students, most students said they felt safe in and around the school at any time of the day, with the proportion showing relatively little change over the years (86% in 2007 and 2006, 85% in 2001).
- When asked about the **most** serious policing problem in and around their school, the most common answer from students in both 2006 and 2007, and in 2001, was assaults/fighting. In 2007, bullying was the second most frequent answer, moving up from third in 2006.
- When asked about the level of violence, if any, at their school, the largest proportion of students in all years said that, generally, their school and school grounds weren't violent. In 2007, the proportion of students who thought their school was 'very' or 'somewhat' violent was 33%, up somewhat from 31% in 2006, but the same as the 33% in 2001.
- Starting in 2006, students were asked whether they had ever experienced cyber-bullying or been harassed through e-mail or the Internet. That year, just over 1 in 5 students (21%) said they had been cyber-bullied. In 2007, the proportion increased to almost 1 in 4 students (24%). There was a similar slight increase in the proportion of students who said that someone they'd only met on the Internet asked to meet them in person (22% in 2007, 20% in 2006).
- Just under two-thirds of students in 2007 (65%) and 2006 (64%) said they would feel comfortable talking to police about crime or a problem in their schools, down somewhat from 67% in 2001. When asked why they wouldn't be comfortable talking to police, the most common reasons were that police made them nervous, that it wasn't their place to talk about what others were doing, and that they didn't want to be a snitch.
- In both 2006 and 2007, fewer than 1 in 10 students reported that they had been the victim of a crime at school during the past year. In both years, students who said they'd been victimized most commonly reported being threatened. When students were asked, if applicable, why they didn't report their victimization to the police, a common answer in both years was that the police wouldn't do anything.
- The Service conducted telephone surveys with just over 100 victims of domestic violence in early 2007 and early 2008. While slightly more victims said they felt safe in their neighbourhood in 2008 (82%) than in 2007 (80%), they felt less safe in their neighbourhoods than those in the general community survey (91% at the end of 2007).
- The small sample of victims of domestic violence surveyed were asked about their experience with police. Somewhat fewer victims in 2008 said they got the service they expected from the officers (84% in 2008, 87% in 2007), however, most in both years said that, overall, they were satisfied with the way police handled the incident (81% in 2008, 82% in 2007).
- Far fewer of the domestic violence victims surveyed in 2008 said they had received follow-up support or referrals after the initial call: while 80% in 2007 said received follow-up, this dropped to 68% in 2008. This lack of follow-up was also noted in focus groups held with victims of domestic violence.



## LEGISLATIVE IMPACTS:

- Bill C-2, *An Act to amend the Criminal Code (Tackling Violent Crime Act) and to make a consequential amendment to another Act*, which received royal assent on February 28<sup>th</sup>, 2008, combines five previously introduced crime bills to provide longer prison sentences and tougher bail provisions for gun-related offences, a system for the detection and investigation of drug-impaired driving, more effective sentencing and monitoring of high-risk offenders, and an increase in the age of consent from 14 to 16 years of age. Other Acts to amend the *Criminal Code* deal with identity theft, street racing, and registration of a firearm which is not prohibited or restricted.
- In October 2007, the Supreme Court of Canada confirmed that the police may be sued by persons who are wrongly accused based on negligent investigation.
- Bill C-26, *An Act to amend the Controlled Drugs and Substances Act and to make consequential amendments to other Acts*, received First Reading on November 20<sup>th</sup>, 2007, and provides for minimum penalties for serious drug offences.
- Bill C-61, *An Act to amend the Copyright Act*, received First Reading on June 12<sup>th</sup>, 2008; the Bill will amend the *Copyright Act* in order to update rights of copyright holders specific to the Internet and in line with international standards, and clarify the liability of Internet service providers.
- Bill 103, *An Act to establish an Independent Police Review Director and create a new public complaints process by amending the Police Services Act*, received assent on May 17<sup>th</sup>, 2007; the Bill amends the *Police Services Act* by establishing an Independent Police Review Director and creating a new public complaints process.
- Bill 16 – *Christopher’s Law (Sex Offender Registry) Amendment Act, 2008*, received assent on April 27<sup>th</sup>, 2008. The Act broadens the scope of persons required to register, addressing omissions in the current registry requirements.
- Bill 203, *Safer Roads for a Safer Ontario Act, 2007*, received assent on June 4<sup>th</sup>, 2007. Among other things, the Bill amends the *Highway Traffic Act* to significantly increase penalties specific to street racing and impaired driving related offences.
- Bill 107, *An Act to amend the Human Rights Code*, received assent on December 20<sup>th</sup>, 2006. The amendments overhaul the administration and functions of the Ontario Human Rights Commission and revise the Tribunal’s powers.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P252. PAID DUTY**

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

Subject: PAID DUTY

Recommendation:

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

Financial Implications:

There are no financial implications arising out of this report.

Background/Purpose:

The issue of paid duty has long been discussed by the Board, the public and the media. Recently, there has been renewed public debate on this topic and the Executive Committee of Toronto City Council has also recently discussed paid duty.

Discussion:

In response to a request from the City, I provided the attached report from the Chief (Brd. Min P22/08) on paid duty to the City's Executive Committee. I am providing it to you for your information (attached as Appendix A). This report has generated media interest in the issue as evidenced by an article written by *Globe and Mail* columnist John Barber on September 3, 2008, (attached as Appendix B) and an editorial in the *Toronto Sun* on September 5, 2008, (attached as Appendix C).

I believe that it is important for Board members to review the attached documents in light of the public interest in this issue.

Conclusion:

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

**The Board received the foregoing report and noted that it also approved new amendments to Minute No. P22/08. The amendments are noted in Minute No. P22/08.**

## Appendix A



## STAFF REPORT INFORMATION ONLY

### Toronto Police Service – Paid Duty and Special Events Requirements, Practices and Impacts

<b>Date:</b>	May 05, 2008
<b>To:</b>	Executive Committee, City of Toronto
<b>From:</b>	Alok Mukherjee, Chair, Toronto Police Services Board

#### **SUMMARY**

The purpose of this report is to provide the City of Toronto - Executive Committee with the Toronto Police Service's report on paid duty and special events requirements, practices and impacts.

#### **Financial Impact**

There are no financial implications in regard to the receipt of this report.

#### **ISSUE BACKGROUND**

At its meeting held on February 21, 2008, the Toronto Police Services Board was in receipt of a report dated January 08, 2008 from Chief of Police William Blair regarding paid duty and special events requirements, practices and impacts.

#### **COMMENTS**

At its meeting on February 21, 2008, the Toronto Police Services Board received the Chief's report and approved three Motions. At its meeting on March 27, 2008, the Board approved an amendment to Motion No. 2.

A copy of Board Minute No. P22/08, in the form attached as Appendix "A", regarding this matter is provided for information.

#### **CONTACT**

Chief of Police William Blair  
Toronto Police Service  
Telephone No. 416-808-8000  
Fax No. 416-808-8002

## **SIGNATURE**

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Alok Mukherjee  
Chair, Toronto Police Services Board

## **ATTACHMENT**

Appendix A – Board Minute No. P22/08

## APPENDIX A

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

#### #P22. PAID DUTY AND SPECIAL EVENTS REQUIRMENTS, PRACTICES AND IMPACTS

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

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

#### Recommendations:

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

#### Financial Implications:

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

#### Background/Purpose:

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

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

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

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

The Toronto Police Service (TPS) is committed to ensuring that policing services are delivered in a manner that best serves the needs of the citizens of Toronto. As part of this commitment, the TPS has developed a paid duty system whereby members of the private sector and the community can obtain the services of off duty police officers. This system provides an opportunity for organizations (referred to as clients) to hire off duty police officers, at their own

expense to perform policing duties at private events or activities where the presence of a police officer is deemed necessary. These private events or activities can include but are not limited to construction sites, funeral escorts, wide load escorts, traffic direction, road closures, television and movie film locations, fundraisers, security at special events, specific locations and sporting events.

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

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

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

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

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

### Determination of Required Officers

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

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

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

### Supervisory Requirements

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

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

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

#### Traffic Direction

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

#### Road Closures

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

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

## Parades

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

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

## City of Toronto Permits

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

## Emergency and Non-Emergency Situations

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

Emergency Service is deemed to be any unscheduled maintenance where:

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

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

In situations where the necessary emergency repairs can be completed within three hours of the Toronto Police Service receiving a request to attend the location, a regular on-duty police officer will assist at the site, subject to the exigencies of the Service. In the event of an emergency



repair projected to take in excess of three hours to complete, a paid duty police officer shall be ordered immediately and the on-duty officer shall remain on location until relieved by the paid duty officer.

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

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

### Paid Duty Rates

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

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

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

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

### Additional Charges

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

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

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

Five-Year History of Paid Duties

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

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

Conclusion:

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

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

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

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

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

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

**Amendment:**

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

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

## Appendix B

### Strong arm of the law reaches into two-tier system

  
**JOHN BARBER**

jbarber@globeandmail.com

*GM*  
Toronto is such a safe city every pothole merits police protection. There is no maintenance so trivial nor event so anodyne it does not require at least one uniformed police constable to stand around uselessly, looking bored. Next thing you know, "paid-duty" police will be serving ice cream to tourists. It's a great advertisement for the city.

But at \$62.50 an hour, minimum, it's an expensive one - and growing more so all the time. Five years ago, various groups, companies and city de-

partments paid off-duty police officers \$12-million to provide mandated security in circumstances deemed unworthy of the attention of on-duty police officers. This year they will be paying more than double that. People complain about rent-a-cops patrolling Chinatown, but the actual market is controlled by real cops performing comparatively minor duties. Provincial statutes and city by-laws protect their monopoly, individual unit commanders decide who must pay them and when, and the police union decides unilaterally how much they charge. "Paid duty" is a tidy little business.

An insensitive, anti-union, free-market observer might even call it a racket, in view of the fact there are so many qualified companies and individuals willing to guard potholes at a fraction of the price the Toronto Police Association

charges for the service.

And if the duties are more than trivial, in which case they legitimately require the attendance of uniformed police officers, what's with the invoices?

A liberal can only rankle at the emergence of a two-tier policing system, in which some services are funded from the tax base and others outsourced, with no clear and consistent distinction between the two. *080903*

Whatever else it may be, paid duty remains mysterious. A report on the subject from Police Chief Bill Blair, requested by his board and forwarded on to city hall's executive committee for yesterday's meeting, did little to clear it up - other than to demonstrate that "the criteria used to determine whether on-duty or paid-duty personnel will be utilized at specific events" are shockingly arbitrary and contingent.

"Nobody could tell us very clearly how it began," said police board chair Alok Mukherjee, recalling the discussion Chief Blair's opaque report inspired. "The service says it is because of bylaws that require police supervision. The city says the police required us to write those bylaws."

In 2007, according to the chief's report, city departments and agencies spent \$1.3-million for freelance policing of public works. Private companies pay the largest share, but non-profit community groups do not escape.

If a local unit commander decides your bake sale needs security, you have no choice but to pay. He or she will decide how much security you need, and the union will dictate the cost.

One of the biggest mysteries is how the union earned the right to set the rates, which

range to \$80 an hour for a staff sergeant and require a minimum three-hour shift in all cases. The police board asked the chief to return with a better explanation of that and other issues.

The chief is no stranger to the matter, having reformed the paid-duty system while serving as a staff superintendent. The problem at the time was that certain officers, especially those stationed downtown, were dominating an essentially unregulated business.

He made it fair for police, instituting a paid-duty office to distribute the opportunities more equitably, but nobody has paid much attention to the needs of the "clients," as the police describe their often-unwilling benefactors.

Their cause is hopeless, no matter how many more reports come out.

Appendix B

## Appendix C

Toronto Sun.  
Sept. 5/08

# Let's look at the rules for pay duty

To the untrained observer, it looks like police officers taking a coffee break, yacking on the cellphone.

To those who know, it's police officers looking like they are on a coffee break, being paid overtime.

It's called pay duty. And it's the law. Officers performing police duties on personal time at private events or activities — like fundraisers, film locations, sporting events, funeral escorts and construction sites — paid for by the organizers.

Often times, it's city events or TTC construction, so taxpayers are paying police officers OT to monitor our own festivities — on top of the \$800 million police budget.

It's necessary, too, since our force can't and shouldn't be policing every fun fair.

But questions need to be asked.

Why does the police union get to set the pay rate — a fee that's risen 50% since 1998? (Toronto Police do collect a 15% administration fee.)

Why are we spending at least \$62.50 an hour (with a three-hour minimum) for an officer to babysit a pothole repair when an orange sign with a black arrow would often do the trick?

Last year those types of assignments cost the TTC an estimated \$600,000.

City departments and private companies paid \$12 million in 2003, and paid almost double that amount in 2007 for pay duty cops. Ouch.

The problem is some pay duty assignments, like directing traffic on a public street or highway, must be done by police according to the Highway Traffic Act.

But are there more effective ways to handle these assignments? And who is demanding the stationing of pay duty cops? The police and city hall can't decide who made pay duty mandatory at so many city things.

Should we consider a new traffic category of officer — special constables, at a lower pay rate — so our cops can concentrate on fighting crime?

There is no substitute for a police officer. But when an officer is out on pay duty shouldn't they look like they're on duty, ready to help, not on the payroll of the construction company?

Council, Chief Bill Blair and the police services board need to take another look at pay duty and make sure we're getting the best bang for our buck, and that the rules make sense.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P253. CONDUCTED ENERGY WEAPON (CEW) – TEMPLATE FOR FUTURE  
ANNUAL REPORTS**

The Board was in receipt of the following report August 20, 2008 from William Blair, Chief of Police:

Subject: CONDUCTED ENERGY WEAPON (CEW) ANNUAL REPORT TEMPLATE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting of March 27, 2008, the Board directed the Chief of Police to provide a report that outlines a revised format for future annual reports on the use of Conducted Energy Weapon (CEW) within the Service (Min. No. P60/08 refers).

The CEW annual report will include the following updates:

- Officer training
- CEW Use Chart
- Explanation of Terms
- Analysis and Commentary on CEW Trends

Discussion:

Future reports will provide a detailed review of CEW use by members of the Service with a background of CEW use and history.

Officer Training:

Future reports will provide information on initial and recertification training conducted for Service members on CEW in that year.

## CEW Use Chart:

Future reports will provide detailed CEW use information contained in a chart format (see Appendix “A”) covering the following areas:

- Incident number
- Division/Region
- Incident
- Deployed by
- Subject behaviour
- Type of deployment
- Injury
- Number of CEW
- Number of cycles
- CEW effectiveness
- Another force option used (other than CEW)
- Other force option (other than CEW) effectiveness
- Subject believed armed
- Subject confirmed armed
- Additional training implemented
- Disciplinary action implemented

## Explanation of Terms:

### Incident Number:

This refers to the number assigned to the CEW event. The CEW event may involve one or more CEWs and/or one or more cycles being applied from each CEW. The incident number identifies the time period involved, the event circumstances and the parties to the event, in which the CEW was used.

### Division:

This refers to the division within Toronto or the regional municipality where Service members used the CEW.

### Incident:

A general description will be provided in this area indicating what precipitated the CEW incident. This area will compose two parts:

- Part I will be extracted from the CEW Report (TPS584) indicating the event type (i.e. unwanted guest);
- Part II will be a synopsis of the event indicating a short description as to why the CEW was used (i.e. intoxicated subject fighting). Thus, an example of an entry in the ‘Incident’ column would be “Unwanted Guest-intoxicated subject fighting”. Part II will

be synthesized by the Use of Force (UOF) analyst who is also a trained UOF instructor and reviews every UOF incident, including CEW incidents.

Unintentional use will be analyzed and investigated in every instance. Where a CEW is discharged anytime other than during a “spark-test” at the station an explanation will be provided.

Deployed by:

This refers to Front-line Supervisors (FLS) and Emergency Task Force Officers (ETF) who have been authorized to use CEWs in accordance with Service and Ministry of Community Safety and Correctional Services (MCSCS) guidelines.

Subject Behaviour:

Refers to the behaviour displayed by the subject during or prior to the CEW incident. The subject behaviour reflects that of the Ontario Use of Force Model (2004) under the following categories:

- **Co-operative (C)**  
The subject responds appropriately to the Officer’s presence, direction and control.
- **Passive Resistant (PR)**  
The subject refuses, with little or no physical action, to cooperate with the officer’s lawful direction. This can assume the form of a verbal refusal or consciously contrived physical inactivity.
- **Active Resistant (AR)**  
The subject uses non-assaultive physical action to resist, or while resisting an officer’s lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking toward, or away from an Officer. Running away is another example of active resistance.
- **Assaultive (A)**  
The subject attempts to apply, or applies force to any person; attempts or threatens by an act or gesture, to apply force to another person, if he/she has, or causes that other person to believe upon reasonable grounds that he/she has, present ability to effect his/her purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.
- **Serious Bodily Harm or Death (SBH/D)**  
The subject exhibits actions that the officer reasonably believes are intended to, or likely to cause serious bodily harm or death to any person. Examples include assaults with a knife, stick or firearm, or actions that would result in serious injury to an Officer or member of the public.



## Type of Use:

There are three uses in which the CEW may be deployed. They are as follows:

- (1) Demonstrated Force Presence (DFP): The CEW is un-holstered and/or pointed in the presence of the subject and/or a spark is demonstrated and/or the laser sighting system is activated.
- (2) Drive Stun Mode (DSM): This term coined by the manufacturer, is used when the device is placed in direct contact with the subject and activated and the probes are not fired.

Due to the minimal distance between the contact points on the CEW, the drive stun mode is primarily a pain compliance mode only.

- (3) Full Deployment (FD): Probes are fired at a subject and the electrical pulse applied.

Subjects on certain drugs and Emotionally Disturbed Persons (EDP) may have a very high tolerance for pain. Most less-lethal options are dependent on inflicting pain to gain compliance. CEWs override the nervous system and affect both the sensory and motor functions of the nervous system causing incapacitation. Therefore, CEWs are not solely dependent on pain to achieve compliance.

## Injury:

The CEW, when deployed in DSM, may leave signature marks on the skin commonly referred to as burn marks. When the CEW is used in FD the subject is likely to receive minor skin punctures from the darts. As each of these injuries is anticipated with the use of the CEW, they are not included under the classification of "injury" for the purposes of this report.

The most common risk is a *secondary* injury from a fall. Subjects will frequently fall immediately to the ground, and since the major muscles are locked, they will not be able to break the fall. Officers should consider the location and environment, and use caution as part of their decision making process.

Thus, an entry under this column indicates an unanticipated injury that arises directly or indirectly from CEW use. Examples would include a person falling down a flight of stairs after the deployment of a CEW and resulting in a broken leg.

## Number of CEWs:

This area indicates the number of CEWs that were used in the CEW incident.

#### Number of Cycles in Total:

This information captures the total number of cycles that were used from one or more CEW users in a UOF incident. A complete cycle is five (5) seconds in duration indicated on the chart as “1C”. A partial cycle (less than 5 seconds) can occur when the CEW is manually disengaged. A partial cycle will be indicated with a “P”. Thus, a subject that has been subjected to a CEW for seven (7) seconds would have an entry of “1CP” under number of cycles.

When more than one cycle is given, or more than one CEW is used, a commentary on these uses is provided.

#### CEW Effectiveness:

Was the CEW effective? The ineffective use of CEW will be tracked and commented on. Historically, the incidents where the CEW was ineffective can be attributed to shot placement, poor conduction (i.e. heavy clothing), or a defective cartridge.

#### Other UOF Option Used:

CEW is one of the many UOF options that a police officer can employ. In most cases, other UOF options described in the Ontario Use of Force Model are employed when faced with a potentially violent situation including officer presence, tactical communications, physical control, intermediate weapons (including CEW) and lethal force. This area describes if another UOF option was used.

#### Other UOF Option Effectiveness:

This area describes if another UOF option was used and indicates if it was effective?

#### Subject Believed/Confirmed Armed:

This area indicates if the officer believed based on the totality of the situation that the subject was armed or if the officer confirmed that the subject was armed, based on actually seeing the weapon and/or seizing a weapon after the incident.

#### Additional Training:

This area indicates if additional training was recommended and subsequently implemented with respect to an officer’s CEW use. CEW use in any of the three modes DFP, DS and FD, are reviewed by supervisors, a unit commander and the UOF analyst. Atypical CEW use is further reviewed by a separate process with the Professional Standards Information System (PSIS).

#### Disciplinary Action:

After review of any CEW incident disciplinary action may be initiated by supervisors.

