



The following draft Minutes of the meeting of the Toronto Police Services Board held on July 22, 2010 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the Regular Meeting held on June 29, 2010 and the Special Meeting held on July 06, 2010, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on July 22, 2010.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JULY 22, 2010** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
Mr. Adam Vaughan, Councillor & Member

ABSENT:

Ms. Pam McConnell, Councillor & Vice-Chair
Ms. Judi Cohen, 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 JULY 22, 2010**

#P191. SERVING WITH PRIDE

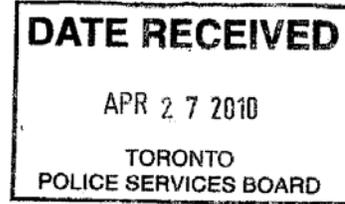
The Board was in receipt of correspondence dated April 27, 2010 from Lori Doonan, President, and Andre Goh, Vice President, Serving With Pride, containing a request to deliver a presentation to the Board about Service With Pride. A copy of the correspondence is attached.

Staff Sergeant Doonan and Mr. Goh, were in attendance and delivered a presentation to the Board about the history of Serving With Pride, its goals and its membership. P.C. Paul Regan, a member of Serving With Pride, was also in attendance.

The Board received the presentation and the correspondence.



PO Box 46041,
777 Bay Street
Toronto Ontario M5G 2P6



April 27, 2010

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

Dear Sir:

Re: Introducing Serving With Pride

Background

On October 13, 2006, twenty-nine lesbian and gay law enforcement personnel from various police, emergency, and government organizations met to explore the establishment of a Lesbian, Gay, Bisexual and Transgender (LGBT) law enforcement organization in Ontario. The result of this initiative was the establishment of **SERVING WITH PRIDE** (SWP). In April 2007, SWP was formed with a membership that included Police Officers, Special Constables, Civilian members and allies who support the mission and goals of the organization.

SWP is a non-profit organization established to address the needs and concerns of LGBT members working in police, emergency, and criminal justice services throughout the Province of Ontario.

Our mission is dedicated to promoting diversity, integrity, awareness and non-discrimination of LGBT personnel, and equity of all persons within policing, emergency, and criminal justice professions, as well as within the communities we serve through education, mentoring, leadership, support and effective professional networking.

Our vision is to promote visibility, inclusivity and social networks in law enforcement workplaces that encourage, advance and promote LGBT members in all of these sectors.

Our goals are to:

- Encourage and support systemic change to ensure that LGBT members are visible and valued as equal members.
- Develop and maintain an effective LGBT employee support and networking system between Ontario-based agencies and other organizations that support our initiatives.
- Initiate, develop and promote mentoring programs for LGBT employees within our agencies and communities.
- Build bridges to promote positive relationships between LGBT employees and their respective organizations and break down systemic barriers and stereotyping.
- Support the pursuit of post-secondary education by providing opportunities to LGBT youth.
- Demonstrate integrity and a positive professional image to our colleagues and the communities we serve.
- Ensure a safe and welcoming environment for all members within our respective law enforcement organizations.
- Promoting PRIDE within our services for all LGBT employees.
- Encourage, promote and inspire future membership within our organization.

As such, it is our desire to introduce ourselves to the Toronto Police Services Board, to request endorsement and to be of assistance in any way we can in promoting LGBT issues in law enforcement.

Thank you.

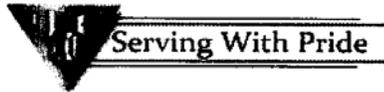
Yours truly,



Lori Doonan
President



André Goh
Vice-President



PO Box 46041,
777 Bay Street
Toronto Ontario M5G 2P6

BACKGROUND INFORMATION

SERVING WITH PRIDE (SWP) is a non-profit organization which was inspired by a group of Lesbian, Gay, Bisexual and Transgender (LGBT) who came together in October 2006, to address the needs and concerns of LGBT members working in police, emergency and criminal justice services throughout the province of Ontario. S.W.P. was formed in April 2007 with membership comprised of Police Officers, Special Constables, Civilian members and those who support equity.

OUR MISSION

SWP is an organization dedicated to promoting diversity, integrity, awareness and non-discrimination of LGBT personnel and equity of all persons within policing, emergency and criminal justice professions, as well as within the communities we serve through education, mentoring, leadership, support and effective professional networking.

OUR VISION

- Is committed to visibility, inclusive workplaces and social networks to encourage, advance and promote LGBT members in all of these sectors.
- Is committed to removing barriers and challenging stereotypes often faced by LGBT members and others.
- Encourages LGBT personnel to be out in the workplace to ensure visibility, to be valued as an asset and to challenge the myths and misconceptions surrounding sexual and gender diversity.
- Is dedicated to promoting the principals of valuing diversity and equality within the workplace and communities. Through education, mentoring and serving as role models within the law enforcement profession, S.W.P. members are visible leaders within the communities we proudly serve.
- Provides a safe and supportive forum for LGBT law enforcement professionals to network, support and communicate more effectively with each other throughout the Province of Ontario.

OUR GOALS

- Encourage and support systemic change to ensure that LGBT members are visible and valued as equal members.
- Develop and maintain an effective LGBT employee support and networking system between Ontario-based agencies and other organizations that support our initiatives.
- Initiate, develop and promote mentoring programs for LGBT and employees within our agencies and communities.
- Build bridges to promote positive relationships between LGBT employees and their respective organizations and break down systemic barriers and stereotyping.
- Support the pursuit of post-secondary education by providing opportunities to LGBT youth.
- Demonstrate integrity and a positive professional image to our colleagues and the communities we serve.
- Ensure a safe and welcoming environment for all members within our respective law enforcement organizations.
- Promoting PRIDE within our services for all LGBT employees.
- Encourage, promote and inspire future membership within our organization.

For more information:

<http://www.servingwithpride.ca>

Executive Board Members:

PRESIDENT: Lori Doonan

Ontario Provincial Police
president@servingwithpride.ca

TREASURER: Brenda Landry

Ottawa Police Service
treasurer@servingwithpride.ca

DIRECTOR: C. Ryan Edgar

Durham Regional Police Service
director-edgar@servingwithpride.ca

DIRECTOR: Selma D'Souza

York Regional Police Service
Director-dsouze@servingwithpride.ca

VICE PRESIDENT: Andre Goh

Toronto Police Service
vicepresident@servingwithpride.ca

SECRETARY: Gene Kushnir

York Regional Police Service
secretary@servingwithpride.ca

DIRECTOR: Barbara McLean

Toronto Police Service
director-mclean@servingwithpride.ca

Advisors:

- Gary Crowell, Chief, Halton Regional Police Service
- Keith Forde, Deputy Chief, Toronto Police Service
- Brent Hawkes, Senior Pastor, Metropolitan Community Church, Toronto
- Jay Hope, Deputy Minister, Community Safety and Correctional Services

- Dan Hutt, Director, University of Toronto Campus Community Police Service
- Karen Moffatt, Inspector, Ontario Provincial Police
- David Pepper, Director, Ottawa Police Service
- David Snoddy, Acting Manager, Ontario Correctional Services College

MEMBERSHIP

S.W.P. Membership Categories

Active Members: Currently employed law enforcement officers, law enforcement educators, civilian members of a law enforcement agency, retired law enforcement officers, retired civilian members of a law enforcement agency or an Auxiliary Police Constable.

Associate Members: Persons having such training, experience or other professional attainments in law enforcement or related fields as may be determined by the Executive, part-time law enforcement educators or any member of an accredited ambulance or fire department.

Note: All individuals and organizations applying for membership are welcome, providing they support the overall values, mission and goals consistent with SWP. Membership applications are subject to Executive review and approval

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P192. G20 SUMMIT - INDEPENDENT CIVILIAN REVIEW

The Board was in receipt of the following report July 16, 2010 from Alok Mukherjee, Chair:

Subject: INDEPENDENT CIVILIAN REVIEW

Recommendations:

It is recommended that:

- (1) The Board approve a two-step approach to the Independent Civilian Review (ICR), the first step of which being the development of scope of work and Terms of Reference by an external lawyer in consultation with the Board and other appropriate parties;
- (2) The Board confirm the appointment of Mr. Douglas Hunt, Q.C., for the task of developing the scope of work and the Terms of Reference for the Independent Civilian Review, and,
- (3) The Board accept submissions from members of the public concerning the content of the scope of work and the Terms of Reference for the Independent Civilian Review, consistent with the Board's statutory role and responsibility.

Financial Implications:

The financial implications arising from approval of this report are not known, at this time. A budget for the ICR will be provided to the Board, for approval, as soon as possible.

Background/Purpose:

At its special meeting on July 6, 2010, the Board approved my proposal to carry out an Independent Civilian Review of the policing of the G20 Summit held in Toronto on June 26 and 27, 2010 (Min. P189/10 refers). The Independent Civilian Review will identify issues and concerns, raised by the public and the Board, regarding oversight, governance, accountability, and transparency as they relate to the multi-jurisdictional model of policing applied at the Summit. These issues will be reviewed in the context of the governance role, legislated mandate and policies of the Board.

Further, the Board directed that:

1. The Toronto Police Services Board ("the Board") approve the proposal for the creation of an Independent Civilian Review contained in this report;

2. The Board approve the mandate of the Independent Civilian Review which is appended to this report;
3. The Board authorize the Chair to develop Terms of Reference within 2 (two) weeks and bring back for Board approval;
4. The Board authorize the Chair to engage communications consulting advice and any other professional services that may be required and that these costs be borne by the Special Fund; and
5. The Board authorize the Chair to identify for Board approval a Reviewer who will carry out this independent civilian review.

This report, provided in accordance with the Board's direction, elaborates on the process by which the proposed Independent Civilian Review is to be conducted.

Discussion

It will be recalled that at the meeting of July 6, the Board directed that the Chair bring forward Terms of Reference for the Independent Civilian Review as well as a Reviewer for the Board's approval.

Pursuant to this direction, I have been engaged in extensive discussion with persons who have considerable expertise in exercises similar to the one the Board wishes to undertake and who have knowledge of police governance under Ontario's *Police Services Act*. I have also been very mindful of the suggestion made with considerable emphasis by members of the community with an interest in policing issues that the Review should be informed by public input.

I have given careful thought to the process and have concluded that its success depends above all on the development of a clearly articulated scope of work and precise Terms of Reference. It is critical that the Review only deals with those matters that fall clearly within the Board's statutory role and responsibility.

The province's *Police Services Act* lays down the responsibilities of Police Services Boards. The Board "is responsible for the provision of adequate and effective police services." Under the *Act* the board is, among other things, responsible for determining, in consultation with the Chief, the objectives and priorities of the service, establishing policies for the effective management of the service, directing the chief and monitoring his or her performance, approving and submitting annual budgets to the municipality, and entering into contracts for acquiring goods and services. As well, the Board is the employer and in that capacity, engages in collective bargaining with employee associations, provides legal indemnification and deals with labour relations matters. Finally, it is the Board that appoints all Special Constables, including those who work for the Police Service that is overseen by the Board and those who work for other agencies.

The Board does not have responsibility for investigating public complaints pertaining to individual conduct. Moreover, the Board cannot be involved in day-to-day operational matters, which are the purview of the Chief of Police.

In developing the scope of work and the Terms of Reference for the Independent Civilian Review, these legal parameters must be kept in mind.

G20 Summit was a federal event held in Toronto. Its policing was planned and executed under the direction of an Integrated Security Unit comprised of police and security agencies drawn from federal, provincial and municipal jurisdictions. This multi-jurisdictional structure of the operation has raised important questions with respect to issues of governance, oversight and policy in a context where, in Canada, local policing is provided by a local police service or, through contractual arrangements, by another police agency such as the Ontario Provincial Police or the RCMP. In all instances, oversight is provided by a local, civilian Police Services Board.

Policing of the G20 Summit represented a departure from this norm. As such, it is pertinent to undertake a review to understand the ways in which, and the extent to which, this particular policing exercise was cognizant of the model of governance and oversight of local policing prescribed by law.

I requested legal advice as to whether Terms of Reference are the appropriate mechanism to define the mandate of the ICR and to guide the Reviewer in the completion of the exercise or whether there are other more appropriate or efficient ways in which to accomplish this. The advice that I have received is as follows:

It is usual in any case where a public body requests that a review be conducted into particular circumstances that the scope of the work requested be particularly defined so that the Reviewer knows what is expected and know the limits of his or her mandate. Terms of Reference, whether referred to by such name or not, are the usual way of defining for the Reviewer and the public what is expected. Therefore, it is important that Terms of Reference be carefully drafted.

In order to be valid Terms of Reference must first strictly conform to the jurisdiction that the public body has been given by statute. In other words, a public body cannot draft Terms of Reference that go beyond its own jurisdiction and mandate. In the case of the Board, the *Police Services Act, R.S.O. 1990, Chapter P.15* ("the Act") defines its jurisdiction and mandate. The proposed Terms of Reference must fall with the Board's jurisdiction and mandate as defined by the provisions of the Act, particularly section 31 which sets out the responsibilities of police services boards.

It is critical, given the delineation of roles and responsibilities in the *Police Services Act*, that the scope of work and the Terms of Reference for the Review be developed with great care.

I am proposing, therefore, that this task be completed first and submitted to the Board for approval. I am further proposing that it be carried out by a senior lawyer with extensive background in policing and police governance in consultation with the Board and other appropriate parties.

I am pleased to say that Mr. Douglas Hunt, Q.C. has agreed to assist the Board with this first step. Mr. Hunt is a senior criminal lawyer and a former Assistant Deputy Attorney General of Ontario. Detailed background information about Mr. Hunt is provided in Appendix A. As the information shows, Mr. Hunt is the senior partner of Hunt Partners LLP engaged in the private practice of law with emphasis on white collar and corporate criminal litigation, corporate and governmental investigations and administrative and disciplinary hearings.

It is also important that interested members of the public are able to provide input into this first step, that is, development of the scope of work and the Terms of Reference. Accordingly, before Mr. Hunt proceeds with his assignment, the Board will receive recommendations from members of the public with respect to the questions and issues that the Independent Civilian Review should address. These recommendations must be consistent with the Board's statutory role and responsibility, and they will be provided to Mr. Hunt for his consideration.

It is expected that Mr. Hunt will provide draft scope of work and Terms of Reference for Board's consideration before the end of August, 2010.

The review itself will constitute the second phase, to be carried out in accordance with the scope and the Terms approved by the Board.

I can advise the Board that I have had very positive discussions in regard to the selection of a Reviewer who must be a person of high stature, extensive experience, with a reputation for fairness, objectivity and a balanced approach. I expect to submit a name for the Board's consideration in the near future.

Conclusion

In summary, then, I am proposing that the Review be divided into two steps or phases. The first step will involve the development of the scope of work and the Terms of Reference by Mr. Doug Hunt, Q.C. in consultation with the Board and other appropriate parties, including members of the public, and with attention to the Board's statutory role and responsibility. The second step will be the review proper, and it will be carried out by an independent Reviewer in accordance with the scope of work and the Terms of Reference approved by the Board.

It is, therefore, recommended that:

- (1) The Board approve a two-step approach to the Independent Civilian Review, the first step of which being the development of scope of work and Terms of Reference by an external lawyer in consultation with the Board and other appropriate parties;

- (2) The Board confirm the appointment of Mr. Douglas Hunt, Q.C., for the task of developing the scope of work and the Terms of Reference for the Independent Civilian Review;
- (3) The Board accept submissions from members of the public concerning the content of the scope of work and the Terms of Reference for the Independent Civilian Review, consistent with the Board's statutory role and responsibility;

Chair Mukherjee read a statement describing the steps by which the Terms of Reference would be developed. Chair Mukherjee also said that the Board would receive deputations from members of the public who were interested in providing input into the Terms of Reference and explained the guidelines for submitting deputations. A copy of Chair Mukherjee's statement is on file in the Board office.

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

- **Vikram Mulligan ***
- **Susan Gupta**
- **Nathalie DesRosiers, General Counsel, Canadian Civil Liberties Association ***
- **Doug Johnson Hatlem, Lazarus Rising Street Pastor serving with Sanctuary Ministries of Toronto, Mennonite Central Committee Ontario ***
- **Julian Falconer, Falconer Charney LLP, and Lisa Walter ***
- **Chai Kalevar**
- **Geoff Currie ***
- **Zach Dubinsky ***
- **Vanessa Brustolin ***
- **Steve Radland – deputation delivered by Sam Kaufman ***
- **Anna Willats, Toronto Police Accountability Coalition ***
- **Howard Morton, The Law Union of Ontario ***
- **Matias Marin ***
- **Malcom Rogge**
- **Jon Allan ***
- **Peter Rosenthal, Roach, Schwartz & Associates ***
- **John Quarterly ***

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

The deputations were interrupted at one point so that Chair Mukherjee could inform the Board about a news release that had been issued by the Office of the Independent Police Review Director (OIPRD) indicating that the OIPRD would be conducting a review of issues surrounding public complaints against police during the G20 Summit in Toronto. A copy of the news release is on file in the Board office.

The Board was also in receipt of written submissions from the following:

- **Helen Kennedy**
- **Dan Driedger, Acting Executive Director, Mennonite Central Committee, Ontario**
- **Paul Roberts**
- **Lynn Harrison**
- **Steve Bartlett**
- **Simon Charalambides**
- **Brian Weller**
- **Jon Allan**
- **Heather Branch**
- **Ross Ashley**
- **Carl Laudan**
- **Ryan Monk**
- **Adam Shedletzky**
- **Niki Waite**
- **Kate Tagseth**
- **Jennifer Polk**
- **Chris White**
- **Noreen Looney**
- **Laila Rashidie**
- **Aynsley Jeppesen**
- **David Demchuk**
- **Russell Hawley**
- **Cheryl Coffin**
- **Nicole King**
- **Brian Smith**
- **Aya Shibahara**
- **Adriana Alarcon**
- **Sotaro Shibahara**
- **Ryan Banks**
- **Darrel Gold**
- **Kate Bullock**
- **Rose Bergeron**
- **Ryan Stoughton**
- **Melanie Thompson**
- **V. Valhall**
- **Jonathan Lavallee**
- **John Willson**
- **Anna MacDonald**
- **Samantha Fischer**
- **Ed Rotteau**
- **Rami Schandall**
- **Mameko Morinaka**

- **B. Lynn Mantle**
- **Efrat Gold**
- **Valentyna Onisko**
- **Doug Potts**
- **M. Loughheed**
- **Sean Manikus**
- **Roy McLeish**
- **Laurie Norris**
- **Miguel Avila**
- **Torin Leaver**
- **Nux V.**
- **Modern Digital Militia**
- **Nissrien Barakat**
- **Tim Van Dusen**
- **Przemyslaw Piszczek**
- **Fionna Blair**
- **Leslie Rivers-Garrett**
- **Elena Romanova**
- **Shari Hatt**
- **Leah Van Loon**
- **Matthew Timms**
- **Bruce Dickson**

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

Councillor Adam Vaughan, Board Member, submitted two file folders which he said contained letters that he had received from members of the public with respect to the ICR Terms of Reference. The folders are on file in the Board office.

The Board and Chief Blair discussed the foregoing report in conjunction with the comments raised by the deputants.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations, the written submissions and the letters from Councillor Vaughan; and**
- 2. THAT the Board approve the foregoing report.**

The following Motion was presented to the Board:

- 3. THAT the Chair communicate with the OIPRD Director and inform him that all members of the Board will avail themselves and be available to assist in any investigations related to the G20 Summit.**

A request for a recorded vote on the foregoing Motion was submitted in accordance with section 22 of the Board's Procedural by-Law.

The voting was recorded as follows:

For

Councillor Adam Vaughan
Councillor Frank DiGiorgio

Opposed

Mr. Hamlin Grange

Abstained

Chair Alok Mukherjee

The Motion was approved.

The Board also approved the following Motion:

4. THAT the Chair write to the OIPRD to communicate today's decisions and to propose that Mr. Hunt consult with the Director of the OIPRD regarding the development of the Terms of Reference for the ICR.

Chair Mukherjee noted the absence of Councillor Pam McConnell, Vice-Chair, and said that, although she was not present, she was following the Board's deliberations on this matter via telephone connection. Chair Mukherjee advised that Councillor McConnell had communicated with him by email during the deliberations and informed him that she concurred with the recommendations in the foregoing report.

Chair Mukherjee also noted the absence of Ms. Judi Cohen, Board Member, and advised the Board that Ms. Cohen had contacted him prior to the meeting and that she advised him that she supported the recommendations contained in the foregoing report.



Douglas C. Hunt, Q.C.

The firm's senior partner, Doug Hunt has over 30 years of trial and appellate experience before all levels of courts. A recognized leader in corporate-criminal litigation and a trusted advisor to government departments and commissions, Doug's expertise also includes the prosecution and defense of criminal, securities and regulatory charges. His experience also extends to the practice and procedure before public panels of inquiry, disciplinary tribunals and other administrative and regulatory bodies. Recognized for incisive counsel and forceful advocacy, Doug has a unique perspective based on his extensive experience in both prosecution and defense of criminal and quasi-criminal matters.

Experience:

Before entering private practice, Doug was Assistant Deputy Attorney General and Director of Criminal Law for Ontario. As the head of the Criminal Law Division, Doug was responsible for supervision of all criminal proceedings carried on by the Crown on behalf of the Province of Ontario, as well as being responsible for the formulation of criminal law policy on behalf of the Province of Ontario.

In private practice, Doug was a Partner at a major national law firm and subsequently counsel to another major national law firm. With these firms he practiced in the areas of criminal and civil litigation (securities, competition, environmental, occupational and administrative law as well as disciplinary and other regulatory cases) before all courts, including discipline and regulatory tribunals.

Doug founded Hunt Partners in 2001.

Doug is certified by the Law Society of Upper Canada as a Specialist in Criminal Law and represents a select group of institutional, corporate and private clients. Doug is a Fellow of the American College of Trial Lawyers.

Education:

- Called to the Bar of Ontario, with Honours in 1975
- Queen's University - Bachelor of Laws Degree
- McMaster University - Bachelor of Arts Degree (Political Science)

Memberships:

- Canadian Bar Association
- The Advocates' Society
- The Criminal Lawyers' Association
- The International Association of Prosecutors

Certifications and Appointments:

- January 1985: Appointed Queen's Counsel
- March 1987-1990: Chairman of the Board of Directors of Metropolitan Toronto Forensic Service (METFORS)
- June 1988-1991: Board of Directors of The Advocates' Society
- June 1998-2002: Member of the Board of Governors, Toronto East General and Orthopaedic Hospital. Elected Chairman of the Board of Governors: June 1998-2001
- 1991-Present: Certified by the Law Society of Upper Canada as a Specialist in Criminal Law
- 2007 Fellow of the American College of Trial Lawyers

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P193. THE REVIEW OF THE INVESTIGATION OF SEXUAL ASSAULTS – A
DECADE LATER, TORONTO POLICE SERVICE**

The Board was in receipt of the following report April 14, 2010 from Jeffrey Griffiths, Auditor General, City of Toronto:

SUMMARY

Attached is the Auditor General's report entitled "The Review of the Investigation of Sexual Assaults – A Decade Later, Toronto Police Service." The report provides an overview of the changes to the investigation of sexual assaults over the last ten years. These changes are a result of the collective efforts of the Toronto Police Service, the Toronto Police Services Board, City Council, various community groups working with women who have been sexually assaulted, and last but not least, the woman known as Jane Doe.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Toronto Police Services Board receive the report and attachment for information.
2. The Toronto Police Services Board forward this report to the Audit Committee for information.