#### Analysis and Commentary on CEW Trends:

A summary and commentary of CEW trends including a comparison with UOF incidents in general will be provided.

#### Civil Action:

Future reports will provide information on the number of civil actions commenced in that year due to CEW use.

#### Required Changes:

Finally, changes to the CEW Use Report (TPS 584) and the CEW Procedure (15-09) are required to capture the additional data. These changes are expected to be completed by October 2008. As a result, the expanded data contained in the revised 2008 annual CEW report will only reflect the activity of the months of November and December. Therefore, the 2008 annual CEW report must be considered transitional.

#### Conclusion:

This revised format for the annual report on CEW use within the Service will provide a clearer, more detailed and comprehensive account of activities and the circumstances of the CEW deployment, presented in a structured format.

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 made depositions to the Board:**

- **Mr. Graeme Norton, Canadian Civil Liberties Association; and**
- **Mr. John Sewell, Toronto Police Accountability Coalition\***

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

#### **The Board was also in receipt of written submissions from:**

- **Mr. Andrew Buxton, Amnesty International – Toronto Organization; and**
- **Mr. Don Weitz**

**Copies of the foregoing written submissions are on file in the Board office.**

**Cont...d**

**Amendment:**

**The foregoing Minute was amended by the Board at its meeting on October 16, 2008 by indicating that on September 18, 2008 the Board also approved the following Motions:**

- 1. THAT the Board receive the Chief's report;**
- 2. THAT the Board receive the depositions by Messrs. Norton and Sewell;**
- 3. THAT the Board receive the written submissions from Messrs. Buxton and Weitz;  
and;**
- 4. THAT the Board refer Mr. Sewell's written submission to the Chief to consider in terms of any changes to the proposed template.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P254. REPORT FROM THE CITY OF TORONTO-EXECUTIVE COMMITTEE  
REGARDING A CITY COUNCIL POLICY ON CONDUCTED ENERGY  
DEVICES**

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

Subject: REPORT FROM EXECUTIVE COMMITTEE REGARDING CITY COUNCIL  
POLICY ON CONDUCTED ENERGY DEVICES

Recommendation:

It is recommended that the Board forward the following report to the Chief of Police for information.

Financial Implications:

There are no financial implications arising out of this report.

Background/Purpose:

At its meeting held on June 3, 2008, the Executive Committee of Toronto City Council considered a Member Motion from Councillor Walker, seconded by Councillor Jenkins, recommending that:

1. City Council direct the City Manager to report on the use of conducted energy devices (i.e., TASERs) by any of the City's divisions, agencies, boards or commissions, and such report include information from other national and international jurisdictions, and be completed by September 2008 and submitted to the Executive Committee for public hearings on the subject and then onto City Council for debate.
2. A formal, city-wide public consultation be conducted by the City regarding the use and purchase of conducted energy devices (i.e. TASERs) by the City of Toronto and its agencies, boards and commissions, to which all interested parties (i.e., Toronto Police Accountability Coalition) be invited to make submissions.
3. City staff report by September 2008 on the feasibility of prohibiting the purchase and sale of conducted energy devices (i.e. TASERs) in Toronto, except by government.

The Executive Committee report is appended for your information.

Discussion:

On June 3, 2008, the Executive Committee referred the Member Motion by Councillor Walker, seconded by Councillor Jenkins entitled, "City Council Policy on Conducted Energy Devices (i.e. Tasers,)" to the Toronto Police Services Board for consideration.

While none of the three recommendations are directly addressed to either the Toronto Police Services Board or the Toronto Police Service, the Board and the Service have an interest in City Council's work in this area.

Conclusion:

Thus, it is recommended that the Board forward the foregoing report to the Chief of Police for information.

**The Board approved the foregoing report.**



City Clerk's Office

Secretariat  
Patsy Morris  
Executive Committee  
City Hall, 10<sup>th</sup> Floor, West  
100 Queen Street West  
Toronto, Ontario M5H 2N2

Ulli S. Watkiss  
City Clerk

Tel: 416-392-9151  
Fax: 416-392-1879  
e-mail: pmorris@toronto.ca  
Web: www.toronto.ca

June 3, 2008

To: Toronto Police Services Board  
From: Executive Committee  
Subject: City Council Policy on Conducted Energy Devices (i.e., Tasers)

The Executive Committee on June 3, 2008 referred the Member Motion by Councillor Walker, seconded by Councillor Jenkins entitled, "City Council Policy on Conducted Energy Devices (i.e., Tasers)", to the Toronto Police Services Board for consideration.

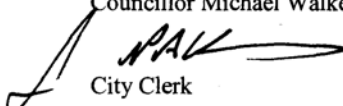
Background:

The Executive Committee at its meeting held on June 3, 2008, considered a Member Motion (May 5, 2008) from Councillor Walker, seconded by Councillor Jenkins, recommending that:

1. City Council direct the City Manager to report on the use of conducted energy devices (i.e., TASERs) by any of the City's divisions, agencies, boards or commissions, and such report include information from other national and international jurisdictions, and be completed by September 2008 and submitted to the Executive Committee for public hearings on the subject and then onto City Council for debate.
2. A formal, city-wide public consultation be conducted by the City regarding the use and purchase of conducted energy devices (i.e. TASERs) by the City of Toronto and its agencies, boards and commissions, to which all interested parties (i.e., Toronto Police Accountability Coalition) be invited to make submissions.
3. City staff report by September 2008 on the feasibility of prohibiting the purchase and sale of conducted energy devices (i.e., TASERs) in Toronto, except by government

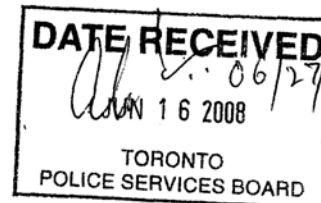
The following Members of Council addressed the Executive Committee:

Councillor Karen Stintz, Ward 16, Eglinton-Lawrence; and  
Councillor Michael Walker, Ward 22, St. Paul's.

  
City Clerk

Item No. EX21.29  
Att.

- c. Councillor Jenkins  
Councillor Stintz  
Councillor Walker





May 7, 2008

EX 21.29

**EXECUTIVE COMMITTEE:**

City Council on April 28 and 29, 2008, referred the following Motion to the Executive Committee:

**M20.16 City Council Policy on Conducted Energy Devices (i.e. Tasers)**

*Moved by Councillor Walker, seconded by Councillor Jenkins*

**SUMMARY:**

There is currently an ongoing public discussion on the use of conducted energy devices (CEDs) or electroshock/stun guns (i.e. Tasers). The Toronto Police Service has been using these devices since 2004 and is contemplating expanding their use by purchasing more, spending millions of taxpayer dollars. Now, the Toronto Transit Commission (TTC) is speculating publicly about arming its security officers with these stun guns.

Tasers (Thomas A. Swift Electric Rifle – TASER International) are hand-held weapons that deliver a 50,000 volt jolt of electricity through a pair of hooked wires propelled by compressed air from up to 10.6 metres away. The jolt stuns the person by causing an uncontrollable contraction of their muscle tissue. The person is immobilized and falls to the ground – regardless of pain tolerance or mental focus. In the opinion of some, the use of stun guns is tantamount to corporeal punishment.

Apparently, conducted energy devices/stun guns are not regulated in Toronto or in the rest of Canada.

The safety of these stun guns continues to be an important question. As many as 20 people in Canada and 290 in the United States have died after being shocked by a Taser. In October 2007, RCMP officers used a Taser on a Polish immigrant, Robert Dziekanski, in Vancouver International Airport; the officers used the Taser within 25 seconds of their arrival on the scene, instead of talking to Mr. Dziekanski, who died shortly after being hit twice with a Taser. In October 2007, Toronto Police used a Taser on a drunken man and the Taser hit him in the eye and in the leg, sending the electroshock through his body, damaging his eye beyond repair. Recently, transit police in Vancouver have used electroshock guns/Tasers on customers who didn't pay and a customer who held onto a railing when told not to.

Further, a recent Radio-Canada report has found that approximately 20% of the time Montreal police officers use a Taser it is used incorrectly. Further still, it seems the Taser is being used as a first resort, not last next to using the gun, and is replacing talking to the perpetrator.

The safety-testing of these conducted energy devices has been called into question also. For example, recent medical studies have found that the Taser produces latent effects upon the human heart that results in irregular, spastic heart beats and possible cardiac arrest. Because of recent independent testing of the effects of Tasers, Taser International is distancing itself from their in-house tests on pigs carried-out years ago and is stating that testing on pigs cannot be considered conclusive. Now, Taser International is stating that human testing needs to be done; they are carrying-out these tests on humans in Police forces and on the streets across North America.

Because of the controversy surrounding conducted energy devices/Tasers and their use, City Council needs to decide what its formal policy concerning these devices is.

#### **RECOMMENDATIONS:**

1. City Council direct the City Manager to report on the use of conducted energy devices (i.e. TASERS) by any of the City's divisions, agencies, boards or commissions, and such report include information from other national and international jurisdictions, and be completed by September 2008 and submitted to the Executive Committee for public hearings on the subject and then onto City Council for debate.
2. A formal, city-wide public consultation be conducted by the City regarding the use and purchase of conducted energy devices (i.e. TASERS) by the City of Toronto and its agencies, boards and commissions, to which all interested parties (i.e. Toronto Police Accountability Coalition) be invited to make submissions.
3. City staff report by September 2008 on the feasibility of prohibiting the purchase and sale of conducted energy devices (i.e. TASERS) in Toronto, except by government organizations, as there are no restrictions on their purchase by individuals.

Council also considered the following:

- (April 25, 2008) from the Chair, Toronto Police Services Board (M20.16.1)
- (April 15, 2008) from John Sewell for the Toronto Police Accountability Coalition (M20.16.2)
- Fiscal Impact Statement (April 28, 2008) from the Deputy City Manager and Chief Financial Officer



for City Clerk

M. Toft/cd

Attach.

- c. Chair, Toronto Police Services Board  
John Sewell for the Toronto Police Accountability Coalition



## Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-8080 FAX (416) 808-8082  
www.torontopoliceboard.on.ca



April 25, 2008

Ms. Ulli Watkiss  
Clerk  
Toronto City Council  
Toronto, Ontario  
M5H 2N2

Dear Ms. Watkiss:

RE.: Councillor Michael Walker's Motion on Tasers

I wish to provide the following information to City Councillors in order to assist them in their consideration of the motion brought forward by Councillor Michael Walker related to the use of Tasers by City divisions, agencies or ABC's.

1. I would like to draw to Council's attention section 53 of the *Police Services Act*. The Act gives the Police Services Board the authority to appoint special constables. The appointment sets out the specific powers that are conferred on the special constables and, by agreement with the employers of special constables, it is the Police Services Board and the Chief of Police who establish training and equipment standards for special constables.
2. Currently, provincial legislation does not permit front-line police officers or any others, including City employees or those of the ABC's (i.e. special constables) to be equipped with Conducted Energy Devices (CEDs). At present, the province allows only police supervisors and tactical units to have Tasers.
3. Before the Toronto Police Service is able to acquire additional Tasers, or equip any other police officer with this device, the Toronto Police Services Board must give its approval. Before special constables acquire Tasers, regardless of who employs the special constables, the Toronto Police Services Board must give its approval.

4. As I have noted previously, two Coroner's juries have recently recommended that the Board provide all front-line officers with Tasers. The Board has requested the Chief to respond to these recommendations. The Chief has stated that he is in agreement with the juries' recommendations. The Board asked the Chief to provide a more detailed business case, research from other jurisdictions on the medical and other effects of Tasers, and information from other jurisdictions on their experiences with the use of Tasers. That report has not been provided to the Board for consideration.
5. Council can be assured that if the province permits the use of Tasers by front-line officers or by special constables and the Board is called upon to make a decision to expand the use of Tasers, the Toronto Police Services Board will conduct its due diligence, as it has done in the past, and consult with the public to ensure that it makes the right decision for our City.

It is the responsibility of the Toronto Police Services Board, not that of Council or the City Manager, to review the potential use of Tasers by both police officers and special constables and to ensure that appropriate policies and procedures are developed and implemented.

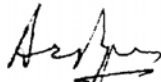
With respect to Councillor Walker's third recommendation, Tasers are prohibited weapons under the *Criminal Code* and may not be acquired by the general public. Tasers for law enforcement purposes require the approval of the Province of Ontario and, subsequently, that of police service boards.

At its meeting on April 17, 2008 the Board approved the following motions with respect to TTC special constables:

1. **THAT the Chief of Police provide a report as soon as possible on the adequate and effective policing of public transit and public housing in Toronto within the meaning and scope of the *Police Services Act*;**
2. **THAT the Board initiate a public discussion on the issue of adequate and effective policing of public transit and public housing in Toronto, based on the Chief's report;**
3. **THAT the Board request the TTC Commission to provide information to the Board regarding its intention, as noted in the alleged review, about the possible use of TASERS by TTC special constables; and**
4. **THAT, with regard to Motion No. 3, the Board be provided with a reasonable amount of time in which it can respond to any information it receives from the TTC about the possible use of TASERS by special constables.**

I trust the Councillors will find the above information helpful in dealing with the motion brought forward by Councillor Walker.

Yours truly,



Alok Mukherjee  
Chair

cc. Chief Bill Blair  
Board Members

Toronto Police Accountability Coalition  
c/o 50 Baldwin Street  
Toronto ON M5T 1L4.  
416 977 5097.  
[info@tpac.ca](mailto:info@tpac.ca) , [www.tpac.ca](http://www.tpac.ca)

April 15, 2008.

Mayor and members of Council,  
Toronto City Council,  
City Hall, Toronto.

CITY CLERK'S OFFICE  
2008 APR 28 P 3: 29

**Subject: Notice of Motion by councilors Walker and Jenkins regarding tasers**

Toronto Police Accountability Coalition wishes to advise Council that it supports the motion on tasers by Councillors Walker and Jenkins scheduled to be before the Council meeting beginning on April 29.

TPAC has expressed its concerns about the use of tasers by front line police officers for the past three years and we have looked for ways to ensure tasers are not available to anyone but the highly trained officers of the Emergency Task Force. We have expressed our concerns about tasers being given to front-line officers, and of course are very concerned to think they might be used by special constables working for the TTC.

We believe the kind of debate envisioned by the motion will be very helpful in educating the public and decision-makers about the possible impacts of tasers being more generally available, impacts that we believe will be very negative for city residents. We think Council should be taking a leadership position on this issue, and this motion assists in that.

Accordingly, we urge the Council to adopt this motion.

Yours very truly,



John Sewell for Toronto Police Accountability Coalition.



**FISCAL IMPACT STATEMENT  
NOTICE OF MOTION (M20.16)**

**Financial Implications:**

**Operating**

Current year impacts: TBD  Future year impacts: \$ \_\_\_\_\_ (net) \_\_\_\_\_

Following year  
 Future years

Funding sources (specify):

<input checked="" type="checkbox"/> Accommodation within approved operating budget	<input type="checkbox"/> Third party funding
<input type="checkbox"/> New revenues	<input type="checkbox"/> Tax rate impact
<input type="checkbox"/> Reserve/Reserve Fund contributions	<input type="checkbox"/> Other

Budget adjustments: \$ \_\_\_\_\_ (net)

Impact on staffing levels: \_\_\_\_\_ (positions)

**Capital**

Current year impacts: \$ \_\_\_\_\_ (net)  Future year impacts: \$ \_\_\_\_\_ (net)

Following year  
 Future years

Funding sources (specify):

<input type="checkbox"/> Accommodation within approved capital budget	<input type="checkbox"/> Third party funding
<input type="checkbox"/> New revenues	<input type="checkbox"/> Debt
<input type="checkbox"/> Reserve/Reserve Fund contributions	<input type="checkbox"/> Other

Budget adjustments: \$ \_\_\_\_\_ (net)

Operating Impact:

<input type="checkbox"/> Program costs: \$ _____ (net)
<input type="checkbox"/> Debt service costs: \$ _____ (net)

**Impacts/Other Comments:**

- Service Level Impact:(Specify)
- Consistent with Council Strategic directions and fiscal priorities (specify):

**Notices of Motion – M20.16 – City Council Policy on Conducted Energy Devices (i.e. Tasers)**  
There would be a cost associated with conducting a public consultation. It is suggested that this be referred to the Police Services Board.

- Consider  Refer to Police Board

Submitted by:   
Deputy City Manager and Chief Financial Officer

Date: April 28, 2008



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P255.        PARKING ENFORCEMENT OPERATIONS – VEHICLE PILOT  
PROJECT – INTERIM EVALUATION**

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

Subject:        VEHICLE PILOT PROJECT AT PARKING ENFORCEMENT OPERATIONS –  
INTERIM EVALUATION

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. It should be noted however that while the higher purchase cost of the alternative vehicles (e.g. hybrids) will essentially be offset by fuel savings over the life of these vehicles, there is a need to ensure the provision to the vehicle equipment reserve is sufficient to cover the higher initial investment in these vehicles. The Service is currently reviewing the adequacy of the annual provision and any funding impact to the Vehicle & Equipment Reserve will be incorporated in annual operating budget requests.

Background/Purpose:

In May 2007, the Service implemented a vehicle pilot project in the Parking Enforcement Operations (PEO) unit. The objective of the pilot was to introduce environmentally friendly/fuel efficient vehicles and compare these vehicles to the Service's current standard compact vehicle being used at the PEO unit and evaluate:

- the operational feasibility of utilising different types of vehicles;
- the impact on fuel consumption;
- the impact on repairs and maintenance; and
- the overall cost/benefit to the Service.

The pilot project has now been in operation for over a year, and the results of the pilot are provided in this report.

## Discussion:

While this report focuses on the findings from the vehicle pilot at PEO, it is also important for the Board to be aware of what the Service has done to date and what future strategies are being considered to reduce fuel consumption and benefit the environment.

### *What Has Been Done To Date:*

Over the last several years, the Service has evaluated various fuel efficient/environmental initiatives with respect to its fleet and has implemented the following initiatives which contribute to reduced fuel consumption and greenhouse gas emissions:

- the introduction of more fuel efficient vehicles in the unmarked fleet (e.g. replaced 8 cylinder vehicles with 6 cylinder and 6 cylinder vehicles with 4 cylinder);
- the pooling of vehicles (particularly for administrative functions);
- the conversion of all marine vessels to high efficiency four stroke or diesel engines; and
- the purchase of 8 hybrid vehicles in 2008 for the Service's unmarked fleet.

The Service has also purchased Flexible Fuel Vehicles (FFV) which can operate on E85 ethanol fuel or gasoline (including 185 Crown Victoria patrol vehicles). While the E85 ethanol fuel is currently not readily available, the Service is in a position to utilize the E85 fuel once it becomes more readily available.

### *Future Strategies Being Considered:*

Vehicle patrols are an important function in delivering police services. The Service's 2007 spending for gasoline was \$6.3M and while this represents less than 1% of the net operating budget, it is still a significant cost that must be effectively managed. A one cent increase in the price of gasoline currently results in an estimated annual budget impact of approximately \$70,000. Given recent and expected future fuel price increases, the Service is reviewing further strategies to reduce fuel consumption and the impact on the operating budget, without compromising operational requirements. As a result, the following strategies are being considered by the Service:

- a reduction in the number and types of motorcycles;
- the introduction of more fuel efficient and or alternative fuel vehicles; and
- the potential and practicality of implementing a vehicle idling guideline.

### *PEO Vehicle Pilot Project:*

In May 2007, the Service introduced a vehicle pilot project at the PEO unit to compare certain fuel efficient vehicles and hybrids against the vehicle type currently used.

The PEO vehicle lifecycle plan includes the replacement of eighteen (18) vehicles per year. The PEO pilot included the purchase of eight (8) vehicles other than the standard compact class vehicle (Ford Focus) normally purchased for PEO. The vehicles purchased for the pilot included

two (2) Smart Cars, four (4) Honda Civics and two (2) Honda Civic Hybrids. These vehicles were compared to the Ford Focus which was the baseline vehicle.

The pilot evaluation was conducted by the PEO and Fleet units. PEO staff evaluated the vehicles from a day-to-day operational perspective, while Fleet staff conducted their evaluation based on vehicle cost, fuel consumption, maintenance costs and repairs. The results of the PEO and Fleet evaluations are provided below. It should be noted, however, that from a vehicle maintenance and repair perspective, a longer period of evaluation is required to obtain more meaningful information for analytical purposes.

#### Pilot Evaluation by PEO Staff (Operational):

The PEO evaluation of the pilot project consisted of members being assigned to all three different types of vehicles to ensure participants would have the opportunity to compare the vehicles. The vehicles were deployed in the downtown core initially, but were later used in suburban areas in order to evaluate performance in all enforcement and traffic situations. An evaluation questionnaire was developed to gather feedback at regular intervals during the pilot. The questionnaire focussed on:

- operator maintenance tasks (e.g. refuelling, fluid level checks) as per Service Rules and Procedures;
- the driving experience (e.g. visibility, noise, acceleration, snow operation), including ergonomic issues; and
- the operational suitability of the vehicle (e.g. performance in snow and other winter conditions, downtime), including the effect on deployment and carpooling.

The questionnaires were completed every five weeks to co-ordinate with the staff shift cycles. The unit trainer for Police Vehicle Operations (PVO) summarized all feedback and provided the PEO Unit Commander with a summary report at the end of each cycle.

The PEO staff evaluations of the three pilot vehicle types concluded that the Honda Civic and Honda Civic Hybrid were very comparable to the Ford Focus from an operational perspective, and that these vehicles are therefore suitable for the PEO operation. The Smart Car received very positive public reaction, and entry and exit from the vehicle was easy. However, the staff evaluations identified some operational issues with the Smart Car, and this vehicle is therefore not suitable for use in PEO at this time. Some examples of the concerns with the Smart Car as identified by the staff evaluations are:

- very difficult to operate in deep snow;
- persistent fogging of cabin windows and large blind spots;
- loud engine noise (interfered with radio use); and
- limited to two occupants.

#### Pilot Evaluation by Fleet Staff (Fuel Consumption/Cost/Maintenance):

The Fleet evaluation of the pilot project consisted of gathering information on vehicle cost (including life expectancy and residual value), fuel consumption and maintenance/repair costs for the three new vehicles types introduced, and the baseline vehicle. Kilometres have been extrapolated to 80,000 kilometres for all vehicles, so that a more comparative analysis of fuel and maintenance costs could be performed. Also, the Service's lifecycle replacement for PEO vehicles is approximately five years and this has been used in the evaluation with respect to the amortization of the vehicle purchase cost and residual value after five years. The results are reflected in the table below.

Item	Ford Focus (Baseline)	Honda Civic	Honda Civic Hybrid	Civic	Smart Car
<b>Purchase Price (2007)</b>	<b>\$16,747</b>	<b>\$23,622</b>	<b>\$26,607*</b>		<b>\$23,583</b>
<b>Lifecycle</b>	<b>5 years</b>	<b>5 years</b>	<b>5 years</b>		<b>5 years</b>
<b>Amortized cost of purchase (including residual value)</b>	<b>\$2,679</b>	<b>\$3,124</b>	<b>\$3,941</b>		<b>\$4,517</b>
<b>Fuel Cost (based on 80,000 km)</b>	<b>\$10,056</b>	<b>\$10,256</b>	<b>\$7,472</b>		<b>\$4,952</b>
<b>Maintenance Cost (based on 80,000 km)</b>	<b>\$2,917</b>	<b>\$2,755</b>	<b>\$2,882</b>		<b>\$5,065</b>
<b>Total Costs (based on 80,000 km)</b>	<b>\$15,652</b>	<b>\$16,135</b>	<b>\$14,295</b>		<b>\$14,534</b>
<b>Kilometres Travelled</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>		<b>80,000</b>
<b>Overall Cost per Km</b>	<b>\$0.20</b>	<b>\$0.20</b>	<b>\$0.18</b>		<b>\$0.18</b>
<b>Fuel efficiency - Km/Litre</b>	<b>7.4</b>	<b>7.3</b>	<b>10.1</b>		<b>14.2</b>

\* Includes government rebate of \$2,000.

A summary of the costs and fuel efficiency evaluation of the PEO pilot project, based on an extrapolation of the actual kilometres travelled, indicates that:

- the Smart Car and Honda Civic Hybrid had essentially the lowest overall cost per kilometre;
- the Smart Car experienced the best fuel consumption result (i.e. Km/litre);
- the Honda Civic Hybrid purchase cost was the highest;
- the Smart Car had the highest amortized cost over the five year period taking into account the residual value; and
- the Ford Focus provides relatively good overall value, particularly in comparison to the Honda Civic.

Hybrid vehicles require the use of a hybrid battery. The cost of this hybrid battery is estimated at \$5,700 and is included in the initial purchase price and is expected to last approximately eight years. Due to the Service's lifecycle replacement of five years for PEO vehicles, the replacement of the battery has not been factored into the above evaluation.

#### Conclusion:

The Service has evaluated and implemented fleet environmentally friendly initiatives over the last several years. Initiatives implemented include: replacing larger vehicles with smaller more

fuel efficient vehicles; pooling of cars; and purchase of some hybrid vehicles for the unmarked fleet.

In May 2007, we commenced a vehicle pilot project at the PEO unit to determine if we could further enhance the environmentally friendliness of our fleet, and reduce fuel consumption in a cost-effective manner and without compromising our operational requirements.

Based on the evaluation performed it was determined that the Smart Car which received very positive public reaction and was by far the most fuel efficient vehicle, does not adequately meet operational needs of the PEO at this time.

The evaluation also concluded that the Honda Civic and Honda Civic Hybrid both compare very favourably to the Ford Focus and that both these vehicles are suitable for the parking enforcement operation. The Honda Civic Hybrid, while considerably more expensive (about \$10,000) than the Ford Focus, provided significantly better fuel consumption (about 40%) over the evaluation period, the savings from which essentially offset the higher purchase cost.

As a result of the pilot project and the Service's commitment to evaluating options to reduce fuel consumption and make our fleet more environmentally friendly, the Service will:

- purchase hybrids as part of the mix of annual vehicle replacements for the PEO unit, and will continue to monitor their performance and cost-effectiveness; and
- continue to explore more fuel efficient as well as alternative vehicles for use in its non-patrol type functions (including the PEO), where operationally feasible.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command and Deputy Chief Anthony Warr, Specialized Operations Command will be in attendance to answer any questions from the Board.

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about this report.**

**The Board received the foregoing report.**

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TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P256.           RESPONSE TO JURY RECOMMENDATIONS FROM THE CORONER'S  
INQUEST INTO THE DEATH OF ROBERT WALKER**

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

Subject:        **RESPONSE TO JURY RECOMMENDATIONS FROM THE CORONER'S  
INQUEST INTO THE DEATH OF ROBERT WALKER**

Recommendations:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board Administrator forward a copy of this report to the Chief Coroner for the Province of Ontario.

Financial Implications:

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

Background/Purpose:

A Coroner's Inquest into the death of Robert Walker was conducted in Toronto during the period between January 7, 2008 and January 25, 2008. At its confidential meeting on March 27, 2008, the Board received the jury verdict and recommendations stamped "For Information Only - Not Official Verdict/Recommendations". The jury directed two of its twelve recommendations (#9 and #12) to the Toronto Police Service (Service) (Min. No. C64/08 refers).

Discussion:

Responsibility for preparing the Board report on the Response to Jury Recommendations #9 and #12 from the Coroner's Inquest into the Death of Robert Walker was assigned to Corporate Planning (CPN).

In its report to the Board on June 19, 2008, entitled "Request For Extension Of Time To Submit Report: Response To Jury Recommendations From The Coroner's Inquest Into The Death Of Robert Walker", CPN requested an extension of time to submit a report addressing these issues as they were awaiting the final report from the Presiding Coroner, Dr. Robert Isaacs.

The final report would normally contain the Coroner's Verdict Explanation and Summary of Circumstances which would allow stakeholders the ability to address and reference the Jury's Recommendations in the context of how the death occurred and would assist in providing more comprehensive responses (Min. No. P179/08 refers).

As of July 10, 2008, the Inquest Coordinator at the Office of the Chief Coroner advised the final report was still not available.

Service subject matter experts from Training & Education (T&E), Communications Services (CCR), Professional Standards (PRS), and the Employee and Family Assistance Program (EFAP) were consulted and contributed to the responses.

#### Responses to the Jury Recommendations:

##### Recommendation #9

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

##### Response:

Without clarification regarding what type of debriefing is being recommended by the Jury, the Service will undertake to study and review those recommendations once the official Jury Recommendations are received.

Notwithstanding the aforementioned, there are two distinct types of debriefing. If the recommendation deals with an operational debriefing session, which examines policy and procedure to ensure proper direction and action of the officers, the Special Investigations Unit (SIU) directs that no discussion about the incident occur until the completion of the investigation, which could take a substantial period of time to complete.

If the recommendation deals with a critical incident debriefing, current Procedures demonstrate the Service's commitment to ensuring that members involved in a critical incident are given appropriate and sufficient support both on scene and after the conclusion of an incident.

A critical incident is defined in Procedure 08-04 "Critical Incident Stress" as "any incident involving a member that includes serious injury or death, mass casualties, the member's life has been imperilled or threatened, or any situation which has the potential to significantly interfere now or at a later time with a member's ability to function professionally or personally." This definition captures incidents in which the SIU have invoked their mandate. Procedure 08-04 further contains the mechanism to initiate mandatory group debriefing sessions in the event of a critical incident. The Service's critical incident process includes demobilization, defusing and debriefing sessions, and where required, the opportunity for professional assistance in dealing with critical incident stress.

Service Procedure 13-16 “Special Investigations Unit”, contains existing direction which addresses the content of Recommendation #9. In this Procedure, within the duties assigned to the Unit Commander of the involved unit, direction is given to refer to Procedure 08-01 “Employee and Family Assistance Program – EFAP” and the aforementioned Procedure 08-04.

The EFAP as well as providing confidential referrals, supports the Critical Incident Debriefing Team (CIDT). The CIDT is tasked with assisting members and their families after becoming involved in a critical incident. The CIDT has an assigned coordinator. EFAP assistance is available both on scene and after the conclusion of an incident. The SIU mandate prohibits an at-scene debriefing. A debriefing is permissible after the SIU have concluded their investigation. Should the CIDT coordinator, in consultation with the Unit Commander - EFAP and/or the Unit Commander of the affected unit, determine that a debriefing session is warranted, it will be scheduled, and all members will be notified to attend. Attendance is mandatory but active participation in the discussion is voluntary. Unit commanders of the affected unit are to ensure compliance.

As the mechanism for formal critical incident debriefing sessions presently exist, a Routine Order from the Chief reminding all members of the benefits, when warranted, of a mandatory debriefing session following a critical incident will be issued.

CPN is currently working with stakeholders from across the Service in reviewing the current provisions set out in Procedure 08-04 “Critical Incident Stress”.

#### Recommendation #12

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

#### Response:

The Service concurs and is in compliance with this recommendation.

Presently, Service Procedure 01-01 "Arrest" under the heading of Medical Considerations, and Procedure 01-03 "Persons in Custody" - Appendix A - Medical Advisory Notes, defines and explains the medical condition of Excited Delirium.

CCR will undertake to make additional reference to Excited Delirium in their unit specific policy C06-04 “Emotionally Disturbed Persons”, as well as in their Calltaker’s Operational Manual and ensure any updates are incorporated and circulated to CCR personnel.

CCR also included a component on Excited Delirium in their 2008 in-service training.

A Routine Order from the Chief reminding all Service members of the symptoms and course of action when dealing with a person suspected of suffering from Excited Delirium will be issued.



Conclusion:

As a result of the Coroner's Inquest Into the Death of Robert Walker, and the subsequent jury recommendations, the Service has conducted reviews of Service Governance, training, and current practices.

The Service will commit to the further study and review of Recommendation #9 when the final Coroner's report is available, whereas Recommendation #12 is currently being addressed.

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

**The Board received the foregoing report and agreed to forward a copy to the Office of the Chief Coroner.**

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**#P257. COMPUTER ASSISTED SCHEDULING OF COURTS (CASC) – CLOSE  
OUT REPORT**

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

Subject: COMPUTER ASSISTED SCHEDULING OF COURTS (CASC) – CLOSE OUT  
REPORT

Recommendation:

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. The approved capital budget for the Computer Assisted Scheduling of Courts (CASC) Replacement project is \$1.5M. The final cost of the project is \$0.8M, resulting in a \$0.7M favourable variance.

Background/Purpose:

The CASC system was a legacy application implemented in 1986 running on a Unisys mainframe system using Unisys LINC case tool and COBOL languages. As a key part of the Service's Mainframe Decommissioning Strategy, the objective of the CASC Replacement project was to transform the aging CASC system to a more service oriented architecture using newer technology (JAVA J2EE, XML and DB2), and to make it more accessible by use of a Web browser.

The Service's 2007 – 2011 Capital program included the CASC Replacement project, and funding was approved at \$1.5 million for this purpose. The project commenced in early 2007, and at its meeting on 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 (Min. No. P252/07 refers).

In accordance with the Service's project management framework, the purpose of this report is to advise the Board of the results of the project implementation.

Discussion:

The CASC Replacement project was successfully completed under budget, within negotiated timelines, and achieved its stated objective of delivering all required functionality in a new infrastructure.

*Budget:*

Funds in the amount of \$1.5M were approved in the Service's capital program for the CASC Replacement project. Based on the amount of contract award to MSS in July 2007 and the expected cost of servers and operating software, the total project cost was estimated to be \$912.5 thousand at that time.

The final capital cost of the project (net of GST) is \$785.6 thousand which is less than the approved capital funding (\$1.5M) for this project, and also less than the anticipated project cost (\$912.5 thousand), following the contract award in July 2007.

The total cost saving from the approved funding for this project is \$714.4 thousand, and is due to:

- Lower than budgeted costs for hardware and software, much of which was made possible by the consolidation of hardware required for the system; and
- Significantly lower than budget costs for the professional services contracted to do the conversion and implementation.

The final cost of the project is summarized below:

<b>Cost Component</b>	<b>Approved Capital Funding (\$000's)</b>	<b>Projected Cost Estimate Following Vendor Contract Award (\$000's)</b>	<b>Final Project Cost (\$000's)</b>	<b>Variance from Approved Capital Funding (\$000's)</b>
<b>Servers and operating software</b>	<b>311.0</b>	<b>262.5</b>	<b>131.2</b>	<b>179.8</b>
<b>Professional Services, conversion from Mainframe to AIX, training, implementation and project management and first year maintenance</b>	<b>1,189.0</b>	<b>650.0</b>	<b>654.4</b>	<b>534.6</b>
<b>Total Capital Cost</b>	<b>1,500.0</b>	<b>912.5</b>	<b>785.6</b>	<b>714.4</b>

*Schedule:*

The project duration was estimated to be six to eight months following vendor selection, with a target completion of first quarter 2008. Before being finally awarded the contract, MSS delivered a proof of concept in August 2007. Using MSS' migration tools, the code conversion was accomplished in 3 months and, after 5 months of extensive testing, the system went live on May 3, 2008. The project was officially completed on July 2, 2008 after a period of post implementation support with the vendor.

Conclusion:

The CASC replacement project successfully delivered a business solution based on a modern infrastructure platform that is easily accessible to members of the Service. The cut-over to the new systems was achieved with minimal impact to the 6,000 on-line users.

The use of project management methodology and careful vendor selection, requiring the vendor to conduct Proof of Concept (POC) before contract award, were key factors to the successful implementation of this project. These factors combined with the consolidation of hardware equipment, also enabled the project to be completed at a significantly lower cost than the approved funding available for the project.

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.**

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**#P258.           AUDIT OF THE PROPERTY AND EVIDENCE MANAGEMENT UNIT**

The Board was in receipt of the following report August 22, 2008 from William Blair, Chief of Police:

Subject:           AUDIT OF THE PROPERTY AND EVIDENCE MANAGEMENT UNIT

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:

Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services, was created under the *Police Services Act* (PSA) to provide provincial standards for the delivery of policing services in six core areas. One of the requirements of the Regulation is that there are policies and procedures in place with respect to property and evidence control and the related collection, handling, preservation, documentation and analysis of physical evidence.

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

At its meeting of August 10, 2006, the Board approved policy TPSB LE-020, Collection, Preservation and Control of Evidence and Property (Min. No. P244/06 refers.) One requirement of this policy is that the Chief of Police “shall ensure that an annual audit of the property/evidence held by the Service is conducted by a member(s) not routinely or directly connected with the property/evidence control function, and report the results to the Board.” On December 13, 2006, Service Procedure 09-01, Property-General, was updated to include the requirement that the Unit Commander – Audit & Quality Assurance Unit “shall ensure that an audit of property/evidence held by the Service is conducted annually and that the results of the audit are reported to the Toronto Police Services Board.”

Discussion:

In 2007, Audit & Quality Assurance (A & QA) conducted an audit of the Property & Evidence Management Unit (PEMU). The scope of the audit included an examination of the main systems and supporting documents used at the PEMU.

Conclusion:

Overall, A & QA determined that the Toronto Police Service is in compliance with the relevant sections of the PSA and Provincial Regulations.

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

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

**The Board received the foregoing report.**

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**#P259. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (ECOPS): MAY TO JULY 2008**

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

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE  
PROCESSING SYSTEM (ECOPS) MAY 2008 - JULY 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:

At its meeting on September 23, 2004, the board requested that the Chief of Police provide the Board with quarterly reports outlining the progress, efficiency, and future plans with respect to the development of the Enterprise Case and Occurrence Processing (eCOPS) records management system (Min. No. P329/04 refers).

Discussion:

Divisional Quality Control

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

Records Management Service (RMS) quality control personnel continue to prioritize and monitor CPIC downloads within the eCOPS application in order to mitigate risk management concerns. The reassessment of the divisional quality control process has identified the need to standardize and cleanse data entry processes. (Min. P166/08 refers). As a result, communication sessions between RMS and field quality control liaisons are scheduled for September 2008.

## Future Planning

### eCOPS Maintenance Releases

Information Technology Services (ITS) has committed to providing a maintenance release every four months to address production defects and outstanding change requests (Min. No. P211/07 refers).

Implementation of eCOPS Release 2.4.3, that addresses document versioning and overall system performance is scheduled for September 2008.

### Domain Code Redesign

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

eCOPS version 2.4.2, originally targeted for release in June 2008, has now been rescheduled to December 2008, due to competing demands on ITS resources (Min. No. P166/08 refers).

### 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).

The PIP server that held information of the Central and Atlantic regions that the Toronto Police Service is connected to was moved in April 2008 from London, Ontario to the RCMP in Ottawa. The development and testing of real time data synchronization for eCOPS is complete and will be implemented by the RCMP end of August 2008. (Min. No. P166/08 refers).

A rollout of the PIP query tool to select investigative units within TPS will be completed by year end.

### 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 continues to have an on-going impact on the unit budget based on the need for overtime expenditures to maintain production (min. No. P45/07).

### Uniform Crime Reporting

A business analysis detailing the integration of Uniform Crime Reporting (UCR) Version 2.2 for the Canadian Centre for Justice Statistics (CCJS) into the eCOPS application has been completed. UCR 2.2 addresses prevalent criminal activity relating to hate crime, organized



crime, gang-related crime and cybercrime. Options are being considered in order to incorporate these variables into the eCOPS application.

RMS continues to work cooperatively with CCJS liaisons to ensure compliance with federal statistical reporting requirements.

#### Canadian Police Information Centre

In September 2007, the Board was informed that the next phase of CPIC Renewal will require the Service to modify all eCOPS CPIC entries, which will require at least 9 months of development effort by ITS, in addition to three months of testing by ITS and RMS staff (Min. No. P303/07 refers).

RMS has completed the study to identify options for compliance to the CPIC Renewal requirements. The new processes and associated costs will be addressed through the 2009 operational budget process.

#### Conclusion:

The Toronto Police Service will continue to focus on data integrity within the eCOPS application in order to provide accurate and reflective reporting of criminal activity.