FINANCIAL IMPACT

There are no financial implications resulting from the adoption of recommendations contained in this report.

DECISION HISTORY

Since 1999, the Auditor General has conducted three independent reviews on the police investigation of sexual assaults.

In 1999, the Auditor General issued a report entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service". The review was conducted at the request of City Council in response to the successful civil case of Jane Doe versus the Commissioners of Police of the then Municipality of Metropolitan Toronto. The report contained 57 recommendations.

Subsequent to the issuance of the 1999 audit report, the Auditor General issued two follow-up reports in 2004 and 2010 respectively on the implementation status of audit recommendations relating to sexual assault investigations.

The original 1999 audit report and the two follow-up reports are available at:

<http://www.toronto.ca/audit/1999/102599.pdf>

http://www.toronto.ca/audit/reports2004_sub4.htm

COMMENTS

The 2004 and 2010 follow-up reports provide detailed audit findings for each of the recommendations previously issued by the Auditor General with respect to police investigation of sexual assaults. The structure of the follow-up reports, however, does not facilitate an analysis or illustration of the changes to sexual assault investigations over the years.

A separate report entitled “The Review of the Investigation of Sexual Assaults – A Decade Later” was therefore prepared to provide an overview of the significant changes that have taken place over the past decade. The report is attached as Appendix 1. It compares “where we were at in 1999” to “where we are now in 2009” with respect to the following areas:

- The sexual assault investigative procedures
- The Sex Crimes Unit
- The training of sexual assault investigators
- The Violent Crime Linkage System (ViCLAS), and
- The provision of public information and community warnings.

The attached report also highlights other benefits and impacts resulting from the original 1999 audit and the two subsequent follow-up reviews.

CONTACT

Jeffrey Griffiths, Auditor General

Tel: 416-392-8461, Fax: 416-392-3754, Email: Jeff.Griffiths@toronto.ca

Mr. Jeffrey Griffiths, Auditor General, and Ms. Jane Ying, Audit Manager, City of Toronto – Auditor General’s Office, were in attendance and delivered a presentation to the Board on the foregoing report and an additional report that was also considered at this meeting containing a follow-up review on the implementation status of the 25 recommendations from 2004 (Min. No. P194/10 refers). A written copy of the presentation is on file in the Board office.

cont...d

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

- **Jane Doe**
- **Beverly Bain**

Prior to delivering her deputation, Chair Mukherjee requested that Ms. Doe not be filmed, taped, photographed or identified by name pursuant to court order.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation and the deputations ; and**
- 2. THAT the Board receive the Auditor General's report and forward a copy to the City of Toronto – Audit Committee for information.**

Appendix 1

The Review of the Investigation of Sexual Assaults – A Decade Later Toronto Police Service

April 14, 2010



Auditor General's Office

Jeffrey Griffiths, C.A., C.F.E.
Auditor General
City of Toronto

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INTRODUCTION

A decade later – what has changed?

It has now been over 10 years since the City Auditor (now the Auditor General) was asked by City Council to initiate an audit regarding the “*handling of sexual assault cases by the Police.*” Much has changed over the past decade in the way the Toronto Police Service investigates reports of sexual assault.

The objective of this report is to provide an overview of the changes to the investigation of sexual assaults during the last 10 years. These changes are a result of the collective efforts of the Toronto Police Service, the Toronto Police Services Board, City Council, various community groups working with women who have been sexually assaulted, and last but not least, the woman known as Jane Doe.

At the time of the initial 1999 audit, an audit of sexual assault investigations had not been conducted anywhere in North America. There were no precedents to guide the audit and consequently, the audit and the resultant report were groundbreaking. The audit received significant media attention, an unprecedented level of interest expressed by the North American audit community as well as a number of police services in both the US and Canada including the Royal Canadian Mounted Police (RCMP).

However, while the audit generated much attention, the audit would have been of no benefit had its recommendations not been addressed. Jane Doe, in her book *The Story of Jane Doe*¹, expressed similar concerns. “*But unless they (Council) are invested in seeing their motion through to implementation, the social audit – so lovely to look at – is doomed to join other reports, decisions and inquest verdict on the shelves of police bureaucrats and politicians. Where it will collect dust. And we will be left with the impression of change.*”

On the contrary, our follow-up reviews of 2004 and 2010 clearly demonstrate a commitment by the Toronto Police Service to implement the audit recommendations.

THE ORIGINS OF THE JANE DOE AUDIT

The audit report in response to the request by City Council entitled “Review of the Investigation of Sexual Assaults – Toronto Police Service” was issued in October 1999. The circumstances leading to the decision by Council originated from the legal case of Jane Doe versus the Commissioner of Police of the then Municipality of Metropolitan Toronto.

The audit which became known as the Jane Doe audit had its origin in the summer of 1986. In 1986, police knew that a rapist was at large in a downtown Toronto neighbourhood. While the then Metro Police were aware that there were many similarities in the mode of the attacks, and

¹ Jane Doe, *The Story of Jane Doe*, (Vintage Canada, 2004), 301

had concluded that in fact the crimes were those of a serial rapist, they made a deliberate decision to not warn women in the neighbourhood, nor to take any other steps to protect them.

In August of that year, Jane Doe (whose pseudonym used to protect her privacy became her public identity) was raped in her bedroom in the neighbourhood where the rapist was known to be active.

As a result of that rape, Jane Doe successfully sued the Board of Commissioners of Police of the then-Municipality of Metropolitan Toronto. Judgment in the case by Madam Justice Jean MacFarland of the Ontario Court of Justice was released on July 3, 1998.

Madam Justice MacFarland found that women in the area had not been warned of the rapist because police believed they would become “*hysterical*” and thus somehow jeopardize the police investigation. She further found that had Jane Doe been aware of the serial rapist in her neighbourhood, she would have taken steps to protect herself, and that those steps most probably would have prevented her from being raped.

“*Although the police say they took the crime of sexual assault seriously in 1985-1986, I must conclude, on the evidence before me, that they did not,*” Madam Justice MacFarland concluded, detailing many longstanding problems in the investigation of sexual assaults.

In particular, she accepted Jane Doe’s allegation that she and other women had been used as “*bait*” and that the police investigation in the case was motivated by “*serial rape mythology and discriminatory sexual stereotypes.*”

While the police in their defence attempted to show that steps had been taken to improve the identified problems within the service, Madam Justice MacFarland rejected this evidence and found that the status quo had remained. She said that the police had engaged in “*impression management*” to attempt to improve their public image, but that this effort did not represent an “*indication of any genuine commitment for change.*”

The judge found that the police investigation was “*irresponsible and grossly negligent*” and that the police had failed “*utterly*” in their duty to protect women.

In addition to finding the police liable for negligence, the judge also held that they had breached Sections 7 and 15 of the Canadian Charter of Rights and Freedoms. She held that, “*as a public institution with a crucial role to play in the protection of all members of society, the police must act without discrimination in carrying out its duties and responsibilities and must ensure that its actions do not deprive individuals of their rights to security.*” Women’s rights to equality and security had been violated, the judge held.

THE ORIGINAL 1999 REPORT

The report entitled “Review of the Investigation of Sexual Assaults – Toronto Police Service” was issued in October 1999 and contained 57 recommendations. The 1999 report indicated that the recommendations:

“can be summarized as being a requirement that the Toronto Police Service focus on the following issues:

- *a regular, structured, reporting process regarding the evaluation and putting into effect of the full number of recommendations in this report;*
- *an independent follow-up evaluation of the actions taken in regard to the recommendations in this report;*
- *a widening of the mandate of the Sexual Assault Squad, and a review of its staffing to meet that new mandate;*
- *a re-evaluation of current training practices, including the provision of mandatory and regular refresher courses;*
- *improvements to the current case management information systems;*
- *improved communications with women who have been sexually assaulted;*
- *continuity of service to women who have been sexually assaulted;*
- *a requirement to create formal written procedures, prepared with assistance from the overall community, in regard to the reporting of activities of sexual predators; and*
- *improved communications and relations both within the police service itself and with outside community agencies.”*

The 1999 report is available at http://www.toronto.ca/audit/reports1999_sub1.htm

Any audit, whether it be strictly financial or a prototype social audit such as the Jane Doe audit, cannot be beneficial if its recommendations are not acted upon. A follow-up review to evaluate the implementation of audit recommendations is therefore an essential step in any audit process.

With this in mind, one of the most important recommendations in the 1999 report was that:

“The City Auditor be requested to conduct a follow-up audit in regard to the status of the recommendations contained in this report, the timing of such audit to be consistent with the time frame outlined in the report of the Chief of Police. The City Auditor be required to report directly to the Toronto Police Services Board in regard to the results of the follow-up audit.”

In 2004, a follow-up review report on the 1999 audit recommendations was issued.

THE 2004 FOLLOW-UP REPORT

In 2004, the Auditor General issued a follow-up report entitled “The Auditor General’s Follow-up Review on the October 1999 Report Entitled: Review of the Investigation of Sexual Assaults – Toronto Police Service.” The follow-up review contained detailed commentary on the implementation status of each of the 1999 recommendations.

The objectives of the 2004 follow-up review were to determine the extent of the implementation of recommendations in the 1999 report and to recommend further action, if any, to be undertaken by the Toronto Police Service to achieve the substance of the 1999 recommendations.

The follow-up review was an independent evaluation and its conclusions were made based on a significant amount of objective analysis, review and evaluation by audit staff who were involved in the preparation of the original 1999 report. The 2004 review concluded that not all recommendations contained in the 1999 report had been implemented by the Toronto Police Service. The 2004 review contained 25 recommendations, many of them a repeat of the 1999 recommendations.

The 2004 follow-up review was critical of the Toronto Police Service in a number of areas and indicated that *“While certain recommendations from the original 1999 report have been implemented, it is apparent that there are others which have not been addressed or implemented satisfactorily. Of significant concern is the fact that even though specific recommendations have been addressed in directives issued by the Chief of Police, police officers, in certain cases are not complying with these directives.”*

THE 2010 FOLLOW-UP REPORT

The Auditor General was subsequently requested by the Toronto Police Services Board to undertake a further follow-up review of the 2004 recommendations. That review was completed in 2010 and its results are provided in a separate report dated April 9, 2010 entitled “The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults.”

The scope of the 2010 review was to assess the implementation status of audit recommendations made by the Auditor General in the 2004 report. It did not address the recommendations made by the Sexual Assault Audit Steering Committee which was established in 2005. The mandate of the Steering Committee was to provide expertise to the Toronto Police Services Board and the Toronto Police Service in implementing recommendations contained in the Auditor General’s 2004 report.

While the 2010 follow-up report identifies a number of outstanding recommendations and areas of remaining work for the Police Service, it is equally important to acknowledge the many improvements made by the Police Service in the past decade.

It is also important to appreciate that even if each and every recommendation from both the 1999 and the 2004 reports had been implemented, the audit and follow-up reviews, much like any other audit, were designed to provide a “snapshot” of police activities and practices at one point in time. To ensure consistent and adequate police investigation of sexual assaults, the Police Service should make ongoing monitoring of police practices part and parcel of the Service’s priorities. Other efforts such as working closely with the community groups are also important for continuous improvement.

CHANGES TO SEXUAL ASSAULT INVESTIGATIVE PROCEDURES

A successful sexual assault investigation requires the collection of sufficient evidence to support the laying of a charge under the Criminal Code. This objective has to be balanced with an investigative process that minimizes any further trauma to women reporting a sexual assault.

The investigation of sexual assaults is governed by the Toronto Police Service Criminal Investigations Procedure 05-05, Sexual Assault, initially issued in 1998. The Procedure is issued by the Chief of Police to ensure “*an investigation is conducted in a timely and effective manner, balancing the needs of the victim with the requirements of the investigation.*”

Since 1999, police investigative procedures for sexual assault have been amended substantially to address recommendations from our 1999 and 2004 reviews. Many of these amendments are for the purpose of minimizing investigative impact on women reporting a sexual assault. A summary of the significant changes to the investigative procedures between 1999 and 2009 is provided in Table 1.

Table 1: Summary of changes to sexual assault investigative procedures

1999	2009
<ul style="list-style-type: none"> Women were interviewed in detail by first-response officers who were not specifically trained in sexual assault investigations 	<ul style="list-style-type: none"> First-response officers are directed to collect only basic information from women
<ul style="list-style-type: none"> No specific information or guidance relating to the interviewing of women with special needs 	<ul style="list-style-type: none"> Police Procedure contains specific information relating to provision of interpretation services
<ul style="list-style-type: none"> Women were asked to provide lengthy and detailed statements soon after the incidents 	<ul style="list-style-type: none"> Police Procedure contains provision for delaying the taking of detailed statements
<ul style="list-style-type: none"> Women were not offered a choice with respect to the gender of the investigator conducting the interview 	<ul style="list-style-type: none"> Where operationally possible, women are provided with an interviewer of the preferred gender
<ul style="list-style-type: none"> Women might need to deal with different officers before and after the medical examination at the hospital 	<ul style="list-style-type: none"> First-response officers are directed to remain at the hospital until completion of the medical examination
<ul style="list-style-type: none"> Women were not regularly informed of the progress of the investigation 	<ul style="list-style-type: none"> Police officers are required to maintain consistent and regular contact with women throughout the investigative and legal process
<ul style="list-style-type: none"> Officers in charge did not always attend at the scene of a sexual assault 	<ul style="list-style-type: none"> Supervisory officers are directed to attend at the scene, or document reason for non-attendance
<ul style="list-style-type: none"> Investigations were not always conducted by investigators who had been trained in sexual assault investigations 	<ul style="list-style-type: none"> All sexual assault investigations are required to be conducted by accredited sexual assault investigators
<ul style="list-style-type: none"> First-response officers could determine a sexual assault complaint as “unfounded” 	<ul style="list-style-type: none"> Classifying a complaint as “unfounded” should only be made by a sexual assault investigator

CHANGES TO THE SEX CRIMES UNIT

The Sex Crimes Unit within the Toronto Police Service is a specialized operation dedicated to the investigation of sexual assaults. As a result of our 1999 and 2004 reviews, a number of changes were made to the Unit including an expansion of its mandate, an extension of operating hours, and formalizing the recruitment of officers to the Unit. Table 2 below provides a summary of the changes to the Unit from 1999 to 2009.

Table 2: Summary of changes to the Sex Crimes Unit

1999	2009
<ul style="list-style-type: none"> Mandate of the former Sexual Assault Squad was restricted to sexual assaults where the offender was unknown to the woman and the assault involved penetration 	<ul style="list-style-type: none"> Mandate of the Sex Crimes Unit has been revised to use a risk assessment to determine sexual assaults that should be investigated by the Unit
<ul style="list-style-type: none"> The former Sexual Assault Squad was responsible for investigating about 4 per cent of the reported cases of sexual assault to the Service each year 	<ul style="list-style-type: none"> The revised mandate of the Sex Crimes Unit resulted in increasing its work to investigate about 8 per cent of reported cases of sexual assaults
<ul style="list-style-type: none"> The hours of operation of the former Sexual Assault Squad (8 a.m. to 4 p.m.) did not align with the period of time in which most sexual assaults took place (4 p.m. to 4 a.m.) 	<ul style="list-style-type: none"> The operating hours of the Sex Crimes Unit have been amended to provide full coverage from 7 a.m. to 12 p.m. (midnight)
<ul style="list-style-type: none"> The recruitment of officers to the former Sexual Assault Squad was conducted on an informal basis, primarily using an internal referral process 	<ul style="list-style-type: none"> Recruitment to the Sex Crimes Unit is restricted to officers with investigative experience and training and have demonstrated an aptitude for such work

CHANGES TO THE TRAINING OF SEXUAL ASSAULT INVESTIGATORS, ViCLAS SUBMISSIONS, AND PROVISION OF PUBLIC INFORMATION AND COMMUNITY WARNINGS

In addition to police investigative procedures, a successful sexual assault investigation is a result of many other factors. Our 1999 and 2004 reviews provided a number of recommendations relating to the training of sexual assault investigators, the timely submission of Violent Crime Linkage System (ViCLAS) reports, and provision of public information and community warnings. A large number of these recommendations have been addressed by the Toronto Police Service as of 2009.

Among the various changes, notable improvements have been made in particular to the training of sexual assault investigators. The training has been enhanced from previously a five-day combined course to a ten-day stand alone course. As well the curriculum has been revised to increase its relevance to course attendees. Efforts have also been made to increase the involvement of community organizations in the delivery of the training.

A number of our audit recommendations related to the effective utilization of the ViCLAS. Operated by the RCMP, ViCLAS is a national computer database program designed to facilitate analysis and linkages of violent crimes. There are specific mandated time frames for the submission of ViCLAS reports. Since the release of our 2004 audit recommendations, the Toronto Police Service has improved compliance with ViCLAS submission timeframes and has introduced a monitoring process to ensure timely submission of reports to the Provincial ViCLAS Center for analysis.

In addition, the Toronto Police Service has improved its Web page to include more relevant information for women. The Service has also established procedures to ensure community warnings relating to a sexual assault contain appropriate language and a balanced volume of information. Table 3 provides a summary of the changes discussed above.

Table 3: Summary of changes to the training of sexual assault investigators, ViCLAS submissions, and provision of public information and community warnings

1999	2009
<ul style="list-style-type: none"> The sexual assault training course was structured as a 5-day combined course with the child abuse investigator training 	<ul style="list-style-type: none"> Sexual assault investigator training is a 10-day stand alone course
<ul style="list-style-type: none"> A considerable percentage of sexual assault reports were not submitted to the Provincial ViCLAS Centre within the prescribed time frame 	<ul style="list-style-type: none"> Compliance with ViCLAS reporting has improved substantially to nearly 99% in 2009
<ul style="list-style-type: none"> The Internet Web Page of the former Sexual Assault Squad contained limited information that was relevant to women who had been sexually assaulted 	<ul style="list-style-type: none"> The Internet Web Page of the Sex Crimes Unit has been enhanced to include more information relevant to women about sexual assault
<ul style="list-style-type: none"> No written protocol dictating the circumstances in which police should issue a community warning about a sexual predator 	<ul style="list-style-type: none"> A protocol for notifying the public is outlined in Procedure, Community Safety Notification, and the Public Information Unit coordinates the issuance of warnings to ensure appropriate release of information and language

DID THE AUDIT MAKE A DIFFERENCE?

As indicated in this report, the 1999 audit and the follow-up reviews facilitated changes to:

- Sexual assault investigative procedures
- The Sex Crimes Unit
- The training of sexual assault investigators, ViCLAS submissions, and provision of public information and community warnings

These changes have improved the way the Toronto Police Service investigates sexual assaults. More important is that many of these changes help minimize the investigative impact on women reporting a sexual assault. This is the primary goal of the initial 1999 audit. To this end, in my view, our audit work has helped make a significant difference.

Further, the attention given to sexual assault investigations has not been restricted to the Toronto Police Service. A number of other municipalities in North America have also reviewed the report. Finally, we are not aware of any other Police Service in North America that has devoted such a significant level of resources to the investigation of sexual assaults.

THE 1999 AUDIT AND THE 2004 AND 2010 FOLLOW-UP REVIEWS – OTHER BENEFITS AND IMPACTS

As previously indicated, ongoing concerns with the issue of many reports, requests and research studies particularly those advocating change, relate to the fact that reports generally are left to *“join other reports, decisions and inquest verdicts on the shelves of police bureaucrats and politicians. Where it will collect dust.”*²

This is certainly not the case with the 1999 report because the implementation of the report recommendations was assessed by a structured follow-up process. To date, two follow-up reviews were conducted in 2004 and 2010 respectively.

While one or two of the recommendations contained in the original 1999 report did not receive complete endorsement by certain members of the women’s community, even with the benefit of a decade or so of hindsight, the recommendations continue to be relevant.

In particular, there was a significant level of criticism directed to the 1999 recommendations pertaining to the use of ViCLAS. Such criticism seemed to be leveled at the detailed information required of the ViCLAS reporting process rather than the concept of ViCLAS as an effective investigative tool.

² Doe, 301.

In this context, the recommendations contained in the 1999 report pertaining to ViCLAS are difficult to refute, particularly in light of the comments made by the Honourable Mr. Justice Archie G. Campbell in his report relating to the Paul Bernardo investigation wherein he wrote, *“It is highly likely that Bernardo would have been apprehended much sooner had ViCLAS been in place at the time and fully operational through centrally mandated reporting requirements.”*

Consequently, we continue to hold the view that all recommendations relating to ViCLAS are important.

In this report, we have compared sexual assault investigative practices as they existed in 1999 to practices in 2009. Our analyses identified specific improvements which have occurred over the last decade. This is not to say however, that further improvements are not required. This likely will always be the case.

It is also important to recognize other impacts beyond those specific to the report recommendations which have occurred as a result of the audit. Certain of these may not be initially apparent but they nevertheless are noteworthy and have occurred since the initial 1998 request by City Council.

- The establishment of an audit reference group for the initial 1999 audit was a ground breaking concept which allowed the community to provide input to the process. The reference group consisted of women from agencies and services working with women who have been sexually assaulted as well as women from the Toronto Police Services Board. While the audit was an independent process and the sole responsibility of the Auditor General, suggestions and input from the reference group were considered throughout the process. The input of the community into the audit was somewhat unique and added significant value to the process.
- While there were certain parts of the 1999 report that the audit reference group did not completely support, the overall response to the report was generally favourable. In particular, Jane Doe in her publication The Story of Jane Doe acknowledged that *“the social audit is one of the most important parts of the story and the least told or understood.”*³
- Other police services have benefited from the 1999 audit report. For example, the Royal Canadian Mounted Police (RCMP) recognized the importance of the audit. The RCMP reported that *“I would like to thank you for providing the RCMP with a copy of the report which will serve as a guide for investigations and training.”*
- Many cities in the US have expressed interest in the report and in one case, an audit similar to the one conducted by the Auditor General has been issued. The City of Portland issued a report in 2007 entitled “Sexual Assault Response and Investigation: Portland efforts fall short of a victim-centered approach.” Ongoing dialogue took place between the Auditor General and the City of Portland auditor.

³ Doe, 295.

- The Toronto Police Services Board established a Sexual Assault Audit Steering Committee in February 2005. The purpose of the Committee was to provide expertise to the implementation of the recommendations contained in the 2004 follow-up report. The motion by the Toronto Police Services Board in setting up the Committee required the Board to “*ensure that the Steering Committee also includes at least three senior officers from the Service and an equal number of women from the anti-violence community with knowledge of the audit process.*”

The Committee met until May 2008, at which time the Chair of the Toronto Police Services Board advised the Board that the work of the Committee had concluded. As a result, the Committee was disbanded. However, at the same Board meeting, the women on the Committee representing the anti-violence community disagreed with the views of the Chair and in fact insisted that the work of the Committee had not concluded. Nevertheless, the Board supported the Chair and the work of the Committee was discontinued.