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

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P260. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION  
AND PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL TO  
JUNE 2008**

The Board was in receipt of the following report August 01, 2008 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT-MUNICIPAL FREEDOM OF INFORMATION AND  
PROTECTION OF PRIVACY ACT COMPLIANCE: APRIL TO JUNE 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:

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

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period of April 01<sup>st</sup> to June 30<sup>th</sup>, 2008, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service  
Compliance Rates  
April 01<sup>st</sup> to June 30<sup>th</sup>, 2008

<b>30-Day</b>	<b>60-Day</b>	<b>90-Day or longer</b>
<b>81.04%</b>	<b>96.38%</b>	<b>98.92 %</b>
<b>Requests to be completed during this time period:</b>	<b>157</b>	<b>30</b>

**828**  
**Requests completed: 671**  
**Requests remaining: 157**

**Requests completed: 127**  
**Requests remaining: 30**

**Requests completed: 21**  
**Requests remaining: 9**

A total of 828 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 from April to June is as follows:

<b>Category</b>	<b>Total</b>	<b>Description</b>
<b>Individual / Public</b>	<b>562</b>	<b>-Personal</b>
<b>Business</b>	<b>244</b>	<b>-Law Firms -Insurance Co. -Witness contact info. -memobook notes, 911 calls – reports and general reports</b>
<b>Academic /Research</b>	<b>2</b>	<b>-University requests on retention &amp; storage of evidence -Info. on Asian organized crime.</b>
<b>Association / Group</b>	<b>42</b>	<b>Mental Health (CMHA) / Children's Aid.</b>
<b>Media</b>	<b>2</b>	<b>Info. Re: forms officers complete when using Tasers Request for all Taser Deployment reports</b>
<b>Government</b>	<b>2</b>	<b>MAG, Requests for info. on a 911 call, Correctional Services Canada requesting criminal record info.</b>
<b>Other</b>	<b>0</b>	
<b>Statistical Reports</b>	<b>2</b>	<b>-gun statistics</b>

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:

April 2008    80.9%  
 May 2008     84.19%  
 June 2008    77.19%

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.

**Ms. Judy Sandford, and Ms. Paula Wilson, Records Management Services, were in attendance and responded to questions about 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 SEPTEMBER 18, 2008**

**#P261. NEW TRAINING FACILITY – PURCHASE ORDER AMENDMENTS  
FOR CONSTRUCTION MANAGEMENT SERVICES AND  
CONSTRUCTION SERVICES**

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

Subject: NEW TRAINING FACILITY – PURCHASE ORDER AMENDMENTS FOR  
CONSTRUCTION MANAGEMENT SERVICES AND CONSTRUCTION  
SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve an amendment of \$1.9M (including taxes) to the current purchase order (No. 6021916) with Eastern Construction Company Limited for construction services; and
- (2) the Board approve an amendment of \$1.6M (including taxes) to the current purchase order (No. 6019409) with Eastern Construction Company Limited for construction management services.

Financial Implications:

There are no financial implications relating to the amendment of \$1.9M to the construction services purchase order as these funds were intentionally held back when the Board approved the initial award, pending the results of the tendering process. With this amendment, the construction services are projected to be \$3.1M under budget. The use of value engineering by Eastern combined with competitive tendering processes, prequalification of major trades and alternative pricing options, all contributed to the lower tender prices.

The amendment of \$1.6M for the construction management services results in an unfavourable financial impact for this cost component of the project. However, the savings of \$3.1M in construction services offsets the additional amount required for construction management services. Therefore, there is no net impact on the overall project budget as a result of these purchase order amendments.

### Background/Purpose:

The purchase orders issued to Eastern Construction Company Limited (Eastern) for the new training facility require an amendment to the approved amounts in order to complete the project. The reasons for the amendments are discussed below.

### Discussion:

Eastern provides construction management services and construction services, for the construction of the new training facility. Following Board approval, purchase orders were issued to Eastern for both of these requirements.

#### *Construction Services*

The Board, at its meeting of July 10, 2006, approved entering into an agreement with Eastern for an amount up to \$57.5M for the provision of construction services for the new training facility (Min. No. P209/06 refers). Under this agreement, Eastern is the “Constructor” for the project and is responsible for conducting the tendering process and the coordination of the trades in order to build the facility based on the Service’s plan. As the construction services provider, Eastern awards and pays the various sub-contractors, and is then reimbursed by the Service for the payments made.

The Board was advised, at its meeting of July 10, 2006, that although the \$57.5M represented a major portion of the construction component, the Service was withholding some funds to allow for a more managed control of costs and setting an expectation to deliver the project under/on budget, particularly since the results of the various tenders were not yet known. The Board was also advised that if a portion or all of the remaining construction services funds were required, a request would be submitted to the Board at the appropriate time. The estimate for construction services included in the overall project budget is \$62.5M. Therefore, a total of \$5M for construction services was held back.

Based on the construction tenders awarded, the project progress to date and projecting the requirements to the end of the project, it is anticipated that an amendment of \$1.9M is required to the purchase order amount of \$57.5M. This would result in a revised amount of \$59.4M for construction services compared to the estimate of \$62.5M, a projected savings of \$3.1M for this portion of the project budget.

#### *Construction Management Services*

The Board, at its meeting of January 11, 2006, approved the award of construction management services for the new training facility to Eastern for an amount up to \$4,319,678, which included a fixed management fee, estimated disbursements, contingency and all taxes (Min. No. P7/06 refers). The estimated disbursements are for items required for the preparation of the site for construction, as well as to ensure the site operates effectively, efficiently and safely during construction. The disbursements include items such as site labour, trailer rental, hydro, washroom facilities, signage, security, telephone, winter heating, roadways, and equipment

rentals. All disbursement claims from Eastern are supported by detailed invoices, and are reviewed and approved by Toronto Police Service as well as City of Toronto staff. Essentially, the Service reimburses Eastern for actual costs incurred, plus a 5% administrative fee.

At its meeting of January 25, 2007, the Board amended the construction management services purchase order with Eastern by \$600,000 to cover the costs of builders risk insurance that was not included nor requested in Eastern's original submission (Min. No. P28/07 refers). This amendment increased the purchase order to \$4,919,678.

The original award to Eastern for construction management services was based on the project schedule at that time, which projected a substantial completion date of November 6, 2008, and did not include any provision for LEED certification, which was requested by the Board after the contract award to Eastern.

Labour disruptions in June 2007, inclement weather and other construction delays have added an additional nine weeks to the substantial completion date. Substantial completion, at this time, is estimated to be in January 2009. In addition, the preconstruction period was extended by three months as the Service was reviewing options to reduce project costs (which resulted in the deletion of the 100m range at an estimated savings of \$5.2M in order to stay within the budget approved by the Board for this project), after Eastern had already mobilized on site. In addition, during construction, Eastern encountered some unexpected site condition issues that required additional effort on their part, such as the repair and diversion of active underground sanitary sewer lines that support the Food Bank facility, and dewatering of the affected area. As a result of the foregoing issues, along with harsh winter conditions requiring additional snow removal, winter protection, additional heating, roadway reconstruction, and periodic dewatering, Eastern has incurred and is projecting disbursement costs to the end of the project to be \$1.6M more than the original estimate.

Eastern's management fee is fixed at \$725,000. The additional \$1.6 million required for disbursement costs as compared to the amended purchase order amount approved by the Board of \$4,919,678, are the result of the following:

Reason for Increased Disbursement	Additional Disbursement Amount
<b>Additional labour resulting from unknown site conditions, the nine week delay in substantial completion, and extension of the preconstruction period</b>	<b>\$500,000</b>
<b>On site LEED coordinator required for the duration of the project</b>	<b>\$300,000</b>
<b>Additional site costs (e.g. trailer rental, temporary power, water)</b>	<b>\$280,000</b>
<b>Additional heating due to harsh and extended winter conditions</b>	<b>\$300,000</b>
<b>Winter protection</b>	<b>\$100,000</b>
<b>Roadway clearing/reconstruction due to winter conditions, such as snow removal, frequent freeze and thaw, to keep site operational</b>	<b>\$120,000</b>

Service and City staff have reviewed the detailed invoices and supporting documentation received to date from Eastern for the disbursements, and concur with the costs incurred to date and the projection to the end of the project. As a result, an amendment of \$1.6M is required to the amended purchase order issued to Eastern for construction management services. The revised purchase order amount will be \$6,519,678.

Conclusion:

The construction of the new training facility is nearing completion and the Service is now in a better position to estimate the actual amounts required for both construction services and construction management. As a result, amendments to the purchase orders issued to Eastern for construction services and construction management services are therefore required. These amendments result in no net financial impact on the overall project budget.

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

**The Board approved the foregoing report.**



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P262. NEW TRAINING FACILITY – ARCHITECTURAL DESIGN AND  
CONSULTING SERVICES PURCHASE ORDER AMENDMENT**

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

Subject: NEW TRAINING FACILITY – ARCHITECTURAL DESIGN AND  
CONSULTING SERVICES PURCHASE ORDER AMENDMENT

Recommendation:

It is recommended that the Board approve an amendment of \$455,000 (including taxes) to the current purchase order with Shore Tilbe Irwin Architects and Partners for architectural design and consulting services, for a revised purchase order amount of \$3,675,000 (including taxes, disbursements and contingency) or \$3,500,000 net of GST.

Financial Implications:

There are no financial implications relating to the amendment of \$455,000 (including taxes) to the architectural design and consulting services purchase order. The amended purchase order amount would be increased to \$3,675,000 (including taxes) or \$3,500,000 (net of GST). The Service anticipated additional design costs at the time the current approved project budget was developed, and included an allowance that increased the budget estimate for these services to \$3,600,000 (net of GST). Therefore, the amended purchase order amount is within the estimate for this cost component of the project.

Background/Purpose:

The purchase order issued to Shore Tilbe Irwin Architects and Partners (Shore Tilbe) for the architectural design and consulting services for the new training facility requires an amendment to the approved amount. The reasons for this amendment are discussed below.

Discussion:

At its meeting of June 13, 2005, the Board, approved the award of architectural design and consulting services to Shore Tilbe in the amount of \$3,220,000 (including all taxes, disbursements and contingency) for the new training facility (Min. No. P194/05 refers).

In March 2006, Shore Tilbe requested a re-assessment of its original fee submitted in its proposal on the basis that the scope of the project had not been reduced to match the original construction budget on which Shore Tilbe's fee was based, resulting in additional time and effort on its part

beyond what was included in its proposal. The Shore Tilbe proposal indicated that its fee was based on a project budget of \$50M to \$52M. Shore Tilbe also qualified its submission by stating in the proposal that should the project budget increase beyond \$52M, it would request an increase in fees commensurate with its submission. Three other architectural firms, other than Shore Tilbe, submitted proposals for the new training facility project, and, in a manner similar to Shore Tilbe, two of the three also qualified their fee submission.

The Service recognized that due to the increased construction cost of the new training facility, an increase in the architectural services would more than likely be required. As a result, a budget of \$3,600,000 (which is net of GST) for architectural design services was included in the current approved project budget for the new training facility. This budget amount is \$533,333 (net of GST) more than the original contract award to Shore Tilbe approved by the Board.

Service staff met with Shore Tilbe representatives on many occasions to discuss the request for a re-assessment. Following these meetings, Shore Tilbe submitted a claim for a revised fee of \$3,600,000 (net of GST) to the end of the project.

While the Service recognized that some adjustment to the base fee was warranted and in line with the budgeted amount for this component of work, a detailed analysis was conducted in order to ensure that the final settlement agreed to was fair, reasonable and justified. To this end, Service staff had a number of meetings with Shore Tilbe and performed a detailed analysis of the Shore Tilbe claim which included an examination of project hours, change orders and all disbursements. The Service also examined architectural fees as a percentage of construction costs for other projects to ensure that the request was in line with these projects. While the analysis was being conducted, Shore Tilbe continued to perform in a professional manner and provided architectural design and other services as required for the project.

As a result of the analysis and continued discussions with Shore Tilbe, and subject to the Board's approval, the Service and Shore Tilbe agreed to an additional amount of \$433,333 (net of GST) for the services rendered. The additional fee results in a revised total fee of \$3,500,000 (net of GST) or \$3,675,000 (including taxes). The revised amount is within the estimate for this cost component of the project.

It is important to note that the agreement reached with Shore Tilbe for the revised fee does not include any fee impacts that may result from requests by the Department of National Defence (DND), as these costs would be recovered by the Service from DND. In addition, if the construction substantial completion date is delayed beyond January 2009, there may be additional fees claimed by Shore Tilbe for any additional work performed. However, these costs are not expected to be significant.

#### Conclusion:

The architectural design and consulting services for the new training facility capital project were awarded to Shore Tilbe. As a result of changes to the design and project budget, Shore Tilbe submitted a claim for additional fees of \$533,333 (net of GST).

The Service had a number of meetings with Shore Tilbe to discuss their claim and also conducted a detailed analysis of the additional costs requested. The discussions were conducted in good faith by both parties, and Shore Tilbe continued to provide all required services to the project in a professional manner, during this time.

The result of the detailed analysis was that additional costs were warranted, and the Service was able to reach an agreement with Shore Tilbe for an additional amount of \$433,333 (net of GST). Therefore, it is recommended that the Board approve the amendment of \$433,333 (net of GST) or \$455,000 (including taxes) to the purchase order issued to Shore Tilbe for architectural design and consulting services. This amendment is within the \$3,600,000 budget for this cost component of the budget, and therefore results in no net financial impact on the overall project budget.

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

**The Board approved the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P263. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET  
VARIANCE REPORT FOR THE PERIOD ENDING JULY 31, 2008**

The Board was in receipt of the following report August 27, 2008 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICES BOARD – PERIOD ENDING JULY 31, 2008

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 March 31, 2008, approved the Toronto Police Services Board Operating Budget at a net amount of \$2,233,900. This funding level excludes any impact from the working agreement negotiations currently in progress. The impact on the 2008 budget, from a contractual settlement, is expected to be funded by the City.

The purpose of this report is to provide information on the Board's 2008 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>2008 Budget (\$000s)</b>	<b>Actual Expend. to July 31/08 (\$000s)</b>	<b>Projected Year- End Actual Expend. (\$000s)</b>	<b>Projected (Fav.)/Shortfall (\$000s)</b>
Salaries & Benefits (incl. premium pay)	\$801.3	\$467.8	\$801.3	\$0.0
Non-Salary Expenditures	<u>\$1,432.6</u>	<u>\$482.1</u>	<u>\$1,432.6</u>	<u>\$0.0</u>
<b>Total</b>	<b><u>\$2,233.9</u></b>	<b><u>\$949.9</u></b>	<b><u>\$2,233.9</u></b>	<b><u>\$0.0</u></b>

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

As at July 31, 2008, no variance is anticipated. Details are discussed below.

*Salaries & Benefits (including Premium Pay)*

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

*Non-salary Budget*

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

Conclusion:

The most significant expenditure risk for the Board is legal costs for arbitration grievances. At the end of the first quarter the actual spending does not reflect any concerns; however, this will be monitored closely and reported in subsequent variance reports.

**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 SEPTEMBER 18, 2008**

**#P264. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE  
REPORT FOR THE PERIOD ENDING JULY 31, 2008 AND IN-CAR  
CAMERA SYSTEM - UPDATE**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
SERVICE – PERIOD ENDING JULY 31, 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. It is important to note that the savings are in-year savings and may not be sustainable in the future. The Service's year-end projected surplus of \$1.0M includes a planned expenditure of \$1.0M related to the In-car Camera capital project. This expenditure, combined with potential transfers from under-spent capital projects (e.g. Computer Assisted Scheduling of Courts system replacement), would allow the Service to come closer to achieving the original objective of installing in-car camera systems in all of the Service's marked patrol vehicles.

Background/Purpose:

The Board, at its March 27, 2008 meeting, approved the Toronto Police Service's 2008 operating budget at a net amount of \$798.3 Million (M), including an unspecified reduction of \$2.8M recommended by the City's Executive Committee (Min. No. P47/08 refers). Subsequently, Toronto City Council, at its meeting of March 31, 2008, approved the Service's 2008 Operating Budget at the net amount approved by the Board.

The purpose of this report is to provide information on the Service's 2008 projected year-end variance, as at July 31, 2008.

Discussion:

The following chart summarizes the variance by expenditure category and revenue.

Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
Salaries	574.4	314.5	572.0	(2.4)
Premium Pay	44.9	18.6	44.9	0.0
Benefits	140.3	87.4	139.5	(0.8)
Materials and Equipment	21.5	11.0	22.0	0.5
Services	84.9	23.0	84.1	(0.8)
<b>Total Gross</b>	<b>866.0</b>	<b>454.5</b>	<b>862.5</b>	<b>(3.5)</b>
Revenue	(67.7)	(25.1)	(66.2)	1.5
<b>Total Net</b>	<b>798.3</b>	<b>429.4</b>	<b>796.3</b>	<b>(2.0)</b>
In Car Camera Project	0.0	0.0	1.0	1.0
<b>Total</b>	<b>798.3</b>	<b>429.4</b>	<b>797.3</b>	<b>(1.0)</b>

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

As at July 31, 2008, a favourable year-end variance of \$1.0M is anticipated, including projected expenditure savings equal to the \$2.8M unallocated budget reduction approved by Council. It is important to note that these are in-year savings and not necessarily sustainable in future years. Details of each major expenditure category and revenue are discussed in the sections that follow.

It is also important to note that the Service's year-end projected surplus includes a planned expenditure of \$1.0M for the In-car Camera capital project. This expenditure, combined with potential transfers from under-spent capital projects would allow the Service to come closer to achieving the original objective of installing in-car camera systems in all of the Service's marked patrol vehicles.

#### *Salaries:*

A \$2.4M surplus is projected in the Salaries category. This is \$0.6M higher than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Uniform Salaries</b>	<b>\$435.1</b>	<b>\$241.8</b>	<b>\$433.9</b>	<b>(\$1.2)</b>
<b>Civilian Salaries</b>	<b>\$140.3</b>	<b>\$72.7</b>	<b>\$139.1</b>	<b>(\$1.2)</b>
Total Salaries	<u>\$574.4</u>	<u>\$314.5</u>	<u>\$572.0</u>	<u>(\$2.4)</u>

Uniform separations are now projected to be 290 compared to the previous projection and budget of 275. In addition, the separations have occurred earlier in the year than expected and as a result, a net uniform salary savings of \$1.2M is projected at this point in time. The April 2008 recruit class size was adjusted in order to maintain an average deployed strength of 5,510.

A \$1.2M surplus is also projected for civilian salaries. This is attributable to: savings in Court Officer salaries due to a delay in hiring to the approved staff complement; and higher than anticipated separations in other civilian positions. The Court Officer staffing level is expected to be at the approved level by the third quarter 2008.

*Premium Pay:*

No variance is projected in the Premium Pay category.

Expenditure Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Court</b>	<b>\$11.9</b>	<b>\$6.1</b>	<b>\$11.9</b>	<b>\$0.0</b>
<b>Overtime</b>	<b>\$6.0</b>	<b>\$3.2</b>	<b>\$6.0</b>	<b>\$0.0</b>
<b>Callback</b>	<b>\$8.0</b>	<b>\$3.0</b>	<b>\$8.0</b>	<b>\$0.0</b>
<b>Lieutime Cash Payment</b>	<b>\$19.0</b>	<b>\$6.3</b>	<b>\$19.0</b>	<b>\$0.0</b>
Total Premium Pay *	<u>\$44.9</u>	<u>\$18.6</u>	<u>\$44.9</u>	<u>\$0.0</u>

\* *Approx. \$4.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount).*

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

It must be noted, however, that premium pay is subject to the exigencies of policing and unpredictable events could have an impact on expenditures. Furthermore, there could be an impact on court attendance in 2008 due to increased enforcement from policing initiatives in 2007. Nonetheless, court attendance is being monitored to ensure that it is limited to the required witnesses for each case.

As per the working agreement, lieu-time cash payments to staff are made four (4) times per year with the last payment occurring in December. The final payment is the largest of the four, and is impacted by how members use their accumulated time prior to the cut-off date of November 30th. The Service projects these payouts based on historical actual data and patterns. Any time not paid out or used by the end of the year is treated as a liability, and therefore becomes an expenditure in the year earned.

*Benefits:*

A \$0.8M surplus is projected in the Benefits category. This is \$0.6M higher than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Medical/Dental</b>	<b>\$33.6</b>	<b>\$18.1</b>	<b>\$33.1</b>	<b>(\$0.5)</b>



<b>OMERS/ CPP/EI/EHT</b>	<b>\$83.7</b>	<b>\$54.0</b>	<b>\$83.4</b>	<b>(\$0.3)</b>
<b>Sick Pay/CSB/LTD</b>	<b>\$13.0</b>	<b>\$9.6</b>	<b>\$13.0</b>	<b>\$0.0</b>
<b>Other (e.g. WSIB, life ins.)</b>	<b><u>\$10.0</u></b>	<b><u>\$5.7</u></b>	<b><u>\$10.0</u></b>	<b><u>\$0.0</u></b>
<b>Total Benefits</b>	<b><u>\$140.3</u></b>	<b><u>\$87.4</u></b>	<b><u>\$139.5</u></b>	<b><u>(\$0.8)</u></b>

Trends for medical/dental costs are now indicating lower than anticipated expenditures and as a result, a favourable variance of \$0.5M is projected to year-end. Projected savings in OMERS/ CPP/EI/EHT are a result of regular salary savings.