While there are varying views on the effectiveness of the Committee, in my view the work of the Committee was valuable and unquestionably has assisted in improving the way the Police Service investigates sexual assaults. The Committee provided specific suggestions for changes respecting:

- Sexual assault investigator training
 - Warnings or community alerts delivered by the Police Service regarding sexual assaults
 - The use of technology especially the Violent Crimes Lineage Analysis (ViCLAS).
- At the May 2008 Toronto Police Services Board meeting, the Board approved the establishment of a Sexual Assault Advisory Committee. The purpose of the Committee as described in the terms of reference was to:
 - Promote a coordinated, improved and effective response to sexual assault investigations by maintaining linkages between justice partners, health care centres and community service agencies and advocacy groups to create a seamless response system.
 - Provide a forum for information sharing between members of the judicial system, health care centres, community based agencies and service providers with specific emphasis on improving police response to sexual assault investigations and improving the follow-up support for survivors of sexual assault.

The work of this Committee is ongoing.

CONCLUSION

The Jane Doe audit was a milestone in terms of a detailed, independent and critical assessment of the investigation of sexual assaults at the Toronto Police Service. While the assessment resulted in a significant number of recommendations, they are only one step in an ongoing process of continuous improvement.

It is imperative that the Toronto Police Services Board and the Toronto Police Service continue its focus in addressing the way in which the Police Service investigates reports of sexual assault. The ongoing and prior involvement of the community in assisting the Service in implementing audit recommendations should continue. The initial involvement of the community in the audit process itself resulted in a significant and groundbreaking report. Likewise, the ongoing involvement of the community in addressing the recommendations as well as their input in suggesting other improvements will place the Toronto Police Service at the leading edge of sexual assault investigations.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P194. THE AUDITOR GENERAL'S SECOND FOLLOW-UP REVIEW ON THE
POLICE INVESTIGATION OF SEXUAL ASSAULTS**

The Board was in receipt of the following report April 09, 2010 from Jeffrey Griffiths, Auditor General, City of Toronto:

SUMMARY

The purpose of this second follow-up review was to determine the extent to which audit recommendations contained in the 2004 review have been implemented by the Toronto Police Service. The results of the current review are presented in the attached report entitled "The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults".

Overall the Toronto Police Service has made significant strides to address issues raised in our 2004 review. The current review determined that 19 of the 25 recommendations from the 2004 review have been fully addressed and implemented. Work is in progress to address the remaining six recommendations. In addition, the current review provides three new recommendations requiring attention by the Police Service.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Toronto Police Services Board adopt the following recommendations in the attached report entitled "The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults":
 - "1. The Chief of Police ensure the internal monitoring process for sexual assault reports is implemented consistently and effectively. In particular:
 - a. The Service compliance results should be regularly provided to and reviewed by senior officers in charge of Divisional Policing Command, the Sex Crimes Unit, and the Training and Education Unit. Areas showing below expected compliance level should be identified and adequately addressed through measures including training and disciplinary action.
 - b. Divisions should adhere to the internal monitoring requirements, and the case assessment completion rates are monitored and reported to senior officers.
 2. The Chief of Police give consideration to the inclusion of sexual assault reports investigated by the Sex Crimes Unit in the internal monitoring process for sexual assault reports.

3. The Chief of Police ensure that the new information system acquired by the Toronto Police Service to replace the existing information systems is properly designed to accurately and efficiently track records of supervisory review.”
2. The Toronto Police Services Board forward this report to the Audit Committee for information.

Financial Impact

There are no financial implications resulting from the adoption of recommendations contained in this report and attachment.

DECISION HISTORY

Since 1999, the City’s Auditor General has now conducted three independent reviews on the police investigation of sexual assaults.

In 1999, the Auditor General issued a report entitled “Review of the Investigation of Sexual Assaults – Toronto Police Service”. The review was conducted at the request of City Council in response to the successful civil case of Jane Doe versus the Commissioners of Police of the then Municipality of Metropolitan Toronto. The report contained 57 recommendations. The report and its recommendations were adopted by City Council in February 2000, and they are available at: <http://www.toronto.ca/audit/1999/102599.pdf>

One of the 1999 recommendations was that the Auditor General conduct a follow-up audit in regard to the implementation status of the recommendations. Accordingly, the Auditor General conducted a follow-up review in 2004 and provided a total of 25 recommendations, many of which related to similar issues identified in the original 1999 review. The 2004 report and recommendations are available at:
http://www.toronto.ca/audit/reports2004_sub4.htm

In adopting the Auditor General’s 2004 recommendations, the Toronto Police Services Board in February 2005 requested the Auditor General to conduct a further follow-up review within three years. The Auditor General originally scheduled the review in the 2008 Audit Work Plan. However, subsequent to discussions with the Chair of the Board and senior management at the Police Service, the Auditor General determined that it would be more practical to defer the review until late 2009. The Police Services Board was advised of the deferral in writing by the Auditor General in September 2008.

The Auditor General commenced the second follow-up review in late 2009 and completed the work in early 2010. The review results are provided in the attached report.

COMMENTS

The report entitled “The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults” is attached as Appendix 1. The report contains three exhibits as follows:

- Exhibit 1 – A list of the 2004 audit recommendations assessed as fully implemented and a summary of findings in support of the audit assessment.
- Exhibit 2 – A list of the 2004 audit recommendations assessed as partially implemented, a summary of audit findings, and responses from the Chief of Police.
- Exhibit 3 – A summary of 2010 audit findings necessitating additional recommendations, the new recommendations from the current review, and responses from the Chief of Police.

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Mr. Jeffrey Griffiths, Auditor General, and Ms. Jane Ying, Audit Manager, City of Toronto – Auditor General’s Office, were in attendance and delivered a presentation to the Board on the foregoing report and an additional report that was also considered at this meeting containing an overview report on changes to sexual assault investigations entitled “A Decade Later” (Min. No. P193/10 refers). A written copy of the presentation is on file in the Board office.

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

- **Jane Doe**
- **Beverly Bain**

Prior to delivering her deputation, Chair Mukherjee requested that Ms. Doe not be filmed, taped, photographed or identified by name pursuant to court order.

cont...d

The Board approved the following Motions:

- 1. THAT the Board receive the presentation and the depositions ;**
- 2. THAT the Board approve the Auditor General's report and forward a copy to the City of Toronto – Audit Committee for information; and**
- 3. THAT the Board request the Chief of Police to submit a report on how media and public warnings are transmitted to marginalized groups and, in particular, linguistic groups, based on actual recent case studies.**

A copy of the Executive Summary to the Auditor General's Follow-Up Report is appended to this Minute for information. A copy of the complete report is on file in the Board office.

**The Auditor General's Second Follow-up Review
on the Police Investigation of Sexual Assaults**

April 9, 2010



Auditor General's Office

Jeffrey Griffiths, C.A., C.F.E.
Auditor General
City of Toronto

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EXECUTIVE SUMMARY

In 1999, the Auditor General issued 57 recommendations to improve police investigation of sexual assaults

In 1999, the Auditor General issued a report entitled “Review of the Investigation of Sexual Assaults – Toronto Police Service”. The review was conducted at the request of City Council in response to the successful civil case of Jane Doe versus the Commissioners of Police of the then Municipality of Metropolitan Toronto. The report contained 57 recommendations.

In 2004 the Auditor General issued 25 recommendations after assessing the implementation status of the 1999 recommendations

The Auditor General conducted a follow-up review in 2004 to determine whether the 1999 recommendations had been implemented by the Toronto Police Service. The review found that not all of the 57 recommendations had been fully implemented. As a result, the Auditor General provided 25 recommendations in the 2004 follow-up review report, many of which pertained to similar issues identified in the 1999 review.

A further follow-up review was requested by the Toronto Police Services Board in 2005

In adopting the recommendations contained in the Auditor General’s 2004 follow-up report, the Toronto Police Services Board in February 2005 requested the Auditor General to conduct a further follow-up review within three years. The Auditor General originally scheduled the review in the 2008 Audit Work Plan. However, subsequent to discussions with the Chair of the Board and senior management at the Police Service, the Auditor General determined that it would be more practical to defer the review until 2009. The Police Services Board was advised of the deferral of the review in writing by the Auditor General in September 2008.

The Auditor General completed the second follow-up review in early 2010

The Auditor General commenced the follow up review in late 2009 and completed the work in early 2010. The purpose of the review was to determine the extent to which the 2004 recommendations have been implemented by the Toronto Police Service. The results of the 2010 follow-up review are presented in this report.

Overall Assessment

19 of the 25 recommendations from 2004 have been fully implemented

The 2010 review determined that 19 of the 25 recommendations contained in the 2004 report have been fully addressed and implemented. In most cases, work is in progress to address the remaining six recommendations.

Overall, it is very clear that the Toronto Police Service has made significant strides in its implementation of the 2004 recommendations. While the current review identified a few remaining areas of work, the review findings by and large attest to the many improvements to police investigations of sexual assault since the original 1999 audit. These improvements have been significant. To highlight the changes over the past 10 years, a separate report has been prepared entitled “The Review of the Investigation of Sexual Assaults – A Decade Later, Toronto Police Service”. This report has also been submitted to the Toronto Police Services Board.

The current review provides 3 new recommendations

During this review, as is the case with most audits, we identified additional areas requiring attention by the Police Service. In this context, this report contains three new recommendations which were discussed with the Chief of Police. Two of the three recommendations pertain to the existing internal review process for sexual assault occurrence reports and one to the need for adequate tracking of supervisory review records.

Finally, it is important to emphasize that our review represents a “snap shot” of activities at one point in time. Our conclusions are also based on a relatively small sample. Nevertheless, the work we have done is appropriate to support the conclusions in our report. We conducted the current review in accordance with generally accepted auditing standards and the review conclusions are substantiated by sufficient and appropriate evidence.

Comments on the 2004 Recommendations Which We Have Determined to Be Partially Implemented

6 of the 2004 recommendations were assessed as partially implemented

Detailed commentary on the six recommendations assessed as partially implemented is outlined in the body of this report. These recommendations relate to:

- Documentation supporting the supervisory review of sexual assault occurrences is in certain cases missing or inadequate. In other cases, documentation substantiating the Service's unfounded conclusions for a sexual assault report or supervisory approval is missing. Finally, documentation of police officers maintaining ongoing contact with women who have been sexually assaulted requires improvement.

Directives issued by the Chief of Police pertaining to the above are clearly outlined in the Police Service Criminal Investigations Procedure 05-05, Sexual Assault. Consequently, there is a need to ensure that Procedure 05-05 is complied with.

- The costs pertaining to the training of sexual assault investigators are not accounted for separately. Consequently, it is not possible to determine the total costs relating to training of sexual assault investigators. As well, it is not possible to benchmark costs with other police services in order to determine the appropriateness of the amount expended on sexual assault investigative training.
- The electronic transmission of the Violent Crime Linkage Analysis System (ViCLAS) data to the provincial ViCLAS data centre in Orillia continues to be outstanding. This requires the co-operation of the provincial ViCLAS Centre.
- In certain instances, investigators did not attend the Sexual Assault Care Centres where the women underwent the forensic examination. Consequently, it would not be possible for the investigators to ensure the women fully understood the legal implications of signing the consent form to release the forensic evidence to police. The requirement for sexual assault investigators to ensure women fully understand the legal implications of signing the consent form is outlined in Procedure 05-05.

The 2010 Report – Additional Recommendations

The 3 new recommendations relate to the existing internal review process for sexual assault reports and the tracking of supervisory review records

This report contains three new recommendations addressing the following issues:

- While the Service has implemented a divisional internal review process for sexual assault occurrence reports, we could find no evidence that areas showing low compliance levels were regularly reported to and addressed by senior management.
- At the present time, the internal review process does not apply to sexual assault occurrences investigated by the Sex Crimes Unit.
- The existing information system is not adequately designed to accurately and efficiently track records of supervisory review of occurrence reports.

Conclusion

The Toronto Police Service in 1999 and prior was the subject of significant criticism both as a result of the 1999 audit by the Auditor General as well as in the judgement in the Jane Doe legal case by Madame Justice MacFarland. This criticism was well founded particularly when the Auditor General was able to identify and articulate 57 recommendations in the 1999 audit report. Further, Madame Justice MacFarland was especially blunt and direct in her views on how the Police Service treated women who had been sexually assaulted. The one comment that received significant attention was the fact that the Police Service had engaged in “*impression management*”. In view of the fact that the 2004 follow-up report identified issues and recommendations which had not been dealt with, the term “*impression management*” continued to have relevance at that time.

The Toronto Police Service has made significant improvements to the investigation of sexual assaults

Since 2004, for the most part, the major recommendations have been addressed. Work continues on those recommendations which remain outstanding. The Police Service, after a decade of criticism, should be recognized for its work and commitment in the way it has improved the investigation of sexual assaults. It is also important to acknowledge, as far as we know, that no other police service in North America has devoted the extent of resources and attention to sexual assault investigations as the Toronto Police Service.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P195. ANNUAL REPORT: 2009 PROFESSIONAL STANDARDS REPORT

The Board was in receipt of a report dated May 27, 2010 from William Blair, Chief of Police, containing the results of the 2009 Professional Standards Annual Report. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing matter to its August 2010 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P196. SEMI-ANNUAL REPORT: POLICE TOWING CONTRACT:
NOVEMBER 2009 TO MAY 2010**

The Board was in receipt of the following report June 02, 2010 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT – NOVEMBER 2009 TO MAY 2010 - POLICE
TOWING CONTRACT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of November 20, 2008, the Board received a report dated October 23, 2008, from the Chief of Police recommending the Board award the District No. 5 towing and pound services contract to 1505378 Ontario Inc., operating as The Downtown Group Towing and Storage, for the term January 1, 2009 to May 31, 2011 (Min. No. P309/08 refers). As part of its approval of the awarding of the contract, the Board also approved the following Motion:

“THAT the Chief provide semi-annual reports to the Board which summarize adherence to the terms of the contract, including information regarding street tows with police presence on the scene, complaints and compliments.”

In accordance with the direction provided by the Board, the following report is being submitted.

Discussion:

The Toronto Police Service (TPS) requires prompt and efficient towing and pound services on a 24 hour a day, 7 day a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the TPS also has an obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and in adherence to the terms and conditions of the contract between the TPS and the contract towing agencies.

In an effort to ensure compliance, all contract towing service providers are subject to quarterly inspections of a random selection of invoices to ensure conformity with the billing requirements of the contract. Every receipt in this statistically relevant sampling is checked for In/Out time stamps and the accurate calculation of tow fees and storage costs. Any irregularities are noted; the receipts are photocopied and filed with Traffic Services. The management at each contract tow service provider is counselled regarding contract requirements and arrangements are made for customer reimbursement, if applicable.

In addition, during these quarterly inspections all contract towing service providers are subject to inspections of their equipment, licences and pound facilities. Any shortcomings are noted and arrangements are made with management to remedy the situation and comply with the conditions and requirements of the contract.

The inspection period for this report was from November 2009 to May 2010.

District 1

JP Towing Service & Storage Limited

There were two quarterly audits and three inspections conducted on JP Towing, District 1 during the inspection period using receipts from the following dates;

October 19, 2009 to October 25, 2009	
Total number of receipts inspected	185
Number of receipts contract compliant	183
Number of receipts contract overcharged	2

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	148
Number of receipts contract compliant	145
Number of receipts contract overcharged	3

Comments:

- An inspection and audit of the pound facilities was completed on December 9, 2009. All inspected equipment, licences and pound facilities were found to be in compliance. There were two overcharges, refunds were issued.
- A random inspection of the pound facilities was completed on February 2, 2010. A photocopy record of all vehicles registered to the company, valid Workplace Safety Insurance Board (WSIB) certificate, garage licence and vehicle insurance certificate were provided. This information and all other inspected equipment, licences and pound facilities were found to be in compliance.
- A third inspection and audit inspection of the pound facilities was completed on April 1, 2010. All inspected equipment, facilities and licences were found to be in compliance. The three contract overcharge receipts were related to special equipment usage or “medium duty”

tows. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. Refunds were issued.

- There were no letters of complaint or compliment registered during the inspection period.
- There were a total of 4,317 street tows with police presence in District 1 during the inspection period.

District 2

Walsh's Auto Service Limited - o/a Bill & Son Towing

There were two quarterly audits and three inspections conducted on Bill & Son Towing, District 2 during the inspection period using receipts from the following dates;

October 19, 2009 to October 25, 2009	
Total number of receipts inspected	49
Number of receipts contract compliant	48
Number of receipts contract overcharged	1

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	30
Number of receipts contract compliant	30
Number of receipts contract overcharged	0

Comments:

- An inspection and audit of the pound facilities was completed on December 11, 2009. All inspected equipment, licences and pound facilities were found to be in compliance. One receipt was overcharged, a refund was issued.
- A random inspection of the pound facilities was completed on February 3, 2010. A photocopy record of all vehicles registered to the company, valid WSIB certificate, garage licence and vehicle insurance certificate were provided. All inspected equipment, licences and pound facilities were found to be in compliance.
- An inspection and audit of the pound facilities was completed on March 31, 2010. All inspected equipment, licences and pound facilities were found to be in compliance. There were no overcharged receipts identified in this audit.
- There was one letter of complaint registered during the inspection period which dealt with an incident of driver incivility. This matter has been addressed to the satisfaction of the TPS. There were no letters of compliment.
- There were a total of 999 street tows with police presence in District 2 during this inspection period.

District 3

1512081 Ontario Limited - o/a Abrams Towing Service Limited

There were two quarterly audits and three inspections conducted on Abrams Towing Service Ltd, District 3 during the inspection period using receipts from the following dates;

October 19, 2009 to October 25, 2009	
Total number of receipts inspected	53
Number of receipts contract compliant	52
Number of receipts contract overcharged	1

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	28
Number of receipts contract compliant	28
Number of receipts contract overcharged	0

Comments:

- An inspection and audit of the pound facilities was completed on December 11, 2009. All inspected equipment, licences and pound facilities were found to be in compliance. There was an overcharge on one receipt, a refund issued.
- A random inspection of the pound facilities was completed on February 3, 2010. The gate to the property was open upon arrival. Employees were advised to ensure that it remains closed as required. A photocopy record of all vehicles registered to the company, valid WSIB certificate, garage licence and vehicle insurance certificate were provided. All other inspected equipment, licences and pound facilities were found to be in compliance.
- An inspection and audit of the pound facilities was completed on March 31, 2010. The gate to the property was again open upon arrival. On site employees were cautioned that upon the next occurrence, a letter from Toronto Legal would be forthcoming and entered in the file. All other inspected equipment, facilities and licences were found to be in compliance. There were no overcharged receipts identified during this audit.
- The pound offices were broken into on March 25, 2010, and property (laptop) was taken. Members of the TPS attended and took a report e-COPS occurrence 3744042. The TPS was assured that no towing information was on the stolen computer. The computer is not used as part of the operations relating to the impounding of vehicles.
- There was one letter of complaint registered during this inspection period. The matter related to a “medium duty” over charge. A refund was issued. There were no letters of compliment.
- There were a total of 1,354 street tows with police presence in District 3 during the inspection period.

District 4

Williams Towing Service Limited

There were two quarterly audits and three inspections conducted on Williams Towing Service Ltd, District 4 during the inspection period using receipts from the following dates;

October 19, to October 25, 2009	
Total number of receipts inspected	59
Number of receipts contract compliant	59
Number of receipts contract overcharged	0

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	36
Number of receipts contract compliant	33
Number of receipts contract overcharged	3

Comments:

- An inspection and audit of the pound facilities was completed on December 10, 2009. All inspected equipment, licences and pound facilities were found to be in compliance. There were no overcharged receipts identified in this audit.
- A random inspection of the pound facilities was completed on February 4, 2010. The gate to the property was open upon arrival. Employees were advised to ensure that it is closed as required. A photocopy record of all vehicles registered to the company, valid WSIB certificate, garage licence and vehicle insurance certificate were provided. All other inspected equipment, licences and pound facilities were found to be in compliance.
- An inspection and audit of the pound facilities was completed on April 6, 2010. The gate was again open upon arrival. On site employees were cautioned that upon the next occurrence, a letter from Toronto Legal would be forthcoming and entered in the file. All other inspected equipment, facilities and licences were found to be in compliance. Three non-compliant receipts were identified. Two were related to special equipment usage or “medium duty” tows. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. The third had a winch fee deemed not justified. In all cases refunds were issued.
- There was one complaint registered during this inspection period. It dealt with the improper sale of a vehicle which was attributed to a clerical error. The matter was addressed to the satisfaction of all involved. Proper process was reviewed with pound staff to ensure this will not occur in the future.
- There were a total of 1,397 street tows with police presence in District 4 during the inspection period.

District 5

1504378 Ontario Incorporated - o/a The Downtown Group Towing and Storage

There were two quarterly audits and three inspections conducted on the Downtown Towing Group, District 5 during the inspection period using receipts from the following dates;

October 19, 2009 to October 25, 2009	
Total number of receipts inspected	93
Number of receipts contract compliant	92
Number of receipts contract overcharged	1

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	77
Number of receipts contract compliant	75
Number of receipts contract overcharged	2

Comments:

- An inspection and audit of the pound facilities was completed on December 9, 2009. A photocopy record of all vehicles registered to the company, valid WSIB certificate, garage licence and vehicle insurance certificate were provided. Certain documents were retained for investigation. The Ministry of Transportation reviewed and declined to proceed with charges however, proper process was discussed with the owner and staff of Downtown Towing to achieve compliance. All other inspected equipment, licences and pound facilities were found to be in compliance. One receipt was found to be overcharged and a refund was issued.
- A random inspection of the pound facilities was completed on February 2, 2010. All inspected equipment, licences and pound facilities were found to be in compliance.
- A second inspection and audit of the pound facilities was completed on April 1, 2010. All inspected equipment, facilities and licences were found to be in compliance. There were two overcharges. One was a clerical error and the issue was addressed. The second was related to special equipment usage or “medium duty” tows. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. Refunds were issued.
- There were no letters of complaint or compliment registered during the inspection period.
- There were a total of 1,936 street tows with police presence in District 5 during the inspection period.

District 6

“A” Towing Service Limited

There were two quarterly audits and three inspections conducted on A Towing Service Ltd., District 6 during the inspection period using receipts from the following dates;

October 19, 2009 to October 25, 2009	
Total number of receipts inspected	266
Number of receipts contract compliant	264
Number of receipts contract overcharged	2

February 22, 2010 to February 28, 2010	
Total number of receipts inspected	221
Number of receipts contract compliant	216
Number of receipts contract overcharged	5

Comments:

- Operations began at the new District 6 Pound location at 185 Bartley Drive on December 1, 2009. There was no noticeable impact to service as a result of the move.
- An inspection and audit of the pound facilities was completed on December 10, 2009. All inspected equipment, licences and pound facilities were found to be in compliance. There were two overcharges and refunds were issued.
- A random inspection of the pound facilities was completed on February 4, 2010. A photocopy record of all vehicles registered to the company, valid WSIB certificate, garage licence and vehicle insurance certificate were provided. This information and all other inspected equipment, licences and pound facilities were found to be in compliance.
- An inspection and audit of the pound facilities was completed on April 6, 2010. All inspected equipment, licences and pound facilities were found to be in compliance. Five overcharges related to special equipment usage or “medium duty” tows were identified. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. In all cases refunds were issued.
- There were three complaints during the inspection period. Two were related to driver incivility and one was an overcharge. All matters were dealt with satisfactorily and in the case of the overcharge a refund was issued.
- There were a total of 7,989 street tows with police presence in District 6 during the inspection period.

Conclusion:

The pound audit process revealed a continuing compliance rate in excess of 99% based on the samples examined. There were six letters of complaint from all sources, an increase of one from the five recorded in the previous period. All were resolved to the satisfaction of the TPS and the parties involved. The ongoing efforts of the contract tow service providers continue to improve their operations and provide consistent quality towing services to the TPS and the public.

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.

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 JULY 22, 2010**

**#P197. ANNUAL REPORT: 2009 SERVICE PERFORMANCE YEAR-END
REPORT**

The Board was in receipt of a report dated May 12, 2010 from William Blair, Chief of Police, regarding the 2009 Service Year-End Performance Report. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing matter to its August 2010 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P198. ANNUAL REPORT: IMPLEMENTATION OF INTERNAL AND
EXTERNAL RECOMMENDATIONS: JUNE 2009 TO MAY 2010**

The Board was in receipt of the following report June 11, 2010 from William Blair, Chief of Police:

Subject: ANNUAL REPORT ON THE IMPLEMENTATION OF INTERNAL AND
EXTERNAL RECOMMENDATIONS FOR THE PERIOD JUNE 1, 2009 TO
MAY 31, 2010

Recommendation:

It is recommended that:

- 1) THAT the Board receive this report; and
- 2) THAT the Board amend the yearly reporting requirements to include only the recommendations emanating from the Ministry of Community Safety and Correctional Services' Inspection Reports.

Financial Implications:

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

Background/Purpose:

At the Board meeting on May 24, 2001, the Board passed a motion requiring the Chief of Police to provide the Board with an annual report that tracks the implementation status of internal and external audit recommendations emanating from specific sources (Min. No. P139/01 refers). Audit & Quality Assurance is responsible for preparing this annual report outlining all ongoing recommendations from the Ontario Civilian Commission on Police Services (OCCPS), Chief's Administrative Reviews, Coroner's Jury Inquests, the City of Toronto Auditor General's Office and the Ministry of Community Safety and Correctional Services.

Over the course of several years, most of the above named recommendations are now being reported to the Board through separate Board Reports. The City of Toronto Auditor General's Office has instituted a process whereby all recommendations are updated and presented to the Board on a yearly basis. Chief's Administrative Reviews are brought to the Board's attention at the confidential portion of the monthly Board meeting. Coroner's Jury inquests are also presented to the Board through separate Board reports. In addition, the recommendations emanating from the Ontario Civilian Commission of Police Services have now been completely dealt with and there are no outstanding recommendations. It is therefore recommended that this yearly Board Report be amended to deal only with any outstanding and/or new recommendations that arise from the Ministry of Community Safety and Correctional Services' Inspection Reports.

Discussion:

Part I: Chief's Administrative Reviews

There are no ongoing Chief's Administrative Review recommendations to report on this period.

Part II: Coroner's Jury Inquests

There are no ongoing Coroner's Jury Inquests recommendations to report on this period.

Part III: Auditor General's Recommendations

The Review of the Investigation of Sexual Assaults - Toronto Police Service recommendations were last presented to the Board in a report dated April 22, 2010 (Min. No. P103/10 refers). The Auditor General has since conducted a follow up review and his findings will be presented to the Toronto Police Services Board under separate cover at the June 2010 meeting.

The Review of Police Training, Opportunities for Improvement Service recommendations were last presented to the Board in a report dated October 20, 2009 (Min. No. P308/09 refers). The Auditor General has since conducted a follow up review and his findings will be presented to the Toronto Police Services Board under separate cover at the June 2010 meeting.

The Review of Court and Fleet Services recommendations were last presented to the Board in a report dated May 20, 2010 (Min. No. P137/10 refers). This report presented the Auditor General findings of his last follow up review.

Part IV: Ontario Civilian Commission on Police Services (OCCPS)

There are no ongoing OCCPS recommendations to report on during this reporting period.

Part V: Ministry of Community Safety and Correctional Services

The Ministry of Community Safety and Correctional Services' Report on the 2005 Inspection of the Toronto Police Service was tabled at the February 2006 Board meeting and included responses to the recommendations directed to the Service (Min. No. P35/06 refers). The updates for the ongoing recommendation is contained below.

Recommendation #16

The Chief of Police review the efficacy of the several independent registers currently in use and consider the benefits of a consolidated evidence and property register that is compatible with the occurrence reporting system.

Status: Ongoing

The implementation of this recommendation was divided into four phases. Phase 1 involved the elimination of a stand-alone program which occurred on May 1, 2006. Phase 2 involved conversion of the Automated Control of Evidence system to the Property and Evidence Management System (PEMS) which was implemented in May 2007. Phase 3 required the implementation of PEMS at the Gun and Gang Task Force and Forensic Identification Services. PEMS has been implemented at the Gun and Gang Task Force, but implementation at Forensic Identification Services has been deferred pending the Service-wide rollout of the Property Disposition Inquiry Tool which should occur in the fourth quarter of 2010. Phase 4, involving the development of the Service's new Records Management System was last presented to the Board in a report dated May 20, 2010 (Min. No. P145/10 refers).

Conclusion:

In summary, this report is meant to provide the Board with an overview of the ongoing internal and external recommendations for the period between June 1, 2009 and May 31, 2010. Most of the recommendations have already been previously reported to the Board through separate Board Reports. It is therefore recommended that in the future, this report deal only with any outstanding and/or new recommendations that arise from the Ministry of Community Safety and Correctional Services' Inspection Reports.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P199. ANNUAL REPORT: 2009 TRAINING PROGRAMS

The Board was in receipt of the following report July 08, 2010 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2009 TRAINING PROGRAMS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police Service, Toronto Police College during the year 2009 (Min. Nos. P333/95 and P66/99 refer).

Discussion:

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

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

- Crisis Resolution and Officer Safety (CROS) Training,
- Motorcycle Operations,
- Booking Hall Officer Safety, and
- Operation Pipeline / Convoy.

In addition, the report highlights changes made to the Unit's structure. The report's Executive Summary is appended as Appendix A.

Conclusion:

This report will provide the Board with an overview of the training provided by TPC during 2009.

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

The Board received the foregoing report.

Appendix A

EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC) and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, members at Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes:

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

Every course has a specific evaluation strategy. All courses are evaluated on reaction and learning. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis, which is conducted on selected programs. During 2009, four training courses / programs were reviewed based on several considerations. These courses were:

- (1) Crisis Resolution and Officer Safety (CROS) Training,
- (2) Motorcycle Operations,
- (3) Booking Hall Officer Safety, and
- (4) Operation Pipeline / Convoy.

The 2009 evaluation of transfer and impact is evidence that learning strategies employed by TPC are successful; members used the knowledge they gained in these courses in their duties and it made a difference. Survey respondents reported a transfer of learning ranging from 85% to 100%

Positive impacts were also reported. CROS training, for example, addresses an officer's ability to stay safe, which results in fewer officer injuries. Further, the Toronto Police College was able to successfully meet its mandated objective of ensuring all officers are re-qualified on their use of force options. Operation Pipe Line training increased officer confidence and led to arrests for firearms, drugs and other offences.

The TPC is continuing its effort to meet and exceed recommendations contained in the 2006 Auditor General's report titled, "Review of Police Training, Opportunities for Improvement". The TPC experienced a major restructure in 2008 and relocated 2009. Course delivery strategies continue to expand and liaisons with both Federal and Provincial partners continue to grow.

The 2009 evaluation of transfer and impact of learning is evidence that learning strategies employed by the TPC have a positive impact on learners. It is recognized, however, that courses will evolve and change to address Service and community needs; training in the Service is an operational activity that supports identified needs, policies and statutes.



Toronto Police Service
Toronto Police College

THE EFFECTIVENESS OF POLICE TRAINING

May 2010

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EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC) and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, members at Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes:

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

Every course has a specific evaluation strategy. All courses are evaluated on reaction and learning. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis, which is conducted on selected programs. During 2009, four training courses / programs were reviewed based on several considerations. These courses were:

- (1) Crisis Resolution and Officer Safety (CROS) Training,
- (2) Motorcycle Operations,
- (3) Booking Hall Officer Safety, and
- (4) Operation Pipeline / Convoy.

The 2009 evaluation of transfer and impact is evidence that learning strategies employed by TPC are successful; members used the knowledge they gained in these courses in their duties and it made a difference. Survey respondents reported a transfer of learning ranging from 85% to 100%

Positive impacts were also reported. CROS training, for example, addresses an officer's ability to stay safe, which results in fewer officer injuries. Further, the Toronto Police College was able to successfully meet its mandated objective of ensuring all officers are re-qualified on their use of force options. Operation Pipe Line training increased officer confidence and led to arrests for firearms, drugs and other offences.

The TPC is continuing its effort to meet and exceed recommendations contained in the 2006 Auditor General's report titled, "Review of Police Training, Opportunities for Improvement". The TPC experienced a major restructure in 2008 and relocated 2009. Course delivery strategies continue to expand and liaisons with both Federal and Provincial partners continue to grow.

The 2009 evaluation of transfer and impact of learning is evidence that learning strategies employed by the TPC have a positive impact on learners. It is recognized, however, that courses will evolve and change to address Service and community needs; training in the Service is an operational activity that supports identified needs, policies and statutes.

INTRODUCTION

The Service continues to meet the training needs of its members by providing quality learning opportunities from within, through partner organizations such as the OPC and through outreach initiatives. Members of the Service receive training through a number of different means: training offered by TPC through traditional in-class instruction, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, outreach training offered by TPC through a network of field training supervisors, and course tuition reimbursement for training offered through external learning institutions. A summary of the courses offered/completed is attached (see Appendices A and B).

EFFECTIVENESS STUDY

Measuring the effectiveness of training is a complex and challenging process. Many variables, both external and internal, affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. In order to effectively address this issue, however, TPC applies the four-level Kirkpatrick Hierarchy of Evaluation, which includes:

- **Reaction:** Did participants find the program positive and worthwhile? This question has many sub-parts relating to course content including: format, the approach taken by the facilitator, physical facilities and audio-visual aids.
- **Learning:** Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude on entry and again on exit in order to determine changes.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the workplace? This question asks if learners have been able to transfer their new skills back to the workplace or community. Often it is in this area that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables. Methods used to measure transfer may include: participant course surveys at the six-month mark; interviews with training co-ordinators; and supervisors; and in-field training session observance of students by co-ordinators.
- **Impact of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, “Was the problem solved?”

The four categories of evaluation are carried out at different times during and after the program:

- (1) Reaction: occurs during and after the program.
- (2) Learning: occurs prior to, during, and at the end of a training program.

- (3) Transfer: occurs back in the work environment after at least six weeks.
- (4) Impact: cannot be measured for at least six months and may not occur for a considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard; all are evaluated on the reaction and learning categories. Transfer and impact evaluations are much more labour intensive. They are part of long-term in-depth analysis conducted on selected programs.

Scope of 2009 Transfer and Impact Study

During 2009, four Service training courses / programs were selected for review based on a number of considerations, which included the number of members mandated to take the training, their criticality and regulatory requirements. The courses were:

- (1) Crisis Resolution and Officer Safety (CROS) Training,
- (2) Motorcycle Operations,
- (3) Booking Hall Officer Safety, and
- (4) Operation Pipeline / Convoy.

Methodology

In order to address the transfer of knowledge, anonymous surveys were used to collect data on whether learning translated into changed behaviours in the workplace. Paper surveys were created using Class Climate software. These surveys were completed by members, most of who were randomly selected, and they were then returned anonymously to the TPC where aggregate data was analyzed. Surveys were read by a Scantron scanner, which populated the Class Climate database for analysis. Due to smaller and more manageable enrolment numbers, all members who were in Motorcycle Operations, Booking Hall Officer Safety and Operation Pipeline were surveyed. A larger enrolment base in the Crisis Resolution and Officer Safety course demanded that members be sampled randomly; again allowing for an anonymous return.

Impact of the CROS and Pipeline/Convoy courses were assessed, using survey data, member comments and a review of management information systems. As was the case with the transfer study, contributions were anonymous. Where paper surveys were used, they were returned anonymously to Toronto Police College where aggregate data was analyzed. Surveys and management information systems provided insight into quantitative data.

Findings by Course
Crisis Resolution and Officer Safety

In order to comply with Regulation 926 of the Police Services Act, Ministry of Community Safety and Correctional Services, Policing Adequacy Standards, and Service Procedures, CROS training is mandatory for all front-line officers and identified high-risk plainclothes units. The CROS course provides officers with the tools needed to de-escalate aggressive behaviour and to use sound judgment in selecting the most appropriate force option when confronted with violent behaviours. Training is provided in skills such as investigative detention, active attacker, high-risk vehicle stops, dynamic simulation, defensive tactics, firearms, and health and wellness. The emphasis of this program is to ensure that officers respond professionally, ethically and legally in all conflict resolution situations.

Transfer

In order to assess transfer of learning for the 2009 CROS course members attending the 2010 CROS course at TPC between February and April of 2010 were canvassed. In total, 609 responses were recorded.

Respondents clearly indicated that they applied the knowledge gained in their training and listed how they used it; there was transfer of learning. In the CROS survey, 90% of respondents answered that they applied their knowledge in areas that included vehicle stops, investigative detention, passenger side approaches, and fatigue management.

Following is a detailed breakdown of the responses to the Crisis Resolution and Officer Safety transfer survey:

Have you applied any of the knowledge you gained in taking this course to your daily duties as a police officer?

Yes	90%
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Which of the topics on your course were you able to apply the knowledge from? Check all that apply.

Investigative Detention	48%
Vehicle Stops	51%
Passenger Side Vehicle Approaches	45%
Threats to School Safety	22%
Wellness – Fatigue Management	37%
Baton	17%
Handcuffing	26%
O.C. Spray	14%
Firearms	33%
Dynamic Simulation Training – Crisis Resolution	30%
C.E.W. (TASER) – For members authorized to carry	6%

In what way did you apply your knowledge? Check all that apply

Assisted me in the control of a resistive subject	29%
As a result of this training I believe that I am more competent in my defensive tactics skills	35%
Assisted me in making healthier life style choices	43%
As a result of this training I am more confident in my ability to make appropriate judgement decisions regarding situations where use of force is required	39%
As a result of gaining this knowledge I approached a call for service / problem in a different manner	26%
As a result of this training I am able to utilize an alternative method for conducting vehicle approaches when appropriate	42%
Assisted me in understanding my authority in regards to investigative detention	40%
As a result of this training I am better able to distinguish between the three levels of school lockdown	25%

Impact

The objective of this course is to update police officers on current issues in policing and re-qualify them in their use of force options as indicated by Ministry standards. CROS training is meeting its objective and impacts on the service TPS provides.

In keeping with the Provincial requirement of Ontario Regulation 926, members must recertify on their firearms and their less lethal use of force options at least once every twelve months. Attendance and completion of CROS training fulfils the Ministry requirement.

In early 2009, Unit Commanders reported the impact of CROS training on Units is an increase in officer safety; this is due to an enhancement of the officers' skill set and self-confidence. The Unit Commanders further commented that the impact to the Service of this training includes more professional and consistent officer conduct that is resulting in improved relationships with the communities we serve and increased public confidence.

CROS training is having a positive impact on the Service and it further ensures the Service is in compliance with Ministry Use of Force training requirements.

Motor Cycle Operations Course

Transfer

In order to assess transfer of learning for the 2009 Motorcycle Operations course, all members who received the training were sent a Scantron survey. In total, 10 responses were recorded.

Respondents clearly indicated that they applied the knowledge gained in their training and listed how they used it; there was transfer of learning. In the Motorcycle Operations survey, 100% of respondents answered that they applied their knowledge in areas that included slow speed skills, braking, street riding strategies and officer safety.

Following is a detailed breakdown of the responses to the 2009 Motorcycle Operations transfer survey:

Have you applied any of the knowledge you gained in taking this course to your daily duties as a police officer?

Yes	100%
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Which of the topics on your course were you able to apply the knowledge from? Check all that apply.

Slow Speed Skills	40%
Braking and Motorcycle Dynamics	40%
Street Riding Strategies	40%
Officer Safety	40%

In what way did you apply your knowledge? Check all that apply.

Assisted me in understanding the importance of proper maintenance ...	40%
Assisted me in understanding the importance of good posture while riding ...	40%
I am more confident in my ability to utilize the front and rear brakes in combination	40%
I am now more cognizant of the importance of eye lead and planning ahead ...	40%
I am now more confident in my ability to regain control of the motorcycle ...	40%
Assisted me in the slow speed manoeuvrability of the motorcycle ...	40%
I now routinely utilize SIPDE (Scan, Identify, Predict, Decide, Execute)	40%
I am more confident in my ability to operate the motorcycle on a highway / expressway	40%
Assisted me with formation riding	40%
Assisted me with proper use of motorcycle emergency equipment	40%
Assisted me with merging back into live traffic	40%

Booking Hall Officer Safety Course

Transfer

In order to assess transfer of learning for the 2009 Booking Hall Officer Safety course, all members who received the training were sent a Scantron survey form. In total, 60 responses were recorded.

Respondents indicated that they applied the knowledge gained in their training and listed how they used it; there was transfer of learning. In the Booking Hall Officer Safety course, 85% of respondents answered that they applied their knowledge in areas that included booking hall safety, viewing persons in custody, crisis and de-escalation, and legal issues.

Following is a detailed breakdown of the responses to the Crisis Resolution and Officer Safety transfer survey:

Have you applied any of the knowledge you gained in taking this course to your daily duties as a police officer?

Yes	85%
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Which of the topics on your course were you able to apply the knowledge from? Check all that apply.

Booking Hall Safety	52%
Viewing Persons in Custody	45%
Relevant TPS Procedures	37%
Practical Scenarios	27%
In-Custody Legal Issues	32%
In-Custody Suicide	18%
Investigating In-Custody Deaths	17%
Crisis and De-escalation Management	30%

In what way did you apply your knowledge? Check all that apply

Assisted me in practicing active listening techniques	27%
Assisted me in prisoner control and the reading of attack cues	32%
As a result of this training I am more confident in my ability to book / manage a prisoner	33%
Assisted me in the evaluation of risks pertaining to persons with mental illness and / or medial conditions	38%
I am now more cognizant of the various TPS procedures relating to booking hall procedures and apply them in my duties	38%
As a result of this training I have increased the amount of video monitoring and in-person checks of prisoners under my charge	35%
As a result of this training I am more confident in my ability to identify	33%

possible suicidal prisoners	
Assisted me in understanding the risks of excited delirium and positional asphyxia	25%
Assisted me in understanding the authority and jurisdiction of both the Coroner and SIU	27%

Operation Pipeline / Convoy

Delivery of the National Criminal Interdiction Program (Pipeline, Convoy Program) was undertaken by members of the TPC in 2009. This program can be described as a common sense approach to detect travelling criminals. It is a Canadian law enforcement initiative aimed at increasing police capacity to detect and intercept travelling criminals transporting contraband, and to disrupt their activities. The program was initially introduced to Traffic Services personnel but was expanded to include divisional staff.

In the recent Road Ahead Traffic review, it was recommended that pipeline training be made available to all front-line officers. In 2009, the Training and Education Unit relocated to a new facility, which allowed for substantially larger class sizes. As a result, 300 officers received pipeline training in 2009. Looking ahead to 2010, the TPC anticipates an additional 600 officers to be Pipeline trained.

Transfer

The evaluation of the Operation Pipe Line course is comprised of both quantitative and qualitative methodologies. A transfer level questionnaire was made available to all 300 members that participated in the course, of which 60 responded. This analysis does not allow for non-reactive research, only the data provided by respondents.

Respondents indicated that they applied the knowledge gained in their training and listed how they used it; there was transfer of learning. In the Operation Pipeline / Convoy course, 89% of respondents answered that they applied their knowledge in areas that included search authorities, officer safety issues, interviewing techniques, and investigative detention.

The highest level of transfer occurred within the functions of Primary, Community, and Traffic response. Officers reported utilizing information on evidence, investigative note taking, detecting physical evidence, investigative detention, search authorities, arrest and release, officer safety and public safety. Officers are well informed of both their search authority and the rights of motorists and are made aware of the potential consequences if those rights are violated.

The following is a detailed breakdown of the responses to the Operation Pipe Line course, as reported by the students.

Which areas have you worked in over the past year?

Primary Response	61%
Investigative Response	12%
Community Response	31%
Traffic Response	27%

Have you applied any of the knowledge you gained in taking this course to your daily duties as a police officer?

Yes	89%
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From which of the topics were you able to apply knowledge? Check all that apply.

Interviewing techniques	53%
Search authorities	69%
Investigative detention	51%
Understanding of Charter requirements	33%
Officer safety issues	54%
Public safety issues	27%
Articulating what transpired during the situation	35%
Gained intelligence information regarding transport of contraband	39%

These results indicate that those officers who worked in the Primary Response, Community Response and Traffic Response Units improved their knowledge of search authorities, interview techniques, investigative detention, and intelligence on how contraband is moved. Officers had gained an increase in knowledge and ergo an increased level of confidence.

In what way did you apply your knowledge? Check all that apply

Assisted me in preparing for court	24%
Assisted me with interviewing drivers	66%
Assisted me in detecting deceptive behaviour	51%
Assisted me in locating concealment locations	47%
Assisted me in identifying anomalies with trucks	33%
Assisted me in writing proper memo book notes	36%
Assisted me in formulating my grounds for arrest	32%
Assisted me in interacting with members of the public	26%
Assisted me in identifying visual and auditory clues	52%
Assisted me in formulating my grounds for investigative detention	41%
I feel more comfortable stopping trucks as a result of the course	51%
Assisted me in articulating what transpired during the occurrence	28%
Assisted me in developing relationships / partnerships with government / public agencies	8%
Assisted me in identifying indicators from the drivers and the trucks in order to identify i.e. contraband, drugs, guns / weapons	31%

As a result of gaining this knowledge I approached vehicle / truck stops in a different manner with more emphasis on officer safety	39%
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The above responses indicate that most officers applied the knowledge they gained in a myriad of ways. The course assisted them in interviewing drivers, detecting deceptive behaviour, and locating concealment locations; it also assisted officers in formulating their grounds for investigative detention. The results showed that front-line officers had an increased level of confidence in stopping larger commercial motor vehicles.