*Materials and Equipment:*

A shortfall of \$0.5M is projected in the Materials and Equipment category. This is \$0.2M higher than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Vehicles (gas, parts)</b>	<b>\$10.1</b>	<b>\$5.8</b>	<b>\$10.7</b>	<b>\$0.6</b>
<b>Uniforms</b>	<b>\$3.6</b>	<b>\$1.7</b>	<b>\$3.6</b>	<b>\$0.0</b>
<b>Other Materials</b>	<b>\$4.9</b>	<b>\$2.5</b>	<b>\$4.8</b>	<b>(\$0.1)</b>
<b>Other Equipment*</b>	<b><u>\$2.9</u></b>	<b><u>\$1.0</u></b>	<b><u>\$2.9</u></b>	<b><u>\$0.0</u></b>
<b>Total Materials &amp; Equip</b>	<b><u>\$21.5</u></b>	<b><u>\$11.0</u></b>	<b><u>\$22.0</u></b>	<b><u>\$0.5</u></b>

\* Approx. \$1.2M is attributed to grant-funded expenditures (revenue budget has been increased by same amount).

The Service is closely monitoring the cost of fuel and its impact on the budget. The recent increase in gas prices has a delayed impact on the Service budget as it can take up to two to three months for the Service inventory of gasoline to turn over. However, if prices for the first half of the year continue to the end of the year, the Service is projecting an unfavourable budget variance in gasoline of \$0.6M by year-end. This variance is partially offset by a favourable variance in other materials.

*Services:*

A \$0.8M surplus is projected in the Services category. This is \$0.2M higher than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Legal Indemnification</b>	<b>\$0.6</b>	<b>\$0.0</b>	<b>\$0.6</b>	<b>\$0.0</b>
<b>Uniform Cleaning</b>	<b>\$2.2</b>	<b>\$1.0</b>	<b>\$2.0</b>	<b>(\$0.2)</b>
<b>Contract</b>				
<b>Courses/Conferences</b>	<b>\$2.3</b>	<b>\$0.4</b>	<b>\$2.3</b>	<b>\$0.0</b>
<b>Clothing Reimbursement</b>	<b>\$1.6</b>	<b>\$0.6</b>	<b>\$1.4</b>	<b>(\$0.2)</b>
<b>Computer Lease/Maint</b>	<b>\$12.1</b>	<b>\$8.5</b>	<b>\$12.1</b>	<b>\$0.0</b>
<b>Phones/Cell Phones/911</b>	<b>\$7.3</b>	<b>\$2.9</b>	<b>\$7.3</b>	<b>\$0.0</b>
<b>Reserve Contributions</b>	<b>\$27.2</b>	<b>\$0.0</b>	<b>\$27.2</b>	<b>\$0.0</b>
<b>Caretaking /</b>	<b>\$15.2</b>	<b>\$3.8</b>	<b>\$15.2</b>	<b>\$0.0</b>

**Maintenance**

<b>Other Services*</b>	<b><u>\$16.4</u></b>	<b><u>\$5.8</u></b>	<b><u>\$16.0</u></b>	<b><u>(\$0.4)</u></b>
Total Services	<u>\$84.9</u>	<u>\$23.0</u>	<u>\$84.1</u>	<u>(\$0.8)</u>

\* Approx. \$0.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount).

Based on year-to-date trends, the Service is projecting \$0.4M savings in its cleaning and clothing reimbursement accounts and \$0.4M in the “other services” account, resulting in a \$0.8M surplus in this category.

*Revenue:*

A shortfall of \$1.5M is projected in the Revenue category, which is \$0.8M less than previously reported.

Revenue Category	2008 Budget (\$Ms)	Actual to July 31/08 (\$Ms)	Projected Year-End Actual (\$Ms)	Projected (Surplus)/Shortfall (\$Ms)
<b>Recoveries from City CPP and Safer Communities Grants</b>	<b>(\$7.5)</b>	<b>(\$3.9)</b>	<b>(\$7.5)</b>	<b>\$0.0</b>
<b>Other Government Grants</b>	<b>(\$8.1)</b>	<b>(\$6.6)</b>	<b>(\$8.6)</b>	<b>(\$0.5)</b>
<b>Fees (e.g. paid duties, alarms, reference checks)</b>	<b>(\$9.7)</b>	<b>(\$4.9)</b>	<b>(\$10.1)</b>	<b>(\$0.4)</b>
<b>Secondments</b>	<b>(\$2.3)</b>	<b>(\$1.3)</b>	<b>(\$2.7)</b>	<b>(\$0.4)</b>
<b>Draws from Reserves</b>	<b>(\$12.9)</b>	<b>(\$0.0)</b>	<b>(\$12.9)</b>	<b>\$0.0</b>
<b>Other Revenues (e.g. prisoner returns)</b>	<b><u>(\$10.9)</u></b>	<b><u>(\$3.9)</u></b>	<b><u>(\$8.1)</u></b>	<b><u>\$2.8</u></b>
Total Revenues	<u>(\$67.7)</u>	<u>(\$25.1)</u>	<u>(\$66.2)</u>	<u>\$1.5</u>

The “Other Revenues” budget was increased by \$2.8M to accommodate City Council’s unspecified budget reduction and as a result, the \$2.8M unfavourable variance is reflected in that category.

The Service is experiencing favourable variances in its paid duties accounts. However, these have been partially offset by unfavourable variances in the sale of accident reports, alarm fees and criminal reference checks, resulting in a net favourable variance of \$0.4M in the “Fees” category. The Service is also experiencing a favourable variance of \$0.4M in its secondment revenue. In addition, the Service is projecting a favourable variance in grant revenues.

Conclusion:

As at July 31, 2008, the Service is projecting a favourable variance of \$1.0M by year end. The favourable variance also includes in-year savings of \$2.8M which covers the unallocated budget reduction approved by Council. It is important to note that the savings are in-year savings and may not be sustainable in the future. The Service’s year-end projected surplus also takes into account a planned expenditure of \$1.0M related to the In-car Camera capital project. This

expenditure, combined with potential transfers from under-spent capital projects (e.g. Computer Assisted Scheduling of Courts system replacement), would allow the Service to come closer to achieving the original objective of installing in-car camera systems in all of the Service's marked patrol vehicles.

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

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

**SUBJECT: IN CAR CAMERA SYSTEM (ICC PROJECT) – UPDATE ON IMPLEMENTATION SCHEDULE AND PLAN**

Recommendations:

It is recommended that:

- (1) the Board approve the transfer of \$600,000 from the Computer Assisted Scheduling of Courts (CASC) capital project to the In-Car Camera project;
- (2) the Board authorize the Chief of Police to proceed with the purchase of up to 460 in-car cameras systems from Panasonic Canada Inc., at a total cost of up to \$4.661M including taxes, in accordance with the vendor of record award approved by the Board at that same meeting (Min. No. P8/08 refers), and subject to available funding; and
- (3) the Board forward a copy of this report to the City's Executive Committee, requesting approval for the transfer of funds from the CASC to the In-Car Camera project.

Financial Implications:

The In-Car Camera (ICC) capital project currently has sufficient funding for the purchase of 300 cameras. The total cost for the planned purchase of an additional 160 cameras in 2008 is \$1.6M, including taxes. This additional expenditure can be funded by using \$1.0M in under-expenditures in the Service's operating budget (as indicated in the July 2008 operating budget variance report, which has been submitted to the Board's September 2008 meeting), combined with the transfer of \$0.6M from the CASC capital project (completed \$0.7M under budget, and as also reported to the Board's September 2008 meeting).

Background/Purpose:

The ICC capital project has been evolving since its inception in the 2006-2010 program:

- In the 2006-2010 capital program, the capital project included a pilot to establish the feasibility of using cameras in police patrol cars and, if the pilot was successful, the roll out

to 450 vehicles, at a total cost of \$11M, including the \$0.6M cost of the pilot (Min. No. P82/04 refers).

- In the 2007-2010 capital program, due to capital funding pressures, the total funding was reduced to \$8.7M, with a concurrent reduction in the planned roll-out to 140 vehicles. At that time, the Service committed to evaluating the roll-out of the remaining vehicles at some future date, and as funding permitted (Min. No. P91/07 refers).
- During project development, the total number of ICC systems required was updated to 460, to reflect the inclusion of units for training cars (3), on-going testing and development (2), and spares (5). Furthermore, as a result of reduced infrastructure costs, the Service was able to increase the actual number of cameras that could be acquired with available funds, from 140 to 168.
- In January 2008, the Board approved Panasonic Canada Inc. as the supplier, from January 2008 to December 2012, of up to 460 In-Car Camera systems at a cost of up to \$4.661M (Min. No. P8/08 refers), and the Service has been working on finalizing the Vendor of Record agreement with Panasonic Canada Inc., which is now close to being executed. In considering the contract award report, the Board also approved a motion that “the Board approve at this time the purchase of 168 cameras at a cost of \$1.8M, including taxes” (recommendation 2), and “that the Chief provide a report containing the schedule for the acquisition of further in-car camera systems; and the financial implications of and roll-out process for the total 460 in-car camera systems” (recommendation 5).
- In response to the Board’s request, a report was provided to the Board in June 2008 on the financial status and implementation schedule for the ICC project (Min. No. P169/08 refers). At that time, the Board was advised that, due to a further refinement of infrastructure and equipment costs, the remaining funds in the capital project would allow for the purchase of an additional 132 ICC systems, bringing the total number of ICC systems that could be installed to 300. These cameras would be installed from 2008 to 2010, with the plan that funding would be identified for the remaining 160 systems at a future time.

### Discussion:

As indicated in the June 2008 report, the Service has continued to review funding options to accommodate the purchase of the remaining 160 systems. Recently identified favourable variances in both the operating and capital budgets have created an opportunity (available funding) that should enable the Service to achieve the objective of installing in-car camera systems in all of the Service’s marked patrol vehicles, and effectively mitigate future capital funding pressures to achieve the full scope of this project.

Specifically, as indicated in the July 2008 operating budget variance report, the Service’s year-end projected surplus includes the planned expenditure of \$1.0M for the purchase of additional ICC systems. Further, the CASC capital project has identified a \$0.7M surplus, \$0.6M of which could be transferred to the ICC project. This provides an additional \$1.6M to purchase additional cameras. Based on the current pricing of cameras and the latest estimate of funding required to meet necessary infrastructure requirements, \$1.6M should be sufficient to purchase an additional 160 cameras.

The following table summarizes the acquisition plan as provided to the Board in June 2008, and the revised acquisition plan, assuming the \$1.6M available funds from operating and capital is used for the purchase of additional cameras:

	Total Number of Cameras To Be Installed In:				Total
	2008	2009	2010	2011	
Scheduled roll out, as of June 2008:	60	75	165	n/a	300
Revised roll out, as outlined in this report:	60	160	165	75	460

Conclusion:

The use of available funds from the operating budget (\$1.0M) and the transfer of unspent funds in the CASC capital project (\$0.6M) should enable the Service to achieve the full scope of the In-Car Camera project, and help avoid capital funding pressures in future capital programs.

It is also important to note that, at its January 2008 meeting, the Board approved Panasonic as the Vendor of Record for up to 460 in-car camera systems. However, in considering the report, the Board also approved a motion restricting the initial purchase of cameras to 168 units, and requested the Chief to provide the Board with a schedule for the acquisition of further in-car camera systems, and the financial implications of and roll-out process for the total 460 in-car camera systems. This information has now been provided and the Service is therefore requesting the Board to authorize the purchase of up to 460 ICC systems, subject to funds being available. This is also consistent with the Service’s normal Vendor of Record arrangement and process, and complies with the Financial Control by-law.

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

**The Board received the foregoing report dated September 04, 2008 and approved the report dated September 17, 2008.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P265. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:  
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD  
ENDING JULY 31, 2008**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE  
PARKING ENFORCEMENT UNIT – PERIOD ENDING JULY 31, 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:

Toronto City Council, at its meeting of March 31, 2008, approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$33.9 Million (M). This funding level excludes any impact from the collective agreement negotiations currently in progress.

The purpose of this report is to provide information on the Parking Enforcement's 2008 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

<b>Expenditure Category</b>	<b>2008 Budget (\$000s)</b>	<b>Actual Expend. to July 31/08 (\$000s)</b>	<b>Projected Year- End Actual Expend. (\$000s)</b>	<b>Projected (Fav.)/Shortfall (\$000s)</b>
Salaries	\$23,242.1	\$12,977.1	\$23,274.1	\$32.0
Benefits	\$5,387.0	\$1,749.1	\$5,407.0	\$20.0
Premium Pay	<u>\$1,307.5</u>	<u>\$608.8</u>	<u>\$1,353.5</u>	<u>\$46.0</u>
Total Salaries & Benefits	\$29,936.6	\$15,335.0	\$30,034.6	\$98.0
Materials	\$1,492.4	\$525.3	\$1,500.4	\$8.0
Equipment	\$90.0	\$15.3	\$90.0	\$0.0
Services	\$3,866.8	\$1,318.3	\$3,760.8	(\$106.0)

Revenue	<u>(\$1,474.7)</u>	<u>(\$103.2)</u>	<u>(\$1,474.7)</u>	<u>\$0.0</u>
Total Non Salary	\$3,974.5	\$1,755.7	\$3,876.5	(\$98.0)
<b>Total</b>	<b><u>\$33,911.1</u></b>	<b><u>\$17,090.7</u></b>	<b><u>\$33,911.1</u></b>	<b><u>\$0.0</u></b>

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

As at July 31, 2008, no variance is anticipated. Details are discussed below.

*Salaries & Benefits (including Premium Pay):*

Current trends indicate minor unfavourable variances in the Salary and Benefits accounts. Expenditures in premium pay are strictly controlled and are directly related to enforcement activities.

*Non-salary Expenditures:*

The increase in gas prices is causing an unfavourable budget variance in Parking Enforcement's fuel budget. However, based on year to date trends in its other accounts, Parking Enforcement is projecting a net favourable variance in this category.

Conclusion:

The year-to-date expenditure pattern is consistent with the approved estimate. As a result, projections to year end indicate no variance to the approved budget at this time.

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 SEPTEMBER 18, 2008**

**#P266. SEMI-ANNUAL REPORT: WRITE-OFF OF UNCOLLECTIBLE  
ACCOUNTS RECEIVABLE BALANCES: JANUARY TO JUNE 2008**

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

Subject: SEMI-ANNUAL REPORT 2008: WRITE-OFF OF UNCOLLECTIBLE  
ACCOUNTS RECEIVABLE BALANCES – JANUARY TO JUNE, 2008

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 \$19,411 in the first half of 2008 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately \$284,200. 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 January 1 to June 30, 2008.

Discussion:

During the six month period of January 1 to June 30, 2008, a number of accounts totalling \$19,411 were written off, in accordance with By-law 147. The write-offs are related to paid duty administrative fees and vehicle/equipment rentals, and employee receivables.

*Paid Duty Administrative Fees and Equipment Rentals (\$2,312):*

After a paid duty has been completed, customers are provided with an invoice for the administrative fee and any equipment rentals. 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.

Paid duty administrative fees and equipment rentals have generated an average annual recovery for the Toronto Police Service of about \$4.3 million over the past three years. The amount of \$2,312 written off in the first six months of 2008 represents 0.05% of the average annual revenue for these fees.

The \$2,312 written off consists of eight balances with the largest amount totalling \$1,028.

In all cases, the 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 Service could be paid, or the companies had filed for bankruptcy leaving no recourse for the Service as an unsecured creditor.

#### *Employee Receivables (\$17,095):*

In February, 2007, the Service's Quality and Assurance unit conducted an audit of the Payroll system. While a listing of overpayments to employees was maintained, several recommendations were made relating to employee receivables which had not been recorded in the Service's book of accounts. The overpayments had occurred over several years, dating back to 2002 and were typically the result of the forecasted pay system not allowing for the recovery of pay when members terminated, had overdrawn sick banks or late entries made at the unit level. The overpayments were tracked by Financial Management, but a process on how to deal with these balances did not exist, resulting in a lack of timely action being taken on some of these accounts.

As a result of the payroll audit, all overpayment balances were recorded as receivables in the Service financial system, and were presented to the Command in January 2008. Based on advice from the Service's collection agency, it was determined that balances older than January 1, 2006 would likely not be collected and should be written off. The former members whose balances were generated after January 1, 2006 were sent overpayment letters, and are currently being pursued by Financial Management in the same way as other receivables. Accounts which remain outstanding after they are 120 days old will be submitted to the Service's collection agency as per normal practice.

Eleven member overpayments, occurring between 2002 to 2007, were written off. Nine of these overpayments occurred prior to 2006, and the amounts ranged from \$42 to \$8,017. The \$8,017 amount represents almost 50% of the total balance (\$17,095) written off, and was receivable from a member who is now deceased. Two of the eleven overpayments written off occurred

after 2006, and no attempts were made to collect these two balances, as the members are now deceased.

It should be noted that Financial Management, in consultation with Human Resources, is developing a procedure for receivables from both current and former employees. This procedure should be finalized by the end of the third quarter 2008 and will ensure that repayment is actively sought from all members that have been overpaid.

*Recovery of Previous Write-Offs (\$1,450)*

Between January and June of 2008, Financial Management was able to recover \$1,450 of previously written off account balances, as a result of work by the Service's Accounts Receivable staff and the Service's collection agency.

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 January 1, 2007 to June 30, 2008. 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 SEPTEMBER 18, 2008**

**#P267. NEW JOB DESCRIPTION – PAID DUTY COORDINATOR, FINANCIAL  
MANAGEMENT**

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

Subject: NEW JOB DESCRIPTION – PAID DUTY COORDINATOR, FINANCIAL  
MANAGEMENT

Recommendation:

It is recommended that the Board approve the attached new civilian job description and classification for the position of Paid Duty Coordinator, Financial Management (A06094).

Financial Implications:

Funding for this position was approved by the Board in the 2007 Operating Budget Submission Update (Min. No. P174/07) and is available in the 2008 Operating Budget.

Background/Purpose:

The Central Paid Duty Office (CPDO) was created in 2004 to ensure equitable distribution of paid duty assignments between divisions and other units and to ensure high quality service to customers requesting paid duty services. In September 2005, some responsibilities related to payment processing and collections were transferred from CPDO to Financial Management. Since that time, these duties have been performed by temporary staff.

Discussion:

The CPDO is the initial point of contact for customers requesting paid duty services. Larger organizations which are frequent users of paid duty services, such as LCBO, Brewers Retail, etc. pay for their accounts through the Police Credit Union. Specifically, they distribute the appropriate amounts to the paid duty officers and to the Service for administrative fees, vehicle/equipment rental fees, etc. In September 2005, this payment processing activity was transferred from the CPDO to Financial Management since the activity relates more to payment collection and distribution of monies rather than the distribution of paid duty assignments. At the time of the transfer, there was an understanding that these additional duties could not be absorbed by the Accounts Receivable section of Financial Management. For this reason, the function was performed within Financial Management using temporary staff. Over time, it became apparent that one individual would be sufficient to perform these tasks. In 2007, over \$7.9 million was distributed by this improved payment process.

The Paid Duty Coordinator position will be a liaison between the large organizations who frequently request paid duty services, divisions and paid duty officers by performing financial and administrative tasks in support of this type of operation.

To this end, Compensation and Benefits has developed a job description and evaluated the position as an A06 (35 hour) job within the Unit "A" Collective Agreement. This classification carries a current salary range of \$45,666 to \$51,415 per annum, effective January 1, 2007.

Conclusion:

It is hereby recommended that the Board approve the new job description for the position of Paid Duty Coordinator, Financial Management (A06094). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement, and it will be staffed in accordance with established procedure.

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

**The Board approved the foregoing report.**



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

**Date Approved:**  
**Board Minute No.:**  
**Total Points:** 376  
**Pay Class** A06

<b>JOB TITLE:</b>	Paid Duty Co-ordinator	<b>JOB NO.:</b>	A06094
<b>BRANCH:</b>	Administrative Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Financial Management	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Accounts Receivable	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Supervisor, Accounts Receivable	<b>DATE PREPARED:</b>	16 May 2008

**SUMMARY OF FUNCTION:** Responsible for providing good customer service to clients, which includes preparing paid duty quotations, resolving issues, reviewing paid duty contracts and correspondence; responsible for ensuring payments are current; recommending business solutions to customers such as the Police Credit Union payment option.