As a result of Pipeline training I have made seizures of the following. Check all that apply

Drugs	41%
Firearms	5%
Tobacco	2%
Other	7%

As a result of Pipeline training I have made arrests regarding the following. Check all that apply

Criminal offences	52%
Immigration	9%
Impaired	13%
Warrants	12%
Other	4%

Impact

The Operation Pipe Line Course is beneficial for front-line officers. Knowledge acquired in the course has provided officers with the fundamentals required for criminal interdiction; however practical experience is still an essential aspect of developing both competence and confidence.

The majority of their seizures were drugs, followed by other offences, firearms and tobacco. Most charges were for criminal offences including impaired driving, but individuals were also arrested for outstanding warrants, which included immigration warrants.

The results of the study indicate that it would be beneficial to maintain this type of training for front-line officers. More importantly officer and public safety are enhanced with the removal of weapons and drugs from our streets and impaired drivers from our roads.

Increasing officer knowledge and skill ultimately increases both officer and public safety. Officers are able to directly apply their training in conducting vehicle stops on a daily basis, and are involved in investigations which led to the removal of both guns and drugs from our communities.

The following situations are provided as examples of successful criminal interdiction stops. Details of accused persons and arrests are suppressed as these matters are currently before the courts.

- 1) On July 7, 2009, officers from 23 Division conducted a vehicle stop regarding a shooting which had just occurred. During this stop officers executed the skills they acquired after taking the Pipe Line course. As a result they were able to pick up on the indicators and as a result a 38 calibre revolver was seized and the driver was arrested.
- 2) On July 28, 2009, an officer from 54 Division made a traffic stop regarding a seat belt infraction involving an infant. During the vehicle stop the driver was unable to surrender his drivers licence. The officer picked up on indicators of deception and continued to investigate the driver and passenger. The officer conducted a consent search and seized a GLOCK pistol with a loaded magazine.
- 3) On August 19, 2009, a vehicle was stopped in 31 Division. The registered owner of the vehicle was a prohibited driver. Once the vehicle was stopped officers took note that the passenger was moving around and appeared to be placing something under the seat. After speaking with both occupants the officers detected that their stories did not corroborate one another. The involved officer conducted a consent search of the vehicle and in doing so located a loaded .357 Taurus revolver with six rounds of ammunition in the cylinder and a replica hand gun.
- 4) On October 6, 2009, officers from 11 Division conducted a vehicle stop regarding a minor traffic violation. As a result of several indicators which were emphasized on the Pipeline course the driver was arrested and large quantities of drugs were seized, including marijuana, hashish, cocaine and ecstasy.
- 5) On December 15, 2009 a 54 Division officer observed a vehicle driving eastbound on Grenoble Drive. The officer initiated a vehicle stop regarding a loud muffler and a validation sticker. Through further investigation the driver was arrested for possession of Marijuana.

SECTION HIGHLIGHTS

Investigative Section

The '24-7' Lecture, is a training format developed by the Investigative Training Section with the purpose of providing updates to TPS members from all areas of the Service. This format includes a variety of speakers, internal and external to the Service, each delivering a brief talk about current issues related to their area of expertise. Topics are typically identified through issues arising from frequency or potential gravity of an event(s), public complaints or civil suits, legislative and/or procedural updates. In 2009, the theme of the '24-7' Lecture was Emergency Preparedness, and some of the topics included H1N1 Pandemic, Major Events and Protests including upcoming G8 and G20 conferences, terrorism, Incident Management System and Level 3 Missing Persons. Approximately 120 members were in attendance.

Members of the Investigative Section have continued to involve themselves on various committees for the Service including the Sexual Assault Advisory Committee, Domestic Violence Advisory Committee, Road Ahead-Urban Traffic Policing in Toronto; 2008 and Beyond - working and implementation group, Traffic Training Advisory Committee, and the OACP Traffic Sub-committee. Members have also been involved in several working groups such as Focusing on Violence against Women 2009-20011 Priority Working Group, as well as the Development of Service policy concerning use of social media working group.

As an outcome of the consultative process undertaken by the sub-committee members of the Steering Committee on Sexual Assault Investigations, appropriate revisions to the Sexual Assault Investigators course were developed by course coordinators and have been fully implemented into a newly developed two week Sexual Assault Investigators Course (SAIC). There were a total of five (5) courses delivered in 2009 and 131 officers trained. Also, in response to a Service and Policy complaint regarding Post Traumatic Stress Disorder and historical sexual assaults, members of this section participated in a working group along with members of the Sex Crimes Unit, Corporate Planning and Corporate Psychologists. This process created the opportunity for the complainant to provide important information by sharing her perspective, as well as existing documents, which have been incorporated into the SAIC and Service Procedures.

As in previous years, members of the Investigative Section deliver lectures on a variety of courses, which include the Supervisor course, Coach Officer course, Recruit Training course, and courses specific to Parking Enforcement, as well training developed for specialized functions such as background investigators from Employment. Some of the topics covered are Domestic Violence, Sexual Assault Investigations, Investigative Detention, Impaired Driving, and various Provincial Offences Acts. Mock traffic trails were also run by the Investigative Section (Traffic) for recruit classes. In 2009, the Investigative Section also developed a module on Investigative Detention for the CROS program.

The Investigative Section continues to maintain and develop partnerships with various external agencies. These partnerships include, The Ministry of Transportation, the AGCO, the Ministry of Housing, Childrens Aid (Toronto, Catholic, Jewish and Native), CISO, Border Enforcement Security Task Force (BEST) Humber College, Sexual Assault Care Centres, Centre of Forensic Sciences, Multilingual Community Interpreter Services (MCIS), BOOST, Evergreen Centre for Street Youth and both public and separate school boards of Toronto. Also, The Child Abuse course continues to be delivered in partnership with the Children's Aid Society, where the students consist of both TPS members and social workers from the agency.

The Investigative Section (Traffic) has also taken on the delivery of the National Criminal Interdiction Program, known as 'Pipeline, Convoy Program'. The movement of contraband through our transportation systems profits organized crime and jeopardizes public safety. This program can be described as a common sense policing approach to detect travelling criminals. It is a Canadian law enforcement initiative aimed at increasing our capacity to detect and intercept travelling criminals transporting contraband, and to disrupt their activities. This program was initially introduced to the Service through Traffic Services. The training has now extended to divisional personnel, and accordingly falls under the responsibility of TPC. In 2009 the TPC trained approximately 300 officers in this program. With the move to the new facility, the

capacity to deliver this training doubles. It is anticipated that 600 officers will receive this training in 2010.

Finally, members of the Investigative Section had the opportunity to attend the National Criminal Law Program (which is a week long training program organized by The Honourable Madam Justice Michelle Fuest- National Co-Chair and The Honourable Mr. Justice Davit Watt, - Honourary Chair). This training program is sponsored by the Federation of Law Societies of Canada and serves as a regular part of continuing legal education for practitioners and judges involved in criminal law. This Program offers a comprehensive coverage of current legal issues – both in presentations and in the printed materials written by faculty members specifically for this Program. Faculty members are chosen from the legal profession across the country to provide up-to-date information and a cross-section of points of view from the Crown, defence and the judiciary (including the appellant courts). The Service is one of the few police agencies across Canada that is invited to attend this training conference on an annual basis.

Community Policing Section

The Community Policing Section (CCP) of the TPC is responsible for the delivery of training to all Service recruits as well as training for Service members in the areas of Ethics, Professionalism, Customer Service, Diversity, Coach Officer, Lateral Entry Officers and Auxiliary Police Recruit Training.

In 2009, there were three (3) large recruit classes. Each class consisted of approximately 144 recruits for a total of 420 recruits that were successful in the Ontario Police College (OPC) Basic Constable Training Program and the Pre and Post Aylmer Programs at the TPC. At the conclusion of their training these 420 recruits were sworn as Toronto Police Service police constables and deployed to various divisions within the City of Toronto.

The Service is committed to the concept of diversity awareness and appreciation within the community and workplace. The CPS delivers training in the form of sensitivity, awareness and education in such areas as human rights, religious awareness, aboriginal awareness, lesbian and gay issues, elder issues, disabilities, and demographics.

The CPS offers training in Community Mobilization which introduces the officer to the philosophy and principles of Community Mobilization as well as Crime Prevention. The goal is to increase community safety and security by enforcing laws, as well as encouraging and supporting citizens to take a more involved approach to become an independent and self sustaining community.

The CPS provides training to front-line response officers on innovative crime prevention and reduction that will enhance their knowledge and skills to more effectively promote crime prevention within the community, including Crime Prevention through Environmental Design (CPTED).

The CPS, at the end of 2009, became responsible for the delivery of Wellness programs to all Service members. The CPS (Wellness) is responsible for providing programs and training to support the Global Wellness initiatives which include: organizational health, fitness, nutrition, fatigue management and work-life balance.

Community Policing Section Training Statistics

Course	Training sessions	Students trained
Basic Constable (recruit)	3	420
Coach officer	7	199
CPTED	2	25
Community Mobilization	3	41
Civilian Diversity	4	117
Crime Prevention	2	31
Ethics & Professionalism	5	91
Lateral Officer Entry	1	4
Auxiliary Police Recruit Training	2	84

In-Service Training Section

In October 2009 the TPC restructured the sections responsible for delivering all of the training relating to officer safety. The Uniform Operations section and the Specialized Support section became the In-Service Training Section, Team 1 and Team 2. During this process a number of personnel and responsibilities were reassigned.

Training Constables from the Armament section were reassigned to In-Service Training Section Teams and, conversely, the sub-section's Use of Force Analysis and Police Vehicle Operations were reassigned to the Armament Section.

The newly formed In-Service Training teams, work overlapping shifts and provide seven (7) day a week training support to Service members. Each team was structured with a Staff Sergeant In-Charge, three (3) Sergeants, 19 Training Constables, and two (2) Training Court Officers (through an on-going partnership with Court Services). Working in concert and sharing duties, these two (2) teams assumed responsibility for the delivery of almost all officer safety training courses (CEW instructor courses and MP5/C8 specialized weapons training remain with the Armament section).

These courses included the Crisis Resolution Officer Safety (CROS) course, Use-of-Force Recertification course, Post-Aylmer Recruit Officer Safety course, Plainclothes Tactical Officer course, Booking Hall Officer Safety course, and any and all officer safety training provided to Court officers, Auxiliary officers, and Parking Enforcement officers.

The In-Service Training Section also assumed all of the overarching goals and objectives that existed with the discontinued Uniform Operations and Specialised Support sections. Using the same highly trained instructors, this section recommitted itself to the delivery of quality training that provides officers with the tools to de-escalate aggressive behaviour and to use sound judgment, skill and integrity in all of their interactions with the public.

In-Service: Crisis Resolution Officer Safety & On-Line Training

In keeping with the provincial requirement of Ontario Regulation 926, members must recertify on their firearms and their less lethal use of force options at least once every twelve months. Members were required to attend recertification training before the expiry of the date of certification of the previous year.

The CROS program is mandatory training for all front-line officers and all officers in identified high risk plainclothes units. In 2009, there were 3,737 officers trained through the CROS program.

The 2009 CROS program was designed as a blended program containing two (2) days of training at Charles O. Bick College (and later at the TPC) and an E-Learning component that was required to be completed on line. The CROS training program enables officers to comply with the mandatory Provincial Use of Force re-qualification and provides officers with the tools needed to effectively and efficiently deliver good customer service, while constantly maintaining the highest degree of officer and public safety. This training ensures that legal requirements are fulfilled, policies and procedures are reinforced, and operational needs are addressed. CROS training continues to build upon the foundations that were established in earlier years in the Advanced Patrol Training program, which began in 2001. Over the years, training topics have been identified through research into current policing issues, a review of the Service's Use of Force statistics, and student feedback. The components that were delivered are listed in the table below (Table #1). This training makes a significant contribution to Service risk management strategies and the critical areas of use of force, crisis resolution, emotionally disturbed persons, tactical communication and professional conduct.

Table # 1

Year	Topics
2009	Investigative Detention Lecture Immediate Response Active Attacker High-risk Vehicle Stop and Passenger Side Approach Crisis Resolution (Dynamic Simulation Training) Defensive Tactics (baton and aerosol weapons included) Firearms Re-qualification Health and Wellness Suspect Apprehension Pursuits (on-line) Hate Crime Awareness (on-line) Wellness: Fatigue Management (on-line)

- LGBT Awareness (on-line)
- 2008 TASER Awareness & Recertification
TASER Practical with Red Guns
Immediate Response
Crisis Resolution (Simunitions training)
Defensive Tactics (baton and aerosol weapons included)
Firearms Re-qualification
Health and Wellness
Characteristics of an Armed Person (on-line)
Urban Gang Dynamics (on-line)
- 2007 Defensive Tactics (baton and aerosol weapons included)
Firearms Re-qualification
Community Mobilization
Human Relations
FX Box Drills (Simunitions training)
Emotionally Disturbed Persons / Crisis Invention
Domestic Violence
High Risk Vehicle Stops
Health and Wellness
- 2006 Foot Pursuits
Red Gun Practical Exercises
Defensive Tactics
FX Box Drills
Firearms Re-qualification
Firearms Awareness
Emotional Disturbed Person/Vulnerable Persons Training
TASER Awareness
Health and Wellness
Interviewing
Gangs
Human Relations
- 2005 Human Relations
Demographics, Human Rights
Values, Ethical Decision Making Model, Perceptual Screens
and Ethical Deliberation Scenarios
Corruption and Misconduct Awareness
Tactical Deployment from Vehicles
Defensive Tactics
Firearms Re-qualification
Dynamic Simulation Training
Emotionally Disturbed Persons “Not just another call” “Police response to persons
with mental illnesses in Ontario”

- Domestic Violence
 - Critical Incident Aftermath Occurrences
 - Health & Wellness
 - Fitness Pin Testing
 - Provincial Statutes
 - Gang Awareness
- 2004
- Use of Force & Firearms Re-qualification
 - First Aid/CPR Re-qualification
 - Organized Crime
 - Booking & Search of Prisoners
 - Search Without Warrant
 - Front-line response to Chemical, Biological, Radiological and Nuclear/bomb calls
 - Articulable Cause
 - Emotionally disturbed persons de-escalation techniques
 - Front-line tactical review – high risk vehicle stops, containment, building searches
 - Rapid deployment tactical skills
 - “Active Attacker” - dynamic scenarios
 - Fair & Equitable Policing
 - Integrity, Parts 1 and 2
 - Fitness Pin Testing
 - Wellness Lecture – Stress
- 2003
- Use of Force & Firearms Re-qualification
 - First Aid/CPR Re-qualification
 - Provincial Statutes
 - Law on Drinking and Driving
 - Incident Management and School Protocols
 - Dealing with youths in crisis, youth suicide and behaviour recognition
 - Hate Crime
 - Racial Profiling
 - Wellness and Nutrition – Fitness Pin Testing
 - “Active Attacker” Incidents, Police intervention and resolution
 - “Active Attacker” – Immediate Rapid Deployment tactics training
 - Use of Force Model – justification
- 2002
- Use of Force & Firearms Re-qualification
 - First Aid/CPR Re-qualification
 - Drug Law, Enforcement and Procedures
 - Crime Scene Protection
 - Law on Interviewing
 - Interviewing Techniques
 - Psychology of Survival
 - Wellness/Fitness Pin Testing
 - Building Search (dynamic scenario training)
 - Clearing stairways & halls/ room entry and tactical considerations (dynamic scenarios)

2001 Use of Force & Firearms Re-qualification
First Aid/CPR Re-qualification
Policing and Diversity
Domestic Violence & Service Procedures
Mental illness - dealing with the emotionally disturbed
Mentally ill – Survival Panel
Crisis Resolution & Tactical Communication
Arrest
Criminal Offences & Legislative Updates
Traffic Law
Building Search/ Containment (dynamic scenario training)
High Risk Vehicle Stops (dynamic scenario training)

Use of Force Re-qualification

Use of Force Re-qualification remained a mandatory one-day program designed for police officers assigned to certain designated squads and non front-line roles. Officers assigned to the Employment Unit, Corporate Planning, Community Programs, Community Liaison, TPC along with Unit Complaint Co-ordinators, and Senior Officers were directed to attend the one day Use of Force Re-qualification in 2009. All other members were required to attend mandatory CROS training.

The purpose of this training was to re-qualify police officers on their use of force options (firearm and baton) pursuant to Ontario Regulation 926 of the Police Services Act. This training was also designed to enhance officer safety by providing refresher training with respect to tactical communications, defensive tactics, crisis resolution, OC Spray, tactical training and handcuffing techniques. There were 148 courses offered in 2009 and 1,843 officers trained on the Use of Force Re-qualification course.

Plainclothes Tactical Officer Course

The Plainclothes Tactical Officer course is offered to specialized units that normally operate in high risk environments. This training focuses on mission planning and a variety of high risk take downs. Officers participate in classroom instruction and then physically perform a variety of dynamic scenarios involving “Simunition” equipment, trained actors, and realistic environments that include vehicles and simulated dwellings. This course was offered over four sessions and 64 officers received this training.

Court Officer Use of Force Re-qualification and Basic Training Course

The Court Officer Use of Force Re-qualification course is used to re-qualify court officers in their use of force options. This training is also designed to enhance officer safety by providing refresher training with respect to tactical communications, defensive tactics, crisis resolution, OC Spray, tactical training and handcuffing techniques. Annual training is a four-hour block of instruction that court officers must attend within every twelve-month period. There were 44 courses offered in 2009 and 467 court officers received this training.

The Court Officer Basic Training course is a six week commitment. The In-Service Training, Team 2 is responsible for teaching 18 periods of instruction, each consisting of 3.5 hours in duration. Topics covered in these lectures were prisoner control, handcuffing, tactical communication, search, self defence, and qualification in both baton and oleoresin capsicum use of force options. This training was designed to enhance officer safety and to provide the basic tactical skills required by court officers in performing their duties. There were three courses held in 2009 and 74 court officers trained.

Booking Hall Officer Safety

The Booking Hall Officer Safety course is a two day course originally designed to address recommendations from inquests, Chief's investigations and a 55 Division Unit audit. This course is specifically for officers who work in booking halls and/or are in charge of detention areas. With the aid of guest speakers the course focused on the avoidance and de-escalation of in-custody situations. There were six courses held in 2009 and 131 officers trained.

Armament Section

The Armament Section, through the Armament Officer, is responsible for approving, setting and maintaining standards of firearms training, qualification and tactical training exercises for Service members. The Armament Section is also responsible for the purchase and maintenance of all firearms, and ammunition for the Service. The section further undertakes the research and review of new officer safety equipment for Service members. Following in-depth research, a field pilot project and evaluation in 2009, the section recommended and the Service approved the purchase and issuance of a new level three (3) duty holster for Service members. This level three (3) security holster replaces our currently issued level 2 holster and will increase officer and public safety. These new holsters are being issued to all Service police officers beginning in 2010.

Conducted Energy Weapons Program

This section also co-ordinates and manages the Conducted Energy Weapons program for the Service. The Conducted Energy Weapons (TASER) program was expanded to front-line supervisors in 2007, following a successful pilot program in 2006 (Min. No. P281/06 refers).

Eleven TASER User courses were provided to 149 front-line supervisors in 2009 in order to replace those supervisors who have retired, been promoted or transferred into other duties. In 2009, 71 TASER Recertification courses were provided for 431 front-line supervisors as part of the yearly CROS courses. As with any other force option, it is a regulatory requirement for police officers to re-qualify at least once every 12 months, before expiry on all their force options.

Shotgun Re-qualification

This course is designed to re-qualify members on the police shotgun as required by the Police Services Act Regulation 926. Candidates must demonstrate competence and confidence in the use of the shotgun as evaluated by instructional staff and must pass a practical proficiency test. In 2009, 50 sessions and 520 students were instructed in this program.

Glock Pistol Training and Recertification

The vast majority of Service officers are issued the standard Glock G22 .40 calibre pistol. As with any other force option the requirement for recertification is mandated by the Police Services Act Regulation 926 and Service policy. The Armament Section, through the CROS course, provides this pistol recertification training to Service members. In 2009, the section trained 3,737 officers in 80 CROS courses that were offered. The Armament Section also provides Glock G27 Compact Pistol courses to specialized and approved members of the Service requiring a small easily carried and concealed pistol. In 2009, the section conducted three (3) courses for 22 students on this weapon.

C8 Carbine and MP5 Submachine Gun Courses

Specific units and members of the Service have been identified as requiring the use of specialized heavy weaponry including the C8 Carbine and MP5 Submachine gun. While the Emergency Task Force (ETF) conducts their own firearms training and certification in house, other units such as the Hold Up Squad, Intelligence, Drug Squad, and Guns and Gangs rely on the Armament Section for this specialized training. In 2009 the Armament Section conducted one (1), three (3) day MP5 course for three (3) members and seven (7), four (4) day C8 courses for 62 members as well as running three (3) C8 carbine recertification courses for 27 members.

Recruit Firearms Training

The Armament Section provides all Service recruits with Glock pistol training before heading to the Ontario Police College as part of the two (2) week pre-Aylmer recruit program and again when recruits return from OPC for their six (6) week post-Aylmer program. The post Aylmer program includes two (2) days of pistol training requiring recruits to pass the Service firearms

standards as well as two (2) days of Shotgun training and qualification. The Ontario Police College does not offer shotgun training as part of the basic recruit program.

Police Vehicle Operations

The purpose of Police Vehicle Operations (PVO) training is to advance the learner's cognitive and psychomotor skills in driving. This training enhances driving skills required to operate various types of vehicles in a safe manner considering multiple impact factors such as location, environment, and skill level.

The PVO team continued to deliver training to members of the Service throughout 2009. One of the key components of training delivered to members, including front-line supervisors and communication supervisors, was the Vehicle Operations Safe Skills and Emergency Driving Course (V.O.S.S.E.D). The crucial element of the course focused on Suspect Apprehension Pursuits (SAP) which are governed by Ontario Regulation 546/99. This regulation establishes detailed guidelines regarding police pursuits, which includes when and how pursuits are to be commenced and continued. SAP training is a mandatory requirement for any officer to be engaged in a pursuit.

There is a strong emphasis on alternatives to pursuits such as strategic following and how important it is for officers to consider whether the need to apprehend outweighs the risk to public safety.

The team provides specialized training in emergency driving to increase officer safety and reduce the risk to the public through collision avoidance and pursuit driver training.

The PVO team of highly skilled officers were also responsible for delivering training on various types of other police vehicles such as all terrain vehicles, bicycles, wagons, community station vehicles, and motorcycles. The team continues to improve the level of training with respect to motorcycles with a goal of improving the skill level of riders and in turn the level of safety for members.

The training team continues to recognize the importance of other vehicles in assisting with the day to day functions of the Service. Members of PVO strive to develop staff and build relationships with outside agencies to improve course development and the level of training.

Learning Development and Standards Section

The Learning Development & Standards Section (LD&S) section provides training to both uniform and civilian members of the Service. The section is responsible for e-learning, trainer accreditation, adult education, conferences, records coordination, field training supervisors: the Learning Network (TLN), and Quality Assurance (QA).

E-learning Initiative

In 2008, the Service expanded their training strategy to include computer-based learning (e-learning). This e-learning strategy allows for both in-house development of courses and outsourcing of specified training. E-learning is significant in that it reinforces the concept of adult learning and the Service's vision for life-long or continuous learning.

E-Learning will enhance police training. To realize this vision, an investment was made in the Service's capacity to produce e-learning courseware for in-service training and to partner with the Canadian Police Knowledge Network (CPKN) to develop, deliver, and share online training resources. The Staff Superintendent of Human Resources Management serves on the CPKN Board of Directors and is helping to promote e-learning to police services in Canada. In addition, the Officer in Charge of Learning Development and Standards serves on the Police Sector Council of Canada's E-Learning advisory committee.

In 2009, the Service developed and implemented several in-house e-learning courses, including LBGT (Lesbian, Bisexual, Gay and Transgender) awareness, Drinking and Driving, and Fatigue Management. These courses either are or will be available to all police services in Canada through the CPKN Learning Management System (LMS). In addition, licenses were purchased for CPKN's Hate Crime Awareness, Suspect Apprehension Pursuit, and Pandemic Awareness courses, while renewal licences were obtained for General Investigative and Urban Gang Dynamics courses. The General Investigator's course continues to be a blended learning program requiring both on-line and in-class training. This course was adapted from the OPC's traditional classroom offering. The decreased time required for attendance in class allows for more officers to be trained and helps to reduce the potential for scheduling conflicts. The contracting out of these courses is a cost-effective means of providing increased or unlimited, service-wide access to training throughout the year.

To streamline member access, the Service has its own access point on the CPKN server. Service learners can login to e-learning courses from a Toronto Police portal, which is directly linked from the Service's internal network. Tracking learner progress is simplified through the CPKN LMS where Service training supervisors are able to access training records for their members. Administrators from the TPC are able to access Service-wide reports.

All courses sponsored by the Police Sector Council of Canada are free to all Canadian Police Services for the first six months after their release. Since the Toronto Police Service is licensed to use the CPKN LMS for all Toronto members, these courses remain free to Toronto members, as long as Toronto uses the CPKN LMS. These free learning opportunities are:

- a) Firearms Identification for Public Agents
- b) Recognition of Emotionally Disturbed Persons
- c) Introduction to Aboriginal and First Nations Issues
- d) Police Ethics and Accountability
- e) Canadian Firearms Registry On-Line

Instructor Accreditation Program

In 2007, the Humber College Teaching Effectiveness certificate program was commenced. Although the first cohort commenced in 2007, several courses continued into 2008 and 2009. The program is comprised of six courses that are each designed for individuals interested in facilitating the learning environment of adults. All courses are based on the League for Innovation and Humber Learning Exchange Networks (LENs) learning materials. In 2009, courses were offered in an in-class format, with one of the courses being in the on-line environment. Students who complete this certificate are given advanced standing towards an advanced certificate.

In 2009, 19 full-time Service trainers graduated representing the TPC, Court Services, and CIAU. This number is added to those who graduated in the first three cohorts. Additionally, another cohort of 26 members commenced training in 2009.

The Learning Network

Through TLN, timely and relevant training is provided to front-line officers, often through DVD and print mediums, by supervisors who are directly responsible for training at the unit level. Several meetings were held in 2009 to ensure that field training supervisors had an opportunity to question learning materials and deliver a consistent message. This training is often delivered with the assistance of training videos. LD&S members assist with the development of in-house videos and are active members of the Ontario Police Video Training Alliance (OPVTA). In addition to training provided by training supervisors, LD&S is responsible for “Roll Call” training, which are short scenarios presented to officers during parade. These are current issues that reinforce the proper handling of situations that officers encounter.

Standards

The LD&S section is responsible for reviewing course training standards. One member of the section is assigned to this role. The Instructional Techniques and Effective Presentation courses were replaced with an Adult Learning Basic course, which gives learners an overview into teaching a lesson or delivering a presentation. Topics dealing with preparation, instructional skills and adult education are introduced. When requested, assistance is provided to assist with reaction and learning evaluations for internal and external conferences. LD&S manages training records in accordance with Provincial Adequacy Standards and the Service’s Skills Development and Learning Plan.

LD&S is also responsible for overall QA requests. This is a joint management of risk and liability. Through the QA initiative, LD&S assures that quality related activities are being performed without compromising standards established by the Service and the TPC.

Leadership and Business Systems

The Leadership and Business Systems section is responsible for a number of Service contracts with external organizations, as well as information systems training. Contracts include agreements with the University of Guelph, Humber College, St. John's Ambulance, and Toronto Emergency Medical Services. The Business Systems training section is responsible for the development and delivery of information technology training and instructs members including new recruits, civilians, and seasoned officers on the applications used throughout the Service.

In 2009, two cohorts began university studies leading toward a Bachelor of Applied Arts Degree in Justice Studies. Cohorts Eight and Nine were comprised of 15 participants, representing a cross-section of Service members, including two civilians. These cohorts did not contain any police constables.

Further, three (3) sessions of the Advanced Leadership Course (ALC) were delivered, focusing specifically on the operational and developmental needs of the Service's middle managers, both uniform and civilian. Two (2) of the three (3) sessions of this 10-day course were held on-duty in a classroom setting at Humber College (Lakeshore campus). The final session was delivered at the new TPC.

In 2009, uniform supervisory training was divided into three component parts. These component parts included a uniform operational course consisting of five days, a field experience for newly promoted sergeants, and three weeks of leadership and management training delivered by members of the TPC as well as instructional staff from Humber College (Lakeshore Campus). This last component was also offered to civilian supervisors.

Automated External Defibrillators (AED) training continued to be delivered in 2009. This training, which is part of the Cardiac Safe City program, was administered by a member of the TPC, and was delivered by Toronto EMS personnel. Only members employed at units equipped with an AED completed this course.

Leadership Development Program

The leadership development program involves courses and programs that combine necessary operational training and educational development opportunities that lead to an Ontario College Diploma and a University Degree. This program is the result of a Request for Proposal (RFP) that identified local educational institutions to partner with the Service to provide leadership training to members. Humber College Institute for Technology and Advanced Learning (ITAL) and the University of Guelph-Humber were successful in meeting the criteria required of the Service for this initiative.

Funding for supervisory, mid-management and executive members participating in the program includes a 100% tuition reimbursement. Police Constables and civilian members holding a rank below Class 06 are funded for 50% of their tuition fees. For the most part, the educational portions of the courses are attended off-duty.

The Service is in the last year of this contract. It has the option of two additional one year extensions from January 11, 2011 to December 31, 2011, and from January 1, 2012 to December 31, 2012. The terms of the contract can be renewed at the sole discretion of the Service.

Supervisory Leadership

The Supervisory Leadership Course (SLC) involved training aspects required by the OPC, the Toronto Police College, as well as educational components of the Ontario College Diploma program entitled, "Police Foundations: Leadership Profile".

Seven sessions of the SLC - Part I were conducted in early 2009, and involved 120 constables who had successfully competed in the sergeant promotional process. These courses were facilitated both at C.O. Bick College and Humber College (Lakeshore Campus).

Two sessions of the SLC – Part II were offered in 2009. This course was offered to sergeants who had been promoted during 2009 and who had between three and eight months of operational experience. This training was also offered to civilian supervisors. In total, 43 sergeants and five (5) civilian supervisors participated in this course. This training was delivered at the TPC.

No sessions of the Supervisory Leadership Update course were offered in 2009. Three (3) sessions were scheduled; however, enrolment did not meet the minimum requirements to offer this course.

Mid-Management: Advanced Leadership

In April, September, and November of 2009, three (3) sessions of the ALC were delivered to uniform and civilian middle managers. Two (2) sessions were offered at Humber College (Lakeshore campus) with the final session delivered at the TPC. This course was an intensive two week course designed specifically for Service leaders. This course provided an orientation to Service units whose mandates can assist in the management of risk and personnel. Participants were lectured on current leadership theories and practices by professors from the University of Guelph. This course was attended on-duty with no college credits being granted.

Degree Program

In September of 2009, two (2) cohorts of Service members commenced the two-year university program at Guelph-Humber, and began working toward their Bachelor of Applied Science (Justice Studies). These cohorts were representative of a cross-section of Service members, and included civilian members, police constables, senior officers, and civilian senior officers. Members of Cohorts Six and Seven, who began their studies the previous year, continued with their involvement in the program.

Accelerated Diploma Course (LEC)

As had been previously reported to the Board, the University of Guelph-Humber began normalizing its degree program and added the stipulation that candidates for the program require a high affinity Ontario College Diploma with an average of 70%, prior to enrolling in the degree program. The “Leadership Enhancement Course” (LEC) was developed for this purpose. This program, which is comprised of three (3) modules, can be completed in a relatively short period of time (11 weeks) to facilitate application to the degree program.

In 2009, 144 members enrolled in the LEC program, which offered spring and fall sessions. Of these, 120 were new sergeants who completed the Supervisory Leadership course, which is equal to the first module of the LEC diploma program. These members received three (3) credits for completing the SLC course. Ten of the students enrolling in the LEC program were civilian members. The LEC courses are co-facilitated by Service coordinators and Humber College instructors, some of which are delivered on-duty, while others are completed by members on their own time.

Executive Development

The Executive Development course (EDC) was not delivered in 2009. Instead, the Service embarked upon a mandatory continuing education program for senior officers that involved a series of half-day workshops addressing current operational and managerial issues. Topics for the 2009 program were delivered by both internal and external subject matter experts, and included training in diversity and human rights, Bill 103 and changes to the complaints process, wellness, and pandemic planning. Senior officers were also informed about a research survey investigating the impact of within-organization relationships on employee career progress. This study was being conducted by students from the University of Toronto. Senior officers were informed of the purpose of the study and asked to encourage participation among members of their units.

Program Offerings at a Glance

Service Member Participation in the Guelph-Humber Degree, Humber Diploma and Leadership Courses in 2009:

Program Numbers 2008	Uniform Senior Officers	Staff/Detective Sergeants	Sergeants/ Detectives	Civilian Supervisors/ Managers	Constables
Supervisory Leadership Course - Part I	0	0	0	0	120
Supervisory Leadership Course -	0	0	43	5	0

Part II					
Supervisor Leadership Update	0	0	0	0	0
Advanced Leadership Course	0	27	3*	24	0
Leadership Enhancement Course	1	6	10	10	0
Guelph-Humber Program (4 cohorts)	4	12	27	12	0
Total**	5	45	83	51	120

* These members were successful in the promotional process to the rank of Staff/Detective Sergeant and were awaiting promotion at the time of their attendance on the course.

** Some members participated in more than one course.

Overall feedback from participants in all of the programs has been positive. Members value the applicability and relevance to their daily responsibilities. While the development and delivery of courses and programs has been an evolving process, the relationship between the Service and the other involved parties has been effective and positive.

CONCLUSION

Learning strategies pursued by management and members of TPC continue to be successful. The 2009 evaluation of transfer and impact of learning indicate evidence of transfer for all of the courses reviewed. In keeping with the 2009 - 2011 Service Priorities, however, it is expected that courses will evolve and change from year to year based on these priorities and changing community needs.

In an effort to increase the transfer of knowledge in future years, TPC will continue to evaluate its courses and search for new delivery strategies and content. Training in the Service is an operational activity that supports identified needs, policies and statutes.

APPENDIX A
2009 Courses Delivered by Training & Education
On-Line Courses and Training Videos

Course Name	Code	Number of sessions	Course length (days)	Number of students completed
Investigative Section				
Drug Investigation	TC0003	4	3	98
Plainclothes	TC0005	4	3	102
Proceeds of Crime	TC0009	4	3	67
General Investigator Hybrid	TC0013	16	5	324
Youth Crime Investigators	TC0016	2	3	37
Interview Course	TC0024	5	5	121
Domestic Violence Invest	TC0042	5	5	104
Death Investigator	TC0052	4	5	94
Firearms Investigation	TC0081	5	3	121
Advanced Search Warrant	TC0091	3	3	48
Sexual Assault as Investigators	TC0092	5	10	131
Child Abuse Investigators	TC0093	5	5	86
SACA Update	TC0027	2	3	24
Using Internet as Invest Tool	TC0098	4	3	99
Undercover Foundations	TC0057	1	5	36
MAJOR Incident Rapid Response Team (MIRRT)	TM0016	1	8	37
Ont Major Case Management Software	TC0101	4	9	24
Ont Major Case Management	TC0102	8	8	144
Operation Pipeline	TO0014	4	2	300
At Scene Collision Invest	TT0001	3	10	58
Technical Collision Investigation	TT0002	1	10	15
Traffic Generalist	TT0017	10	5	208
Provincial Statutes	TT0020	8	5	174
Community Policing				
Civilian Diversity	TH0017	4	2	119
Crime Prevention	TH0021	3	3	31
Crime Prevention through... CPTED	TH0022	2	3	24
Community Mobilization Orientation	TH0023	3	7	41
Recruit Training (completed in 2009)	TM0026	3	36	423
Uniform Coach Officer	TM0027	7	3	241

Course Name	Code	Number of sessions	Course length (days)	Number of students completed
Leadership				
Adv Leadership (Sr Officer Seminar)	HU0002	3	10	54
Supv Leadership - part 1	HU0010	7	5	132
Supv leadership - Part 2	HU0011	2	15	46
Supv Leadership Update	TL0001	3	15	0
Occup Health & Safety for Supv	TM0045	14	1	250
Basic Trg - JOHS	TO0001	2	3	49
Sector Specific - JOHS	TO0002	2	2	47
Guest Speaker Workshop	TM0053	3	1	9
First Aid & Cardio Pulmonary Restn	TR0001	74	2	1392
First Aid Renewal	TR0004	14	1	40
Auto External Defibrillator (AED)	TR0006	38	0.5	366
Lateral Entry PC	TR0026	1	15	4
Armament				
Shotgun Training & Qualification	TF0002	2	1	2
Shotgun Re-qualification – 2009	TU0042	50	1	520
Glock 27 Compact	TF0010	3	1	22
C8 Carbine Operator	TF0023	7	4	62
X26 TASER Recertification	TF0024	71	0.5	431
X26 TASER	TF0026	11	1	149
MP5 Semi Automatic Fire	TF0027	1	3	3
C-8 Carbine Re-qualification	TF0028	3	1	27
Ethics & Professionalism in Policing	TH0009	5	2	91
Specialized Support				
Crisis Resolution Officer Safety	TU0040	80	2	3737
Use of Force – 2009	TU0036	148	1	1843
Plainclothes Tactical Trainer	TU0039	4	1	64
Officer Booking Hall Course	TD0009	6	1	131
Police Vehicle Operations				
Veh Ops - Uniform Civilian	TV0001	9	1	16
Veh Ops - Uniform Civilian	TV0002	19	1	54
Veh Ops - Police	TV0003	8	2	17
Veh Ops Highway Patrol	TV0004	2	4	9
Veh Ops M/C Ops - Class M2	TV0006	4	8	22
Veh Ops M/C Ops - Refresher	TV0013	21	1	45
Veh Ops Wagon Ops	TV0014	24	2	23

Course Name	Code	Number of sessions	Course length (days)	Number of students completed
Veh Ops Truck Operations	TV0019	23	1	31
Veh Ops Re-certification Training	TV0022	9	0.5	37
Veh Ops Bicycle	TV0023	39	2	96
Veh Ops ATV	TV0025	6	1	25
Veh Ops - Bicycle Inst	TV0028	2	4	15
Veh Ops - M/C M2Exit	TV0033	1	2	3
Veh Ops - Motorcycle Re-qualification	TV0037	3	1	16
Veh Ops Safe Skills Emerg Driv	TV0042	67	1	564
Community Stn	TV0043	1	1	2
Veh Ops Truck Operations & Trailer	TV0055	6	8	6
Veh Ops Truck and Trailer	TV0056	4	5	4
Business Systems				
Workstation orientation	S00040	1	1	1
CPIC Weblink	S00050	6	1	64
I MOBILE	S00057	5	0.5	66
IST CIPS	S00058	10	1	109
IST Syst Applc & Prod (SAP)	S00162	8	2	57
NETVIEWER	S00180	5	4	68
eCops	S00190	12	1	93
IST PowerPoint Level 1	S00193	6	1	105
IST Excel 2003 Level 1	S00194	4	1	83
IST Word 2003 Level 1 & 2	S00195	5	1	82
TRMS refresher	S00199	7	1	8
TRMS	S00200	19	2	273
SAP Workshop	S00204	28	0.5	119
TPS Links (Admin)	S00205	3	1	68
TPS Links (User)	S00206	13	4	248
Learning Development & Standards				
Adult Learning Basics	LDS001	4	5	53
TOTAL		1068	337.50	15,284

2009 On-Line Courses

Course Name	Number of Students Completed
Drinking and Driving	5536
Hate Crime Awareness	5261
Infectious Disease and Pandemic Awareness	6824
LGBT	5297
Suspect Apprehension Pursuit	5199
Aboriginal Awareness	343
Fatigue management	2032
General Investigation Course (Hybrid)	336
In Car Camera Operators Course	1055
Interviewing	572
Firearms Investigation	739
Firearms for Public Agents	43
TOTAL	33,237

2009 Font-Line Training Videos

Course Name	Students
First Responder Communications	Uniform Members
Feeney Scenarios	Uniform Members
Communicable Diseases	Uniform Members
Domestic Assaults	Uniform Members

APPENDIX B

2009 Courses Completed by External Units

Unit	Course Name	Course Code (if applicable)	Total Sessions	Course Term (Days)	TPS Students Only
Forensic Identification	<i>Scenes of Crime Officer (SOCO)</i>	TC0048	6	35	87
	<i>RICI/Livescan Fingerprinting</i>	TO0039	12	2	135
Parking Unit	<i>Parking Enforcement Officer Recruit Training</i>	PEO001	1	26	24
	<i>Municipal Law Enforcement Officer</i>	PEO002	28	1	*723
	<i>MLEO - Specialized Authorities</i>	PEO003	4	1	*33
	<i>* all outside members</i>				
Court Services	<i>Court Officer Recruit</i>	T00001	3	24	74
	<i>DNA Data Bank Training</i>	TC0033	2	3	31
	<i>Court Coach Officer</i>	TM0028	2	3	31
	<i>First Aid CPR Renewal (courts)</i>	TR0002	46	1	571
	<i>2009 Use of Force Training</i>	TU0043	44	1	467
	<i>Pandemic Training</i>	TO0055	1	2 hours	650
Communications	<i>Police Communication/ Dispatch</i>	TS0002	2	150	11
Property	<i>Property & Evidence Management</i>	TO101	10	2	52
Financial Management	<i>Managing your Budget</i>	TO0024	3	2	65

Unit	Course Name	Course Code (if applicable)	Total Sessions	Course Term (Days)	TPS Students Only
Traffic Services	<i>Child Restraint Technicians</i>	TO0030	3	2	32
	<i>Traffic collision Photography</i>	TO0048	2	10	2
ETF	<i>Hostage Rescue</i>	TO1004	1	2	8
	<i>Basic Sniper/Observe</i>	TO1007	1	5	3
	<i>Advanced Sniper</i>	TO1010	1	5	8
Marine Unit	<i>Coxwain Level 1</i>	TO2001	2	15	17
	<i>MED3/SWOP</i>	TO2002	2	3	17
	<i>Ice Rescue Specialist</i>	TO2003	2	4	25
	<i>Airboat</i>	TO2010	1	0.5	7
Public Safety Unit	<i>Basic Tactical Course</i>	TO3001	2	5	109
	<i>Basic Search</i>	TO3003	2	10	44
	<i>PSU-CBRN PRU Awareness</i>	TO3005	3	2	55
	<i>Scribe Course</i>	TO3006	2	3	22
	<i>CBRN Refresher course</i>	TO3010	5	1	142
	<i>Basic Emergency management</i>	TO3011	6	3	117
ITS	<i>Project Mngm: Getting Started</i>	TO0034	1	1	18
	<i>Project Mngm: Fundamentals</i>	TO0035	1	1	25
TOTALS			169	284.50	2849

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P200. TORONTO POLICE SERVICE PAID DUTY SYSTEM – BIA STREET
FESTIVALS AND FILM SHOOTS**

The Board was in receipt of a report dated July 06, 2010 from Joseph P. Pennachetti, City Manager, City of Toronto, containing information on 2010 Business Improvement Area-produced street festivals which require street closures. A copy of the report is on file in the Board office.

The Board deferred consideration of this matter to its August 2010 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P201. TORONTO POLICE SERVICES BOARD - OPERATING BUDGET
VARIANCE REPORT FOR THE PERIOD ENDING MAY 31, 2010**

The Board was in receipt of the following report June 25, 2010 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING MAY 31, 2010

Recommendation:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on December 17, 2009 (Min. No. P334/09 refers), approved the Toronto Police Services Board Operating Budget at a net amount of \$2,347,800. Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at the same amount.

The purpose of this report is to provide information on the Board's 2010 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2010 Budget (\$000s)	Actual to May 31/10 (\$000s)	Projected Year- End Actual (\$000s)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$909.3	\$360.1	\$909.3	\$0.0
Non-Salary Expenditures	<u>\$1,438.5</u>	<u>\$310.7</u>	<u>\$1,438.5</u>	<u>\$0.0</u>
Total	<u>\$2,347.8</u>	<u>\$670.8</u>	<u>\$2,347.8</u>	<u>\$0.0</u>

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

As at May 31, 2010, no variance is anticipated. This is unchanged from what had been previously reported to the Board. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Year-to-date expenditures are consistent with the budget 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.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2010 budget includes a \$600,000 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

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.

The Board received the foregoing report and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P202. TORONTO POLICE SERVICE- OPERATING BUDGET VARIANCE
REPORT FOR THE PERIOD ENDING MAY 31, 2010**

The Board was in receipt of the following report June 28, 2010 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING MAY 31, 2010

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

The Board, at its March 9, 2010 meeting, approved the Toronto Police Service's 2010 operating budget at a net amount of \$888.1 Million (M), including a one-time unspecified reduction of \$4.1M (Min. No. P58/10 refers). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at the same amount.

The purpose of this report is to provide information on the Service's 2010 projected year-end variance as of May 31, 2010.

Discussion:

As at May 31, 2010, the Service is projecting an unfavourable variance of \$2.8M. This variance is \$0.9M less than reported in the previous variance report. The following chart summarizes the variance by expenditure and revenue category.

Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$642.3	\$249.7	\$643.6	(\$1.3)
Premium Pay	\$45.4	\$13.6	\$45.8	(\$0.4)
Benefits	\$160.6	\$68.7	\$160.9	(\$0.3)
Materials and Equipment	\$22.2	\$12.4	\$21.3	\$0.9
Services	\$90.6	\$22.4	\$90.4	\$0.2
Total Gross	\$961.1	\$366.8	\$962.0	(\$0.9)
Revenue	(\$73.0)	(\$33.7)	(\$71.1)	(\$1.9)
Total Net	\$888.1	\$333.1	\$890.9	(\$2.8)

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.