**DIRECTION EXERCISED:** Provides guidance and direction to customers, members, Central Paid Duty Office (CPDO) and Special Events unit in resolving paid duty related issues.

**MACHINES & EQUIPMENT USED:** Micro-computer/standard TPS workstation, associated software/computer applications such as SAP, TRMS, HRMS, Excel, Word and any other office related equipment that may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Review, analyze and interpret paid duty contracts and correspondence and implement contract specifics.
2. Prepare SAP quotations for customers who require services and finalize the requirements for the number of paid duty officers. Communicate quotation information to customers and resolve issues. Finalize quotation and update SAP financial system.
3. Prepare invoices for officers' payments, Credit Union fees, equipment rental fees and paid duty administration fees; finalize such invoices in the SAP financial system.

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dg:145071

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: 376

Pay Class A06

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<b>JOB TITLE:</b>	Paid Duty Co-ordinator	<b>JOB NO.:</b>	A06094
<b>BRANCH:</b>	Administrative Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Financial Management	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Accounts Receivable	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Supervisor, Accounts Receivable	<b>DATE PREPARED:</b>	16 May 2008

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**DUTIES AND RESPONSIBILITIES:** (con't)

4. Prepare paid duty summary reports for customer approval and resolve any related matters.
5. Coordinate customer deposits with the Police Credit Union, monitor balances and future paid duty requirements, request additional funds from the customer for future duties, reconcile the final totals with deposits made and report to the customer and the Police Credit Union; initiate reimbursement of excess funds, if any, at the end of the duty/contract.
6. Monitor when payment is received from customers; investigate and resolve deposit shortfalls or overages; follow up on delinquent accounts and liaise with customers for payment.
7. Respond to and resolve a variety of enquiries from customers, police officers, divisions and the Police Credit Union, relating to paid duties.
8. Communicate information considered unsatisfactory by customers and officers in a tactful manner.
9. Recommend business solutions to customers such as the Police Credit Union payment option.
10. Collect outstanding Accounts Receivables, including the preparation of overdue notices and telephone contact with customers; recommend submission to Service's collection agency or further action, including legal action, against customers. Communicate information on delinquent customers to CPDO and units.

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dg:145071

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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:** 376  
**Pay Class** A06

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<b>JOB TITLE:</b>	Paid Duty Co-ordinator	<b>JOB NO.:</b>	A06094
<b>BRANCH:</b>	Administrative Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Financial Management	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Accounts Receivable	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Supervisor, Accounts Receivable	<b>DATE PREPARED:</b>	16 May 2008

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**DUTIES AND RESPONSIBILITIES:** (con't)

11. Maintain an excellent working knowledge and understanding of policies, procedures, By-laws, regulations and legislation relating to invoicing, receivables, collections and cash management.
12. Ensure spreadsheets, documents, files and journals are updated and well organized.
13. Ensure issues are escalated to Supervisor and Managers in a timely manner.
14. Perform the duties of the Cashier on a relief basis.
15. Assist in the annual preparation of working papers and other required year-end reports.
16. Perform typical duties related to the accounts receivable function.

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

*dg:145071*

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P268. NEW JOB DESCRIPTION – PROJECT LEADER, WIRELESS  
NETWORKS, RADIO & ELECTRONICS**

The Board was in receipt of the following report August 01, 2008 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION - PROJECT LEADER, WIRELESS NETWORKS,  
RADIO & ELECTRONICS SERVICES

Recommendation:

It is recommended that the Board approve the attached new job description and job classification for the position of Project Leader, Wireless Networks (A13007), Radio and Electronics Services.

Financial Implications:

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

Background/Purpose:

The Wireless Networks section of Radio and Electronics Services is responsible for the support of the Voice Radio System for our Service, Toronto Fire Services, and Toronto Emergency Medical Services. Proportional charge backs are made to these partner agencies for these services. In addition, the unit also provides divisional closed circuit television network support and account management for non-police wireless network services i.e. Rogers, Bell, and Telus, etc. To this end, the Voice Radio System is a mission critical radio network for all emergency services within the city and as such, it is accountable to its partner agencies for the highest level of performance and reliability.

Discussion:

As a result of a review within Radio and Electronics Services, the unit commander has identified a need for enhanced qualifications while at the same time reducing the need for a middle supervisory layer (B10) within its Wireless Networks section. The current radio application system is extremely complicated and requires expertise to conduct system traffic analysis and fault management. In addition, as the section is also responsible for many ongoing system projects, a Project Leader with Project Management Institute certification is imperative.



To remedy the situation, therefore, a Project Leader with expertise in project management, voice loading analysis, and incident management practices in a networking environment of highly technical staff is required. This newly created Project Leader would also be required to develop, maintain and improve incident management, radio network performance management processes and controls, while at the same time providing supervision and direction to the unit. These unique requirements are not found within any of Radio and Electronics Services current job classifications and it is for this reason that the need for such a new position has been identified.

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

Conclusion:

It is hereby recommended that the Board approve the attached new job description for the position of Project Leader, Wireless Networks (A13007). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement, and it will be staffed in accordance with the established procedure.

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

**Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about this report.**

**The Board approved the report along with a request that the Board be provided with a briefing, at a future meeting, on a human resources strategy for Information Technology Services. The briefing should include options that are being considered with respect to contracts for consulting services.**



**TORONTO POLICE SERVICE**

**JOB DESCRIPTION**

**Date Approved:**  
**Board Minute No.:**  
**Total Points:** 605  
**Pay Class:** A13

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<b>JOB TITLE:</b>	Project Leader, Wireless Networks	<b>JOB NO.:</b>	A13007
<b>BRANCH:</b>	Corporate Support Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Information Technology Services	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Radio and Electronics Services	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Manager, Radio and Electronics Services	<b>DATE PREPARED:</b>	8 July 2008

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**SUMMARY OF FUNCTION:** Provides project leadership and system development functions for projects that have a radio and telecommunications component; Constructs project plans and schedules; schedules and controls development of activities to meet approved plans; plans, organizes, directs, controls and evaluates the efforts and activities of those Radio and Electronics personnel engaged in wireless networks and radio and telecommunications projects of R&E Services.

**DIRECTION EXERCISED:** Supervises and oversees staff within assigned unit.

**MACHINES AND EQUIPMENT USED:** Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment that may be required.

**DUTIES AND RESPONSIBILITIES:**

1. Schedules and supervises responses to requests for radio and telecommunication support services. Maintains service level history of all service incidents and statistical records of compliance to service levels; ensures optimal system performance levels by the use of analytical tools and custom report development and provides direction in the development of detailed statistical reports for all levels of management.
2. Reviews and resolves user problems and user conflicts.

...2/-

gh:145381

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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:** 605

**Pay Class:** A13

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<b>JOB TITLE:</b>	Project Leader, Wireless Networks	<b>JOB NO.:</b>	A13007
<b>BRANCH:</b>	Corporate Support Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Information Technology Services	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Radio and Electronics Services	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Manager, Radio and Electronics Services	<b>DATE PREPARED:</b>	8 July 2008

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

3. Develops project scope, schedules, and resource and financial requirement estimates for assigned projects or system upgrades for approval; assigns projects to staff and liaises with and provides information on project status to various levels of the Service. Administers project team activities.
4. Obtains approvals and formal acceptances for assigned projects, from internal and external customers.
5. Maintains a thorough working knowledge of the entire TPS Voice Radio Communications System and procedures; liaises with Communication Services, Operations Supervisors and dispatchers regarding radio system procedures and operations.
6. Participates in various external technical groups; maintains membership in the Motorola Trunk User's Group and APCO and attends annual meetings.
7. Develops plans in the coordination of inter-agency upgrades and modifications; receives, documents and assists in the investigation of voice radio system complaints.
8. Oversees the maintenance and repair of Voice Radio Network related equipment.
9. Develops procedures for fault management and site alarm response and ensures compliance with procedures.
10. Assists in the design and configuration of the radio network and the custom TPS dispatcher radio environment and various databases for multiple agencies; provides input to hardware and software evaluations and acquisitions.

...3/-

*gh:145381*

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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:** 605

**Pay Class:** A13

---

<b>JOB TITLE:</b>	Project Leader Wireless Networks	<b>JOB NO.:</b>	A13007
<b>BRANCH:</b>	Corporate Support Command	<b>SUPERSEDES:</b>	New
<b>UNIT:</b>	Information Technology Services	<b>HOURS OF WORK:</b>	35 <b>SHIFTS:</b> 1
<b>SECTION:</b>	Radio and Electronics Services	<b>NO. OF INCUMBENTS IN THIS JOB:</b>	1
<b>REPORTS TO:</b>	Manager, Radio and Electronics Services	<b>DATE PREPARED:</b>	8 July 2008

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

11. Reviews end user documents and technical specifications.
12. Monitors progress of staff or contracted service vendors to completion of project.
13. Responsible for the productivity, career development, evaluation and day to day supervision of assigned personnel. Participates in hiring interviews and provides recommendations.
14. Assists in identifying user-training requirements and participates in the development of effective training programs; provides direction to training staff on the use of the Radio Dispatch Systems
15. Performs typical duties inherent to the position.

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

*gh:145381*

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P269. APPOINTMENT - ACTING VICE CHAIR DURING THE PERIOD  
BETWEEN SEPTEMBER 19, 2008 AND SEPTEMBER 28, 2008,  
INCLUSIVE**

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

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN  
SEPTEMBER 19, 2008 and SEPTEMBER 28, 2008, INCLUSIVE

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between September 19, 2008 and September 28, 2008, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

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

Background/Purpose:

I have been advised by Councillor Pam McConnell, Vice-Chair, that she will not be available to perform the duties of Vice-Chair of the Toronto Police Services Board during the period between September 19, 2008 and September 28, 2008, inclusive.

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

Conclusion:

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

**The Board received the foregoing report noting that The Honourable Hugh Locke, Q.C., agreed to perform the duties of Acting Vice-Chair during this period.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P270. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL AND  
LEGAL INDEMNIFICATION: JANUARY TO JUNE 2008**

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

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:  
SEMI-ANNUAL REPORT JANUARY 1 – JUNE 30, 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:

This report will provide a semi-annual update for the period of January 1 to June 30, 2008.

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

Discussion:

During the period of January 1 to June 30, 2008, twelve (12) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$252,855.13 were received and approved for payment by the Director, Human Resources Management, and the Manager, Labour Relations.

During the same period, fourteen (14) accounts relating to legal indemnification were approved and paid totalling \$55,881.53. Seven (7) accounts totalling \$176,426.40 were submitted and denied. These seven accounts involved five (5) members, two (2) of which have since left the Service. There were no payments made relating to civil suits or inquests during this period.

Therefore, during the period of January 1 to June 30, 2008, a total of \$308,736.66 was paid in settlement of the above accounts.

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period January 1 to June 30, 2008 of all labour relations counsel and legal indemnification claims.

Ms. Aileen Ashman, Director, Human Resources Management, will be in attendance to answer any questions that the Board members may have regarding this report.

**The Board received the foregoing report.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P271.       REQUEST FOR FUNDS – NEW RECORDING EQUIPMENT FOR THE  
GATEHOUSE**

The Board was in receipt of the following report September 04, 2008 from Alok Mukherjee, Chair:

Subject:       REQUEST FOR FUNDS – NEW RECORDING EQUIPMENT FOR THE  
GATEHOUSE

Recommendation:

It is recommended that the Board approve one-time funding in the amount of \$20,000.00 from the Board's Special Fund to cover the cost of new recording equipment for The Gatehouse.

Financial Implications:

If the Board approves this request, the Board's Special Fund will be reduced in the amount of \$20,000.00.

Background/Purpose:

The Gatehouse, whose doors opened in 1998, provides a comfortable environment to help survivors of child abuse during the investigation process. The programs offered help facilitate a child's disclosure of abuse in a way that will be less traumatic by focusing on the needs of the victim and non-perpetrating family members.

The Gatehouse also offers a variety of programs including the Gatehouse Adult Support Network for adults who have experienced child abuse as well as volunteer opportunities and support services.

The Gatehouse relies strongly on support from the community. Its unique services address the needs of children and their families, youth and adults whose lives have been affected by abuse.

Discussion:

I am in receipt of a letter from Ms. Janet Handy, Executive Director, and Ms. Sasha Zibreg, Treasurer, of The Gatehouse. This letter is attached for your information.

The request for support is based on the need for new investigation recording equipment, including cameras, microphones, monitors and picture-in-picture capacity.



TPS officers have chosen The Gatehouse as the most appropriate site for special investigations by homicide detectives and it has been endorsed by Chief Blair as a Best Practice Site for child abuse investigations.

Conclusion:

Thus, it is recommended that the Board approve funding in the amount of \$20,000.00 from the Board's Special Fund to cover the cost of new recording equipment for The Gatehouse.

**The Board approved the foregoing report.**



July 14, 2008

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

DATE RECEIVED

AUG 08 2008

TORONTO  
POLICE SERVICES BOARD

Dear Dr. Mukherjee,

We are writing to request that the Toronto Police Services Board consider providing one-time funding in the amount of \$20,000 to cover the cost of new recording equipment at The Gatehouse.

**1 IN 4 CHILDREN WILL BE ABUSED BY THEIR EIGHTEENTH BIRTHDAY AND USUALLY BY SOMEONE THEY KNOW AND TRUST.**

When this astounding figure is taken into account, as well as the nearly \$16 Billion annually that it costs us to respond to the impacts of abuse (according to a recent Law Commission of Canada paper), then child abuse becomes a problem we all need to address.

**Imagine** the courage it takes for a child to tell someone about being sexually abused. Having to tell a teacher, or coach or another parent, that something is happening in his or her life that they don't understand but that hurts them.

**Imagine** a world of adults descending upon this child's situation - a child welfare worker, the police, a principal, or maybe a doctor - all waiting to discuss this child's life.

**Imagine** that child, instead of stepping into a police station, hospital, principal's office or child welfare office, stepping into a home environment called **The Gatehouse**. A home that is filled with the smell of homemade cookies, a world of warmth, with teddy bears lining the staircase. The child's tense shoulder's then visibly relaxing. It is at that moment that the child relaxes, that everything about **The Gatehouse** and our work and commitment to that child's sense of safety and comfort, is meaningful. A child's initial disclosure is critical, because if that child cannot feel safe in this world of adults, asking for this kind of information, then that child may never disclose their experience ever again. **The Gatehouse** provides children with this sense of comfort.

Beyond the initial building of the house, we have become known as a best practice site for child abuse investigation; a warm and inviting place for children; there are no geographic boundaries to limit our service; we have gained a national voice on the issues of child abuse, and we employ many volunteers to work directly with clients as well as maintain this beautiful site. Over 8,000 children, their families, youth, adults and investigation and treatment professionals have been served by **The Gatehouse**, yet we are still relatively unknown having stayed low key in our profile and independent in our fundraising.

Our relationship with the Toronto Police and the Attorney General has been a long term and successful one, having provided this child abuse investigation site for 10 years to police and child welfare at no cost to these professionals. Likewise, with the support of the Victims Services Secretariat and Office of Victims of Crime and the Attorney General's Office, we have built a successful program for adults who experienced child abuse which emphasizes the need to discover positive resilience and build on these successes in victims.

Both former Chief Fantino and current Chief Blair have endorsed **The Gatehouse** as a Best Practice site for child abuse investigation. Officers, who are dedicated to **The Gatehouse** site for investigation, return again and again. We have also been chosen as the most appropriate site for special investigations by homicide detectives doing child witness interviews and we recently provided our site for an investigation in which the victim, having flown in from across the world was brought to **The Gatehouse** for her disclosure.

We have also accommodated adult victims of sexual assault in special cases and when the police call they have little to no problem in getting booked in for space as soon as they wish. Indeed they have 24/7 access to the house and accommodations for our use are arranged with 22 division afterhours where officers from anywhere in the GTA can pick up the key and security code to access the interview room.

With both the financial support of our donors and help from our volunteers, we were able to accomplish the following over the past year:

- A total of 1130 individuals and professionals were supported served by us
- 30% were children and their families - boys and girls who ranged in age between 7 and 9, with the youngest just 2 years old.
- In addition to child related services, we also offer programs geared to adults who experienced child abuse
- 90% of the adult participants stayed to complete the entire program and 75% of the adult participants stay after the completion of the program and join as a volunteer.
- Over 235 active volunteers donate their time, maintaining the site, governance, fundraising, mentoring, event planning, facilitating support groups and cookie baking.
- Volunteer Mentors have given over 7000 hours of their time in support of program participants.

Our main request for your support lies with the need for new investigation equipment. We had a digital recorder installed 3 years ago but now require an overhaul of the rest of the investigation recording system (cameras, microphones, monitor and Picture in Picture capacity as well as the capacity to provide investigation in 2 rooms of the house. The cost is approximately \$20,000 from our estimates. Attached are two statements from investigating officers who can attest to the need for new equipment. The quality of equipment must be state-of-the-art in order to have the best outcome for gathering evidence for court.

We would very much appreciate your consideration for support, as together we can make a difference in the treatment and recovery from child abuse.

Sincerely,



Janet Handy,  
Executive Director

**The Gatehouse® - Our Mission is to End Child Abuse.**



Sasha Zibreg  
Treasurer

3101 Lakeshore Boulevard West, Toronto ON. M8V 3W8  
Ph. 416-255-5900 F. 416-255-7221 [www.thegatehouse.org](http://www.thegatehouse.org)  
Charitable registration # 86973 0648 RR0001





## Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-2222 FAX (416) 808-8202  
Website: [www.TorontoPolice.on.ca](http://www.TorontoPolice.on.ca)



William Blair  
Chief of Police

File Number: .....

2008.08.11

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

Dear Dr. Mukherjee

I am writing to update you on the important relationship that the Toronto Police Service shares with "The Gatehouse". The Gatehouse is a not for profit, child abuse and investigative support centre that has a mission consistent with the Child Abuse protocol signed by the Chief.

On a regular basis, I hear positive testimonials from Child Abuse investigators, assigned to 11 Division Youth Bureau. They frequently rely on "The Gatehouse" to assist with investigations of Child Abuse, Child Sexual Abuse, and instances of Domestic Violence involving children. Child Abuse Investigators from across the Toronto Police Service share the same positive opinion of The Gatehouse.

Quite often, the most crucial component of these investigations involves the initial interview of these very vulnerable victims. Given the age of these victims and the troubling information that investigators are tasked with obtaining during these interviews, it is absolutely critical that these interviews are recorded without technical malfunction.

The investigators can attest to the quality of the audio and video recording equipment that The Gatehouse currently employs. It is commonplace for investigators to review the recorded interviews, so they can transcribe the content to paper. Additionally, once these interviews have been recorded, they become evidential material for court purposes.

The high quality audio and video equipment, allows the content of these interviews to be easily understood and clearly viewed. The investigators at 11 Division have never experienced any difficulty in presenting statements recorded at The Gatehouse during the court process.

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This serves as a testament to the high standard of excellence that The Gatehouse is constantly striving to achieve.

At 11 Division, our investigators recognize and greatly appreciate the importance of the partnership that our Service shares with The Gatehouse, we also recognize they are a not for profit organization. To demonstrate our appreciation, 11 Division hosted fundraising events in 2007 and 2008 in support of The Gatehouse.

In order for our Service to prevent and address serious societal problems, such as child abuse and the exploitation of children, we must develop and maintain sustainable partnerships within the communities that we serve.

By investing in our relationship with The Gatehouse, we can assist them to address their mission statement and also stay consistent with the spirit and intent of the Toronto Police Service mission, vision and priorities.

Sincerely,

A handwritten signature in black ink that reads "T. Russell". The signature is written in a cursive style with a long horizontal stroke at the beginning.

Thomas Russell  
Staff Inspector 3213  
Unit Commander  
11 Division

TR/ji

**The second statement from the investigating officer is not available at this time.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P272. FUNDING PROVIDED BY THE PROVINCE FOR THE TORONTO  
ANTI-VIOLENCE INTERVENTION STRATEGY (TAVIS) AND OTHER  
MINISTRY PROGRAMS**

The Board was in receipt of correspondence dated August 06, 2008 from Rick Bartolucci, Minister of Community Safety and Correctional Services, regarding funding that has been provided to the Toronto Police Service. A copy of the Minister's correspondence is appended to this Minute for information.