The Service's budget includes a one-time unspecified reduction of \$5.9M. The budget also includes \$1.8M in additional funding to hire 42 additional officers for the Transit Policing unit, resulting in a net reduction of \$4.1M. These additional officers will be hired in the August 2010 recruit class. Adjustments to the Human Resources (HR) Strategy for 2010, as summarized in the chart below, are projected to result in savings of \$1.6M.

2010 Recruit Hiring				
<u>Class</u>	<u>Budgeted Class Size</u>	<u>Changes</u>	<u>Revised Class Size</u>	<u>\$ Savings (Cost)</u>
August	122	-80	42	\$3.5M
December	130	30	160	(\$0.1M)
	252	-50*	202	\$3.4M

* The 50 recruits not hired in 2010 will be included in the 2011 HR Strategy.

As a result, the remaining one-time reduction required to be achieved in 2010 is \$2.5M (\$5.9M less \$1.8M for the transit unit officers, less \$1.6M from the adjustment of the 2010 recruit classes). The remaining \$2.5M one-time reduction has been reflected as "other revenue."

Every attempt will be made to reduce this \$2.5M unfavourable variance, without impacting on the delivery of effective police services. Updates will be provided to the Board through the variance reporting process. Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

An unfavourable variance of \$1.3M is projected in the salary category, which is \$1.1M more than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$489.1	\$192.1	\$491.6	(\$2.5)
Civilian Salaries	\$153.2	\$57.6	\$152.0	\$1.2
Total Salaries	\$642.3	\$249.7	\$643.6	(\$1.3)

The Service's hiring plan for recruits is structured to ensure that the Service's average deployed strength is as close as possible to the deployed target strength for the year, taking into consideration projected separations for the year and the three available intake classes to the Ontario Police College (OPC). As indicated earlier in this report, the August and December class sizes were adjusted to attain 2010 budget savings while ensuring that the average deployed strength projected for 2011 is as close as possible to the approved average deployment target of 5,588 plus 30 School Resource Officers, funded through the Toronto Anti-Violence Intervention Strategy.

The 2010 operating budget assumed total uniform separations (resignations and retirements) of 250. Based on current information, 2010 uniform separations are now projected to be 220. Fewer year-to-date and anticipated separations have resulted in the revised attrition projection, resulting in a projected \$2.5M unfavourable variance in uniform salaries. Actual separations will continue to be monitored and reported on in future variance reports.

Civilian salary budgets are projected to be \$1.2M favourable. A portion of the savings (\$0.4M) is a result of gapping savings in the court officer and communication operator salary categories. These positions are critical to operations and must be fully staffed at all times. Premium pay is used to ensure there is no staffing gap in these areas. As a result, the premium pay category reflects an offsetting shortfall. The remaining savings of \$0.8M are a result of additional gapping of other civilian staff where operationally feasible.

Premium Pay:

An over expenditure of \$0.4M is projected in the premium pay category (unchanged from what had been reported last month). This shortfall is attributable to the requirement to address the staff vacancies in the Court Services and Communication Services units and is offset by the savings in the salary category.

Expenditure Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.4	\$5.3	\$12.4	\$0.0
Overtime	\$6.3	\$2.9	\$6.3	\$0.0
Callback	\$5.6	\$2.5	\$5.6	\$0.0
Lieutime Cash Payment	<u>\$21.1</u>	<u>\$2.9</u>	<u>\$21.5</u>	<u>(\$0.4)</u>
Total Premium Pay*	<u>\$45.4</u>	<u>\$13.6</u>	<u>\$45.8</u>	<u>(\$0.4)</u>

* Approx. \$2.6M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

No other variances are currently projected in the premium pay category. Although premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures, the Service strictly enforces the monitoring and control of premium pay.

Benefits:

An over expenditure of \$0.3M is projected in the benefits category, which is \$0.3M less than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$37.3	\$11.4	\$37.0	\$0.3
OMERS / CPP / EI / EHT	\$97.1	\$47.1	\$97.7	(\$0.6)
Sick Pay / CSB / LTD	\$13.8	\$6.0	\$13.8	\$0.0
Other (e.g., WSIB, life ins.)	<u>\$12.4</u>	<u>\$4.2</u>	<u>\$12.4</u>	<u>\$0.0</u>
Total Benefits	<u>\$160.6</u>	<u>\$68.7</u>	<u>\$160.9</u>	<u>(\$0.3)</u>

Based on year-to-date expenditures, medical/dental costs are indicating a \$0.3M favourable variance. This is offset by OMERS expenditures, which continue to trend \$0.6M unfavourable, in part due to the number and make-up of year-to-date and anticipated separations. This account will continue to be monitored closely, and any changes to this projection will be reported on in future variance reports.

Materials and Equipment:

Expenditures in this category are projected to be \$0.9M under spent, which is \$0.9M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.6	\$4.7	\$9.9	\$0.7
Uniforms	\$4.7	\$4.0	\$4.7	\$0.0
Other Materials	\$5.3	\$3.0	\$5.1	\$0.2
Other Equipment	\$1.6	\$0.7	\$1.6	\$0.0
Total Materials & Equipment*	\$22.2	\$12.4	\$21.3	\$0.9

* Approx. \$0.1M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The \$0.7M surplus in the “vehicles” category is mainly attributed to savings projected in the gasoline account, due to lower-than-budgeted fuel prices experienced in the first five months of the year. Gas prices can fluctuate significantly and therefore will continue to be monitored closely. Projected savings in the other materials category are based on year-to-date spending.

Services:

Expenditures in this category are projected to be \$0.2M under spent, which is \$0.2M more favourable than previously reported.

Expenditure Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.2	\$0.6	\$0.0
Uniform Cleaning Contract	\$2.1	\$1.8	\$2.1	\$0.0
Courses / Conferences	\$2.4	\$0.3	\$2.3	\$0.1
Clothing Reimbursement	\$1.5	\$0.0	\$1.5	\$0.0
Computer Lease / Maintenance	\$13.0	\$10.3	\$13.0	\$0.0
Phones / cell phones / 911	\$6.7	\$2.9	\$6.7	\$0.0
Reserve contribution	\$29.6	\$0.0	\$29.6	\$0.0
Caretaking / maintenance	\$18.8	\$0.0	\$18.8	\$0.0
Other Services	\$15.9	\$6.9	\$15.8	\$0.1
Total Services *	\$90.6	\$22.4	\$90.4	\$0.2

* Approx. \$0.7M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Projected savings in the “courses / conferences” and “other services” categories are based on year-to-date spending.

Revenue:

An unfavourable variance of \$1.9M is projected in this category, which is \$0.6M less than previously reported.

Revenue Category	2010 Budget (\$Ms)	Actual to May 31st/10 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$8.6)	(\$3.2)	(\$8.6)	\$0.0
CPP and Safer Comm'y grants	(\$16.3)	(\$5.1)	(\$16.3)	\$0.0
Other Gov't grants	(\$9.3)	(\$9.2)	(\$9.7)	\$0.4
Fees (e.g., paid duty, alarms, ref.)	(\$9.9)	(\$3.4)	(\$10.1)	\$0.2
Secondments	(\$3.6)	(\$1.3)	(\$3.6)	\$0.0
Draws from Reserves	(\$13.8)	\$0.0	(\$13.8)	\$0.0
Other Revenues (e.g., pris.return)	(\$11.5)	(\$11.5)	(\$9.0)	(\$2.5)
Total Revenues	(\$73.0)	(\$33.7)	(\$71.1)	(\$1.9)

The favourable variance in “other government grants” category represents additional recovery related to the 2009 Repeat Offender Program (ROPE) grant. The favourable variance in the “fees” category is based on year-to-date activity in these accounts.

The “other revenue” budget includes the remaining \$2.5M unspecified one-time budget reduction. The Service continues to monitor its financial situation, and is exploring areas that could potentially be reduced to achieve this one-time reduction. These will be identified and included in future variance reports to the Board.

Conclusion:

As at May 31, 2010, the Service is projecting an unfavourable variance of \$2.8M by year end. This is \$0.9M lower than the \$3.7M shortfall reported to the May 2010 Board meeting (Min. No. 141/10 refers). Expenditures and revenues will be closely monitored throughout the year, and the Service will endeavour to remain within the approved 2010 net operating budget.

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

The Board received the foregoing report and agreed to forward a copy to the City’s Deputy City Manager and Chief Financial Officer for information

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P203. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT FOR THE PERIOD
ENDING MAY 31, 2010**

The Board was in receipt of the following report June 28, 2010 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
PARKING ENFORCEMENT UNIT – PERIOD ENDING MAY 31, 2010

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting on December 17, 2009 (Min. No. P356/09 refers), approved the Toronto Police Service Parking Enforcement Unit (PEU) Operating Budget at a net amount of \$38.8 Million (M). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at \$39.5M. The increase was a result of added court rooms by the City, and resultant pressures on premium pay for the PEU, as discussed below.

The Parking Enforcement Unit's budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets.

The purpose of this report is to provide information on the PEU 2010 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2010 Budget (\$Ms)	Actual to May 31/10 (\$Ms)	Year-End Projected Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$25.48	\$10.03	\$25.48	\$0.00
Premium Pay	\$3.12	\$0.48	\$2.12	\$1.00
Benefits	\$5.94	\$1.39	\$5.94	\$0.00
Total Salaries & Benefits	\$34.54	\$11.90	\$33.54	\$1.00
Materials	\$1.48	\$0.35	\$1.48	\$0.00
Equipment	\$0.06	\$0.00	\$0.06	\$0.00
Services	\$4.94	\$1.41	\$4.94	\$0.00
Revenue	(\$1.51)	(\$0.03)	(\$1.51)	\$0.00
Total Non-Salary	\$4.97	\$1.73	\$4.97	\$0.00
Total Net	\$39.51	\$13.63	\$38.51	\$1.00

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 May 31, 2010, a favourable year-end variance of \$1.0M is anticipated, which is \$1.0M higher than what had been reported in the previous variance report. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A favourable variance of \$1.0M is projected in this category (an increase of \$1.0M from the previous report).

PEU plans one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations in 2010. Current trends indicate that the 2010 attrition will be in line with the levels assumed during the development of the 2010 budget.

Nearly all premium pay at the PEU is related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are reviewed and approved by supervisory staff.

The 2010 premium pay budget was increased by \$1.7M by the City due to two anticipated pressures:

- (a) During 2009, the City experienced a significant increase in members of the public contesting parking infractions, resulting in an increased demand for, and backlog of, court cases. To address this backlog, the City opened several additional court rooms during 2009, resulting in increased court attendance by Parking Enforcement Officers, and therefore higher premium pay costs. The PEU 2010 operating budget was increased by \$0.9M to cover the expected increase in off-duty court attendance due to these additional court rooms; and
- (b) Parking Enforcement has very limited flexibility with respect to attendance at court. If court schedules are changed to enable members to attend court while on duty, there will be a decrease in enforcement while members attend court. If members do not attend court, parking infractions will be revoked. In order to maintain enforcement activities, City Council at its meeting of April 15 and 16, 2010, increased the PEU 2010 operating budget by \$0.75M to allow for the backfilling of PEU staff who are required to attend court on duty.

At this time, a surplus of \$1.0M is projected with respect to premium pay, as the uptake on call back (overtime) assignments required to maintain enforcement levels has been less than anticipated. To date, tag issuance is marginally down from 2009, excluding any impact resulting from the G20, but is still projected to meet the estimated tag issuance by year-end.

Premium pay expenditures will continue to be monitored and reported in future variance reports.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Impact of G20

G20 operational requirements will have an impact on parking enforcement. A number of staff must be redeployed to G20 assignments, and there will be an impact on tag issuance as a result of road closures, fenced areas, etc. The PEU has done an analysis of the impact and has advised City Finance of the potential reduction in parking tag issuance.

Conclusion:

As at May 31, 2010, Parking Enforcement is projecting a favourable variance of \$1.0M by year end.

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

The Board received the foregoing report and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P204. MEDAL OF MERIT: DEPUTY CHIEF OF POLICE KEITH FORDE

The Board was in receipt of the following report July 06, 2010 from William Blair, Chief of Police:

Subject: MEDAL OF MERIT: DEPUTY CHIEF OF POLICE KEITH FORDE

Recommendation:

It is recommended that the Board award a Medal of Merit to Deputy Chief Keith Forde (2385)

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board presents a number of awards in recognition of various achievements, acts of personal bravery or outstanding police service. These awards, which can be awarded to police officers or civilian members of the Toronto Police Service, are all individually approved by the Board under the Awards Program.

A Medal of Merit is the second highest award that can be granted to a police officer or civilian member. It can be awarded in response to an outstanding act of personal bravery or in recognition of highly meritorious police service. On the occasion when the Board has approved Medals of Merit for highly meritorious service, the recipients have been concluding active police service with the Toronto Police Service after long and outstanding careers characterized by dedication to providing the best policing service possible.

Deputy Chief of Police Keith Forde:

Deputy Chief Keith Forde has served the citizens of Toronto as a police officer for over 38 years. In that time he has had the opportunity to work in many units and functions within the Service. Throughout his career Deputy Forde has been an outspoken advocate for Employment Equity. He has championed the need for improved race relations within the Toronto Police Service. In the conduct of his own career and in the example he sets for those around him, Deputy Forde has been a leader in the policing community. He has fostered partnerships between communities, government agencies and other organizations. His influence has transcended the borders of the Toronto Police Service.

Throughout his life Deputy Forde has placed a great deal of emphasis on education. He has taken courses in Bookkeeping, Management Development, Public Administration, Non-Verbal Communication, Police Stress Management, Investigative Science and Police Studies, Accounting and courses in Adult Education.

Deputy Forde began his career with the Toronto Police Service in 1972. Early in his career he served in the 5 District Traffic Unit, the Morality Bureau (Drugs) Undercover Project, 51 Division, 55 Division and 5 District Traffic Unit Hit and Run Squad.

Deputy Forde was promoted to the rank of Sergeant in 1982 and was transferred to 52 Division. During his appointment to 52 Division he served as a platoon sergeant, in the CIB and as a Zone Commander.

Deputy Forde was promoted to the rank of Staff Sergeant in 1986 and was transferred to 54 Division. He also served in 52 and 32 Divisions as a Staff/Detective Sergeant. In 1990 he became the Acting Inspector in the Liaison Office of the Toronto Police Services Board.

Deputy Forde was promoted to the rank of Inspector in 1990, becoming one of the first African Canadian members to become a Senior Officer in the Toronto Police Service. In this rank he served at the Duty Desk and at 52 Division.

In 1991 Deputy Forde was promoted to the rank of Staff Inspector. In this rank he served at 52 Division as the second in command, at 11 Division as the Unit Commander, as a Staff Inspector in Prosecution Services and as the Unit Commander of the Complaints Review Unit.

From 1995 – 1997, in addition to his duties with the Toronto Police Service, the then Staff Inspector Forde was the Aide de Camp to the Honourable Henry N.R. Jackman, C.M., K.St.J., LL.D, the then Lieutenant Governor of Ontario.

In 2001 Deputy Forde was promoted to the rank of Superintendent and became the Unit Commander of the Community Policing Support Unit. He later transferred to Training and Education and became the Unit Commander of the Charles O. Bick Police College.

In 2005 then Superintendent Forde was promoted to the rank of Deputy Chief, becoming the first visible minority Deputy Chief in the history of the Toronto Police Service. At that point he took charge of the Human Resources Command. As the Deputy in charge of that command he was responsible for hiring and promoting; training and education and community mobilization.

In 2005 Deputy Forde was the chair on the Bathhouse Committee, working on recommendations resulting from the settlement. He was also the Co-Chair of the Grenada Hurricane Relief Committee, working on fund raising to assist in the rebuilding of two public schools on the hurricane ravaged island.

The list of committees chaired by Deputy Forde or in which he participated is extensive. The accomplishments listed below are only a sampling of his community involvement. His involvement was not limited to the confines of the Toronto Police Service. His influence

reached into the community both inside and outside the borders of Canada. He has been a driving force in matters relating to youth education, youth violence, race relations and racial profiling.

Deputy Forde has also been involved in a variety of community, Non-Profit agencies: Camp Jumoke, Sickle Cell Anaemia (fund raising), the United Way (Mothers Opposing Violence Everywhere) The Church of the Nativity Building Fund Committee and the Unity Day Camp.

Deputy Forde has been a driving force in the creation of the Diversity Management Unit, the Community Mobilization Unit, the creation of the Youth in Policing initiative and the development of educational partnerships between the Toronto Police Service and Guelph-Humber degree program.

Deputy Forde has been the recipient of numerous awards from citizen groups, community organizations, government agencies, faith groups and from within the policing community. The following awards are particularly noteworthy: The Harry Jerome Trailblazer Award, the African Canadian Achievement Award, the Barbados Community Recognition award, the Jamaican Community Award, the Bob Marley Community Award, the Chief of Police Excellence Award and the Order of Merit of the Police Forces.

Conclusion:

On the occasion of the upcoming retirement of Deputy Chief Forde, and in recognition of his continuous dedication to his duties as a police officer and to the citizens of Toronto, I believe that the Board should acknowledge its appreciation by awarding a Medal of Merit to Deputy Chief Forde for his highly meritorious police service. Deputy Chief Forde is highly deserving of this rare distinction.

The Board approved the foregoing report and noted that the Medal of Merit would be presented to Deputy Chief Forde at a later date.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P205. RECOMMENDATION TO DENY LEGAL INDEMNIFICATION:
CASE NO. MC/2010**

The Board was in receipt of the following report June 07, 2010 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. MC/2010

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Joseph Markson (dated July 11, 2008) in the amount of \$5,580.91 for his representation of a former Police Constable who was charged with the criminal offences of Sexual Assault and Breach of Trust, as well as Deceit, Insubordination and Discreditable Conduct under the *Police Services Act (PSA)*.

Financial Implications:

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

Background/Purpose:

A former Police Constable has requested payment of his legal fees for \$5,580.91 under the legal indemnification clause of the Uniform Collective Agreement. While the Criminal Charges were withdrawn, the officer abused his power as a police officer and committed the offence of Discreditable Conduct, failing to comply with the *PSA*. The purpose of this report is to recommend denial of the former member's claim.

Discussion:

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

Conclusion:

Article 23:02 of the Uniform Collective Agreement states:

“Notwithstanding paragraphs 23:01 (a), (b) and (c), the Board may refuse payment otherwise authorized under paragraph 23:01(a), (b) or (c) where the actions of the member from which the charges or investigation arose amounted to a gross dereliction of duty or deliberate abuse of his/her powers as a police officer.”

While the charges of Sexual Assault and Breach of Trust against the former officer were withdrawn, he committed the offence of Discreditable Conduct with respect to the arrest and processing of a female suspect, failing to comply with the *PSA*. Furthermore, the former officer abused his powers as an officer and therefore was not acting in the “attempted performance good faith of his duties” as a police officer. However, since he resigned from the Service, jurisdiction for the *PSA* investigation and/or prosecution was lost.

Therefore, payment of the legal bill should be denied.

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

The Board approved the foregoing report noting that additional information was considered during the in-camera meeting (Min. No. C232/10 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P206. RECOMMENDATION TO DENY LEGAL INDEMNIFICATION: CASE
NO. LE/2010**

The Board was in receipt of the following report June 16, 2010 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION – CASE NO. LE/2010

Recommendation:

It is recommended that the Board deny payment of the legal account from Mr. Joseph Markson (dated December 29, 2009) in the amount of \$55,525.04 for his representation of a Court Officer who was charged with three counts of Sexual Assault.

Financial Implications:

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

Background/Purpose:

A Court Officer has requested payment of his legal fees for \$55,525.04 under the legal indemnification clause of the Unit “C” Collective Agreement. The purpose of this report is to recommend denial of the member’s claim.

Discussion:

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

Conclusion:

While the Court Officer was acquitted of all three counts of Sexual Assault, he was off-duty when he drove the complainant home after a Christmas party. It was that event that was the catalyst and subsequent focus for the entire case and trial. The Court Officer was not acting in the capacity as a Court Officer but rather as a private citizen that evening.

Article 27:07 (b) of the Unit “C” Collective Agreement states:

For greater certainty, members shall not be indemnified for legal costs arising from the actions or omissions of members acting in their capacity as private citizens.”

Therefore, payment of the legal bill should be denied.

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

The Board approved the foregoing report noting that additional information was considered during the in-camera meeting (Min. No. C231/10 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P207. RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION**

The Board was in receipt of the following report June 28, 2010 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

It is recommended that the Board approve the re-appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose:

Under Section 53 of the Police Services Act of Ontario (the Act); the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting of January 29, 1998, the Board approved a recommendation requiring requests for the appointment and re-appointment of special constables, who are not members of the Toronto Police Service (Service), be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service has received a request from the TCHC to re-appoint the following individuals as special constables:

Patrick BEAUBIEN
Yaroslav FANCOK
Constantine JAMES
Zeaoul MOHAMMED

Jamie POWELL
Alexander SHEFLER
William VRIESWYK
Richard YORK

Discussion:

The TCHC special constables are appointed to enforce the Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act on TCHC properties within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals listed and there is nothing on file to preclude anyone listed from being re-appointed as special constables for a five-year term.

The TCHC has advised that the individuals satisfy all the criteria as set out in the agreement between the Board and the TCHC for re-appointment as special constables.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in activities on TCHC properties. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

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.

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 JULY 22, 2010**

#P208. COMMUNITY EVENTS FUNDING

The Board was in receipt of the following report June 10, 2010 from William Blair, Chief of Police:

Subject: COMMUNITY EVENTS FUNDING

Recommendations:

It is recommended that:

- (1) The Board grant the Chair and Vice Chair standing authority to approve expenditures from the Board's Special Fund for a total amount not to exceed \$10,000.00 per individual event for internal and community events annually hosted in whole or in part by the Service;
- (2) Standing authority will apply only to those events hosted annually by the Service and are listed in this report for the amount indicated for each event subject to review of changing cost; and
- (3) The Chief provide to the Chair at the beginning of each calendar year, a list of annual events, including the costs to be funded by the Board's Special Fund.

Financial Implications:

Should the Board approve the recommendation contained in this report, the Board's Special Fund will be reduced by \$86,780.00, which is the total cost of the annual events listed in this report based on the funding requests for 2009 as well as any projected increases in costs.

Background/Purpose:

The Board at its meeting of April 22, 2010 approved the following motions (Min. No. P128/10 refers):

1. THAT the Board approve recommendation no. 1 and receive recommendation no. 2; and
2. THAT the Chief provide the Board with a list of the internal and community events for which the Chair currently has standing authority to approve expenditures from the Special Fund on an annual basis to support the events (e.g. Pride Week Reception) and the maximum amount of funds that can be approved for each event, as well as any internal and community events that the Service would like to add to that list (e.g. Asian Heritage Month Celebrations) that are currently forwarded to the Board for funding on an as-needed basis during the year.

The Toronto Police Service (the Service) participates and/or organizes many community events and/or initiatives, both internally and externally throughout the year. These events serve to increase public awareness of significant contributions made by community members. They also provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city. The Service's participation in these community events also serves to increase awareness amongst Service members about the traditions and contributions of the many diverse communities.