**The Board received the Minister's correspondence.**

**Ministry of Community Safety  
and Correctional Services**

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> 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<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél.: 416-325-0408  
Télééc.: 416-325-6067



CU08-02759

**AUG 06 2008**

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

Dear Dr. *Alok Mukherjee* Mukherjee:

Thank you for your letter of July 2, 2008, also addressed to the Honourable Chris Bentley, Attorney General, regarding the funding relationship between the Toronto Police Services Board (TPSB) and the ministry for the Toronto Anti-Violence Intervention Strategy (TAVIS). I am pleased to respond.

I would like to take this opportunity to personally acknowledge the strong relationship we have with the TPSB. We have always had the mutual interest of the citizens of Toronto in mind when supporting projects that enhance public safety.

I am pleased to note that since 2003, the TPSB has received over \$71.1 million through the ministry's grant programs and special projects for the Toronto Police Service. To date, programs funded by the ministry include:

- \$443,000 for the Reduce Impaired Driving Everywhere (R.I.D.E.) Grant program
- \$37.65 million for the Community Policing Partnerships program
- \$17.29 million for the Safer Communities - 1,000 Officers Partnership program
- \$498,000 for the Safer and Vital Communities Grant
- \$195,000 for the Safe Schools Pilot Project
- \$10 million for TAVIS
- \$2 million for the Closed Circuit Television project
- \$2.35 million for the Provincial Strategy to Protect Children from Sexual Exploitation and Abuse on the Internet
- \$700,000 for the Sex Offender Registry.

This is in addition to the \$5 million in TAVIS funding announced in June 2008.

.../2



Dr. Alok Mukherjee  
Page two

I look forward to undertaking the contractual agreement between the TPSB and the ministry to ensure the flow of TAVIS funds for this important initiative. Please accept my best wishes for continued success with TAVIS.

Again, thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Bartolucci". The signature is fluid and cursive, with the first name "Rick" being more prominent and the last name "Bartolucci" following in a similar style.

Rick Bartolucci, MPP, Sudbury  
Minister

c: The Honourable Chris Bentley  
Attorney General

Ms. Mary Smiley, President  
Ontario Association of Police Services Boards

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P273. TORONTO POLICE SERVICE: 2009-2013 CAPITAL PROGRAM REQUEST**

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

Subject: TORONTO POLICE SERVICE 2009-2013 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2009-2013 Capital Program with a 2009 net request of \$24.8M (excluding cashflow carry forwards from 2008) and a net total of \$163.8M for 2009-2013 (an average of \$32.8M per year), as detailed in Attachment A;
- (2) the Board approve the operating impact of \$4.0M, as a result of this capital program, to be included in the 2009 Operating Budget request, as detailed in Attachment B; and
- (3) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

The following table provides a summary of the 2009-2013 Capital Program request compared to the City of Toronto's five-year affordability debt target:

**Table A: 2009-2013 Capital Program Request (\$Ms)**

	2009	2010	2011	2012	2013	5-Year Total	5-Year Avg.
Debt-funded projects	28.7	59.4	60.6	21.6	6.3	176.6	
Reserve-funded projects	18.3	19.4	20.2	24.9	22.0	104.9	
<b>Total gross projects:</b>	<b>47.1</b>	<b>78.8</b>	<b>80.8</b>	<b>46.5</b>	<b>28.4</b>	<b>281.5</b>	
Other-than-debt funding	-22.2	-23.8	-21.7	-26.4	-23.5	-117.7	
<b>NET DEBT FUNDING:</b>	<b>24.8</b>	<b>55.0</b>	<b>59.1</b>	<b>20.1</b>	<b>4.8</b>	<b>163.8</b>	<b>32.8</b>
<b>CITY DEBT TARGET:</b>	<b>25.2</b>	<b>34.0</b>	<b>33.3</b>	<b>23.9</b>	<b>23.9</b>	<b>140.3</b>	<b>28.1</b>

The Service's capital request is, on average, \$4.7M per year above the City's affordability debt target.

Capital projects, in most cases, have an impact on the operating budget. Projects that have or will be completed in 2008 or 2009 result in an operating impact of \$4.0M in 2009. The operating impact is mainly attributable to an increase in the contribution to the Vehicle &

Equipment Reserve and the operating requirements for the new training facility which is scheduled to open in 2009.

In addition, approval of the 2009-2013 program, as requested, will result in an estimated annualized pressure to the Service's operating budget of \$17M by 2013, of which approximately \$10M is attributable to the increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements (see attachment B). These impacts will be included in future operating budget requests, as required.

#### Background/Purpose:

Capital projects, by their nature, require significant financial investments and result in longer term organizational benefits and impacts. An organization's capital program should therefore be consistent with and enable the achievement of the organization's strategic objectives.

Accordingly, the Service's 2009-2013 Capital Program addresses our facility, information and technology infrastructure priorities. The projects in the capital program will help the Service meet objectives relating to the state of good repair of our facilities, operational effectiveness/efficiency and service enhancement, improved information for decision making, enhanced officer and public safety, environmental protection/energy efficiency, and fleet and equipment lifecycle replacements.

Each capital project in the preliminary program request has been carefully reviewed, prioritized and approved by the Command to ensure the request is necessary, fiscally responsible and addresses the Service's strategic objectives and requirements. The Board's Budget Sub-Committee (BSC), at its meetings of August 19 and August 28, 2008, also reviewed the 2009-2013 capital program request. During this review, the BSC requested that the Service re-examine the cashflow for each project (in particular the new 11 and 14 Division facilities) to ensure the request reflects anticipated spending for the years 2009-2013. The Service has reviewed the cashflow projections and made any necessary adjustments taking into account project milestones, procurement planning and third-party action and approvals required.

Attachment A provides a financial summary of the Service's 2009-2013 Capital Program request and a summary of the plan for the years 2014-2018, as per City of Toronto instructions. Attachment B provides a summary of the incremental impact on the Service's operating budget, as a result of the implementation of the capital projects.

#### Discussion:

##### *2008 Accomplishments:*

In 2008, the Service is anticipating that 92% of available capital funds will be spent. Several projects such as the Computer Assisted Scheduling of Courts (CASC) system replacement, Geocoding Engine, Time Resource Management System (TRMS) upgrade and Facility Security Enhancements, have been, or are anticipated to be, completed this year. In addition, other

projects such as the new training facility, DVAMS, and In-Car Camera systems are progressing as planned.

*Strategic Direction:*

The 2009-2013 capital program continues to focus on improving and updating the Service's ageing facility infrastructure.

Since 2004, the Service has completed the construction of four new facilities (i.e., the replacement of 51 and 23 Divisional facilities, the construction of a completely new 43 Division facility, and a replacement facility for Traffic Services and Fleet's Central Garage). The 2009-2013 capital program, as submitted, includes plans for the construction of four more new facilities, specifically, completion of the new training facility, a new property & evidence management facility, and new 11 and 14 division facilities.

It should be noted that once the Service constructs and occupies these new facilities, the vacated properties (if no longer required) are returned to the City for use by other City programs, or for sale. Since 2004, the Service has returned to the City the old 51 Division property, the old Traffic Services property and Central Garage facility. The completion of the facility projects in the 2009-2013 program will return four more properties to the City (the current C.O. Bick training facility, property & evidence facility, and the 11 and 14 divisional facilities).

The commitment towards updating our facilities will continue for the next several years. In addition, the 2009-2013 Capital Program increases our commitment to information and technology needs that have had to be deferred in prior capital programs due to lack of funding.

*City Debt Affordability Targets:*

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The debt affordability targets for the Toronto Police Service for 2009 to 2013, and for the subsequent five years are provided below:

**Table B: 2009-2018 Capital Plan and Forecast Debt/Capital From Current Target (\$Ms)**

2009	2010	2011	2012	2013	2009-2013 5-yr Target	2014-2018 5-yr Target
25.2	34.0	33.3	23.9	23.9	140.3 28.1M avg.	119.6 23.9M avg.

City debt affordability targets vary each year, based on the City's financial outlook and information from the Service's previous-year's capital program. The Service's capital program attempts to come as close as possible to the target for each year, and to minimize fluctuations from year to year. However, capital budgets by their very nature require long-term planning, and it is therefore difficult to continue to plan and make necessary commitments to projects that often extend beyond one year, in an environment where targets change annually.

The Service's capital debt targets have been steadily declining in recent years, from \$40M in 2005, to \$35M in 2006 (approved at \$31.9M on average), to \$32M in 2007 (approved at \$32.7M on average), to \$30.9M in 2008 (approved at \$30.9M on average), to the current target of \$28.1M.

During the last few years, decreasing financial resources in the capital program have been managed by the continued deferral of various facility (e.g., 54 and 41 Divisions) and information technology projects (e.g., Data Warehousing System and Electronic Document Management). In addition, the Service has been faced with increasing pressures as a result of increased construction costs. The combined pressures of decreasing targets and increasing costs continue to be problematic for the Service. Service and City staff continue to work together to find a sustainable solution to this issue.

*Project Deferrals/Reductions:*

During the Service's review of the 2009-2013 capital request, several projects (listed below) have been deferred or reduced in scope in an attempt to achieve the City's debt affordability targets. Several of these projects were also deferred/reduced in previous years.

- Property & Evidence Management Storage Facility (scope reduced from \$80M to \$35M)
- Data Warehousing System (\$8.8M, start deferred from 2009 to 2012)
- Automated Fuel Management System (\$0.7M, deferred to beyond 2013)
- HRMS Upgrade (\$0.8M, deferred to beyond 2013)
- TRMS Upgrade (\$3.4M, deferred to beyond 2013)
- Fibre Optics Network (\$5.9M, deferred to beyond 2013)
- Electronic Document Management (\$0.5M, deferred to beyond 2013)
- Replacement of 54, 41 and 13 Divisions (deferred to beyond 2013)

*2009-2013 Debt-Funded Program:*

The 2009-2013 capital program is segregated into four categories for presentation purposes:

- A. Projects in Progress
- B. Projects beginning in 2009-2013
- C. Other New Projects
- D. Reserve-Funded Projects

**A. Projects in Progress**

There are six projects in progress in the 2009-2013 capital program:

1. New Training Facility (\$75.8M gross, \$66M net) – 2009 completion
2. In-Car Camera (\$8.662M) – 2010 completion
3. Digital Video Asset Management II (\$5.665M) – 2009 completion
4. State-of-Good-Repair (\$12.3M over the five-year period) – ongoing
5. Renovation-Intelligence / Special Invest. Facility (\$4.565M) – 2009 completion

## 6. Radio Replacement (\$35.5M gross, \$29.5M debt-funded) – 2011 completion

All of these projects are currently on budget and on schedule. With respect to the In-Car Camera project, the Service is still committed to installing as many of the originally targeted 460 cameras as possible, within the reduced funding approved for this project. As indicated in the July 2008 operating budget variance report (which has also been submitted to the Board's September 2008 meeting), there is a planned expenditure of an additional \$1.0M from the Service's 2008 operating budget, to increase the funds available for the In-Car Camera project. Furthermore, available funds from under-spent capital projects in 2008, that would otherwise be lost to the Service due to the City's one-year cashflow carryforward rule, will be recommended for transfer to the In-Car Camera project, where feasible. This will allow the Service to come closer to achieving the original objective of installing in-car camera systems in all of the Service's marked patrol vehicles.

## B. Projects Beginning in 2009-2013

### 7. 11 Division (\$26.9M, not including land cost)

This project provides funding for the construction of a new 11 Division. \$0.4M is available in 2008 for design purposes.

A surplus school site owned by the Toronto District School Board (TDSB), located at 2054 Davenport Road, was approved for purchase by City Council in December 2007. In February 2008, Toronto Heritage Preservation Services advised that it would be recommending that the 2054 Davenport Road property be designated as heritage. At its meeting in June 2008, City Council did not approve the recommendation to include the property in the City's Inventory of Heritage Properties. However, Council did decide that an Advisory Working Group be established "to work closely with the Architect of record for the project, including Heritage Architects, as required, and the Toronto Police Service on the design of the building at 2054 Davenport Road, and the preservation of important building features where possible." Further, Council requested the Service to retain, if possible, the entrance and any other significant historical aspects of the building and incorporate them into the plans for the site.

The heritage designation issue resulted in a delay to the due diligence required to complete the real estate transaction, which did not begin until after City Council's decision to not list the Davenport Road property on the City's inventory of heritage properties. City Legal Services and City Facilities and Real Estate are currently in the process of completing the real estate transaction, which is expected to close by the end of 2008. The \$8.7M cost for the property will be funded from the City's Land Acquisition Reserve Fund (LARF).

The Service will incorporate the Advisory Working Group into the design process. We will also make every effort to retain certain heritage attributes of the current building, provided this can be achieved within the overall budget estimate for this project.

Due to the delay in closing the real estate transaction, the facility design process will not commence until early 2009, and actual construction is not expected to start until the third quarter of 2009.

As reported to the Board at its meeting of March 27, 2008 (Project Status and Management Plan, Min. No. P69/08 refers), the cost estimate for this project was developed using the cost of the new 23 Division as a basis. The total project cost estimate (excluding land) has been updated from \$25.5M to \$26.9M, to reflect expected increases in the construction cost index beyond what was previously assumed. Further updates to this project cost will be provided, as required, as the project progresses through the design, site plan, permit approval and procurement processes. An accurate estimate will not, however, be available until the major construction contracts have been awarded.

Upon completion, this project will have an anticipated \$0.2M impact on the annual operating budget (net additional cost for building operations, generator and utilities).

#### **8. 14 Division (\$34.9M, not including land cost)**

This project provides funding for the construction of a new 14 Division facility. A surplus school site owned by the TDSB, located at 11 St. Anne's Street, was approved for purchase by City Council in December 2007. The total project cost estimate (excluding land) was also developed using the cost of the new 23 Division as the basis, and has been updated from \$30.8M to \$34.9M, to reflect higher-than-previously estimated construction cost increases over the life of the project. Further updates to this project's cost may be required as the project progresses through the design, site plan, permit approval and procurement processes. An accurate estimate will not, however, be available until the major construction contracts have been awarded.

The Real Estate transaction is expected to be finalized in September 2008, and the \$5.9M cost for the property will be funded from LARF. Actual construction on this facility is scheduled to commence nine to twelve months after the start of the new 11 Division construction.

The new 14 Division facility requires an underground parking garage, due to the size of the property. This, combined with the fact the project starts later than the new 11 Division, and is therefore exposed to increased construction costs, results in significantly higher costs than that of the 11 Division facility.

Upon completion, this project will have an anticipated \$0.2M impact on the annual operating budget (net additional cost for building operations, generator and utilities).

## **9. Property & Evidence Management Storage Facility (\$35.3M)**

This project provides funding for the replacement of the Service's current property and evidence management storage building, which is almost at capacity. The total project cost estimate has been updated from \$23M in the 2008-2012 program, to \$35.3M.

In 2007, the capital program included \$258,000 to conduct a study to determine the Service's anticipated property and evidence management requirements. The study considered both physical and technological solutions. After an in-depth analysis, the consultant concluded that a new facility is required to meet the Service's long-term storage needs, and recommended a 228,000 square foot facility, at an estimated (2007 construction dollars) cost of \$60M (excluding the cost of land and environmental remediation). A facility of this size would meet the Service's storage requirements for 25 years after completion.

The Service faces ever-growing property and evidence storage requirements due to the following factors:

- the rate of evidence collection is greater than the rate of evidence disposition;
- the number of items collected per occurrence is increasing; and
- the length of time evidence needs to be retained is increasing due to various factors (for example, City of Toronto By-Law 689-2000 now requires all homicide evidence to be held indefinitely).

The Service has identified some short-term solutions that will reduce the amount of property currently in storage and extend the life of the facility, and action has and is in the process of being taken that will extend the life of the current facility to mid-2012. A sum of approximately \$500,000 has been re-allocated in the 2008 operating budget to retro-fit the current facility to increase its longevity until mid-2012.

The Property and Evidence Management Unit is responsible for safeguarding the integrity of police processes by ensuring the chain of custody is maintained and continuity is not compromised, from the moment of collection to the ultimate disposition. The effective and credible management and control of seized evidence has consistently remained one of the major risk factors for police services globally. Many police services have experienced embarrassing media reports with respect to lost evidence. This has resulted in the erosion of public trust, placed criminal proceedings in jeopardy, and resulted in civil litigation. Failure to have a replacement facility by mid-2012 will jeopardize the ability of the Toronto Police Service to facilitate legislated requirements for tracking, locating, and disposing of property, and will have a significantly negative impact on criminal court proceedings coupled with the increased risk of civil litigation.

Taking into consideration the cost of land, potential environmental remediation, and construction-cost inflation, a facility of the scope and size recommended by the consultant is estimated to cost \$70M-\$80M. Given the City's current financial constraints, the Service is not prepared to and cannot justify putting forward a request of \$80M for a new facility.



It has therefore been decided to build, or acquire and renovate, a facility that would meet the Service's requirements for 10 to 15 years, preferably with the ability to expand if and when required. The corresponding cost estimated for the facility has therefore been reduced to \$35M. The Service is working with the City to identify potential property options, including City-owned sites. It is important to note that the \$35M is a high-level estimate of the expenditure required to build a facility that will meet the Service's requirements. This estimate will most likely change and will therefore be refined once a suitable site has been identified.

Upon completion, this project will have an anticipated \$0.1M impact on the annual operating budget (net additional cost for building operations and utilities).

### **10. Acquisition and Implementation of a New Records Management System (\$24.5M)**

The Service's current Records Management System (eCOPS) is the primary application used by the Service as a repository for operational information. It was implemented in 2003 at a cost of approximately \$18.5M. As a result of the implementation of eCOPS, the Service was able to reduce its complement of Records Management staff by 70 positions, for an annual savings of \$4.1M.

Working with the eCOPS system over the last five years has resulted in the identification of several deficiencies with the system, as outlined below:

- eCOPS was developed in-house, and therefore maintaining and enhancing the application to address changing needs, compliance with legislative changes and technology advancements requires internal staff resources;
- eCOPS is a system unique to the Toronto Police Service, which inhibits the full exchange of information with other police services;
- the system is inflexible, difficult to expand, and does not provide integration or interoperability with other systems;
- critical components such as prisoner booking and case management do not exist within the system;
- similar to other TPS systems, the architecture of the eCOPS system does not utilize common data standards. The use of a Unified Search engine to retrieve information is therefore required. However, inherent deficiencies within the Unified Search capability at times produce inconsistent results, making it frustrating and time-consuming for users.

Any migration to the next-generation Records Management System (RMS) will require approximately four years of implementation time, at which time eCOPS will be almost 10 years old.

It is therefore necessary to replace eCOPS with a new RMS as:

- technology within the marketplace related to RMSs has dramatically outpaced the ability of the Service to keep up with currently available functionality;
- eCOPS currently possesses approximately 25% of the functional business requirements of the market systems available; and

- all major policing agencies within Canada have moved to one of the two major RMS providers, and it would be beneficial for the Service to have a system that is consistent with those used by other Canadian policing agencies.

The project in the 2009-2013 capital program provides funding for the replacement of the Service's RMS (eCOPS) with a Commercial, Off-the-Shelf (COTS) solution. An up-to-date COTS solution will address many of the current shortfalls of eCOPS and provide additional functionality, including:

- the cost of on-going upgrades, improvement and testing of software is borne by the vendor, and addresses issues, functionality requirements and enhancements identified by user groups comprised of a number of police services;
- current RMS solutions use master data technology, and therefore provide a core database reducing multiple data entry, effort and opportunities for error, and provide accurate, timely, easily accessible data; and
- a COTS solution would provide functionality, such as prisoner booking and case management, which is currently not available through eCOPS.

The staff-reduction in Records Management from the implementation of eCOPS was achieved by transferring the data-entry function from clerical staff to front-line officers. At the same time, data-coding responsibility was transferred to the front-line officer. As a result of our experience since 2003, the Service has concluded that data coding is not the most effective use of officer time. This capital project includes a request for 50 additional clerical staff, for Records Management, to perform the data-coding function. This would remove this responsibility from the front-line officers, allowing them to focus their time on policing. It is also expected to improve the quality of data/information and adherence to quality standards.

The estimated capital cost for this project is \$24.5M (including \$7M for the acquisition of the COTS solution). In order to implement the new system, \$11.1M of internal staff costs have been assumed. Therefore, the total estimated cost (capital and internal) to implement the project is \$35.6M.

These costs are significantly higher than the placeholder estimate of \$8M in the 2008-2012 program. The estimate at that time was a broad assumption, based on initial research, and represented the cost of software only. Project costs and benefits continue to be refined, and cannot be finalized until the COTS solution is selected. Upon selection of the vendor, the Service will validate the entire cost of this project, to identify a more definitive cost estimate. This will include technical and equipment requirements and associated costs, the extent to which eCOPS will have to be maintained for legacy information, and data conversion options available.

Operating budget impacts (annualizing at \$5.1M) assume the implementation of redesigned business practices which would require an additional 50 full-time Records Management Services staff for data-coding and input purposes, and 5 full-time Information Technology Services (ITS) staff to support the system. The clerical staff would relieve the administrative pressure currently on front-line police officers and allow officers to spend more time responding to calls and less time completing reports.

**11. 911 Hardware / Handsets (\$1.1M)**

This project provides funding for the replacement of 911 communication equipment (PBX switches) housed at two communication sites. This equipment provides specialized telephone connectivity and interface to various systems for the sole purpose of responding to and dispatching of 911 calls, and is essential to the operational services provided by the Communications Center and to provide backup facilities to Fire Services at both locations. This project provides the infrastructure to better improve response times, call volume and any backlog within the system. This project is expected to start in 2010.

**12. AFIS/Livescan/RICI (\$11.1M)**

The purpose of this project is to replace and to integrate the three major components currently deployed to process Toronto Police Service booking and identification information, namely: the Repository for Integrated Criminalistic Imaging (RICI) system for the booking / mugshot process; the LiveScan workstations for biometrics capturing; and, the Automated Fingerprint Identification System (AFIS) for fingerprints and palmprints processing.

The cost of this project is \$5.1M in the 2009-2013 program (with an anticipated second replacement occurring during 2014-2018). This project's scope and cost may be revised downward if the new Records Management System solution can address part of the RICI requirements. An update will be provided in next year's capital program.

This project is scheduled to start and be completed in 2010. The operating impact reflects an incremental maintenance cost of \$50,000 annually, beginning in 2010.

**13. HRMS – Additional Functionality (\$0.5M)**

Human resources information and payroll administration for the Service is managed using the PeopleSoft Human Resource Management System (HRMS). In June 2007, the HRMS application was upgraded to version 8.9 and Peopletools upgraded to version 8.4.8. In addition to the technical upgrade of the application, funding had been identified for the implementation of additional functionality. However, due to additional funds required for the Time Resource Management System (TRMS) Upgrade project, some of the funds originally allocated to the HRMS project were transferred to the TRMS project in August 2007 (Min. No. P277/07 refers).

The planned additional HRMS functionality included improvements to Service business practices through the utilization of functionality that the Service has already purchased, namely:

- a) Workforce Management
- b) eRecruiting
- c) Position Management

The \$0.5M cost of this project is for the implementation of the foregoing modules which will further improve the Service's ability to manage its workforce, as well as recruit internal and external candidates.

The additional operating cost impact of \$120,000 per year (beginning in 2011) is to pay for two additional staff members that may be required as a result of this project. This staffing need will, however, be reviewed further, to determine whether these two additional FTEs will in fact be required, or if the additional work can be absorbed by existing personnel. Operating impacts will be adjusted accordingly in future budget requests.

#### **14. Replacement of Voicemail (\$0.9M)**

This project will replace the hardware and upgrade the current voicemail application to ensure that the current voice mail system will meet future technological requirements and address the limited capacity of the current system. The current system is 10 years old and is anticipated to lose vendor support in 2010 (as its lifecycle will be exceeded), unless it is upgraded or replaced.

The operating budget impact of \$50,000 is the anticipated increase to the annual maintenance contract.

#### **15. Data Warehousing System (\$8.8M)**

The funding for this project, which has been deferred to start in 2012, provides for the implementation of a corporate integrated database that will improve the consistency, accuracy and reliability of information, to enable more effective decision-making across the Service. This project will integrate all silo data and databases to a corporate data warehouse environment and reduce the time users spend in the search, acquisition, and understanding of data results. Data will have the right format and structure with standardized corporate direction, for reporting and analytical purposes.

The operating budget impact of \$1.0M annually is for salaries and benefits for the anticipated requirement for three Information Technology staff to support the system, and for system maintenance. The project assumes these staff will be hired during the implementation of this project, and will be an on-going requirement after project completion. This requirement will, however, be reviewed and confirmed during implementation.

#### **16. 54 Division (\$37.1M)**

This project provides funding for the land acquisition and construction for a new 54 Division. The project assumes that a site will be purchased in 2014. The land cost estimate is dependent on the actual location chosen and market values at the time of purchase, and therefore may change. Construction costs are based on 23 Division costs, inflated for anticipated construction increases and a continued requirement for LEED-Silver certification.

The additional operating cost impact of \$0.2M per year is for building operations and utilities.

### C. Other New Projects

As discussed previously, several projects have been identified as requirements but deferred to beyond 2013, due to funding pressures. These are:

- 17. Long Term Facility Plan (\$124.8M)
- 18. Automated Fuel Management System (\$0.7M)
- 19. HRMS Upgrade (\$0.8M)
- 20. TRMS Upgrade (\$3.4M)
- 21. Fibre Optics Network (\$5.9M)
- 22. Electronic Document Management (\$0.5M)

There are also several projects that have been identified as potential requirements but for which details are not known at this time. These projects are provided for the Board's information, as they may be included in the Service's future five-year capital program. However, no dollar estimates are available at this time:

- 23. Content Manager Integration
- 24. Telephone Replacement
- 25. eTicketing (Provincial Offence Tickets)
- 26. Disaster Recovery Site

### D. Reserve-Funded Projects

All projects listed in this category are funded from the Vehicle and Equipment Reserve ("Reserve"), and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to request the equipment replacements through the capital program and as a result does not require the City to debt-finance these purchases. This approach is supported by City Finance. It should be noted, however, that this strategy of funding requirements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve.

Project numbers 27-48 in Attachment A represent all of the currently identified Reserve-funded projects. Table C provides a summary of the 2009-2013 Reserve activity.

**Table C: 2009-2013 Reserve Activity (\$Ms)**

	2009	2010	2011	2012	2013
Opening Balance:*	4.5	1.9	0.9	1.9	1.0
Contributions:**	15.7	18.4	21.2	24.0	22.6
Draws:***	18.3	19.4	20.2	24.9	22.0
Year-End Balance:	1.9	0.9	1.9	1.0	1.6
Incremental Operating Impact:	3.0	2.8	2.8	2.8	-1.5

\*plan, based on 2008 budget

\*\*includes contributions from Parking Enforcement

\*\*\*draws represent planned spending, including spending for Parking Enforcement

### *Operating Budget Impact:*

As detailed in the discussion on the individual projects earlier in this report, the implementation of capital projects may result in operating budget implications, such as increased maintenance costs for new systems as well as increased staffing requirements. In addition, as previously mentioned, projects funded from the Service's Reserve also have an incremental impact on the operating budget. Each year the operating budget impact for capital projects is reviewed and updated as part of the annual capital process.

Projects that have or will be completed in 2008 or 2009 result in an operating impact of \$4.0M in 2009. The operating impact is mainly attributable to an increase in the contribution to the Vehicle & Equipment Reserve and the operating requirements for the new training facility which is scheduled to open in 2009. In addition, approval of the 2009-2013 program as requested will result in an estimated annualized increase to the Service's operating budget of \$17M by 2013, of which approximately \$10M is attributable to Reserve contributions to meet vehicle and equipment lifecycle replacement requirements. This increase is expected to stabilize in 2014 (see attachment B). These impacts will be included in future operating budget requests, as required.

### Conclusion:

The Service's Capital target has been set by City Finance staff at \$25.2M for 2009, and an average of \$28.1M over the five-year period. The capital program as presented in this report is over target by \$4.7M on average over the five years, with the most significant pressures occurring in 2010 and 2011. While the Service is mindful of the City's budget pressures, continual reductions to the Service's capital funding targets impact on the Service's ability to properly plan and deliver the projects in the program.

The 2009-2013 Capital Program, as presented, addresses the Service's facility infrastructure and information technology priorities. By the end of this five-year program, the Service will have constructed eight new facilities since 2003, and will be well-positioned to maintain its facilities in a state of good repair in the future. The Service will also begin to address information technology requirements deferred in previous years.

A detailed review of all projects was conducted by the Command and the Board's Budget Subcommittee to ensure that the Capital Program reflects the priorities of the Service and is consistent with its strategic objectives. Wherever possible, capital projects have been deferred, or reduced in scope.

Therefore, the five-year capital program being requested represents the level of capital funding required to achieve the Service's facility and information technology priorities.

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

**Mr. Tony Veneziano, Chief Administrative Officer, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and delivered a presentation to the Board on the 2009-2013 Capital Program Request. A printed copy of the Powerpoint presentation is on file in the Board office.**

**The Board approved the foregoing report.**

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**For Presentation to the Toronto Police Services Board, September 18, 2008**

Proj. #	Project Name	Plan to end of 2008	2008 Carry Forward	2009-2013 Request					2009-2013 Proj. Total	2014-2018 Proj. Total	Total Project Cost
				2009	2010	2011	2012	2013			
<b>On-Going Projects</b>											
1	New Training Facility	70,732	0	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	0	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	0	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	0	2,300	2,300	2,500	2,553	2,647	12,300	13,235	39,765
5	Intelligence / Special Investigations Facility	1,765	0	2,800	0	0	0	0	2,800	0	4,565
6	Radio Replacement	10,685	0	0	7,448	11,400	0	0	18,848	0	29,533
<b>Total On-Going Projects</b>		<b>105,739</b>	<b>0</b>	<b>13,772</b>	<b>12,148</b>	<b>13,900</b>	<b>2,553</b>	<b>2,647</b>	<b>45,020</b>	<b>13,235</b>	<b>163,994</b>
<b>New Projects</b>											
7	11 Division - Central Lockup	366	0	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	0	10,000	8,700	11,800	4,500	0	35,000	0	35,258
10	Acquisition, Impl'n of New RMS	0	0	1,564	8,192	8,852	4,870	990	24,468	0	24,468
11	911 Hardware / Handsets	0	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RICI	0	0	0	5,060	0	0	0	5,060	6,000	11,060
13	HRMS - Additional functionality	0	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	0	864	0	0	0	864	0	864
15	Data Warehousing System	0	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	0	300	300	36,779	37,079
17	Long Term Facility Plan	0	0	0	0	0	0	0	0	124,848	124,848
18	Fuel Management System	0	0	0	0	0	0	0	0	697	697
19	HRMS Upgrade	0	0	0	0	0	0	0	0	822	822
20	TRMS Upgrade	0	0	0	0	0	0	0	0	3,354	3,354
21	Fibre Optics	0	0	0	0	0	0	0	0	5,900	5,900
22	Electronic Document Management	0	0	0	0	0	0	0	0	500	500
23	Content Manager Integration	0	0	0	0	0	0	0	0	0	0
24	Telephone Replacement	0	0	0	0	0	0	0	0	0	0
25	eTicketing	0	0	0	0	0	0	0	0	0	0
26	Disaster Recovery Site (To be determined)	0	0	0	0	0	0	0	0	0	0
<b>Total New Projects:</b>		<b>15,274</b>	<b>0</b>	<b>14,943</b>	<b>47,217</b>	<b>46,657</b>	<b>19,028</b>	<b>3,701</b>	<b>131,546</b>	<b>184,903</b>	<b>331,723</b>
<b>Total Debt-Funded Projects:</b>		<b>121,012</b>	<b>0</b>	<b>28,716</b>	<b>59,365</b>	<b>60,557</b>	<b>21,581</b>	<b>6,348</b>	<b>176,566</b>	<b>198,138</b>	<b>495,717</b>



**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**For Presentation to the Toronto Police Services Board, September 18, 2008**

Proj. #	Project Name	Plan to end of 2008	2008 Carry Forward	2009-2013 Request					2009-2013 Proj. Total	2014-2018 Proj. Total	Total Project Cost
				2009	2010	2011	2012	2013			
<b>Other than debt expenditure (Draw from Reserve)</b>											
27	Vehicle and Equipment Replacement	25,230	0	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
28	Workstation, Laptop, Printer Lifecycle	15,173	0	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
29	Servers Lifecycle	7,316	0	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
30	IT business resumption Lifecycle	6,923	0	0	1,588	1,644	1,701	1,761	6,693	6,693	20,309
31	Mobile Workstations Lifecycle	7,970	0	0	0	250	7,500	1,500	9,250	9,250	26,470
32	Network Equipment Lifecycle	1,600	0	1,723	480	500	520	2,603	5,826	5,826	13,252
33	Locker Replacement Lifecycle	1,100	0	550	550	0	0	0	1,100	0	2,200
34	Furniture Replacement Lifecycle	750	0	750	750	750	750	750	3,750	3,750	8,250
35	AVLS Replacement Lifecycle	0	0	0	316	593	639	0	1,548	1,548	3,095
36	In - Car Camera lifecycle Replacement	0	0	0	0	0	33	655	687	851	1,538
37	Voice Logging lifecycle Replacement	0	0	0	459	324	0	370	1,153	1,153	2,306
38	CAD - Computer Aided Dispatches System	0	0	0	0	0	100	331	431	431	862
39	Electronic Surveillance Lifecycle Replacement	0	0	0	0	1,977	0	0	1,977	1,977	3,954
40	Digital Photography lifecycle Replacement	0	0	0	126	130	0	0	256	256	512
41	DVAM I Lifecycle Replacement	0	0	0	1,109	0	0	0	1,109	1,109	2,218
42	Replacement of Call Centre Application (ACD-X)	0	0	0	315	0	0	0	315	315	630
43	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	0	1,417	1,417
44	Asset and Inventory Management System (AIMS)	0	0	0	0	127	0	0	127	127	254
45	Property & Evidence Scanners Lifecycle	0	0	0	0	65	0	0	65	65	129
46	DPLN Replacement	0	0	0	0	0	778	0	778	778	1,556
47	Telephone Handset Replacement	0	0	0	300	300	300	300	1,200	1,500	2,700
48	Radio Replacement	4,000	0	2,000	0	0	0	0	2,000	0	6,000
<b>Total Reserve Projects:</b>		<b>70,062</b>	<b>0</b>	<b>18,335</b>	<b>19,436</b>	<b>20,223</b>	<b>24,941</b>	<b>22,011</b>	<b>104,946</b>	<b>103,726</b>	<b>278,734</b>
<b>Total Gross Projects</b>		<b>191,074</b>	<b>0</b>	<b>47,051</b>	<b>78,800</b>	<b>80,780</b>	<b>46,522</b>	<b>28,359</b>	<b>281,513</b>	<b>301,864</b>	<b>774,451</b>
<b>Funding Sources:</b>											
	Vehicle and Equipment Reserve	(70,062)	0	(18,335)	(19,436)	(20,223)	(24,941)	(22,011)	(104,946)	(103,726)	(278,734)
	Funding from Department of National Defence (DND)	(7,374)	0	(2,458)	0	0	0	0	(2,458)	0	(9,832)
	Funding from Development Charges	0	0	(1,421)	(4,405)	(1,503)	(1,503)	(1,503)	(10,335)	(2,000)	(12,335)
<b>Total Funding Sources:</b>		<b>(92,086)</b>	<b>0</b>	<b>(22,214)</b>	<b>(23,841)</b>	<b>(21,726)</b>	<b>(26,444)</b>	<b>(23,514)</b>	<b>(117,739)</b>	<b>(105,726)</b>	<b>(315,551)</b>
<b>Total Net Request</b>		<b>98,988</b>	<b>0</b>	<b>24,837</b>	<b>54,960</b>	<b>59,054</b>	<b>20,078</b>	<b>4,845</b>	<b>163,773</b>	<b>196,138</b>	<b>458,900</b>
	<b>City Target (5-year average = \$28.1M)</b>			<b>25,206</b>	<b>33,968</b>	<b>33,299</b>	<b>23,919</b>	<b>23,919</b>	<b>140,311</b>		<b>32,755</b>
	<b>Variance to Target</b>			<b>(369)</b>	<b>20,992</b>	<b>25,755</b>	<b>(3,841)</b>	<b>(19,074)</b>	<b>(23,462)</b>		<b>4,692</b>

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
***For Presentation to the Toronto Police Services Board, September 18, 2008***

Proj. #	Project Name	2009 Operating Impact	2010 Operating Impact	2011 Operating Impact	2012 Operating impact	2013 Operating Impact	2014-2018 Operating Impacts
	<b>On-Going Projects</b>						
1	New Training Facility	1,040.0	0.0	0.0	0.0	0.0	0.0
2	In - Car Camera	0.0	0.0	200.0	0.0	0.0	0.0
3	Digital Video Asset Management II	0.0	0.0	200.0	0.0	0.0	0.0
4	State-of-Good-Repair - Police	0.0	0.0	0.0	0.0	0.0	0.0
5	Intelligence / Special Investigations Facility	0.0	0.0	0.0	0.0	0.0	0.0
6	Radio Replacement	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total Operating Impact on On-Going Projects</b>	<b>1,040.0</b>	<b>0.0</b>	<b>400.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	<b>New Projects</b>						
7	11 Division - Central Lockup	0.0	0.0	101.0	101.0	0.0	0.0
8	14 Division - Central Lockup	0.0	0.0	0.0	104.0	104.0	0.0
9	Property & Evidence Management Storage	0.0	0.0	0.0	83.0	0.0	0.0
10	Acquisition, Impl'n of New RMS	0.0	2,588.0	987.0	650.0	325.0	500.0
11	911 Hardware / Handsets	0.0	0.0	0.0	0.0	0.0	0.0
12	AFIS/Livescan/RCI	0.0	50.0	0.0	0.0	0.0	0.0
13	HRMS - Additional functionality	0.0	0.0	120.0	0.0	0.0	0.0
14	Replacement of Voice Mail	0.0	50.0	0.0	0.0	0.0	0.0
15	Data Warehousing System	0.0	0.0	0.0	0.0	1,043.0	0.0
16	54 Division (includes land)	0.0	0.0	0.0	0.0	0.0	200.0
17	Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	0.0
18	Fuel Management System	0.0	0.0	0.0	0.0	0.0	25.0
19	HRMS Upgrade	0.0	0.0	0.0	0.0	0.0	20.0
20	TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	20.0
21	Fibre Optics	0.0	0.0	0.0	0.0	0.0	750.0
22	Electronic Document Management	0.0	0.0	0.0	0.0	0.0	52.5
23	Content Manager Integration	0.0	0.0	0.0	0.0	0.0	0.0
24	Telephone Replacement	0.0	0.0	0.0	0.0	0.0	0.0
25	eTicketing	0.0	0.0	0.0	0.0	0.0	0.0
26	Disaster Recovery Site (To be determined)	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total Operating Impact on New Projects</b>	<b>0.0</b>	<b>2,688.0</b>	<b>1,208.0</b>	<b>938.0</b>	<b>1,472.0</b>	<b>1,567.5</b>
	Contribution to Reserve	2,950.0	2,800.0	2,800.0	2,800.0	-1,500.0	0.0
	<b>Total Contribution to Reserve:</b>	<b>2,950.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>-1,500.0</b>	<b>0.0</b>
	<b>Total Incremental Impact From Capital:</b>	<b>3,990.0</b>	<b>5,488.0</b>	<b>4,408.0</b>	<b>3,738.0</b>	<b>-28.0</b>	<b>1,567.5</b>
	<b>Total Cumulative Impact From Capital (over 2008 budget):</b>	<b>3,990.0</b>	<b>9,478.0</b>	<b>13,886.0</b>	<b>17,624.0</b>	<b>17,596.0</b>	<b>29,013.5</b>



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P274. IN-CAMERA MEETING – SEPTEMBER 18, 2008**

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

The following members attended the in-camera meeting:

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

Absent: Ms. Judi Cohen, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF  
THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P275. FEDERAL ELECTION – QUESTIONS TO CANDIDATES**

In light of the federal election that will be held on October 14, 2008, the Board approved the following Motion:

THAT the Board authorize the Chair to send a letter to all major candidates in the upcoming federal election asking each candidate what specifically they would do, if elected, to defend and promote the interest of Toronto's residents in relation to: a) the issue of handguns in the City of Toronto; b) the federal share of the cost of policing; and c) delivery on the federal government's commitment to fully fund 2500 officers. The letter would indicate that candidates' responses would be reported to the public.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 18, 2008**

**#P276.        ADJOURNMENT**

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Alok Mukherjee  
Chair