Discussion:

The Service recognizes the importance of engaging members of the community along with police officers in various programs, initiatives and events that provide opportunities for community members to interact with police officers in positive ways.

The Community Mobilization Unit (CMU) is responsible for co-ordinating many events at Police Headquarters throughout the year that are intended to promote positive relations between the police and the diverse communities and which showcase advances and partnerships in this area.

The community events that CMU co-ordinates for which funding has been provided by the Board are:

- Black History Month
- Asian Heritage Month
- National Aboriginal Day
- Caribana Kick-Off Celebration and Caribana Float
- Annual Community Police Consultative Conference
- TPS/LGBT CCC Youth Justice Bursary Award
- Board and Chief's PRIDE Reception

CMU also oversees the consultative committee process and submits a year-end report outlining the activities and expenditures as well as requesting funding for the current year for these committees. There are a total of 29 consultative committees for which the Board provides funding for on an annual basis (total funding - \$29,000.00).

The following chart provides a list of annual events hosted/co-hosted by the Service that receive funds from the Board's Special Fund:

EVENT	AMOUNT FUNDED BY THE BOARD
Black History Month Celebrations	\$6,000.00
School Crossing Guard Long Service Awards – 2009	\$6,800.00
2009 Law Enforcement Torch Run For Special Olympics	\$5,000.00
2009 United Way Campaign	\$8,000.00
2009 Asian Heritage Month Celebration	\$5,000.00
2009 TPSB and Chief's Pride Reception	\$5,500.00

2009 National Aboriginal Day	\$2,200.00
2009 Victim Services Program Volunteer Recognition Event	\$6,000.00
LGBT Youth Justice Bursary Award	\$3,000.00
2009 Caribana Kick-Off Celebration and Caribana Float	\$9,980.00
Youth in Policing Summer Employment Program Luncheon	\$1,200.00
2009/2010 Empowered Student Partnerships Program Kick-Off and Chief's Breakfast	\$10,000.00
Native Child and Family Services of Toronto Annual Children in Care Holiday Party	\$5,000.00
2009 Annual Community Police Consultative Conference	\$9,100.00
Chief of Police Fundraising Gala in Support of Victim Services Program	\$4,000.00
TOTAL	\$86,780.00

The following list includes the areas that are considered when putting together a budget for a particular community/cultural event:

- Venue
- Food and Refreshments
- Posters, Frames & Printing
- Exhibits & Displays
- Entertainment
- Honourariums
- Transportation
- Incidentals

Any funds not utilized will be returned to the Board. The Service also considers alternative sources of funding to help offset the costs that are incurred when hosting a particular community event. For example, when an event has been held in a particular community, in addition to funding from the Board, the Community Consultative Committee, where one exists, has contributed funds towards the cost of the event from monies received by the Board for their respective consultative committee. Community members have also absorbed some of the cost associated with a particular event.

All requests for funding from the Board's Special Fund are reviewed to ensure that they meet the criteria set out in the Board's Special Fund Policy and that they are in keeping with the following Service Priorities:

- Focusing on People With Distinct Needs
- Focusing on Child and Youth Safety
- Focusing on Violence Against Women
- Delivering Inclusive Police Services

The Service will provide the Chair with a listing of events that require funding from the Board's Special Fund at the beginning of each calendar year with anticipated costs. If the budget for an event/initiative changes substantially, a separate Board report will be prepared for the Board's consideration.

The Service will monitor events that require funding from the Board's Special Fund and will notify the Board office within a two week timeframe of events requiring the issuance of Special Fund cheques.

Strong community/police partnerships are based on mutual trust, respect, understanding and are essential for the safety and well-being of all members of our community. The Service's participation in these events reinforces the Service's continued commitment to working with our diverse communities and it also aims at fostering mutually respectful and beneficial relationships.

Conclusion:

The Service continues to work with members of our diverse communities in an effort to improve and enhance the relationships and partnerships that exist within these communities. The Service's continued participation in the various community events, both internally and externally, further enhances these relationships.

The Board's continued funding support and participation in these events further highlights and strengthens the Board's commitment to these valuable initiatives and community partnerships.

Therefore it is recommended that the Board grant the Chair and Vice Chair standing authority to approve expenditures from the Special Fund for a total amount not to exceed \$10,000.00 for internal and community events annually hosted in whole or in part by the Service; and that Standing authority will apply only to those events hosted annually by the Service and are listed in this report.

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 Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P209. REVIEW OF THE LEVEL OF FUNDING FOR THE COMMUNITY
CONSULTATIVE GROUPS**

The Board was in receipt of the following report June 10, 2010 from William Blair, Chief of Police:

Subject: REVIEW OF THE LEVEL OF FUNDING FOR THE COMMUNITY
CONSULTATIVE GROUPS

Recommendation:

It is recommended that the Board continue to provide the level of funding from the Board's Special Fund for each of the twenty-eight consultative groups identified in this report for a total amount of \$29,000.00.

Financial Implications:

The Board's Special Fund will expend \$29,000.00 to provide support for the consultative groups.

Background/Purpose:

At its meeting on February 28, 1998, the Board directed that the Chief of Police provide an annual report to the Board on the activities which were funded by the police divisions using Board grants (Min. No. P65/98 refers).

In addition, Board Chairman, Mr. Norman Gardner, submitted a report to the Board at its meeting of February 28, 2002 (Min. No. P51/01 refers). The Board approved the following recommendations from that report:

1. The Board continue to provide an annual grant of \$1,000.00 to each of the seventeen divisional Community Police Liaison Committees, the Traffic Services CPLC, the Chief's Consultative Committees, and the Chief's Advisory Councils and that funding be approved from the Special Fund.
2. The Board sponsor a sixth annual conference for members of Community Liaison Committees on April 28, 2001, at a cost not to exceed \$6,000.00. That funding be provided from the Special Fund.
3. Board members be invited to attend the CPLC conference on April 28, 2001, and be invited to participate in the Board/Community Workshop.

4. That the Chief be requested to bring forward all future funding requests for the CPLC annual conference.

The Board, at its meeting of November 18, 2004, (Min. No. P371/04 refers) approved the following:

1. The Board change the requirement for receipt of the annual report concerning Community Police Liaison Committee (CPLC) and Consultative Committee activities and expenditures from the January Board meeting to the March Board meeting each year,
2. The request for annual funding from the Board Special Fund in the amount of \$1,000.00 for each individual CPLC and Consultative Committee and the request for funding of the annual CPLC conference, be combined with the annual activity report.

The Board, at its meeting of July 10, 2006, approved a report from the Chair, Alok Mukherjee entitled, "Board Policy - Community Consultative Groups" (Min. No. P201/06 refers). The policy stipulates that the Toronto Police Service (Service) will report triennially on the process by which the Service implements the criteria identified to renew the Service's consultative groups and to measure their effectiveness, and also include an examination of the adequacy of resources currently being provided.

The Board, at its meeting of April 22, 2010, (Min. No. P118/10 refers) approved the following:

"THAT the Chief review the level of funding currently provided to the consultative groups by the Board and indicate whether or not any changes are necessary".

This report will provide a review of the level of funding provided to the consultative groups by the Board, through its Special Fund.

Discussion:

Community Consultative Process:

The Mission Statement of the Toronto Police Service Consultative Committee Process is:

"To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities."

The community consultative process within the Service exists formally on three levels:

- Community Police Liaison Committees (CPLC);
- Community Consultative Committees (CCC); and
- Chief's Advisory Council and Chief's Youth Advisory Committee (CAC & CYAC).

The consultation process is not meant to provide another level of police oversight, but rather to establish a process that affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives. It ensures that strategic and effective outcomes are achieved through a formal police/community committee structure, empowering the community and providing the opportunity for a mutually beneficial relationship.

For the past ten years, the Board, through its Special Fund, has provided funding to each of the CPLCs, CCCs, CAC and CYAC.

Each consultative group relies on the funding of \$1,000.00 and the CYAC receives funding of \$2,000.00. The funding of the consultative committees results in a total of \$29,000.00 being expended from the Board's Special Fund.

In February 2009, a CMU Community Consultative Planning Committee (CCPC) was convened and overseen by the Community Mobilization Unit (CMU). The planning committee was comprised of Service members from Corporate Planning, and CMU. The purpose of the committee included the establishment of whether the current level of funding provided by the Board was adequate.

The CCPC, in consultation with community consultative members reviewed the Board's funding commitment of \$1,000.00 to each of the consultative groups. Findings from the review revealed that 62.1% of the respondents believed that the \$1,000.00 provided by the Board was not adequate.

However, an analysis from the 2007-2009 Community Consultative Committees Year-End Annual Activity and Expenditures Reports data indicated that 62.9% of the committees did not utilize all the funding provided.

Should consultative groups require additional funding, they are permitted to generate supplementary funds by way of committee approved fundraising initiatives in accordance with the stipulations outlined in the Community Volunteer and Consultation Manual. Furthermore, should additional funding be required, the Community Mobilization Unit is prepared to submit an appropriate report to the Board at that time.

The following is a list of all the consultative groups that exist within the Service as well as the amount that each group receives by way of funding from the Board's Special Fund.

CONSULTATIVE GROUPS	2010 REQUEST FOR FUNDING
----------------------------	---------------------------------

Community Police Liaison Committees

11 Division	\$1,000.00
12 Division	\$1,000.00
13 Division	\$1,000.00
14 Division	\$1,000.00
22 Division	\$1,000.00
23 Division	\$1,000.00
31 Division	\$1,000.00
32 Division	\$1,000.00
33 Division	\$1,000.00
41 Division	\$1,000.00
42 Division	\$1,000.00
43 Division	\$1,000.00
51 Division	\$1,000.00
52 Division	\$1,000.00
53 Division	\$1,000.00
54 Division	\$1,000.00
55 Division	\$1,000.00
Traffic Services	\$1,000.00

Community Consultative Committees

Aboriginal	\$1,000.00
Black	\$1,000.00
Chinese	\$1,000.00
French	\$1,000.00
Lesbian/Gay/Bisexual/Transgender	\$1,000.00
Muslim	\$1,000.00
South and West Asian	\$1,000.00
Asia Pacific	\$1,000.00

Chief's Consultative Community Committees

Chief's Advisory Council	\$1,000.00
Chief's Youth Advisory Committee	\$2,000.00
Total Funding	\$29,000.00

Conclusion:

The Service has been and continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect and understanding. A review of the current funding provided to the consultative process by the Board reveals that it is appropriately funded through the Board's Special Fund, and is one method utilized by the Service to advance the goal of an empowered community. As such, no changes are necessary at this time.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service, leading to a safer, more secure and healthier community.

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 Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

**#P210. DRAFT 2009 AUDITED FINANCIAL STATEMENTS OF THE BOARD
SPECIAL FUND**

The Board was in receipt of the following report July 07, 2010 from Alok Mukherjee, Chair:

Subject: DRAFT 2009 AUDITED FINANCIAL STATEMENTS OF THE BOARD
SPECIAL FUND

Recommendations:

It is recommended that:

- (1) the Board receive the 2009 Results of the Audit of the Financial Statements of the Board Special Fund; and
- (2) the Board approve the draft 2009 audited financial statements of the Board Special Fund.

Financial Implications:

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

Background/Purpose:

On an annual basis, the Toronto Police Service (TPS) prepares financial statements for the Board Special Fund. The financial statements represent the assets, liabilities and summary of operations for the fund for the fiscal year noted.

To ensure that the financial statements have integrity and can be relied upon, they are audited by the City's external auditor Ernst & Young LLP. The financial statements must be prepared in accordance with the generally accepted accounting principles as set by the Canadian Institute of Chartered Accountants' (CICA) Public Sector Accounting Board (PSAB).

The financial statements are comprised of the following individual items:

Balance Sheet - Provides a summary of the financial assets, liabilities and fund balance as at the end of the fiscal year.

Statement of Operations and Change in Fund Balances - Provides a summary of the source, allocation and use of monies flowing through the fund. The net gain or deficiency is important as it represents an addition to or a draw from the fund balance.

Notes to the Financial Statements - Provide information about the organization, the composition of the fund and the accounting policies used to prepare the statements. Notes are an integral part of financial statements.

Copies of the foregoing financial statements are contained in the attachment to this report.

Discussion:

Key highlights relating to the 2009 financial statements of the Board Special Fund are provided below:

- The cash balance has decreased from the previous year as a result of both a decrease in overall revenues received and an increase in expenditures incurred. The decrease can not be attributed solely to one revenue category. In addition, expenses for Board and Police Service relations have increased significantly over the prior year. The Board has generously sponsored a number of organizations such as several police games and other sports and theatre events. Details of all expenditures are reported to the Board on the quarterly unaudited report.
- Accounts receivable includes accrued balances for unclaimed cash and auction service revenue. These amounts were deposited into the special fund after the fiscal year ended, but are included as they relate to activities in the 2009 year.
- Accounts payable includes the audit fee accrual for the 2009 audit. The fee has now been shown against the operations of the Special Fund rather than the Toronto Police Service.
- Conference expenses were higher in 2009 because of the Board's support for the Canadian Association of Police Boards, the Ontario Association of Police Services Boards and the Community Policing annual conferences. Catering service costs are based on the number of Service members honoured. All expenses were approved by the Board prior to being made.

Management's role in the preparation of financial statements

Management is responsible for adopting sound accounting policies, maintaining an adequate system of internal control and making fair representations in the financial statements. It is the responsibility of management to prepare the financial statements.

Audits and the role of the external auditor

An audit of financial statements is an independent review and examination of an organization's records and activities. Financial audits exist to ensure that the reported financial information fairly represents the organization's financial position and performance. A financial audit results in the publication of an independent opinion on whether or not the financial statements are relevant, accurate and complete.

An external audit is performed by an outside auditor who does not have any ties to the organization or its financial statements. The auditor examines the financial statements by performing the audit and reporting the results in accordance with generally accepted auditing standards. Based on the audit, the auditor can come to one of four conclusions:

- Unqualified – the audit is sound and no material deficiencies exist in the financial statements.
- Qualified – the auditor did not get a complete look at the audit or the statement does not completely satisfy the general accepted accounting principles.
- Disclaimer – the auditor could not form an opinion on the fairness of the financial statements.
- Adverse - the financial statements do not abide by generally accepted accounting principles.

The audited financial statements of the Board Special Fund contain a qualification relating to the completeness of revenues. The qualification means that the auditor's abilities to verify revenues were limited to the amounts recorded in the books of account of the Fund. The auditors were not able to determine if any unrecorded revenue exists. The nature of the revenue gives rise to the qualification, not the surrounding internal controls or lack thereof.

Role of the Police Services Board

The Police Service Board acts as both the audit committee and Board of Directors when reviewing and approving the audited financial statements. The Board is responsible for ensuring that management fulfills its responsibility for financial reporting. The audited financial statements should be reviewed by the Board before they are approved. The review should include discussions with the administration and external auditors of significant issues regarding accounting principles, practices, and adequacy of disclosure.

The Board is required to approve the draft financial statements before they are finalized, signed and released. This practice is consistent with the submission of the City of Toronto's draft audited consolidated financial statements to the City Audit Committee and Toronto City Council.

Conclusion:

In the past, the Board received the signed, audited financial statements of the Special Fund. In discussion with the Ernst and Young auditors, it was determined that the Board should in fact approve the draft financial statements before they are finalized. Approving the statements is an important part of the Board's oversight role.

Ms. Kathi Lavoie, Senior Manager, Ernst & Young will be in attendance to answer any questions from the Board.

The Board approved the foregoing report. Copies of the financial statements are on file in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P211. LETTER OF APPRECIATION

The Board was in receipt of the attached correspondence dated June 09, 2010 from Carol Wilding, President & CEO, Toronto Board of Trade, expressing appreciation for the Board's support and sponsorship of the 43rd Annual Police Officer of the Year Awards.

The Board received the correspondence from Ms. Wilding.

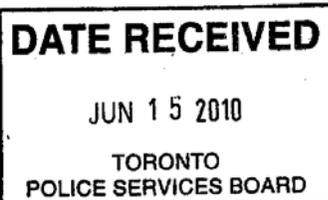


**TORONTO
BOARD OF TRADE**

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Toronto, Ontario, Canada M5X 1C1
Tel: 416.366.6811
Fax: 416.366.6460
www.bot.com

June 9, 2010

Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5J 2G3



Dear Dr. Mukherjee,

On behalf of the Toronto Board of Trade, thank you for your support and sponsorship of the 43rd Annual Police Officer of the Year Awards. I am delighted to report that, with over 150 guests from across the city in attendance, this year's event was one of the most successful.

For 43 years, the Toronto Police Services Board's dedication to this prestigious event has been extraordinary. It's through your support that this city's finest in blue are able to celebrate and share their achievements before family members and friends. This annual tradition is a major event in both the calendars of the Board of Trade and Toronto Police Service, and it is made possible through the generosity and efforts of community partners such as the Toronto Police Services Board.

Again, many thanks for helping make the 43rd Annual Police Officer of the Year Awards a success. I look forward to our meeting on July 27th, and to our continued partnership on future awards.

Sincerely,

Carol Wilding, FCA
President & CEO

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P212. SPECIAL CONSTABLES – TORONTO TRANSIT COMMISSION

The Board was in receipt of the attached correspondence dated June 23, 2010 from Adam Giambrone, Chair, Toronto Transit Commission, containing a response to the Board's earlier recommendation that the TTC develop a mandatory diversity training program for its special constables.

The Board received the foregoing correspondence.

TORONTO TRANSIT COMMISSION



ADAM GIAMBRONE
CHAIR
JOE MIHEVC
VICE-CHAIR
GARY WEBSTER
CHIEF GENERAL MANAGER
VINCENT RODO
GENERAL SECRETARY



MARIA AUCIMERI
SANDRA BUSSIN
SUZAN HALL
PETER MILCZYN
RON MOESER
ANTHONY PERRUZZA
BILL SAUNDERCOOK



June 23, 2010

DATE RECEIVED

JUL 02 2010

TORONTO
POLICE SERVICES BOARD

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Chair Mukherjee:

At its meeting on April 22, 2010, the Toronto Police Services Board approved a motion requesting the TTC develop a mandatory Diversity Training Program for its Special Constables and to report back to the Police Services Board on the nature of that course and the strategy for enrolment.

Annually, the TTC has provided a component of diversity training for its Special Constables and reports that training as a separate line item in the annual report to the Board.

The TTC is in agreement with the motion approved by the Board on April 22, 2010, to enhance the current level of training and is currently researching and developing a course reflective of the multi-cultural and diverse community we serve.

It is anticipated that development of the new course will be completed by August 31, 2010, with annual delivery to all TTC Special Constables to begin in September 2010.

Once the curriculum is finalized, the TTC will report to the Board, the nature of the course and its implementation strategy.

Sincerely,

Adam Giambrone
Chair

28-3

Copy: Chief Bill Blair, Toronto Police Services





Toronto Police Services Board

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



June 3, 2010

Councillor Adam Giambrone
Chair
Toronto Transit Commission
1900 Yonge Street
Toronto, Ontario
M4S 1Z2

Dear Chair Giambrone:

Re: TTC Special Constables – Diversity Training Program

At its meeting on April 22, 2010, the Toronto Police Services Board was in receipt of the Toronto Transit Commission's 2009 Annual Report on the Special Constables Program.

Following a discussion with representatives of the TTC regarding the annual report, the Board approved the following Motion:

THAT the TTC be requested to develop a mandatory Diversity Training Program for its Special Constables and to report back to the Police Services Board on the nature of that course and the strategy for enrolment.

The foregoing Motion is provided to you for consideration. It would be appreciated if you would provide a response at your earliest convenience.

A copy of the Board Minute with respect to this matter is attached for information.

Yours truly,


Alok Mukherjee
Chair

attachment: Minute No. P108/10

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 22, 2010**

**#P108. 2009 ANNUAL REPORT: TORONTO TRANSIT COMMISSION –
SPECIAL CONSTABLES**

The Board was in receipt of the following report dated April 22, 2010 from William Blair, Chief of Police:

Subject: SPECIAL CONSTABLE ANNUAL REPORT 2009 - TORONTO TRANSIT
COMMISSION

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

Section 54 of the agreement between the Toronto Police Services Board and Toronto Transit Commission (TTC) regarding special constables states that:

The Commission shall provide to the Board an annual report with statistical information including but not limited to information regarding enforcement activities, training, supervision, complaints and other issues of concern to the parties and such further categories of information as may be requested by the Board from time to time.

Discussion:

As directed by the Board, appended to this report is the 2009 Annual Report from the TTC regarding special constables. The report is consistent with the reporting guidelines established by the Board.

Conclusion:

The Toronto Police Service has an established working relationship with the Toronto Transit Commission through the special constable program. The Toronto Police Service will continue to work in partnership with the Toronto Transit Commission to enhance the safety and security of patrons utilizing the transit system.

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

Mr. Gary Webster, Ms. Terry Andrews and Mr. Fergie Reynolds, Toronto Transit Commission, were in attendance and responded to questions about this report.

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

THAT the TTC be requested to develop a mandatory Diversity Training Program for its Special Constables and to report back to the Police Services Board on the nature of that course and the strategy for enrolment.

A copy of the Executive Summary to the 2009 TTC Special Constable Annual Report is attached for information. A copy of the complete annual report is on file in the Board office.



EXECUTIVE SUMMARY

Within the transit policing and security framework, the Toronto Transit Commission (TTC) is working closely with the Toronto Police Transit Patrol Unit (TPU) to build a meaningful and mutually beneficial relationship. Significant change occurred in May with the addition of 38 police officers dedicated to the TPU; patrolling the system to assist with traffic, safety and security.

Transit Special Constables focused much of their activities on the TTC's corporate interests and business needs including: fare enforcement, bylaw enforcement, asset protection and addressing customer and employee safety and security needs.

Fare evasion remains a significant concern to the TTC with the proliferation of forged and counterfeit fare media. In addition to new security measures incorporated into the design of fare media, Special Constable Services conducted vigilant fare enforcement throughout the year.

Transit Special Constables continue to exercise the powers and authorities granted by the Toronto Police Services Board (the Board) in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system. Transit Special Constables continue to provide a consistent standard of service accountable to both the Toronto Transit Commission and the Toronto Police Services Board.

The activities of Transit Special Constables remain consistent with the Ministry of Community Safety and Correctional Services guidelines and enable the TTC to more effectively serve the special interests of the organization, and also the public interest in preservation of order, protecting property, and providing limited law enforcement.

The 2009 TTC Special Constable Services' Annual Report provides the Board with information on the TTC's Special Constable Program and more specifically: the structure of the department, effective supervision, current staffing, ongoing training, uniform standards and distinction, the use of the authorities granted by the Board, governance, occurrence reporting as well as a summary of public complaints and concludes with some highlights of the reporting year.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JULY 22, 2010**

#P213. IN-CAMERA MEETING – JULY 22, 2010

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
Councillor Frank Di Giorgio, Member
Mr. Hamlin Grange, Member
Councillor Adam Vaughan, Member

Absent: Councillor Pam McConnell, Vice-Chair
Ms. Judi Cohen, Member

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#P214. ADJOURNMENT

Alok Mukherjee
Chair